

Independent Mid-Term Review of the Decent Work Country Programme in Pakistan 2016-2022

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Acronyms

AJK	Azad Jammu and Kashmir
CPR	Country Programme Review
CO	Country Office
CPO	Country Program Outcomes
CRE	Centre for Rural Economy
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DWA	Decent Work Agenda
DWCP	Decent Work Country Programme
DWNPA	National Plan of Action for Decent Work
DWT	Decent Work Technical Support Team
EA	Evaluability Assessment
EDI	Evaluability Diagnostic Instrument
EFF	Extended Fund Facility
ESSI	Employees Social Security Institution
EVAL	Evaluation Office, ILO Geneva
FAO	Food and Agriculture Organisation
FATA	Federally Administered Tribal Areas
FPRW	Fundamental Principles of Rights at Work
GB	Gilgit Baltistan
GDP	Gross Domestic Product
GoP	Government of Pakistan
GSP	Generalized System of Preference
HBW	Home Based Workers
HDI	Human Development Index
ILO	International Labour Organisation
ILS	International Labour Standards
IMF	International Monetary Fund
KII	Key Informant Interviews
KP	Khyber Pakhtunkhwa
LFS	Labour Force Survey
LWSPEG	Labour Welfare and Social Protection Expert Group
MTR	Mid-Term Review
NAP	National Action Plan
NIPS	National Institute of Population Studies
OECD	Organisation for Economic Cooperation and Development
PBS	Pakistan Bureau of Statistics
PCMEA	Pakistan Carpets Manufacturers & Exporters Association
PLGMEA	Pakistan Leather Garments Manufacturers & Exporters Association
PMKJ-YES	Prime Minister's Kamyab Jawan Youth Entrepreneurship Scheme
PNTLG&GWF	Pakistan National Textile, Leather Garments & General Workers Federation
PTEA	Pakistan Textile Exports Association
ROAP	Regional Office for Asia-Pacific
SAFWU	Sindh Agriculture & Fisheries Workers Union
SDG	Sustainable Development Goals
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UN	United Nations
UNSDCF	United Nations Sustainable Development Cooperation Framework
WB	World Bank
WEF	World Economic Forum
WWF	Workers Welfare Fund
YES	Youth Entrepreneurship Scheme

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Executive Summary

Purpose, Scope and Clients

This Mid-Term Review (MTR) was conducted between August-September 2020 to assess the progress and performance of the International Labour Organisation (ILO) Country Office (CO) Decent Work Country Programme (DWCP) III for 2016-2022. Due to the COVID-19 situation, the MTR was completed remotely involving a desk review and remote interviews and consultations with tripartite constituents and other key stakeholders.

The MTR provides an opportunity for the ILO CO, tripartite constituents and other stakeholders to consider from a strategy perspective the extent to which the DWCP III has been effective in supporting the Decent Work Agenda (DWA) in Pakistan. Within the ILO, the MTR is aimed at ensuring accountability, informing high-level decisions on policy and strategic direction, enabling office learning, so that planning and implementation can be improved and enhanced for the remaining period of implementation.

Data was collected through a detailed document review of over 85 documents, interviews with over 40 stakeholders and triangulated through discussions amongst the review team. A copy of the Terms of Reference (ToR) for the MTR is included as Annex 1.

Context

Pakistan has been an important and active member state of the ILO since its independence in 1947. Pakistan has ratified to date, thirty-six (36) ILO Conventions which also include eight (8) core conventions. The ILO maintains strong relationships and engagement with tripartite representatives and constituents. The ILO CO in Islamabad supports the constituents in their efforts to achieve decent work and social justice in Pakistan.

The DWCP is the primary framework for ILO's support to constituents and are the main instruments for planning and implementing ILO programmes at the country level. The key concept of decent work promotes to integrate economic and social policies. DWCPs support four strategic priorities

- Set and promote standards and fundamental principles and rights at work
- Create greater opportunities for women and men to decent employment and income
- Enhance the coverage and effectiveness of social protection for all
- Strengthen tripartism and social dialogue

Pakistan is one of the pioneer countries to design and implement a DWCP. The national constitution lays the foundation for a rights and commitment based approach to employment and work. The Government of Pakistan (GoP) maintains responsibility for enabling citizens to be: (i) engaged in employment; (ii) ensuring just and humane conditions of work; (iii) providing and facilitating employment; (iv) and in developing and maintaining a social security system which covers infirmity, sickness and unemployment. It also seeks to remove all forms of gender based discrimination

ILO Pakistan DWCP 2016-2022

The DWCP III is aligned with the national development framework of the GoP and other key national policies. These comprise Pakistan Vision 2025, the National Labour Policy 2010, the National Textile Policy 2015, the National TVET Policy 2015, the Strategic Trade Policy Framework, 2015-18, the National Human Rights Action Plan 2015, and the One UN Programme, 2013-17 as well as the current phase of 2018-22.

DWCP III is built on the experience of the DWCP II reflected in the findings of the Country Programme Review (CPR) 2015 and was developed through a consultative process of participation of the tripartite constituents and ILOs technical support. The following four key priority areas have been developed for the DWCP III (2016-20):

- Promoting Decent Work in the Rural Economy
- Promoting job creation for youth and vulnerable groups
- Strengthening compliance with International Labour Standards (ILS) through social dialogue
- Extending social protection floor

The four key priority areas have fourteen (14) outcomes, each having specific strategies to address and meet the results.

Key Findings

1. Relevance

DWCP priorities have been developed through a consultative process with participation of tripartite constituents and all stakeholders. The process has been very satisfactory and all stakeholders have expressed satisfaction in the process of developing the DWCP III. It is a “home-grown” document built on the experience and learning of DWCP II (2010–2015). It is built on the strengths of the DWCP II and addresses the gaps experienced during the implementation.

The DWCP III and its four priority areas are well aligned with the national development framework of the GoP and other key national policies. The DWCP is also aligned to the requirements of the UN through the Sustainable Development Goals (SDGs) and United Nations Sustainable Development Cooperation Framework (UNSDCF)

The process of engagement and consultation between partners and stakeholders for DWCP III was strong. The DWCP III does seek to focus on the ILO’s (and respective constituent partner’s) “niche and comparative advantage” of decent work, social protection, associated labour standards and social dialogue within the country. It aligns to key strategies and policies of both the national government and UN. However, observations and consultation with key constituents have started to question the relevance and appropriateness of the DWCP concept going forward as a means of generating engagement and involvement. This is based on a number of key factors and observations: (i) broad and ambitious programme; (ii) doesn’t map a strategy for achievement of results; (iv) maintains traditional ways of working despite changes in context; (v) focus on national ministries, constituents and partners; and (vi) the alignment of some projects to DWCP priorities is not always clear.

For relevance to remain strong going forward there is a need to consider alternative approaches to engagement with constituents. The DWCP concept could focus more on practical implementation requirements that are relevant and appropriate to the needs of constituents and provide real targets and measures against specific and agreed strategies and projects.

2. Coherence

The DWCP framework is the core planning document of the ILO. The ILO CO has experienced staff who are well versed in the concept, approach and management of the DWCP. The prioritisation process of DWCP III is well structured and coordinated and is understood and appreciated by both tripartite constituents and international development cooperation partners. Provincial labour departments expressed their understanding of the DWCP and believed it fundamentally addresses their immediate priorities and requirements. They also recognise that they were contributing to decent work.

The DWCP also supports the ILO (and constituents) in their engagement with international donors. Investments in consultative approaches and processes, combined with high credibility and reputation, provides the DWCP and ILO with a sound base to secure funding from a variety of donors. The multiple donors supporting the DWCP III also reflect the credibility of ILO, particularly in light of the fact that many donors have had a long association and relationship with the ILO.

DWCP is an important strategic document but as a resourcing and management document it isn’t really used to guide implementation. Tripartite relationships are strong because the ILO has invested considerable time at the federal and provincial level. The problem with the DWCP comes with

implementation. Tripartite partners meet and engage but overall implementation is slow. Constituents are not aware of the outcomes and indicators within the document nor their responsibilities to address them. Overall roles and responsibilities of the tripartite constituents should be better defined prior to signing of the document for smooth implementation.

As a strategic document, the DWCP does add value as it positions the ILO in partnership with its constituents to prioritise support under key priorities. What is required ultimately is a shorter, more concise DWCP document which then has a clear operational plan which is used to guide implementation, mobilise resources, and links with the results framework and associated monitoring and review plan.

Ultimately the DWCP is guided by what donors will fund. This has the risk of meaning that the strategies become obsolete or forgotten as the ILO seeks to mobilise funds in core areas. Donors also have their own results frameworks and strategies so there is at times, competition as to what will be funded.

3. Effectiveness

Overall, program effectiveness to date is satisfactory but there is room for improvement. Priorities under the DWCP III are relevant and appropriate and there is clear alignment of strategy and structure. The number of outcomes and associated indicators is excessive and establishes a benchmark that cannot be reached. When reviewing the current portfolio of projects, it is hard to see how individual projects contribute to some outcomes and indicators.

A majority of funds goes to Priority 3 followed by Priority 1. Priority 4 and 3 round out the allocation. As outlined in the conclusions of effectiveness the recommendations are that more funds be allocated to Priority 4 while continuing to maintain a focus on Priority 3. This raises questions as to why there is need for so many outcomes and indicators for priorities where there is limited work and unlikely to be in the remaining period through to 2022.

A total of 28 projects have been funded under DWCP III since 2016, out of which 9 projects are on-going with one in the pipeline and 18 projects have been completed. The projects range in duration from 6-years to 6-months. All projects correspond to the four priority areas of the DWCP III. However, this is not an equal distribution. These projects vary from global, multi-country, regional and national levels. Sound progress has been made especially in the areas of legislation, the formulation of new laws and policies which can be directly attributed to DWCP efforts. Considerable efforts have been achieved relating to the informal sector in reaching out and formulation of legislation on home based workers.

It is notable projects have been built on the experience and lessons learned from previous phases thus maintaining continuity and contributing to the effectiveness of the DWCP III delivery. Overall positive views have come forth in terms of delivery, achievements, building partnerships, and strengthening capacities of tripartite constituents, awareness raising and social dialogue.

Employers and workers, are all contributing effectively to the DWCP III. Their commitment to promote decent work and to conform to international standards of work is evident in the implementation to date. Both partners are expanding their outreach and engagement with their own constituents. For example, the Employers' Federation of Pakistan (EFP) established the first Pakistan Business Network for Social Protection (PBN-SP). It has also developed a Growth Strategy under the current DWCP.

To promote decent work EFP and PWF have continued their advocacy efforts raising awareness on Occupational Safety and Health (OSH), child labour and bonded labour, and gender equality. EFP has been collaborating in capacity building on OSH and the Fundamental Principles and Rights at Work (FPRW). Moreover other employer organisations such as PSGMEA, PLGMEA, PTEA, PCMEA have developed partnerships on compliance with ILS and national labour laws in the textile sector. Specific examples of the contributions of EFP and PWF include:

- Building up collaborations and partnerships, social dialogue, drafting of labour laws to ensure decent work and compliance with ILS.
- Participation in efforts geared towards formulating legislation and in conforming with decent work.
- Engaging in the rural economy and formalisation of the informal economy, in social dialogue and consultation on FPRW in cotton value chains.
- Expanding their membership to workers from the formal to the informal economy. They are facilitating and providing new or revised services to economic units and workers in the informal economy with a view to facilitating transition to the formal economy.

Other key achievements by all constituents under key headings include:

- **Support to Federal Ministries:** The ILO CO's role has been significant in supporting the MOPHRD on (i) reporting in relation to 5 international labour standards/conventions; (ii) preparing recommendations on the 39 pending international labour standards instruments; (iii) developing three reports: OHS, GSP+ and gap analysis for ratified conventions.
- **Legislation and Policies:** Considerable progress has been made at this level. Strong engagement, participation and inputs of workers and employers organisations and sectoral representatives.
- **Ratification of Conventions:** Pakistan has not ratified the Minimum Wage Fixing Convention 131 (1970), Home Based Workers Convention 177 (1996). Although work on home-based workers and minimum wages has been completed, the GoP's stance on these important Conventions has not been finalised. Although advocacy efforts of civil society have been on-going, there has been no progress on ratification of these important conventions. This is a disappointing result and reflects a general lack of political will within the GoP. The ILO and its constituents continue to play a proactive role to support the final ratification of these conventions.
- **Capacity Building:** has been a major component of all projects under the DWCP III. These have been reported to have been achieved and quantified in terms of numbers of people trained etc. Capacity building has been both vertical and horizontal ranging from the federal ministry to the district level, varying with the needs and requirements of wide range of stakeholders. It is noted that the capacity of social partners outside the federal sphere is somewhat limited.
- **Labour Inspection:** is a core component of labour administration to ensure decent work is promoted in Pakistan. The strengthening of Labour Inspection System (LIS) has been an on-going focus of the ILO CO under the DWCP. LIS continues under DCWP III but tends to lack political will and government commitment
- **Social Protection:** The DWCP III seeks to address the challenge of expanding the weak social protection systems that are in place and making those systems more sustainable. Existing social protection systems are limited and face significant challenges in terms of implementation and resourcing.
- **Rural Economy:** Considerable progress has been made to outcomes relating to rural economy during the DWCP implementation period. A number of progressive interventions were conducted by the ILO, which has strengthened social dialogue and support to the legislative process for rural workers.
- **Minimum Wages:** Policy measures have been adopted to strengthen labour relations and improve working conditions and terms of minimum wages.
- **Social Dialogue:** is a priority area of the DWCP. Social dialogue has an established track record at the federal level and remains a key strength. Provincial tripartite committees have been established in four provinces and AJK (a total of five to date) and are constituted but these are yet in embryonic form and need strengthening to reach a level of maturity. Further work is required to support these provincial committees and this should be a priority for the remainder of DWCP III.

There have been some concerns shared from key DWCP partners. These concerns tend to focus on: (i) lack of responsiveness in reporting to government constituents; (ii) inability to quantify achievements; (iii) capacity building is not assessed; (iv) strategic plans and documents are not shared; (v) perceptions of lack of transparency in selection of activities and general inefficiency in operations.

To improve effectiveness of the DWCP going forward, the following strategies are proposed: (i) develop a clear Theory of Change (ToC) and associated results framework to drive implementation and management; (ii) use the DWCP to drive selection of projects and not use responsive mechanism to accept donor requests; (iii) renew partnership and priorities projects to promote the private sector; (iv) focus on tangible results and outcomes that can be assessed (e.g. SDG support and minimum wage).

Additional guidance on future directions related to DWCP III Priorities includes:

- The DWCP III should continue to focus on Priority 3. This is where the comparative advantage of constituent partners is most evident.
- However, there is need to increase focus on Priority 4 *Extending Social Protection Floors* and through this, a renewed focus on job creation under Priority 2. These priorities directly address the most vulnerable given limited social protection coverage provided through formal government mechanisms. Priority 4 is also heavily linked to SDGs and UNSDCF.
- Continued work through Priority 4 to support workers in the informal economy is important. It is a core component of the constituent partnership.
- The impact of COVID-19 has caused a rise in unemployment and increase in vulnerability of the marginalized. Therefore, social protection should be prioritised as it will become an increased focus area given the impacts of COVID-19 are expected to be significant, particularly for economic conditions.
- The increase in returning overseas migrant workers will add to the vulnerability in the country. Social Protection needs to be extended to these workers
- Priority 1 does require more attention, particularly in light of the impacts outlined above, particularly for those in the rural economy. Returning migrants will place pressure on existing job markets in rural areas. Attention needs to be factored into strategies that support rural workers and this will remain a priority for the coming years.
- The DWCP III and constituent partners should build in annual reviews and assessment of priority areas/interventions to assess progress and ensure alignment to future priorities.

4. Efficiency

The quality of the ILO's expertise, reputation and experience within Pakistan and within the tripartite system, are major reasons for the ILO's efficient and effective contribution to the implementation of the DWCP. Efficiencies are derived through the continuing building on and engagement with core partners and in structuring projects and programs to meet defined priorities and requirements. The ILO CO leverages its comparative advantage, particularly in its work leading the sub-committees related to Outcome 2 (Decent Work) and Outcome 10 (Social Protection) within the framework of the One UN Programme III (OP III) or UNSDCF. The ILO CO's work is viewed positively by tripartite constituents and international donors alike. Key highlights include:

- The ILO CO's highly specialised technical expertise and experience is readily available and provided in a timely manner. Supporting this work is the availability of technical specialists within the DWT to provide additional support with regards to specific interventions and support for both worker and employer federations.

- The ILO CO is also able to draw upon its international network and expertise with ILO HQ and Regional Office Asia Pacific (ROAP) playing an on-going supporting role in key areas such as M&E, management, DWCP formulation and policy and priority setting.

A positive development during the period has been the establishment of a Steering Committee (SC) based on a recommendation from the CPR of DWCP II. The SC was established in 2018 and has met twice to date. Evidence suggests that the impact of the SC on implementation and management is limited. Two meetings since 2018 is not entirely adequate and the COVID-19 situation means that it is unlikely a meeting will be held in the current year. Given the commentary received from some partners about the on-going lack of engagement and consultation, it is imperative that the SC is reconvened and strategies outlined to address the findings of this review and to act upon the recommendations.

5. Impact

Whilst the work of the DWCP is well recognised and well received, the overall impact of results and work derived through the DWCP is still a “work in progress”. The lack of an overall defined M&E framework does make it difficult to determine if key results have been realised and achieved. Anecdotal evidence suggests that work is producing results but there has been no systematic approach to review or assessment of impact. Despite the lack of review and impact studies, the DWCP III has contributed towards 10 individual research pieces. Another 11 studies are currently underway.

Given the normative nature of the ILO’s work, it is often very difficult to adequately define impact and to be able to assess a direct contribution or attribution. To achieve this end requires the design, implementation and management of a clear results framework and M&E system. The lack of baselines is problematic and while baselines exist in some components, these are not clearly defined and some components remain without a baseline despite the DWCP being at the mid-point of implementation.

A key DWCP strength is its partnerships and the recognition by all constituents of the important role the ILO plays in establishing, coordinating and supporting partnerships across government, the private sector and with workers and other civil society organisations. The ILO has strong recognition and reputation within government, both at the federal and provincial levels. The ILO is also well regarded by both the PWF and EFP and both acknowledge the important role the ILO plays as a “valued interlocutor”.

Resource constraints also play a role in that DWCP activities are not always fully funded leads to implementation gaps that stall and stunt progress, particularly if funding is not raised for critical aspects that have to move forward before additional work and progress can be assessed.

Like all aspect of learning and knowledge sharing there is always room for improvement. The main issue is that many stakeholders and partners do not entirely know what the ILO is doing on an annual basis. The DWCP is well recognised and understood but the information and sharing of this information is not always timely or consistent

This highlights the importance of a programmatic approach as part of the DWCP formulation so that all constituents and partners are aware of the program and what each will be receiving. Formal reporting is important and necessary and effort must be made to produce a public Annual Report.

6. Sustainability

DWCP III continues to build upon the interventions of previous country work programmes and there has been a consistent approach to supporting tripartite constituents in core areas such as labour standards, supply chains and promotion of decent work. These interventions are commendable and important; however, a broader question of sustainability is raised.

The main challenge is that most interventions funded under the DWCP III tend to be individual projects. Projects are also implemented for limited timeframes and then completed or extended. There does not appear to be a defined “end point” to ILO support.

Getting to and sustaining impact and broader change presents a serious challenge for the ILO's future engagement and work. Failure to address this issue through careful design and development of clear strategies (i.e. programmatic approach) will present some serious challenges for the ILO's downstream work.

In reviewing feedback from the MTR process on sustainability, some key points require some consideration:

- Focusing efforts on institutional support (policy, legislation and regulation) along with a defined and targeted capacity development program provides an opportunity for longer-term impact and sustainability. The ILO is well recognised for its support in policy and legislation.
- Institutional strengthening is where the focus of support should be rather than just individual support. Whilst it is more difficult to measure, it should remain the focus of implementation going forward. It is also important to recognise the difference and preferences in priorities and ensure support is tailored to varying levels of capacity and demand.
- The ILO needs to pivot its resources in to priority areas that are demand-led by both the federal and provincial governments. A good example is the support provided to complete the current Labour Force Survey. The ILO has had direct and tangible input and influence into this document. Supporting the government to achieve desired outcomes through better data collection, analysis and utilisation would further embed the impact of the ILO and generate positive results for the government as a whole.
- A renewed effort is required on M&E as a whole. This would help align individual interventions and projects and demonstrates the linkage to broader outcomes and priority areas in the DWCP. Without adequate baselines it is difficult to ascertain the overall influence and impact of ILO interventions.
- A programmatic approach that sees intervention as part of program (aligned to priority areas) would allow for greater coverage and focus of effort. Individual projects, whilst well meaning, can be viewed as simple interventions which have limited impact. A programmatic approach would enable projects to be grouped and then aligned to priority outcomes.
- The recognition and cultivation of synergies between interventions increases the chance of impact but can be severely affected by the availability of funding and opportunities. If DWCPs are only partially funded without good prioritization, progress towards impact can be delayed. There are a number of projects or policy initiatives in the subregion, and within each DWCP, that can be better connected to work in synergy towards better results and impact.
- The DWCP needs to be viewed as more than an "ILO" document or strategy. Engagement and involvement of constituent partners to assume ownership is required. A fully elaborated M&E systems with defined roles and responsibilities, including accountability mechanisms, would assist in ensuring ownership and focusing effort.

7. COVID-19

The COVID-19 situation has had an immeasurable impact upon the global community since the commencement of 2020 and Pakistan and the work of the ILO through DWCP III has not been spared. For Pakistan businesses have been forced to close, workers have been laid off and approximately 60,000 overseas Pakistani's have returned home, due to employment lost in other countries. The immediate impact and influence of COVID-19 is significant and is likely to continue in the longer-term.

The immediate challenge to the ILO is the ability to effectively engage with tripartite constituents and other partners. Social distancing measures means that direct engagement with employers and workers are somewhat restricted, not to mention restrictions on travel and movement both domestically and internationally.

The COVID-19 situation has revealed the need for on-going ILO engagement, particularly with regards to showing continued support for both workers and employers. Both employers and workers have

been influenced by the impact of COVID-19. Consultations for the MTR revealed a range of issues and concerns but also identified possible opportunities and insights as to where the ILO can provide support.

Going forward, the ILO needs to pivot. In other words, the ILO needs to respond to the current situation by not changing the focus of its work but rather review it in terms of how best to implement and support constituent partners in the “new normal”.

A jointly prepared and implemented COVID-19 strategy and prioritisation list for DWCP III by all partners would be very useful in this context. Some suggested strategies for consideration under the DWCP III include:

- Maintain work on International Labour and Environment Standards. These are two significant and well regarded activities related to COVID-19 that can continue.
- Seek to promote online webinars and training events to maintain engagement and continue implementation. Some employer organisations have requested additional follow-up on Sustaining Competitive and Responsible Enterprises (SCORE) methodologies. Additional workshops around Occupational, Health and Safety (OHS). Training and capacity development can continue., the ILO needs to be innovative as to how this work can continue.
- Opportunity for specialised training and support with key counterparts. One example raised has been for participants to send information as to what they have done (i.e. application of different strategies, handwashing) and then the ILO can provide further guidance and information.
- There is opportunity for the provision of new service. The ILO need to look and consider new opportunities for employers to provide a new service on the issues arising out of COVID-19.

Evaluability Assessment

As part of the MTR process a separate Evaluability Assessment (EA) was run using the ILO’s Evaluability Diagnostic Instrument (EDI). The EDI contains three evaluability components to assess various M&E functions and applications with a focus on: (i) Evaluability of the DWCP nexus with SDGs; (ii) Readiness of national monitoring and evaluation system to evaluate decent work and SDGs; and (iii) ILO constituent capacity and needs assessment for an affective involvement in the M&E of SDGs relevant to decent work.

The EDI was applied to DWCP III to assess the relevance, applicability and functioning of the current system as it aligns to the SDGs and UNSDCF. The report also provides commentary and guidance on possible areas for improvement and strengthening.

This Evaluability Assessment (EA) addressed one key objective of the EDI which was to: *assess the readiness of the extent ILO DWCP integrates the relevant UNSDCF results, SDG goals and targets, and can be developed in a manner such that its monitoring, evaluation and reporting facilities clearly illustrate ILO contribution to the CF and the SDGs.* The EA identified key findings against each criteria from Component 1. Some key findings included:

Understanding how to link Decent Work Country Programmes with Sustainable Development Goals, targets and indicators

- The ILO Pakistan’s DWCP does align to SDG outcomes and UNSDCF outcomes.
- The ILO enjoys a prominent role its constituents and other UN Partners. There is strong evidence of the level of engagement, consultation and integration of different strategies and workplans to ensure alignment.

Process for developing a DWCP integrating SDGs relevant to Decent Work

- There is a strong understanding and evident linkages into the SDGs. The timing of the current DWCP III enabled the ILO Pakistan to transition from the Millennium Development Goals

(MDGs) into the SDGs. Planning for the current 2016-2022 DWCP commenced in 2016 at the time the SDGs were introduced. This provided an opportunity for the ILO Pakistan to critically review, appraise and prioritise alignment to the SDGs going forward.

Linkage of the DWCP with the UNSDCF objectives

- The evidence suggests that the DWCP III links primarily to Outcome 2 (Decent Work) and Outcome 10 (Social Protection). Approximately 80% of the work implemented under DWCP III is reflected in Outcome 2 (Decent Work) and 20% under Outcome 10 (Social Protection).
- The ILO in Pakistan has drawn on the Common Country Assessment (CCA) in developing the DWCP. Although DWCP III was developed prior to the UNSDCF, the information remains somewhat consistent.

Adequacy of the DWCP Theory of Change (TOC) in connection with Sustainable Development

- The SDGs are clearly outlined in the draft ToC linking SDGs to key DWCP priorities, however the processes to reach these desired ends are unclear and based on generic results rather than a deep assessment of the causal factors (and associated enablers) required to realise change.
- The inclusion of a large number of SDG outcomes does complicate this process as it is difficult to align and attribute key DWCP outcomes and indicators to clearly demonstrate a causal link and direct contributions to the achievement of all outcomes.

Robustness of the DWCP Theory of Change (TOC) and its alignment with UNSDCF

- The ToC approach to align by Priority is sound. However, there is no overarching framework or DWCP-wide ToC that presents a picture of the approach and expected changes overall. There is no evident appreciation of variables in the broader context and enabling environment that will influence change.
- The ToC is incomplete. Unfortunately, the ToC by Priority tends to be repetitive and doesn't reflect the linkages between the pillars nor the assumptions and associated risks attached to each area of work under respective Priorities.

DWCP performance Measurement Framework reflective of Sustainable Development

- This remains unclear. In areas where the DWCP is heavily focused Outcome 2 and Outcome 10 (UNSDCF) and with Goal 8 (SDGs), there is a level of confidence that the information provided through the DWCP would be able to inform the indicators and results expected under these statements. However, a closer inspection of the indicators within the DWCP reveals that the direct correlation and contribution to these is not clear.

DWCP Performance Measurement Framework reflective of the UNSDCF

- A positive result is that the ILO Pakistan has not simply copied and pasted indicators and targets. The results framework doesn't contain the UNSDCF outcomes directly (they are included on a separate sheet as a point of reference). The outcomes stated in the results framework are those that are contained within the DWCP. The challenge, as highlighted before, is that it is difficult to see the linkages between the DWCP results framework and how information and data informs that expected results within the UNSDCF, and by extension the broader SDGs.

Monitoring and Evaluation Strategy and Plan for DWCP performance reporting in connection with Sustainable Development

- Best practice M&E should contain a narrative plan (i.e. a M&E Framework and Plan) that explains the process for M&E. This includes rationale, approach, identifies uses, elaborates methodologies and allocates budget, roles and responsibilities and has a timeline and schedule for reporting and evaluation activities.

Monitoring, Evaluation and Learning (MEL) and Reporting Plans supporting the UNSDCF

- There is limited evidence of a detailed M&E Plan. The results framework does indicate alignment to GoP Vision 2025, the SDGs and UNSDCF. These are clearly stated above each Priority area.

Reporting on DWCP and SDG performance and results

- There is limited evidence of formal reporting by the ILO Pakistan. An annual report for 2016-2017 was prepared but there has been no further public annual report prepared to date. Acknowledged that internal reporting has continued.

Key Lessons

A number of key lessons have been identified from the review process. These will be expanded upon for the final report into the relevant ILO format and structure.

- Engagement and consultation is critical for the success of the DWCP. In the Pakistan context this requires involvement with federal ministries and national employer and worker federations and also provincial governments and stakeholders, including social partners and the private sector.
- Building upon the ILO's comparative advantage for decent work is critical and all projects should be aligned to this specific agenda linked to the DWCP rather than the priorities of individual donors.
- Appropriate and fit-for-purpose M&E systems are an integral part of the DWCP, providing important information and data to inform the ILO internally as well as key stakeholders as to the progress and achievement. It also provides a basis for decision-making and potential refinement of the DWCP going forward.
- Training and capacity building are important components of the ILO's work under the DWCP. However, without a clear rationale and staged approach to capacity, it is unlikely that results will lead to longer-term impact and sustainability. Periodic review and assessment of capacity development interventions is required.
- Ad hoc or small scale projects not aligned to strategy or priorities drain efforts and lead to an uncoordinated approach. A programmatic approach to staged and planned interventions along with robust M&E, brings a higher chance of sustainability and impact.

Key Conclusions

The ILO CO has used its comparative advantage to good effect through the DWCP. In the words of tripartite constituents and international partners, the ILO has (i) built strong relationships of trust and respect; (ii) has promoted a strong consultative and engagement process when developing the DWCP, (iii) is a respected partner taking leadership for the promotion of decent work and social protection; (iv) works within the tripartite modality, and (v) aims to collaborate rather than compete but has the capacity to act alone based on its knowledge and experience.

The DWCP III has also been viewed by some as (i) ILO-centric; (ii) inflexible to respond to the needs to partners, particularly in a devolved context; and (iii) does not engage well with regards to implementation and management.

At this mid-point of DWCP III implementation, there is scope for the ILO to adjust its focus and to reiterate the strengths and review and reflect on the challenges and seek to implement strategies to improve. Some suggested approaches for consideration include:

- Maintain the normative mandate of the ILO but seek to bring in pragmatic and practical responses to address issues, particularly at provincial level.
- View strategy as a long-term process and ensure donors are aligned to the DWCP rather than seeking short-term project level funding that may conflict with the standards and targets set.

- Underpinning the above, promote a programmatic approach rather than individual projects. Define end points and identify success points (and exit points) for both the DWCP and associated projects.
- Narrow to focus and scope of projects to prioritise those that produce tangible results and outcomes and maintain the mandate and focus of the ILO as a whole.
- Seek to engage all tripartite partners and seek to engage further with partners at the provincial level. This engagement is not just for planning but rather for implementation, management and utilisation of information.

Recommendations on Mid-Term Review

Following the completion of the MTR process, a number of key recommendations have emerged. These are provided below as means to strengthen and improve the existing DWCP framework and approach. The recommendations also assign responsibility, indicate level of priority and also outline time and resource implications.

Recommendation 1: Review the number and type of outcomes, outputs and indicators within the DWCP and focus on those that will be realised through direct ILO interventions and projects. Ensure all current and intended projects are aligned to the revised outcomes.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, ROAP and EVAL	High	Medium	Medium

Recommendation 2: Strengthen monitoring, evaluation and learning systems and approaches in line with the work required under Recommendation 1. Embed a culture of accountability and transparency with regards to reporting and sharing information and data within the ILO and with key constituents at the federal and provincial level. Use theories of change linked to the M&E system for a comprehensive approach to tracking progress towards impact. Devise processes to synthesize and use information from evaluation findings and recommendations. Devise ways to monitor and evaluate the effectiveness of capacity strengthening. Experiment with adaptive management techniques that use short cycles of monitoring and reflection.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, ROAP, EVAL	High	Medium	Medium

Recommendation 3: Continue to focus on priority areas where constituent partners have comparative advantage (Priority 3), however in the remaining time period, seek to consider more opportunities under Priority 4 (Social Protection) which in turn influences work in Priority 1 and 2 related to rural economy and job creation.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
Constituent Partners	High	Medium	Medium

Recommendation 4: Continue to seek opportunities at the provincial level that support provincial authorities and stakeholders in their efforts to promote decent work. Through this engagement, seek to ensure DWCP III priorities are aligned to provincial priorities thus ensuring the on-going integrity of the DWCP III while ensuring projects that are targeted and aligned to provincial administration priorities are supported.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
Constituent Partners, Provincial Authorities	Medium	Medium	Medium

Recommendation 5: Improve opportunities for impact that can be sustained into the longer term. Work with existing constituents and provincial partners and seek opportunities with new partners. Project opportunities should be aligned to the revised DWCP with a renewed focus on streamlined outcomes and indicators.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Low

Recommendation 6: Strengthen the engagement with and between constituent partners with the sharing of information and data and utilise this to inform decision making and priority setting going forward. Ensure the SC is convened and engaged in the process. Suggest six-monthly meetings of the SC to build trust and commitment and use the SC to guide implementation and management.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, SC	High	Short	Low

Recommendation 7: Identify opportunities to work with partners outside the current ILO mandate (i.e. national level constituents). Seek engagement with provincial partners and the private sector to drive on-going change in areas of commercial importance to Pakistan (e.g. GSP+).

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, SC, Provincial Committees	High	Medium, On-going	Low

Recommendation 8: Impact study or assessments of capacity building initiatives imparted during the DWCP III should be undertaken by ILO. These could be sector wise such as OHS, International Labour Standards, Labour Inspection and other areas. It is important to get a complete picture and future capacity building planning can benefit and be planned in the light of these to harness maximum benefits of capacity building.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, EVAL	High	Medium	Medium

Recommendations on Evaluability Assessment

The following recommendations were developed based on the findings from the EA utilising the EDI. Key recommendations included:

Recommendation 1: Consider the role of M&E and the steps and actions required to review the existing documentation and identify a strategy to strengthen M&E. This will involve a review of the current SDGs and UNSDCF outcomes and ensure DWCP work is directly aligned and has specific direct contribution and attribution.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, ROAP	High	Medium	Medium

Recommendation 2: nominate an internal lead – preferably a technical specialist so as to circumvent process/content polarisation issues - to facilitate ongoing discussions to revise and refine the ToC, develop an appropriate results/indicator framework at a timely juncture, critically including intermediate progress milestones.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	Medium	Medium	Medium

Recommendation 3: Review and refine the results framework to reduce the number of outcomes and associate indicators. Seek to review key outputs and ensure that these are aligned to current and proposed projects being supported under the DWCP.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, EVAL	High	Medium	Medium/High

Recommendation 4: Identify opportunities for on-going technical support and capacity building with regards to alignment of DWCP to SDGs and UNSDCF based on experiences of other ILO country programs in the region. This may require engagement with internal and external support to improve reporting and overall M&E with regards to DWCP.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, EVAL	Medium	Medium	Medium

1.Introduction

The Decent Work Country Programme (DWCP) is the main programming instrument of the International Labour Organisation (ILO) to support the promotion of decent work in member states.

DWCPs serve as an overarching framework for ILO engagement with tripartite constituents at the country level. They are designed and implemented with the engagement of tripartite constituents including representatives of government, employers and workers. The Decent Work Agenda (DWA) is a globally recognised framework for reducing poverty and balancing development with a focus on job creation, rights, social protection and social dialogue. DWCPs are intended to provide an integrated and balanced link between ILO's overall strategic objectives and the priorities identified by national tripartite constituents, grounded in country contexts and responding to contemporary challenges.

DWCP's are also an important contributing factor in supporting the ILO's effort to meet the requirements of the United Nation's Agenda 2030 including the Sustainable Development Goals (SDGs) and the UN Sustainable Development Cooperation Framework (UNSDCF).

The purpose of this document is to present the findings and results of a Mid-Term Review (MTR) of the ILO Pakistan's DWCP 2016-2022. The MTR was completed by an independent review team in August-September 2020. As part of the MTR a separate Evaluability Assessment (EA) was completed utilising the ILO's Evaluability Diagnostic Instrument (EDI). A copy of the Terms of Reference (ToR) for both the MTR and EA is included as Annex 1.

1.1 Background

Pakistan has been an important and active member state of the ILO since its independence in 1947. Pakistan has ratified thirty-six (36) ILO Conventions to date, which also include eight (8) core conventions. The ILO maintains strong relationships and engagement with tripartite representatives and constituents. The ILO Country Office (CO) in Islamabad supports the constituents in their efforts to achieve decent work and social justice in Pakistan.

Pakistan is one of the pioneer countries to design and implement a DWCP. The national constitution lays the foundation for a rights and commitment based approach to employment and work. The Government of Pakistan (GoP) maintains responsibility for enabling citizens to be: (i) engaged in employment; (ii) ensuring just and humane conditions of work; (iii) providing and facilitating employment; (iv) and in developing and maintaining a social security system which covers infirmity, sickness and unemployment. It also seeks to remove all forms of gender based discrimination.¹

1.2 Purpose, Scope and Clients

The main purpose of this MTR is to improve implementation of the DWCP III and to enhance institutional learning. The MTR provides *an assessment of the implementation and design of DWCP and examine how these contribute to performance against stated outcomes*.

The MTR covered all areas of operation both at a federal and provincial level where the DWCP III is being implemented. The MTR engaged with all relevant constituents and stakeholders including national and provincial government, tripartite partners, funding partners and donors, the ILO in the CO and across the global network, academia, and associated beneficiaries. The scope of the review was determined by the following:

- The review questions, determined by the ILO CO in consultation with stakeholders;
- The period under consideration (2016–present);
- The geographic focus;
- The intended use and users of the review;
- Constraints resulting from data and information gaps.

¹ https://www.ilo.org/islamabad/info/public/pr/WCMS_529310/lang--en/index.htm

The ILO CO is the principal client for this MTR. Other intended users include the ILO Regional Office Asia Pacific (ROAP), the Decent Work Team (DWT) in New Delhi, EVAL within ILO HQ and tripartite constituents in Pakistan.

1.3 Approach to the Review

Framed and directed by the DWA, the ILO CO's work is strongly normative, and focused on the intersection of employment, social dialogue, social protection, and fundamental principles and rights at work. The ILO CO provides technical advice and support aimed at strengthening individual, institutional and systems capacities. It operates within challenging interrelated social, economic and political processes that demand high levels of technical skill, diplomacy and patience. Values have to be turned into national or institutional policies, strategies or regulations, and these into long-term, sustained institutional or societal change.

The normative approach does not often lead to immediate results. Impacts often emerge long after the ILO's activities have come to an end, and much of what is achieved cannot be measured in immediately tangible, quantitative terms. The ILO CO's work strives to enable or contribute to large-scale systems change, often working with tripartite partners and donors to progress the DWA.

The MTR ToR did not make provision for an review that views the work of the ILO from a complex systems perspective, but it was regarded as important to consider, at a minimum, (a) the evolving contexts in which the ILO CO's work has been taking place, (b) the extent of synergy and integration, (c) unexpected results and possible negative consequences, (d) the nature of the changes envisaged or achieved through ILO action (e.g. catalytic, incremental, transformative), and (e) possible preconditions for success.

A positive aspect of the MTR was the inclusion of impacts derived from the COVID-19 situation and the impact that this is having not only on the ILO CO's work but the impact upon the broader socio-economic situation in Pakistan. The review placed particular emphasis on the impacts to both employers and workers and the GoP's response both at the federal and provincial level.

The MTR was guided by the review matrix (Annex 2) and the six performance areas reflected in the review criteria. Annex 3 also provides a summary of the methodology and approaches in applying Annex 2. They assume that the success of the ILO's work in Pakistan depends on the relevance of the DWCP priorities, the coherence and validity of the design, and the effectiveness, efficiency, likelihood of impact and sustainability of the work done in the period covered by the MTR.

1.4 Methodology

The MTR applied a participatory, mixed-method methodology which included: (i) a desk review of program and other relevant secondary documents analysis of the program's results management system; (ii) key informant interviews (KIIs) based on purposive stratified sampling; and (ii) group interviews with key stakeholders and donors. Data and information collection occurred remotely due to COVID-19.

To enhance the rigor of the MTR, data collection methods were triangulated. While the review of documents provided necessary and relevant data, interacting with and interviewing a variety of stakeholders allowed for cross-checking the information acquired, and thereby verifying and triangulating the accuracy and validity of data and information. The specifics of the methodology included:

- Compliance with review norms, standards and ethical safeguards, as specified in the ILO's review procedures including gender sensitive review criteria. The ILO adheres to the UN system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.
- Consideration of the linkages between the DWCP III and the UNSDCF. There has been a conscientious effort to align the DWCP -III with the United Nations Development Assistance

Framework (the UN One Programme II, 2013-17), and the UNSDCF for Pakistan 2018-2022 (OP III, 2018- 2022).

- Confirming the linkages between the DWCP and broader ILO Policy Outcomes.
- Examining the DWCP's overall Theory of Change (ToC) specifically in light of the logical connect between levels of results and their alignment with the overall intent of the program and its partners/donors.
- Structure data collection instruments according to the review questions listed above and as agreed with the programme and the donors. Although questions may be highly detailed, the evaluators will adapt them and add additional questions as appropriate, consistent with the semi-structured nature of the interviews.

At the completion of the EA and MTR process, the MTR facilitated a stakeholder workshop with key stakeholders and counterparts. The purpose of the workshop was to present key findings and results from the MTR. It also provided an opportunity for key stakeholders and counterparts to provide comment and feedback and confirm the results of the findings. The workshop was an opportunity to:

- to gather additional information from the participants.
- to answer the review questions by reviewing and discussing the information on the DWCP
- to make evidence-based recommendations on how the DWCP should go forward.

Feedback from the workshop was consolidated into this final report. A list of documents reviewed and people interviewed is included as Annex 4 and 5 respectively.

1.5 Limitations and Constraints

All evaluations and reviews have limitations in terms of time and resources. Some limitations pertaining to this MTR included:

Time and Resources: the rigour of the data gathering analysis was constrained to some degree by the time available. The review team was not in a position to meet with all key stakeholders, particularly for follow-up meetings and discussions. However, the review team worked closely with the ILO CO to identify and select key stakeholders to meet with during the data collection phase.

Remote Working: Due to the COVID-19 situation it was difficult to conduct face to face meetings and interviews. The international consultant was unable to travel however the national consultant was locally based which provided a level of continuity to assist with interviews locally (albeit remotely).

Review questions: No overarching review questions were included as part of the ToR and the current questions against the ILO framework are numerous and broad. There was a need to consolidate some questions and to differentiate questions for different stakeholders.

Judgements: the time limitations meant that professional judgements needed to be employed, at times, to interpret stakeholder perspectives.

Attribution: The DWCP operates in a fluid and dynamic environment and many factors influence performance and operational efficiency. Defining and identifying specific areas of attribution and contribution remained challenging.

2. The Pakistan Context

Pakistan is one of the preliminary countries to support the Decent Work concept which promotes improvement in both the socio-economic standing and well-being of people. The GoP recognises the significance of decent work in promoting sustainable economic development for the well-being of the people of Pakistan.² To measure the progress it is important to establish the criteria to determine progress, change and sustainability over time towards achieving decent work. Pakistan has a long standing membership with ILO since independence in 1947.³ Pakistan has ratified 36 ILO Conventions and 31 of these are in force which include all 8 core conventions of ILO.

Pakistan is the fifth most populous country in the world.⁴ According to National Institute of Population Studies (NIPS), its estimated population in 2019 was 211.17 million.⁵ The total geographical area of Pakistan is 881,913 km² and population density is appropriately 265 km². The proportion of Pakistan's population falling in the primary work age group of 15 – 65 years is 61.4%. The population in the age group 0 – 14 years is 34.2 % (the age group 0–4 years is 12.1% and 5-14 years is 22.1%). A total of 4.6% of the total population is over 65 years of age.

Pakistan's population growth rate is currently growing at 1.9%. NIPS projections indicate that this is likely to increase to 2.4% within the next 5-years. From a gender perspective, total male population is 51%; women 48.76%, and transgender 0.24%. A total of 37% of the population is classified as urban with the remaining 63% residing in rural areas. Pakistan's Human Development Index (HDI) for 2018 is 0.560, placing it in the medium human development category and positioning it at 152 out of 189 countries and territories.

2.1 Economic Situation

Due to the advent of the global pandemic caused by the spread of COVID-19, the global economy has witnessed a seismic jolt. All spheres of economic activity have been subdued and countries are faced with maintaining a precarious balancing act between devoting time, effort and resources to contain the disease while also attempting to minimise the socio-economic loss.

The World Bank (WB) has already indicated that the economic slowdown caused by pandemic has created the worst global recession since World War II, and that the global economy is set to contract by 5.2% in the year 2020⁶. Economically sufficient countries have been badly hit by COVID-19 and their economies have faced unprecedented contractions. This in turn has had an adverse effect on emerging economies who rely heavily on associated trade and investment. Moreover, while first world countries are grappling with containing COVID-19 through much more developed and better funded health systems, emerging countries also have the added burden of coping of COVID-19 through often inadequate and insufficiently developed healthcare systems.

Amidst such a backdrop, it is easy to conclude that Pakistan's economy has also been negatively impacted by the on-going global health crisis. However, even before the onset of COVID-19, Pakistan's economy was undergoing a severe struggle in 2018-2019. Declining national revenue due to lower tax collection and stagnant exports reduced national income. Increasing expenditures (increasing imports) combined with loose monetary policies and over valuation of the exchange rate meant that in order to address the fiscal and current account deficits, Pakistan had to approach the International Monetary Fund (IMF) for financial assistance. While the IMF acceded to Pakistan's request for financial

² Thirteen Asian regional meeting of the ILO held in Bangkok in August 2001

³ Pakistan became an ILO member from 30 September 1947 a month after becoming an Independent country in the sub – continent. Today it is a Charter Member and participates in all the specialized UN agencies and organizations

⁴ Pakistan Economic Survey (2019 – 2020) Executive Summary pg. xi

⁵ Based on population projection of NIPS in 2016. National Census was completed in 2017, according to which population was 207.77 million.

⁶ World Bank Press Release 8th June, 2020. <https://www.worldbank.org/en/news/press-release/2020/06/08/covid-19-to-plunge-global-economy-into-worst-recession-since-world-war-ii>

assistance, it also proposed that the incumbent government undertake measures to implement structural reforms aimed at stabilising the economy from further decline.

The outcome of the interaction with the IMF led to Pakistan entering into a 39-month Extended Fund Facility (EFF)⁷, which was expected to moderate aggregate demand pressures within the economy and provide it with much needed stability. This worked, as Pakistan was able to bring a sustained adjustment to the current account deficit through decreased imports, while noting a surplus in the month of October 2019⁸.

However, such stabilisation measures led Pakistan to experience a slowdown in economic growth (due to the decline in the output of large scale manufacturing, which reduced by 3.4% in fiscal year 2020⁹). Pakistan also faced rising inflation (average inflation increased to 11.8% during the period July 2019-March 2020 from 6.8% in 2018¹⁰). While the GoP attempted to reduce the impact of these rising adverse economic indicators through rigorous price control mechanisms and social welfare programs, the onset of COVID-19 has brought all such efforts to a halt.

Since early 2020, Pakistan's economy has been significantly affected. Provisional Gross Domestic Product (GDP) is predicted to reach -0.38% by the end of 2020. Real GDP is also expected to contract by 1.3%¹¹. This is primarily due to a severe contraction in the industrial (-2.64%) and services (-0.59%) sectors. A positive note is that the agricultural sector has witnessed an expansion of 2.67% in the same period¹². In order to stimulate growth, the GoP announced a Rs. 1.24 trillion relief package¹³, while the State Bank of Pakistan (the central bank) has reduced interest rates from an average of 13.25% during 2019 to a flat 8% in May 2020¹⁴. Pakistan's public debt still remains high (87.5% of GDP)¹⁵.

While all possible economic indicators show a declining trend and worsening situation, Pakistan's economic recovery is expected to commence in 2022. The WB anticipates that Pakistan's Real GDP is projected to increase to 3.2% during calendar year 2022.¹⁶

2.2 Industry

Pakistan's industrial sector constitutes approximately 19% of GDP (2020 figures). It is primarily dominated by the manufacturing sub-sector which forms about 12.48% (2020) for the above stated overall contribution. Among this, large-scale manufacturing accounts for 9.5%, small-scale manufacturing 2.04% and slaughtering 0.94%¹⁷. With respect to large-scale manufacturing the cotton textile industry is the most prominent. Cotton yarn, cotton cloth, textiles, garments, apparels and knitwear together account for almost 58% of Pakistan's total exports¹⁸. Others include edible oil, sugar, steel, tobacco, chemicals, machinery, food processing, fertilizers, cement and surgical instruments.

A decline in growth has been further exacerbated by the onset of the COVID-19. During the period July 2019-March 2020, large-scale manufacturing suffered -5.4% growth as compared to +2.34% in the previous corresponding fiscal year¹⁹. This was due to a range of factors including: (i) depreciation of the Pakistan Rupee; (ii) increased cost of production for manufacturers; (iii) interest rates being kept high by the State Bank of Pakistan; (iv) increased cost of production leading to increased product prices which in turn led to a subdued increase in demand (e.g. the auto sector, and domestic steel

⁷ Pakistan Economic Survey 2019-2020

⁸ Ibid

⁹ Ibid

¹⁰ Ibid

¹¹ "World Bank Pakistan Economic Overview" <https://www.worldbank.org/en/country/pakistan/overview>

¹² Ibid

¹³ Pakistan Economic Survey 2019-2020

¹⁴ Ibid

¹⁵ "World Bank Pakistan Economic Overview" <https://www.worldbank.org/en/country/pakistan/overview>

¹⁶ "World Bank Pakistan Economic Overview" <https://www.worldbank.org/en/country/pakistan/overview>

¹⁷ Pakistan Bureau of Statistics <http://www.pbs.gov.pk/sites/default/files/tables/national-accounts/Table-7.pdf>

¹⁸ Pakistan Ministry of Commerce, <http://www.commerce.gov.pk/wp-content/uploads/2020/08/Group-wise-Export-June2020.pdf>

¹⁹ Pakistan Economic Survey 2019-2020

industry); and (v) administrative issues such as a lack of a robust legal framework, inadequate allocation of resources, underdeveloped infrastructure, outdated technology, low financial support and lack of marketing and appropriately skilled labour for the mining industry which recorded -8.82% growth in the same period²⁰.

With respect to the cotton textile industry in particular, there has been a decrease of 10.83% in cotton yarn and a 10.66% reduction in cotton cloth production in the period to June 2020.²¹ Embracing newer technologies for production, cost saving techniques and achieving an optimum allocation of resources are just some strategies required to address decreasing production and exports, especially for textiles.

2.3 Agriculture

The rural economy is based on agriculture. The three of the provinces Punjab, Sindh and KPk are primary agricultural producers. Baluchistan, due to its climate, lags in agriculture production. The agriculture and service sector are the major employment sectors in Pakistan. In 2019, the Pakistan labour force participation rate for agriculture was 52.6% as compared to 52.4% in 2018 (Of this participation rate 67.2% are female 30.2% male). A much higher percentage of agriculture labour force are women. The agriculture sector contributes 18.5% to national GDP.

2.4 Employment, Labour Force Participation and Youth

Pakistan has the 9th largest labour force in the world with a population growth rate of 1.9% (projected to rise to 2.4%)²². With such growth rate a large number of young people are added to the labour force each year. The last Labour Force Survey (LFS) 2017-18 highlights 65.5 million people as the total labour force in Pakistan. The current unemployment rate is 5.8%. According to the survey, the highest unemployment (11.56%) is among the 20-24 age group, indicating youth unemployment. The GoP has recognised the issue of youth unemployment. Some of the planned initiatives for youth are outlined below:

Prime Minister's Kamyab Jawan Programme: launched the Kamyab Jawan Youth Entrepreneurship Scheme (PMKJ-YES) in October 2019. This scheme will disburse Rs 100 billion to approximately 140,000 youth entrepreneurs over a 5-year period which is expected to create around one million employment opportunities for youth. This programme comprises of six important schemes e:

- Youth Entrepreneurship Scheme (YES)
- Hunermand Pakistan Programme (Skills for all)
- Green Youth Movement
- Start-up Pakistan
- National Internship
- Jawan Markaz

The GoP has launched two of the components under Prime Minister's Kamyab Jawan Programme - the Youth Entrepreneurship Programme (YES) and Hunarmand Pakistan (Skills for All). The remaining components will be launched soon.

The main objective of YES is to provide subsidized loans to unemployed youth aged 21 to 45 years for establishing a new business or extending existing business. The minimum age limit for is 18 years. This scheme has a greater focus on women entrepreneurs as 25% of loans are allocated for female entrepreneurs. The GoP has disbursed Rs 465 million during the period December 2019-March 2020.

The Hunermand Pakistan Programme (Skills for all) is a comprehensive strategy for skill development by identifying eight key areas of interventions to uplift Technical & Vocational Education & Training

²⁰ Pakistan Economic Survey 2019-2020

²¹ Pakistan Bureau of Statistics

http://www.pbs.gov.pk/sites/default/files//industry_mining_and_energy/qim/2020/qim_detail_june_2020.pdf

²² Population census 2017

(TVET) sector in Pakistan.²³ ILO has initiated skills training programmes for Youth with the TEVT and Universities under the DWCP II. The ILO CO has initiated skills training programmes for Youth with the TEVT and Universities under the DWCP II.

2.5 Provincial Autonomy and Devolution

The 18th Amendment promoted provincial autonomy and devolution to the provinces. This was an opportunity but also a challenge to the GoP as well as all stakeholders. The devolution dissolved 17 federal ministries to provinces which also included labour. This also included their respective functions. One of the pertinent challenge was lack of capacity of the provincial governments to understand their roles and responsibilities under the devolution. In addition, many provinces faced capacity constraints to address the new workload and assume responsibility for key management and administrative decisions and tasks.

2.6 International Labor Standards

The ILOs International Labor Standards (ILS) seek to promote opportunities for men and women to obtain decent and productive work. The ILS are also tools for governments, which in consultation with employers and workers, seek to draft and implement relevant and appropriate labour laws and social policies that conform with internationally accepted standards. For many countries, this process begins with a decision consider ratifying an ILO Convention. Among these conventions, there are 8 conventions which the ILO deems “fundamental” or “core” for the implementation of the ILS²⁴.

Currently the GoP has prioritised implementation of the ILO Conventions on Labor Inspection (81) and Tripartite Consultation (144). There have been no further ratification of conventions since 2016²⁵.

In March 2020, the international trade committee of the EU Parliament extended the Generalised System of Preferences-Plus (GSP+) status for Pakistan. The awarding of the GSP+ status had been dependent on Pakistan’s ability to adopt and implement conventions related to human and labour rights. In this regard, Pakistan’s adherence to enacting new laws and institutions for implementing 27 core conventions of GSP+ including the National Action Plan (NAP) for human rights has been instrumental in achieving the extension. The third biennial assessment report 2018-2019 appreciated positive steps taken to protect the environment, combat illicit narcotics and wildlife trade, integrate Federally Administered Tribal Areas (Fata) into mainstream governance, introduce social protection initiatives, promote inter-faith harmony and introduce legislation to ensure rights of women, children and transgender²⁶.

Pakistan lacks adequate enforcement mechanisms for implementing and safe-guarding labour law rights and in most cases the protection of labour rights. This problem is further augmented by the issue of applicability of labour laws to the informal sector. A strong labour inspection mechanism to monitor and enforce labour laws within workplaces both public and private is strongly recommended.

2.7 Legislation and Labour Laws

There is no uniform code of labour legislation in Pakistan. Since the enactment of the 18th Constitutional Amendment to the Constitution of the Islamic Republic of Pakistan (1973), the matter of enacting, implementing and administering labour laws has become a matter of provincial domain.

²³ Improving Governance to remove fragmentation/duplications leading to systemic wastages, (ii) Exploring multi-source funding to pursue a broad-based reform agenda, (iii) Capacity enhancement to create more and more training opportunities, (iv) Quality assurance to bring quality of skills at par with national and international requirements, (v) Access and equity by providing equal opportunities to marginalized segments of society such as females, orphans, special people, youth from less developed areas etc., (vi) Industry ownership to enhance both relevance of training and youth employability, (vii) Skill development for international market for increasing foreign remittances, (viii) TVET communication plan to increase the image of skill sector

²⁴ https://www.ilo.org/dyn/normlex/en/f?p=1000:11200:0::NO:11200:P11200_COUNTRY_ID:103166

²⁵ https://www.ilo.org/dyn/normlex/en/f?p=1000:11200:0::NO:11200:P11200_COUNTRY_ID:103166

²⁶ https://trade.ec.europa.eu/doclib/docs/2018/january/tradoc_156536.pdf

Pakistan's Labor Law and its protections apply only to a limited category of the workforce, i.e. those who qualify as a 'workman'. The West Pakistan Industrial and Commercial Employment (Standing Orders) Ordinance, 1968 defines a workman as an *"individual employed in any industrial or commercial establishment to do any skilled or unskilled, manual or clerical work for hire and reward"*. This means that certain categories of people such as those employed in the informal sector may not be eligible for labour law protections. Only formal labour is registered and bulk of the labour force falling in the informal sector has no legislation and protection or entitlement to social security or other benefits. Moreover, weak implementation of labour laws and lack of respect for labour rights is a challenge.

Trade Unions are usually made in relation to economic activities and some examples include: railways; transport; textiles; printing press; municipal; seamen; docks; engineering; mines; mints; food; tobacco; wood and glass; chemical and dyes; post and telecommunication; agriculture; banks; business and commerce; building, public works and construction; electricity; leather and rubber; and matches. The International Trade Union Confederations affiliates in Pakistan are the All Pakistan Trade Union Congress and the Pakistan Workers Federation (PWF). The PWF is the ILOs main tripartite partner.

2.8 Informal Economy and Home Based Workers

Home based workers are the 'hidden labour force' in the economy. Pakistan has a widespread informal sector which comprises almost 70% of the labour force. The informal sector labour is void of any legal protection. With closing of industrial units, home based work is on the rise. As a result, the informal economy and associated informal labour is on the rise

According to recent calculations, there are more than 12 million women home-based workers in Pakistan and their number is rising at a rate of approximately 5% a year.²⁷ However, their crucial role in the national economy is yet to be recognised and they are still deprived of their rights and social security privileges under the labour laws.

The ILO has long standing efforts to support women home based workers. The first National Policy on Home Based Workers was formulated in 2009. The process suffered a setback with the devolution of powers to provinces. Progress has resumed with Sindh being the first province to pass the Sindh Home Based Workers Act, 29 May 2018, the first-ever law in Pakistan that protects the rights of home-based workers and also recognises their status. Implementation still remains a challenge. Moreover, the government has not ratified ILO Convention 177 which pertains to home based workers although strong advocacy efforts continue.

2.9 Gender Equality and Empowerment of Women

The spectre of gender inequality is large. According to the World Economic Forum (WEF) through the Global Gender Gap Index Report (2020), Pakistan is currently ranked 151 out of 153 countries across a range of gender specific metrics. The report highlights that economic opportunities for women in Pakistan are limited with the country only managing to bridge 32.7% of the gap between men and women in the workplace.

The Human Development Report (2018) reports HDI value for Pakistan is 0.464 in contrast with 0.622 for males, resulting in a GDI value of 0.747, placing it into Group 5. The GDI is calculated for 166 countries. Gender inequalities are multidimensional and encompass empowerment and economic activity. The UNDP Gender Inequality Index ranks Pakistan 152 of 189 countries.²⁸ Recent legislative advances on women's rights include anti-honour killing and anti-rape bills passed at the national level. Disparities are widespread in the labour market. According to the HDR 2018 labour force participation rate is 23.9 % for women and 81.5% for men.

²⁷ DAWN Dec 27, 2019

²⁸ UNDP Gender Inequality Index 2018

Pakistan lags behind in many aspects of gender. However, empowerment of women and gender equality is at the foremost agenda of the GoP. It is committed to the SDGs Goal 5 recognising the importance of empowering women to “*achieve gender equality and empower all women and girls*”. The targets of this goal are to end all forms of discrimination; eliminate violence against women and girls in all its manifestations ensure health and reproductive rights: and provide a conducive environment for political, social and economic participation of women.

The GoP’s Initiative for Women Empowerment following the adoption of the SDGs are initiated with dedicated efforts to achieve SDG 5. These efforts began with the collection and reporting of gender-disaggregated data, alongside quota setting for women’s employment in the public sector, and the requirement that women must have at least 33% representation on the boards of statutory bodies and public sector organizations.

The Domestic Violence and Prevention Act and Protection against Harassment of Women at Workplace Acts have also been promulgated. The federal and provincial governments including other civil society stakeholders and organizations remained engaged in promoting gender equality and women empowerment through awareness raising, seminars, workshops and allocation of resources under provincial annual development programmes.

2.10 Child Labour and Bonded Labour

As with the previous DWCP strategies, forced child labour including bonded labour and the lack of data that can be used to measure the extent of the problem continues to act as an obstacle for Pakistan. Pakistan is a signatory to all international conventions on child labour (such as worst forms of child labour and hazardous child labour) including the Minimum Age Convention 1973 (No. 138), the Worst Forms of Child Labour Convention 1999 (No. 182), the Forced Labor Convention, 1930 (No.29) and the Abolition of Forced Labour Convention 1957 (No.105). The GoP has also implemented national legislation that provides clarity on the minimum age, the legitimacy of child labour in general and prohibition on child trafficking. However, the lack of data to enable the effective measuring and effectiveness makes it difficult to assess progress.

In 2018, a nationwide survey on child labour was initiated by the Pakistan Bureau of Statistics (PBS), which will assist in assessing the real picture of Pakistan’s child labour situation²⁹. However, the survey as of now has still not been completed and is still in progress. The LFS of 2017-2018 states that the labour force participation rate of those aged between 10-14 is 8.2%, as compared to 9.6% in 2014-15.³⁰

2.11 Social Protection

Pakistan continues to have several social protection systems that aim to assist the marginalised, such as Zakat, Bait-ul-Maal and the Benazir Income Support Program. The role of these protection systems has become ever more critical due to the onset COVID-19 and the associated increase in higher unemployment and poverty .

The Benazir Income Support Program (BISP), which is one of the most prominent social protection initiatives within Pakistan, continues to play an important role in poverty alleviation. The BISP was introduced in 2008 with a short-term objective of cushioning the adverse impacts of increase food and fuel prices as part of the Global Financial Crisis (GFC)³¹. The core element of the BSIP is the Unconditional Cash Transfers Program [UCTS], whereby a monthly cash stipend is provided to beneficiaries identified by the government. Currently, the BISP hands out a monthly cash stipend of Rs.1200 to 5.9 million beneficiaries. BISP has undertaken several exercises in addition to being audited by third party international firms in order to establish a credible reputation in terms of the transparency and effectiveness of its working. Amidst the pandemic, the GoP has distributed

²⁹ Pakistan Bureau of Statistics, http://www.pbs.gov.pk/sites/default/files/Labour%20Force/publications/lfs2017_18/Annual%20Report%20of%20LFS%202017-18.pdf

³⁰ http://www.pbs.gov.pk/sites/default/files/Labour%20Force/publications/lfs2017_18/Annual%20Report%20of%20LFS%202017-18.pdf

³¹ <https://bisp.gov.pk/index>

approximately Rs.12,000 amongst the 5.9 million beneficiaries of the BISP amounting to approximately Rs.72 Billion in total³². In addition, the WB's "Pakistan COVID-19 Emergency Response and Health Systems Preparedness Project" has allocated funds that aim to aid the national government's response to the COVID19 pandemic, and one of the aspects of this program involves distributing US\$25million through the BISP³³.

As stated within the previous DWCP, the employee old-age benefits Institution (EOBI) and the Punjab Employees Social Security Institution (PESSI) deal with providing social security payments to employees that include retirement, survivor and invalidity pensions; old-age grants and medical care and cash benefits. For the EOBI, a contribution equal to 5% of the minimum wage is paid by the employers of all the industrial and commercial organizations and a contribution equal to 1% of the minimum wage by the employees³⁴. As far as PESSI is concerned, employers of work sites registered must pay a contribution at the rate of 6% of the salary and wages of the employees drawing wages up to Rs.18,000/- per month or Rs.750/- per day³⁵. The main issue with respect to both of these social security mechanisms relates to their coverage. As the informal sector does not come within their scope, it means a large proportion of the working population is in effect, not covered.

On 27th March 2020, the GoP announced the introduction of an umbrella initiative called the "Ehsaas" program which aims to promote social welfare by assisting the poor and vulnerable sections of the society. As per the policy statement, the programs aim is reduce poverty by promoting equality, safety nets for the disadvantaged segments of the population, create jobs and livelihoods and improve human capital development by tapping multi-sector and a federal-provincial governmental collaboration³⁶. As of present, 134 policies and programs with the aiming of uplifting the marginalized are being implemented through the assistance of 34 federal government agencies.³⁷

3. DWCP Context and Focus

In 2004, the ILO introduced the DWCP concept based on its core principles and standards aligned to respective national development objectives and participation of its tripartite constituents.

The DWCP is the primary framework for ILO's support to constituents and are the main instruments for planning and implementing ILO programmes at the country level. The key concept of decent work promotes to integrate economic and social policies. DWCPs support the four strategic priorities of ILO.

- Set and promote standards and fundamental principles and rights at work
- Create greater opportunities for women and men to decent employment and income
- Enhance the coverage and effectiveness of social protection for all
- Strengthen tripartism and social dialogue

In the context of Pakistan, the key concept of decent work was accepted by the tripartite delegates in 2001.³⁸ It was agreed by the delegates that the National Plan of Action for Decent Work (DWNPA) would be prepared by respective countries and ILO would provide technical assistance to support development of the strategies.

The first DWCP for Pakistan was prepared for implementation with the tripartite participation in 2005. Initial tripartite consultations were held in Islamabad in May 2004 and the first DWCP was finalised on

³² <https://reliefweb.int/report/pakistan/pakistan-covid-19-external-update-18-april-1-may-2020>

³³ <https://www.bisp.gov.pk/SitelImage/Misc/files/SEP.pdf>

³⁴ <http://www.eobi.gov.pk/>

³⁵ <https://www.pessi.gop.pk/index.php>

³⁶ <https://www.pass.gov.pk/userfiles1/file/Ehsaas-Prime-Ministers-Policy-Statement.pdf>

³⁷ <https://pass.gov.pk/Detail92a7fc95-647d-43bd-a86c-477897e596e2>

³⁸ Thirteenth Asian Regional Meeting of the ILO held in Bangkok in August 2001

7th September 2005, covering the period 2006-2009.³⁹ Similarly, the second DWCP was prepared and implemented through 2010 to 2015.

The Decent Work Agenda (DWA) is integrated in national policies and programmes to be implemented by government and social partners. The preparation of DWCP included review of national policies and on-going activities, analysing the deficits/gaps/challenges from a decent work point of view.

The DWCP takes into consideration four strategic objectives (fundamental principles and rights at work and international labour standards; employment and income opportunities; social protection and social security; and social dialogue and tripartism) as a framework in identifying decent work deficits and prioritising the issues to be addressed. The four broad priority areas for the DWCPs I that emerged through consensus from the Government, Employers and Workers were:

- Labour Law Reform
- Employment Generation through Human Resource Development specifically by way of Skill Training
- Expansion of Social Protection including the Informal Economy
- Promoting Tripartism for Social Dialogue

The DWCP II (2010-15) had the following four priorities areas:

- Labour law reform
- Employment generation through human resource development, with a focus on employable skills
- Social protection expansion, including in the informal economy
- Tripartism and social dialogue promotion.

3.1 Outline of the ILO Pakistan DWCP 2016-2022

A Country Programme Review (CPR) of DWCP II (2015) analysed the achievements as well as key challenges and constraints faced during implementation period. The CPR of the DWCP II (2010-15) provided strategic recommendations for preparation of DWCP 2016-2020. The current DWCP was originally designed for 2016-2020 but has been extended to 2022 in order to align with the UNSDCF 2018-2022.

DWCP III is built on the experience of the DWCP II reflected in the findings of the CPR 2015 and was developed through a consultative process of participation of the tripartite constituents and ILOs technical support. The following four key priority areas have been developed for the DWCP III (2016-20):

- Promoting Decent Work in the Rural Economy
- Promoting job creation for youth and vulnerable groups
- Strengthening compliance with International Labour Standards (ILS) through social dialogue
- Extending social protection floor

The four key priority areas have fourteen (14) outcomes, each having specific strategies to address and meet the results. A summary of the work under each priority area is detailed below.

3.1.1 DWCP Priority Area 1: Promoting Decent Work in the Rural Economy

The first priority area focused on the suggestion of the social partners that promotion of Decent Work in the rural economy requires priority and immediate attention. Working conditions of the rural workers including handicraft, fishery and home-based workers need to be improved. Provincial labour departments have limited capacity to enforce labour legislation in the rural economy. In some provinces, agricultural workers have been included in the labour legislation and its application would

³⁹ <https://www.ilo.org/islamabad/country/lang--en/index.htm#:~:text=The%20formulation%20of%20the%20Pakistan,from%20the%20ILO%20Country%20Office.>

require strong support. ILO statistics reflect eight out of ten of the working poor live in rural areas where opportunities for decent employment are pervasive.⁴⁰ This priority area contributes to four SDGs: (i) SDG1: End Poverty in All Forms Everywhere; (ii) SDG2: End Hunger and achieve food security and improved nutrition and promote sustainable agriculture; (iii) SDG8: Promote inclusive and sustainable economic growth and employment and decent work for all; and (iv) SDG10: Reduce inequality within and among countries.

Priority 1 Promoting Decent Work in Rural Economy has three main Outcomes:

- Outcome 1.1: Informal rural economy gradually formalised through the formalisation and implementation of policies and laws and/or reform with focus on the rural economy.
- Outcome 1.2: Improved working conditions for rural economy workers.
- Outcome 1.3: The worst forms of child and bonded labour progressively eliminated in the rural economy.

A total of 15 outputs are linked to these outcomes.

3.1.2 Priority area 2: Promoting Job creation for youth and vulnerable groups

This priority has three outcomes and contributes to six SDGs: (i) SDG1: End Poverty in All Forms Everywhere; (ii) SDG3: Ensure healthy lives and promote well-being for all at all ages; (iii) SDG4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; (iv) SDG5: Achieve gender equality and empower all women and girls; (v) SDG8: Promote inclusive and sustainable economic growth and employment and decent work for all; and (vi) SDG10: Reduce inequality within and among countries.

Pakistan's demography has a youth bulge, as more than 50% of Pakistan's population falls in the age group between 15-29 years. DWCP III seeks to address the issue of job creation and youth employment to be combined with Decent Work in the rural economy. Youth employment requires immediate attention with the support of multiple stakeholders.

- Outcome 2.1: Employment opportunities for vulnerable categories of workers (youth, disadvantaged women and men) and persons with disabilities) created.
- Outcome 2.2: Gender responsive skills, Employment and Enterprise development programmes developed in conventional and emerging sectors with youth in emerging sectors for youth and vulnerable categories of workers.
- Outcome 2.3: Employability of youth and vulnerable categories of workers improved.

A total of 10 outputs are linked to these outcomes.

3.1.3 Priority Area 3: Strengthening compliance with International Labour Standards (ILS) through Social Dialogue

This priority has four outcomes and contributes to four SDGs: (i) SDG8: Promote inclusive and sustainable economic growth and employment and decent work for all; (ii) SDG10: Reduce inequality within and among countries; (iii) SDG12: Ensure sustainable consumption and production patterns; and (iv) SDG16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The ILO's social partners recognise the importance of "strong employers and workers organisations" to strengthen social dialogue in Pakistan, which is expected to facilitate the dialogue concerning improved compliance with national laws and ILS.

- Outcome 3.1: Capacity of Tripartite Constituents for ILS compliance and reporting enhanced (Individual and Institutional).
- Outcome 3.2: Workplace compliance enhanced through effective monitoring and Labour Inspection Systems.

⁴⁰ Pakistan Decent Work Country Program

- Outcome 3.3: Workers protected from unacceptable forms of work.
- Outcome 3.4: Safe and fair Labour Migration Promoted

A total of 19 outputs are linked to these outcomes.

3.1.4 Priority 4: Extending social protection floors

According to the ILO constituents extending social protection coverage is a much desired need throughout the country and much needs to be done. Khyber Pakhtunkhwa (KP), one of the provinces of the country, has a labour force of 7 million out of which only 66,000 workers have social security coverage.⁴¹ There are three ongoing social protection programs the Workers Welfare Fund (WWF), the Employees Old-age Benefits Institution (EOBI), and at provincial level the Employees Social Security Institution (ESSI). Improved coordination is desired amongst the three programs, and the coordination between the federal and provincial level in streamlining social protection schemes.⁴² In the recent initiative by Federal Government under Ehsaas⁴³ Poverty Alleviation and Social Protection Framework, such coordination deficits are likely to be addressed. ILO is providing technical support to this end.⁴⁴ This priority address four SDGs: (i) SDG1: End poverty in all forms everywhere; (ii) SDG3, Ensure healthy lives and promote well-being for all at all ages; (iii) SDG8: Promote inclusive and sustainable economic growth and employment and decent work for all; and (iv) SDG10: Reduce inequality within and among countries. Under this priority there are four main outcomes:

- Outcome 4.1: National social protection framework and provincial social protection policies developed.
- Outcome 4.2: Social protection programs/schemes at national and sub national level are well coordinated and harmonised.
- Outcome 4.3: Capacities and coordination among social protection stakeholders enhanced and strengthened
- Outcome 4.4: Social protection coverage to informal sector extended (e.g. Agriculture, domestic and home-based and migrant workers).

A total of 11 outputs are linked to these outcomes.

4. Key Findings

The following sections provide an analysis of key findings derived from the initial document review, interviews and engagements with key stakeholders and consultations among the review team. It is important to note that the review process considered the contribution of all tripartite constituents as part of the overall assessment of progress, achievement and opportunities for improvement. The findings link to the criteria and questions detailed in Annex 2.

4.1 Relevance and Strategic Fit

DWCP priorities have been developed through a consultative process with participation of tripartite constituents and key stakeholders. The process has been very productive and all stakeholders have expressed satisfaction in the process of developing the DWCP III. It is a “home-grown” document built on the experience and learning through DWCP II (2010–2015). It is also built on the strengths of the DWCP II and addresses the gaps experienced during the implementation.

The preparation of DWCP III included review of national policies and on-going activities, analysing the deficits/gaps/challenges from a decent work point of view. The tripartite constituents identified four priority areas for the DWCP III. The four priority areas include:

- Promoting Decent Work in the Rural Economy

⁴¹ <https://www.ilo.org/islamabad/areasofwork/lang--en/index.htm>

⁴² *ibid*

⁴³ Ehsaas is the umbrella initiative of social protection program launched by the PTI government on March 27, 2019. The objective of Ehsaas is to reduce inequality, invest in people, and lift lagging districts.

⁴⁴ *ibid*

- Promoting job creation for youth and vulnerable groups
- Strengthening compliance with International Labour Standards (ILS) through social dialogue
- Extending social protection floor

The DWCP III and its four priority areas are well aligned with the national development framework of the GoP and other key national policies. DWCP III corresponds with the Constitution of Pakistan articles 24 and 27 which promote ‘decent work’ through equality of work. DWCP III is not only aligned to the national policies and planning documents it also addresses the gaps and needs of the government to capacitate the Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD) and the provincial departments of labour in compliance with the international standards, governments commitments to fulfil the ratified conventions, reporting requirements besides addressing the vulnerable segments of the population.

DWCP III brings in the informal economy in its scope and addresses rural sector economy which has been identified as key priority. The GoP’s priority is also to address poverty Pakistan is basically an agricultural country and rural areas are the major reservoir of poverty in Pakistan. Rural poverty levels are significantly higher than urban levels in Pakistan. According to the latest figures 24.3% population of Pakistan lives below the national poverty line, which includes 31% in rural areas and 13% in urban areas.⁴⁵ Further, 38.8% of the national population is poor based on the multidimensional poverty index (MPI).⁴⁶

DWCP III provides support to the government not only at the federal level but also extends to the four provinces and administrative units of AJK and Gilgit – Baltistan (GB). It addresses according to the devolved governance structure after the 18th Amendment. DWCP III also seeks to promote the design of carefully designed employment and income policies that are gender responsive, ensure social inclusion, improve existing working conditions, support quality job creation and ensure the provision of a social protection floor.

4.1.1 International Development Framework

DWCP III is also aligned with the (i) One Programme II (2013–2017) and (ii) the One Programme III (2018-2022). The One Programme II focussed on employment growth which provides opportunities for livelihoods and income generation. To achieve these, it promotes labour force participation in key economic sectors. The Programme’s priorities include participation of women and other disadvantaged groups in the labour market through equal opportunities, and inclusive growth through youth employment in the country⁴⁷. UNSDCF/OP III maintaining the continuity of OP II of promoting inclusive economic growth addressing gaps and challenges and encouraging social justice. ILO is the lead UN Organisation for UNSDCF Outcome 2 (Decent Work) and Outcome 10 (Social Protection).

The DWCP III is aligned with the 2030 Agenda for Sustainable Development that enshrines 17 Sustainable Development Goals (SDGs), and contributes to nine of the seventeen SDGs:

- SDG 1- End poverty in all its forms everywhere.
- SDG 2- End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- SDG 4- Ensure inclusive and quality education for all and promote lifelong learning.
- SDG 5- Achieve gender equality and empower all women and girls.
- SDG 8- Promote inclusive and sustainable economic growth, employment and decent work for all.
- SDG 10- Reduce inequality within and among countries.
- SDG 12- Ensure sustainable consumption and production patterns.
- SDG 16- Promote just, peaceful and inclusive societies.

⁴⁵ Government of Pakistan: “Baluchistan Drought Needs Assessment Report (BDNA) Feb 2019,” pg. 5

⁴⁶ Ibid

⁴⁷ [http://www.unicef.org/about/execboard/files/PAK_One_UN_Programme_II_\(2013_-_2017\)_Document_12_June_2012.pdf](http://www.unicef.org/about/execboard/files/PAK_One_UN_Programme_II_(2013_-_2017)_Document_12_June_2012.pdf)

- SDG 17- Revitalize the global partnership for sustainable development.

The ILO maintains good relations with the international community in Pakistan and DWCP III has support of multiple donors which also ensures DWCP priority areas are aligned with the priorities of the donors. DWCP III is well tuned with the area of interest of the international and donor community and has been funded by multiple donors largest being the European Union (EU).

DWCP III also strengthens donor interest in the comparative advantage of ILO. The priorities of DWCP are aligned with international donor priority sectors for support. World Bank, EU, and bi-lateral donors GIZ, DFID have their interest areas such as social protection and skills development, promoting decent employment. ILOs work is well acknowledged by international partners and DWCP III is supported by nine donors of international development sector as well as a multinational company.

4.1.2 Overall Assessment

The process of engagement and consultation between partners and stakeholders for DWCP III was strong. The DWCP III does seek to focus on the ILO's (and respective constituent partner's) "niche and comparative advantage" of decent work, social protection, associated labour norms and standards and social dialogue within the country. It aligns to key strategies and policies of both the national government and UN. However, observations and consultation with key constituents have started to question the relevance and appropriateness of the DWCP concept going forward as a means of generating engagement and involvement. This is based on a number of key factors and observations:

- The DWCP is a broad and ambitious programme covering a range of sectors, work priorities and geographical locations.
- The DWCP doesn't map a strategy for the achievement of results and doesn't hold stakeholders accountable for the achievement of results and targets.
- The DWCP tends to focus on "*traditional ways in which the ILO works*" without looking at new and emerging priorities and alternative arrangements for implementation, management and engagement. The ILO remains somewhat inflexible to consider alternatives.
- The DWCP maintains a focus on national organisations and federal government ministries. Whilst this is a core mandate, it is also important to consider alternative stakeholders, particularly those based at the provincial and district level, including partners outside the government sphere.
- Funded projects may not aligned to the priority areas and outcomes in the DWCP but rather more align to individual donor priorities and requirements. Questions over the selection and choice of indicators. Evidence that many indicators will not be reached or achieved in the timeframe.

For relevance to remain strong going forward there is a need to consider alternative approaches to engagement with constituents. The DWCP concept could focus more on practical implementation requirements that are relevant and appropriate to the needs of constituents and provide real targets and measures against specific and agreed strategies and projects. Whilst "alignment" is important it requires a concerted effort to ensure identified targets and results are met and not just "*documented in a conceptual manner*" as part of a strategy. This has implications for coherence and effectiveness which is discussed below.

4.2 Coherence and Validity

4.2.1 Synergy and Linkages

The DWCP framework is the core planning document of the ILO in its engagement and planning with constituents. The ILO CO has experienced staff who are well versed in the concept, approach and management of the DWCP. The prioritisation process of DWCP III is well structured and coordinated and is understood and appreciated by both tripartite constituents and international development cooperation partners. Provincial labour departments expressed their understanding of the DWCP and

believed it fundamentally addresses their immediate priorities and requirements. They also recognise that they were contributing towards the concept of decent work as well.

DWCP III also supports tripartite engagement with international donors. Investments in consultative approaches and processes, combined with high credibility and reputation, provides the DWCP III with a sound base to secure funding from a variety of donors.

ILO priorities and associated Country Programme Outcomes (CPO) are aligned under the DWCP.. It is within the broader international development framework and is in coherence with the GoP's national development planning framework Vision 2025 and other policies and frameworks. Annex 4 provides a summary of the linkages between priorities, priority outcomes and CPOs. The DWCP III is coherent with three pillars of Vision 2025:

- PILLAR 1: Putting people first-Developing human and social capital.
- PILLAR 2: Achieving sustained, indigenous and inclusive growth.
- PILLAR 3: Governance, Institutional reform and modernization of public sector.

It is aligned to five Outcomes of the OPIII (2018-2022):

- OUTCOME 1: Sustainable economic growth
- OUTCOME 2: Decent Work
- OUTCOME 7: Education and skills
- OUTCOME 8: Gender equality and rights
- OUTCOME 10: Social protection

Since first two years (2016/17) of the DWCP III (2016-2022) were covered by OPII, its linkages under OP II (2013-2017) were with three Strategic Priority Areas (SPAs):

- SPA-2: Inclusive Economic Growth & Sustainable Livelihoods
- SPA-4: Strengthened Governance & Social Cohesion
- SPA-5: Social Justice and Gender Equality

The DWCP is well aligned to national, ONE UN (UNDAF) and associated international development frameworks. Sitting under the SDGs and the UNSDCF, DWCP III has four priority areas with multiple outcomes and indicators. DWCP III links primarily to SDG 8 – Decent Work and Economic Growth. DWCP III also aligns with Outcome 2 (Decent Work) and Outcome 10 (Social Protection) of the UNSDCF. Approximately 80% of the work implemented under DWCP III is reflected in Outcome 2 (Decent Work) and 20% under Outcome 10 (Social Protection).

Priority areas are need based and well connected with each other, however, they are also deemed as ambitious and too spread. The challenge is to deliver them effectively within the timeframe for implementation. The spread out priorities also complement funds raising and donors appreciate support to address need based priority areas .

4.2.2 Partnership Arrangements and Coordination.

The DWCP is an important strategic document but as a resourcing and management document it isn't really used to guide implementation. Tripartite relationships are strong because the ILO has invested considerable time at the federal and provincial level. The problem with the DWCP comes with implementation. Tripartite partners meet and engage but overall implementation is slow. Constituents are not aware of the outcomes and indicators within the document nor their responsibilities to address them. Overall roles and responsibilities of the tripartite constituents should be defined prior to signing of the document for smooth implementation.

Some ILO staff, within the CO, ROAP and ILO HQ acknowledge that DWCP III was not as strong and comprehensive as it could have been and the final document was quite rushed in terms of setting targets, establishing baselines and prioritising work flows. It is also acknowledged in the ILO network that the DWCP is not truly reflective of tripartite priorities:

“In practice the DWCP is prepared by a consultant who prepares a large complex document which provides a lot of detail and linkages but constituents are not fully aware of the implications or requirements. They are then encouraged to sign off on the documents and then have limited responsibility going forward. The DWCP could be better planned and engaged and the ILO needs to educate constituents to better understand what the DWCP is and that it is not just an ILO document for the purposes of ILO work.”

4.2.3 Value Adding

As a strategic document, the DWCP III does add value as it positions the ILO in partnership with its constituents to prioritise support under key priorities. What is required ultimately is a shorter, more concise DWCP document which then has a clear operational plan which is used to guide implementation, mobilise resources, and links with the results framework and associated monitoring and review plan.

At present the DWCP III tends to focus on “legacy projects” that have been implemented for a number of years. These projects do not always strategically align to the current realities of work as identified by tripartite constituents. In addition, the lack of a comprehensive ToC and associated results framework undermines the ability of projects to generate value. It appears that the DWCP tends to operate more on “mission statements” and “mandates” rather than seeking to address change and align priorities to realise that change.

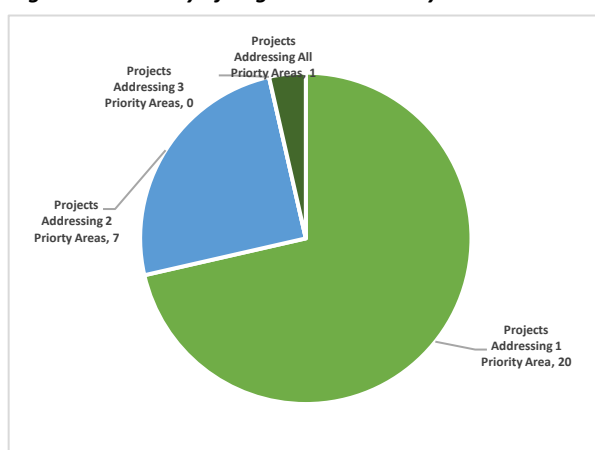
To a small extent, the DWCP is guided by what donors will fund. This has the risk of meaning that the strategies become obsolete or forgotten as the ILO seeks to mobilise funds in core areas. Donors also have their own results frameworks and strategies so there is at times, competition as to what will be funded. The ILO’s alignment to the SDGs and UNSDCF is important as this will support the ILO in focusing efforts, particularly into outcomes where they have a direct influence (Outcome 2 and Outcome 10). Please also refer to Section 4.8 regarding the evaluability assessment process.

4.3 Effectiveness

4.3.1 Initial Assessment

Overall, program effectiveness to date is satisfactory but there is room for improvement. Priorities under the DWCP III are relevant and appropriate and there is clear alignment of strategy and structure.

Figure 1: Summary of Alignment to Priority Areas



A total of 28 projects have been supported under DWCP III since 2016 (10 on-going and 18 completed). A total of 17 projects address Priority 3: *Strengthening compliance with International Labour Standards (ILS) through social dialogue*. A total of 9 projects address Priority 2: *Promoting job creation for youth and vulnerable groups*. A total of 7 projects address Priority 1: *Promoting decent work in the rural economy* and 5 projects for Priority 4: *Extending social protection floors*. In total, 20 projects address single priority area of DWCP III and 8 projects relate to more than one priority area. Figure 1 to the left, summarises the

results.

The number of outcomes and associated indicators is excessive and establishes a benchmark that cannot be reached. When reviewing the current portfolio of projects, it is hard to see how individual projects contribute to some outcomes and indicators. Table 1 below summarises the number of outcomes, outputs and indicators in the DWCP III.

Table 1: Summary of DWCP Outcomes, Indicators and Outputs

DWCP Priorities	Outcomes	Outcome Indicators	Outputs
Priority 1 Decent Work in the Rural Economy	3	15	15
Priority 2 Promoting Job Creation for youth and the vulnerable	3	10	10
Priority 3 Strengthening compliance with international standards through social dialogue	4	22	19
Priority 4 Extending Social Protection Floors	4	11	11
Total	14 Outcomes	59 Indicators	55 Outputs

The number and scope of outcomes, indicators and outputs is excessive not entirely appropriate for a strategy document such as the DWCP III. Best practice would identify the four priorities and prioritise relevant key outcomes and indicators that will actually be achieved and can be directly correlated to the work of constituents. There is nothing wrong with having ambitious targets and “goal statements” but ultimately the DWCP III is about promoting decent work and being able to measure and “*inform a story*” about what has been achieved.

Not all priorities are addressed equally. Projects currently being implemented are most aligned to Priority 3 and 2 with less involvement on Priority 1 and even less focus on Priority 4. This raises questions as to why there is need for so many outcomes and indicators for priorities where there is limited work and unlikely to be in the remaining period through to 2022.

Compounding the situation is the lack of a detailed overall ToC and an associated results framework and monitoring plan. This is discussed in-depth as part of the EA report. It is important to note that programme effectiveness cannot be adequately assessed without the framework or structure to assess and verify the achievement of results. Without a framework in place, there is no evidence to suggest that progress is being made and results are being achieved.

A document review of secondary information indicates that the total 28 DWCP projects (these include both ongoing and completed) have been implemented under DWCP. Table 2 summarises the projects implemented to date (some complete and others on-going) and their linkage to key priority areas.

Table 2: Projects under DWCP III Mapped by Priority Areas

Projects of DWCP III	DWCP Priority Areas			
	P1	P2	P3	P4
1. International Labour and Environmental Standards Application in Pakistan’s SMEs (2016 – 2022) EU		X	X	
2. Fair Recruitment for Labour Migration Multi Country, Sri Lanka and Pakistan (2018 – 2022) EU			X	
3. Promotion of Decent Work Opportunities for the economic empowerment of vulnerable segments of society (2018 – 2022) (Italy)	X	X	X	X
4. Eliminating child labour and forced labour in the cotton, textile and garment value chains an integrated approach (Multi Country Peru, Burkina Faso, Mali, Pakistan) (March 2018 – Feb 2022) (EU)	X		X	
5. Promoting Fundamental Principles and Rights at Work in the Cotton Supply Chain Multi Country (China, India, Mali and Pakistan) (2017 – 2020) INDITEX	X			
6. Implementation of Agreement concerning additional employment injury benefits to the victims of the Ali Enterprises Fire and Strengthening Employment (2018 – 2019) (GIZ)				X
7. Achieving SDGs and ending poverty through Universal Social Protection Multi Country (Cambodia and Pakistan) (2019 – 2021) UNDESA, Chinese Government				X
8. Sustaining strengthened national capacities to improve ILS compliance and reporting in relevant EU trading partners (DG Trade Phase III- in pipeline) (2018 – 2020)			X	
9. More & Better Jobs through Labour Practices (Mne Phase III) Pakistan: Sialkot: Sports Goods (2019 – 2020) (SSN-Fund, Japan)		X	X	

10. The Asia Regional Child Labour Programme (ARCL) Multi Country Afghanistan, Bangladesh, India, Myanmar, Nepal, Pakistan (2020 – 2024) DFID			X	
11. Elimination of Child labour and promotion of decent work in the value chain of waste recycling and packaging processes (2015 – 2018) Stora Enso	X		X	
12. Sustaining GSP+ Status by strengthened national capacities to improve ILS compliance and reporting (2015- 2018)			X	
13.Strengthening national capacities for implementation of C100, C111 and CEACR Recommendations for Pakistan (2015 – 2018)				
14. Promoting Labour Standards in the global supply chain. A programme of Action for Asia and Garment Industry (2015 – 2018) (BMZ/GIZ) (two phases)			X	
15. Strengthening the Labour Inspection System in Pakistan to ensure the application of national labour laws and International Standards (2015 -2018) (Government of Netherlands)			X	
16. More and Better Jobs through socially responsible labour practices in Asia (2015 – 2018)	X			
17. Improving the Livelihoods and Working Conditions of Vulnerable Workers – particularly women – in the rural agro-food economy through value chain development. (2018 – 2018) UN Joint Funds		X		
18. Promoting Gender Equality for Decent Work (2010-2016) (Canada)		X		
Livelihood Restoration & Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province (2013-2016) UNTFS	X	X		
19. Social Protection Floor Initiatives in Khyber Pakhtunkhwa province (2014-2016) (SSN Japan)				X
20. Social protection policies developed/adopted at provincial level and schemes and programmes scaled up (2016-2017) (RBSA)				X
21. Strengthened Capacity of Constituents to Address Unacceptable Forms of Work in the Garment Sector in Pakistan (2014-2016) RBSA	X			
22. South Labour Migration Governance Project (2013-2016) (EU)			X	
23. Strengthening the policy and legislative environment for homebased workers in Pakistan (2015-2016) DRTF		X		
24. MNED Project I (2016-2017) SSN Japan		X	X	
25. MNED Project II (2017-2018) SSN Japan		X	X	
26. DG-Trade I (2016-2108) (EU)			X	
27. DG-Trade II (2018-2020) (EU)			X	
28. DG DEVCO (2016-2019) (EU)			X	
Total	7	9	17	5

An assessment has been made of the progress towards and the achievement of outcomes. Annex 5 provides a summary of the achievement of priority areas and associated outcomes under DWCP III. The evidence is drawn from project reports and the ILO results framework dashboard⁴⁸. The initial assessment was completed by ILO CO staff and the results have been reviewed and verified by the review team. The evidence provided suggested, considerable progress in key areas and the important contributions made by all tripartite partners towards the promotion of decent work. There is scope to review the alignment between planned outcomes/outputs with what is actually achieved. There are multiple sources of information which could be centralised to enable ease of access and use. In light of this, the review team suggest simplification of outcomes, outputs and indicators within DWCP and to strengthen overall M&E to present a better “performance story” of progress overall.

The DWCP is complex and it could be a much simpler document with a few key priorities. It also should be routinely updated, preferably on an annual basis to reflect to current priorities and emerging needs but also maintain a long-term focus on the decent work agenda.

4.3.2 Effectiveness of Projects

Following review of individual project documentation, it is evident that progress to date for projects is satisfactory. A total of 28⁴⁹ projects have been funded under DWCP III since 2016, out of which 9 projects are on-going with one in the pipeline and 18 projects have been completed. The projects Range from a duration of 6-years duration to 6-months. All projects correspond to the four priority

⁴⁸ <https://www.ilo.org/IRDashboard/#azfoxn0>

⁴⁹ It is noted that up to 39 projects have been supported however the review team focuses on 28 projects. Additional projects also included some research grants and projects which were not classified by the review team as “individual projects.”

areas of the DWCP III; however, this is not an equal distribution. These projects vary from global, multi-country, regional and national levels. DWCP III comprises five multi-country projects.⁵⁰ In addition to the international donor projects two projects have been public-private partnerships supported by multi-national companies (INTIDEX and Stora Enso,⁵¹ and two with national private partners Pakistan Carpet Manufacturing Exporters Association (PCMEA) and Pakistan Textile Exporters Association (PTEA). There was one project of six months duration relating to improvement in livelihoods of vulnerable women in GB funded through One UN.

Each project has contributed to the delivery of the DWCP III to date. There have been challenges but overall performance has been satisfactory. DWCP III was built on the experience of DWCP II thus a certain level of continuity was maintained in some of the projects such as MNE III was built on the experience of MNE I and II. The review team analysed the available project progress reports, completion reports, review reports⁵² of all projects. Interviews conducted with the stakeholders and ILO staff also reflects overall effective delivery. Objectives of the completed projects have largely been achieved.

The following graphs summarise the results of the assessment of each project in terms of achievement and progress towards achievement of assessed projects.

Diagram 3: Assessment of progress towards key results – on-going projects

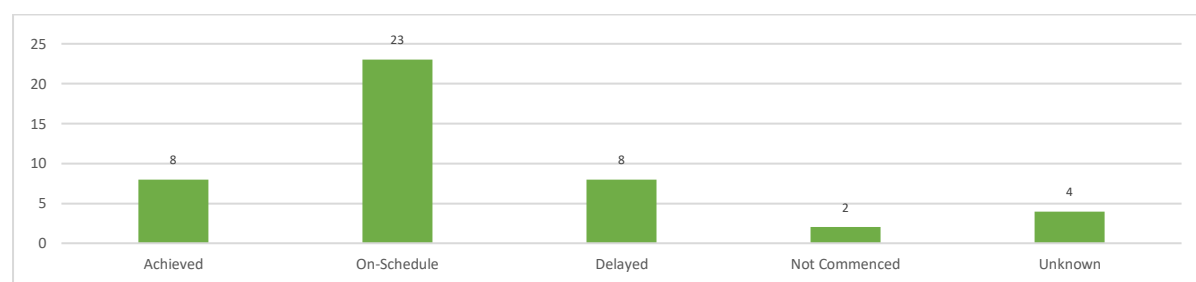
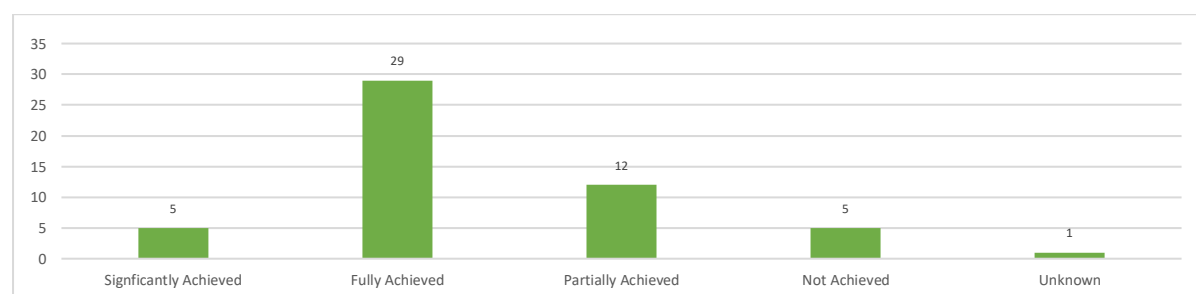


Diagram 4: Assessment of progress towards key results – completed projects



⁵⁰ Fair Recruitment for Labour Migration Multi Country, Sri Lanka and Pakistan, Eliminating child labour and forced labour in the cotton, textile and garment value chains an integrated approach (Multi Country Peru, Burkina Faso, Mali, Pakistan), Promoting Fundamental Principles and Rights at Work in the Cotton Supply Chain Multi Country (China, India, Mali and Pakistan), The Asia Regional Child Labour Programme (ARCL) Multi Country Afghanistan, Bangladesh, India, Myanmar, Nepal, Pakistan (DFID)

⁵¹ Stora Enso is a Swedish – Finnish Company manufacturing in paper, pulp, other forest products and renewable in packaging, biomaterials, wood and paper. Stora Enso was formed in 1998. Its headquarters are in Helsinki, Finland. Majority sales are in Europe but they have operations in Asia, South America and USA. In 2013 after due diligence Stora Enso invested in Pakistan with Packages Ltd on a joint venture Bulleh Shah Packaging to improve food safety through high-quality packaging products. Pakistan is the fourth-largest dairy market in the world. In 2014 Swedish Programme expressed human rights concern that Stora Enso used child labor in its activities in Pakistan. In 2015 Stora Enso and ILO signed a unique partnership to promote decent work and combat child labour as part of Stora Enso global policy to promote decent work and combat child labour. The agreement has global and local components. The first one will focus on aligning policy and practice with international labour standards and increasing the company's knowledge of child labour and other labour rights. The second component aims to promote decent work and combat child labour in the value chain of Bulleh Shah Packaging (BSP), Stora Enso's joint venture in Pakistan.

⁵² Strengthening Labour Inspection System for Promoting Labour Standards and Ensuring Workplace Compliance in Pakistan (Final Review 2019)

Sound progress has been made especially in the areas of legislation, the formulation of new laws and policies which can be directly attributed to DWCP efforts. Considerable efforts have been achieved relating to the informal sector in reaching out and formulation of legislation on home based workers.

It is notable projects have been built on the experience and lessons learned from previous phases thus maintaining continuity and contributing to the effectiveness of the DWCP III delivery. Overall positive views have come forth in terms of delivery, achievements, building partnerships, and strengthening capacities of tripartite constituents, awareness raising and social dialogue.

Employers and workers are all contributing effectively to the DWCP III. Their commitment to promote decent work and to conform to international standards of work is evident in the implementation to date. Both partners are expanding their outreach and engagement with their own constituents. For example, the Employers' Federation of Pakistan (EFP) established the first Pakistan Business Network for Social Protection (PBN-SP). It has also developed a Growth Strategy under the current DWCP.

To promote decent work EFP and PWF have continued their advocacy efforts raising awareness on Occupational Safety and Health (OSH), child labour and bonded labour, and gender equality. EFP has been collaborating in capacity building on OSH and Fundamental Principles and Rights at Work (FPRW). Moreover, other employer organisations such as Pakistan Leather Garments Exporters Association

(PLGEA), Pakistan Textile Exports Association (PTEA), Pakistan Carpets Manufacturers & Exporters Association PCMEA have developed partnerships on compliance with ILS and national labour laws in the textile sector. Specific examples of the contributions of EFP and PWF include:

- Building up collaborations and partnerships, social dialogue, drafting of labour laws to ensure decent work and compliance with ILS.
- Participation in efforts geared towards formulating legislation and in conforming with decent work.
- Engaging in the rural economy and formalisation of the informal economy, in social dialogue and consultation on FPRW in cotton value chains.
- Expanding their membership to workers from the formal to the informal economy. They are facilitating and providing new or revised services to economic units and workers in the informal economy with a view to facilitating transition to the formal economy.

The PWF have stated exciting initiatives to organise informal workers and raise awareness about decent work. Unions of informal sector workers lobby for legislation development in line with ILS and participate in social dialogue. The Government of Punjab saw the promulgation of the representatives of workers and employers are identified in the informal economy to participate in social dialogue

The government at both the federal and provincial levels have, in consultations with social partners, formulated and adopted gender-responsive policies and legislation to improve working conditions in at least one of the following areas: wages, working time, contractual arrangements and employment protection. Policies have been adopted to strengthen labour relations and improve working conditions. Social partners have further contributed to promotion of decent work via the following:

- Taking measures to promote the ratification of ILS or to address issues raised by the supervisory bodies in the context of implementation of the DWCP, UNSDCF or equivalent planning frameworks.
- Improve workplace compliance and enhancing capacity to collect and analyse data, including sex disaggregated data and statistics.
- Producing evidence-based interventions on workplace compliance in the areas of collective bargaining and industrial relations.
- Developing and implementing occupational safety and health mechanisms at national, sectoral and enterprise levels for prevention, enforcement and compliance.

- Providing guidance or services to their members to effectively address and prevent unacceptable forms of work.

The PWF contributions to the DWCP have been significant. The PWF have supported the framing of new important legislation such as the Domestic Workers Act in Punjab Province; Home Based Workers Policy in Sindh Province, a national level OSH law, and supported revisions to laws on child labour. The PWF have effectively used advocacy through media and raised these at the appropriate forums with the government. They have contributed to the legislative frameworks, policies and laws for both formal and informal workers. Partner mainstream trade unions have also contributed. The workers organizations through trainings have enhanced their capacities on collective bargaining, social dialogue, industrial relations, alternate dispute resolution mechanism, OSH, and gender mainstreaming. Workers organizations present social, economic or environmental policy proposals, including in the context of labour law reforms, which are reflected in national policies and laws.

Capacity development and training is certainly supporting the PWF. These interventions have helped them in making use of data and research analysis from workers perspective. They have developed sufficient potential to prepare technical and position papers and submit to the government. Trainings imparted ILO on minimum wage setting in line with Convention no. 131, in 2018 has led to the capacity of workers organisations to set and review minimum wages. The PWF and other trade unions are providing process contributions to promotion of the decent work. Moreover, capacity of PWF women wing has been built through trainings on women leadership skills, planning and gender equality.

ILO CO's role has been well applauded in many areas specially providing technical assistance. However, there have been significant gaps which needs to be addressed. These gaps specifically pertain to work and support at the federal level. The ILO CO is widely and well acknowledged at the provincial levels, employers and workers level. However, at the workers level certain gaps have been identified the most important is the lack of support to develop young leadership (i.e. secondary level leadership) in workers organisations. Another gap is the focus under DWCP III on national partners which limits support to a few partners and tends to overlook smaller partners, particularly those in provinces and districts.

Achievements of DWCP III projects such as the Phase III of *More & Better Jobs through Labour Practices* is on-going and was framed on the success of the Phase II which received acknowledgement and appreciation at national and international level. The project has contributed in promoting sustainable enterprises in Pakistan by building capacity of the EFP. One of the most important outcomes of the project has been to forge an alliance of stakeholders in building a strong business case for socially responsible labour practices and decent work to enhance market access for enterprises in Pakistan. The EFP fully owns the project. Because of project's interventions, a number of industries have taken steps towards improvement of working conditions and promotion of decent work.

Support to Federal Ministries

The DWCP's role has been significant in supporting the MOPHRD on (i) reporting in relation to 5 international labour standards/conventions; (ii) preparing recommendations on the 39 pending international labour standards instruments; (iii) developing three reports: OHS, GSP+ and gap analysis for ratified conventions. However, the MOPHRD has certain reservations which should be addressed by ILO and the linkages with the ministry should be strengthened. The concerns and issues shared through the interview process regarding the DWCP III include:

- Reporting is generally vague and not entirely responsive to the needs of government.
- Achievements cannot be quantified and impact is often not realised.
- Capacity building is not adequately assessed to determine influences on changes within individual understanding and its contribution and linkage to broader institutional change.
- Strategic plans and documents are often not shared or communicated with MOPHRD officials

- Perceptions of inefficiency in ILO operations and a lack of transparency with regards to the selection of activities.

The MOPHRD has requested that a forward workplan is prepared and shared so that activities can be discussed and appropriate performance metrics are assigned to determine what success looks like and how it will be measured.

Legislation and Policies

Considerable progress has been made at this level. Achievements comprise ILOs substantial role in a number of outputs of DWCP III projects pertaining to laws and policies at the national and provincial levels. These comprise:

- **National** – a Labour Protection Framework has been developed for MOPHRD and adopted by the provinces.
- **Sindh Province** – the Occupational Health and Safety (OHS) Act 2017 has been approved. The associated Sindh labour policy was formulated and launched in May 2018. The rules of business for 13 provincial labour laws in Sindh have been drafted. The Sindh government has enacted the Home-Based Worker Act 2018 and the Prohibition of Employment of Children Act 2017 which prohibits children employment till the age of 14 yrs. Children are allowed to be employed in the age bracket of 15 to 18 years but under certain conditions and prohibited to work in the hazardous sectors. This also applies to the rural areas and all sectors in the urban areas
- **Punjab Province** - the Punjab Occupational Safety and Health Law (2016) and Punjab Occupational Safety and Health Act (2019), Punjab Prohibition of Child Labour at Brick Kilns Act (2016), and the Punjab Domestic Workers Act (2019) . A new labour policy was rolled out in 2018. Another priority area has the policy level work on the Home Based Workers. Punjab Home Based Workers Policy has been formulated and a Home-Based Worker law was initiated (2017).
- **Khyber Pakhtoonkhwa Province** - has approved OHS Bill 2019 and developed a labour policy and child labour policy. The child labour policy of KP has been approved. Forced Labour Surveys have been carried in two districts since 2016.
- **Baluchistan Province** – the provincial cabinet has approved Bills on Minimum Wages, Payment of Wages, Workers Compensation, Baluchistan Industrial Relations, and Child Labour. A Baluchistan OHS Bill 2019 has been drafted for discussion and feedback.
- **Azad Jammu and Kashmir (AJK)** - government has also completed their first cycle of drafting labour legislation.
- **Gilgit Baltistan GB** - has also drafted the bills and awaiting for the elections and the new assembly in place to enact the bills

The laws and policies were formulated in the provinces through participation and inputs of the most representative workers and employers organisations and sectoral representatives. In Sindh and Punjab provinces the consultations on legislation were held in 2018 followed by in KP and Baluchistan during March - April 2019. New and/or revised laws or policies are gender responsive and promote non-discrimination.

Ratification of important ILO Conventions

Pakistan has not ratified the Minimum Wage Fixing Convention 131 (1970), Home Based Workers Convention 177 (1996), and Home Work Recommendation 184 (1996). Although work on home-based workers and minimum wages has been completed, the GoP's stance on these important Conventions has not been finalised. Although advocacy efforts of civil society have been on-going, there has been no progress on ratification of these important conventions. This is a disappointing result and reflects a general lack of political will within the GoP. The ILO and its constituents continue to play a proactive role to support the final ratification of these conventions.

Capacity Building

Capacity building has been a major component of all projects under the DWCP III. These have been reported to have been achieved and quantified in terms of numbers of people trained etc. These have contributed to the capacities of all stakeholders according to their respective relevant areas.

Capacity building has been both vertical and horizontal ranging from the federal ministry to the district level, varying with the needs and requirements of wide range of stakeholders. Capacity building efforts are embedded into all project designs. However, it is pertinent to have follow up and feedback on how capacity building imparted has been utilised, what difference it has made, what has resulted from the support in terms of institutional change.

It is noted that the capacity of social partners outside the federal sphere is somewhat limited. Institutions that the ILO have had long associations with (e.g. MOPHRD) tend to fare better but unfortunately in a devolved administrative environment, there is need to spread the scope of capacity building to address a broader set of needs. There is a lot of political will evident in the provinces and strong demand for capacity building. Moving forward, the ILO CO is encouraged to broaden its capacity building focus to reflect both the needs of federal and provincial constituents.

Labour Inspection

Labour inspection is a core component of labour administration to ensure decent work is promoted in Pakistan. The strengthening of Labour Inspection System (LIS) has been an on-going focus of the ILO CO under the DWCP. LIS continues under DCWP III⁵³ but it lacks political will and government commitment. In ten years, the number of labour inspectors number has grown from 535 in 2009 to 636 in 2018.⁵⁴ However, this has not grown proportionately with the growth in industry and business. At present, there is one labour inspector for 27,000 workers in the formal sector.⁵⁵ Moreover, the labour inspectors work under outdated labour inspection conditions, lack capacities to conduct effective monitoring.

Evidence from final evaluation of the SLISP Project (23 October 2019) reveals that the project achieved major outputs and some of these were substantially achieved. The training of 26 master trainers and then training more than 400 labour inspectors is a significant achievement.

Considerable progress has been made in strengthening the LIS in Pakistan. MOPHRD was assisted for the development of a National Action Plan (NAP) on labour inspection reform. A significant achievement was the development of the Provincial Action Plans (PAPs) which focused on improving the outreach and quality of labour inspection. Punjab is the first province to introduce a computerised labour inspection reporting system.

Feedback from all provinces has been positive about the labour inspection training. However, there are consistent limitations across all provinces with regards to the number of available staff and associated trainers. Baluchistan Province reported the training has been very helpful but labour inspectors are few in number. Long distances in the province and associated communications constraints mean that labour inspections occur sporadically.

More vigorous efforts are required to influence the government for resources to strengthen the Labour Inspection system and make it technology based. Recommendations of the SLISP review remain to be implemented.

Child Labour and Bonded Labour

Child labour is an important sector and its importance to ILO is evident since five of the projects under DCWP III relate to child labour⁵⁶. Three of the projects are multi-country projects. One of the

⁵³ Strengthening Labour Inspection for Promoting Labour Standards and Ensuring Workplace Compliance in Pakistan (SLISP)

⁵⁴ ILO Decent Work Country Profile 2019, pg. ix

⁵⁵ *ibid*

⁵⁶ Eliminating child labour and forced labour in the cotton, textile and garment value chains: an integrated approach; Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society; Promoting Fundamental Principles and Rights at

completed projects also focused on child labour. This project has been a private-public partnership and has been a successful experience in addressing child labour in the value chain of packaging. Child labour in this area is rampant and needs much more investment is required to adequately address the issue. The ILO CO should implement a programmatic approach to address child labour issues rather than a project approach for more effective results towards elimination of child labour. It is encouraging to note the ILO CO has a four year multi-country project on the *Worst Forms of Child Labour* exceeding the period of DWCP III with an intention to carry it on into a new round of DWCP support.

Social Protection

The DWCP III seeks to address the challenge of expanding the weak social protection systems that are in place and making those systems more sustainable. Existing social protection systems are limited and face significant challenges in terms of implementation and resourcing. There are three systems for the formal workers and their coverage is low. They do not adequately address workers in the informal economy, while catering only to the urban based formal sector workers.⁵⁷ DWCP III project *Implementation of Agreement concerning additional employment injury benefits to the victims of the Ali Enterprises Fire and Strengthening Employment* is the first of its kind where ILO has mediated and GIZ has provided the support.

Informal sector workers are exposed to multiple risks and hazards without any social protection cover. Women in the informal economy, poor women, the elderly, people with disabilities remain the most disadvantaged group, exposed to vulnerabilities. The GoP has a special focus on vulnerable population and the Pakistani Constitution guarantees 'social justice' for all without discrimination. The ILO CO has actively supported developing government's EHSAAS Programme in 2019 and more particularly, in establishing a 'Labour Welfare and Social Protection Expert Group (LWSPEG)' which developed a comprehensive programme of 'Mazdoor Ka Ehsaas (MKE)' – with particular focus on informal and excluded segments of workers in Social Safety Nets.

Rural Economy

Considerable progress has been made to outcomes relating to rural economy during the DWCP implementation period. A number of progressive interventions were conducted by the ILO, which has strengthened social dialogue and support to the legislative process for rural workers.

Based on the findings of the 2017 *Diagnostic Study on Decent Work deficits in the rural areas* the ILO CO provided technical assistance to the Centre for Rural Economy (CRE), to analyse data and conduct country wide tripartite plus consultations to formulate a working paper on skills and employment promotion in the rural economy to address Decent Work deficits. The working paper identified work deficits in the rural areas based on economic opportunities and trends; vulnerabilities of different sectors of workers in the rural economy; skills potential and market linkages and other enabling factors and drivers. The findings of the study acted as the base for designing of an employment and decent work strategy for the rural economy.

Another important result is the use and application of sex and age disaggregated labour statistics in rural areas by PBS and SDG units and the constituents for policy formulation. Training through ILO statistics specialists and local resources were organised on decent work indicators for constituents on the rural economy

In the context of Pakistan, reaching the rural poor and vulnerabilities is not an easy task. DWCP III has contributed positively in this area. Strengthening social dialogue has supported the formation of a

Work in the Cotton Supply Chain (Multi Country); The ILO-DFID Asia Regional Child Labour Programme is an ILO programme aiming to reduce child labour with a particular focus on the Worst Forms in South and South-East Asia (Multi Country), More & Better Jobs through Labour Practices (Mne Phase III), Elimination of Child labour and promotion of decent work in the value chain of waste recycling and packaging processes (completed)

⁵⁷ By law, formal sector workers in Pakistan are already covered for 7 of the 9 benefits, proposed under ILO Convention 102. Those missing are unemployment benefits and family and child benefits.

consultative mechanism of social dialogue in collaboration with the representatives of the workers and employers for addressing decent work deficits in the rural economy. This community based social dialogue holds periodic consultations at the community level. These consultations are one of the important means to lead to formalising social dialogue and recognising employers and workers organizations at the community level. One of the very important area addressed has been OHS and cotton value chains.

A number of initiatives have been promoted at the community level. These comprise equal and active participation of women in the social dialogue processes in the rural economy; sensitization of communities on Fundamental Principles and Rights at Work (FPRW), OHS and other environmentally sustainable farming practices in the cotton producing districts; social dialogue and consultations with workers and employers in the rural economy on FPRW in cotton value chain; hazards of use of pesticides for cotton production; and efforts have been made to build consensus on the need for increased social and environmental accountability by leveraging support of key industry stakeholders and governments. The following case study demonstrates the impact of work at the community level. Box 1 below details a case study of support at the community level.

Box 1: “Making a Difference”- A Case Study from Cotton Growing Area

Ayesha , Maleeha, and Zara are young adolescent girls from three different villages of Multan and Muzafargarh districts. They come from the cotton growing areas of districts Muzafargarh and Multan in South Punjab.

They are daughters of women workers in cotton picking and were also involved with their mothers in the cotton fields as helping hands during the cotton picking season. They were enrolled in schools in their respective villages but during the cotton picking season they used to miss their studies and work with their mothers in the fields. They were participants of the respective workshop conducted in their respective areas. ILO organized series of five field based awareness raising sessions in five cotton growing districts under its project “ Elimination of Child Labour and forced labour in the Cotton, Textile and Garments Value Chains: an Integrated Approach” co-funded by European Union. These awareness raising and sensitization seminars cum workshops on child labour, forced labour and OHS were held in districts Sahiwal, Multan, Vehari, Burewala, and Muzafargarh. The awareness raising workshops directly benefitted 200 women participants who further benefitted their fellow women in their respective and neighbouring communities. Cotton picking women workers and their daughters have benefitted from these sessions as reflect in views of three beneficiaries.

Sharing her experience Ayesha (17) from district Multan says, *“Amman used to get allergies from cotton picking which affected her breathing.” after the workshop information she benefitted and her breathing is smooth. She was given mask which has helped her. She did not have the breathing problem..... and use of gloves have prevented the scratches on her hands and wrists.....those hurt and were painful. She used to take painkiller Panadol at night to ease the pain. She was comfortable and safe with the use of gloves and mask. She would stop me from going for classes and take me to the fields against my wishes. I suffered in my studies...” “After the workshop of ILO, she has never stopped me from going to school. She also says its good you study and work in the school otherwise you will end up picking cotton like me...”* Ayesha is very happy about this and continues her studies in class nine at the Government High School. She wants to become a teacher. She is of the opinion that more sensitization workshops should be held in the area and these should reach out to more women and girls.

Maleeha is 16 and comes from village Alipur in district Muzaffargarh. She elaborates on the benefits of the sensitization workshop which has helped her to be regular with her school and saved her from going to the cotton fields. Her mother used to tell her at this time of the year *“cotton picking season is coming and you will come to the fields with me.....however, since last year she has not pressurized me about going to the field. This is after the ILO workshop when she also got gloves and mask to use in the cotton field for her own safety. She tells me I will go to school with my books” “ the use of mask has really helped mother....she used to coughing have a bad throat, with a running nose.....but after applying the mask she was saved from this condition.....she is very happy about it. She was not taking medicines..... the ILO workshop has real benefits for us.....women who don’t have masks also made it from cloth at home ... and they get gloves for themselves”.* She expressed the need for such sensitization sessions and thanked ILO for reaching at community level in remote areas to give them awareness for their benefit. She shared it has not only benefitted the women involved in cotton picking for their health but also their young daughters in going to

school. These have changed the mind set of women towards the education of their daughters. More such awareness raising and sensitization sessions are needed.

Zara (16) comes from village Mehmood Kot , Kot Addu in district Muzaffargah. Zara shared the benefits of the sensitization sessions on her schooling and mothers health added that their relative women living in different villages also learnt from them and plan to use masks this year in the coming cotton-picking season. However, the programme on the ground can make a difference but these have to be continuous process.

Workers have expanded their membership to the informal economy. This includes membership of Sindh Agriculture and Fisheries Union (baseline in 2017: 1800, to date: 2500 members) and Punjab Domestic Workers Unions (baseline 2018:2200 members, to date: 3000 members). Three Domestic Workers Unions have formed Federation at the provincial level in August 2019.

The ILO CO provided technical support to Domestic Workers Union (DWU) in carrying out trainings, consultations with workers and media on issues of domestic workers. As a result of this input, the outreach of DWU has been expanded to non-members who are now included. This technical assistance has been provided from March-July 2019 and in March-July 2018. The technical assistance from the ILO also included conducting informal surveys in the larger economy and in new districts which led to reaching out to workers in the informal economy who were not organized and are now members of the DWU and Sindh Agriculture & Fisheries Workers Union (SAFWU).

Minimum Wages

Policy measures have been adopted to strengthen labour relations and improve working conditions and terms of minimum wages. The government of Sindh has been proactive in organizing consultations with tripartite constituents, other stakeholders including both formal and informal sector representatives. As a result, it extended the coverage of minimum wages to informal economy workers in 2018 with the technical assistance of ILO. These consultations for the first time included home based workers federation from the informal economy to participate in the formal consultations and social dialogue on working conditions and wages. It is significant that the Sindh government has promulgated HBW Act in the Sindh Province in concurrence with the Payment of Wages Act and the Minimum Wages Act in 2018. Government of Sindh has also extending minimum wages to other formal sector workers such as '*beer*' (hand rolled cigarettes) and '*agar bati*' incense making workers.

Moreover, Sindh Labour Policy 2018 also endorses to bring informal workers under the labour legislation and coverage of social protection. These are encouraging measures supporting the objectives of the DWCP. Mainstreaming of HBWs as formal workers providing them social protection and benefits of minimum wages is noteworthy and it is anticipated 400,000 workers from glass bangles industry and estimated 3,800,000 in entire Sindh Province will benefit. Box 2 below summaries the work around minimum wage development.

Box 2: DWCP III Support to Minimum Wage

Under the Labour Standards in Global Supply Chains – Programme of Action for Asia and the Garment Sector (LSGSC) Project supported the GoP to address multiple challenges related to minimum wage setting and implementation. Some of these challenges are related to the availability and use of relevant data, the capacity of workers and employers and their representative organizations to negotiate effectively, weak institutional mechanisms for wage-setting, lack of coordination between relevant departments and institutions responsible for wage determination, as well as monitoring and enforcement of wage laws and policies. The focus was in three areas:

- Developing knowledge base through research on wage setting and implementation, identifying opportunities to strengthen legislation, address gender disparities, address decent work deficits in the informal economy (particularly for home-based workers), and strengthen wage dispute mechanisms.
- Designing and delivering capacity building initiatives including trainings for constituents in the areas of wage policy, collective bargaining, negotiation, industrial relations and trade union effectiveness.

- Facilitating discussions at national and provincial levels that gave impetus to coordination between stakeholders, providing space for effective social dialogue and initiating a policy dialogue on wages and working conditions

With the implementation of a devolved structure, there is not national standards for minimum wages. There are federal requirements but often these are ignored. In 2018, Sindh Province generated a minimum wage that was different from the federal requirements. The ILO CO through the DWCP III is identifying critical gaps that will lead to better effectiveness of minimum wage policies at the federal and provincial level. This is important as the work is not just for formal workers but those in the informal sector as well.

Recommendations have been provided. Sindh carried out an experiment with Minimum Wage Boards. They engaged with representatives in both the formal and informal economy. Evidence suggested that 30% of employers complying to minimum wage Rp17,000 per month.

ILO has standards which are very relevant to the work in minimum wages. These need to be need to be reassessed as the Pakistan has many “non-standard” forms of employment. A new world of work and standards are required. Work is decent enough to have minimum wages but this needs to be reflected in the context.

The ILO CO has adopted human centred approaches. There is a focus on people rather than systems. Currently addressing the problems with evidence so that provincial governments can make informed decisions. The minimum wage is a basic minimum right – working hand in hand with labour standards to work on the system to build up it – work at grassroot level. Workers now have a voice within the minimum wage.

Social Dialogue

Social Dialogue is a priority area of DWCP III. Social dialogue has an established track record at the federal level and remains a key strength. Provincial tripartite committees have been established (a total of four to date) and are constituted but these are yet in embryonic form and need strengthening to reach a level of maturity. Further work is required to support these provincial committees and this should be a priority for the remainder of DWCP III. Furthermore, despite the Constitutional Right of Freedom of Association the trade unions are very limited. There was a ban imposed on trade unions and not all but a very small number of formal workers are unionised.

Cross cutting issues

Gender is included in projects but it is not robustly visible in the DWCP III. The flagship project of DWCP II III Gender Equality for Decent Employment (GE4DE) which had made effective progress and termed to be highly relevant to the ILO’s DWCP priorities and outcomes.⁵⁸ It is a pertinent to note DWCP III has such project whereas the final evaluation of the GE4DE project (Oct 2016) also concluded that the project has laid ground for further efforts and a programme approach to gender equality for decent employment with a long-term goal, strategic approach and input support, however no effort is reflected to build on the lessons learnt and recommendations from this project.

New laws and policies have been enacted on non-discrimination and specific affirmative policy measures for women in maternity or lactating mothers at work, non-discrimination in payment of wages and treatment in employment and training etc. The new or revised laws or policies are evidence based and include coverage of those in vulnerable situations. The laws and policies are as above informed by data including the updated Decent Work Country Profile 2019. Vulnerable groups covered by the legislation and policies include child labour, forced labour, home-based workers, women workers and domestic workers.

⁵⁸National policy dialogue on gender equality, One UN Strategic Priority Areas (SPAs) and ILO’s Social Justice and Fair Globalization Mandate. The GE4DE focus on gender issues and improving employment conditions is particularly relevant to the social, legal, policy development, and economic condition of the country, which also has particular reference to ILO Conventions 111, 100, 177 and 156. Final Evaluation Oct 2016

4.3.3 Information Sharing with Partners

This is an area that does require further investment and time. The MTR revealed that while tripartite constituents were well engaged in the priority setting and development of the DWCP, they have not been actively involved or updated with regards to implementation and management of the strategy.

A DWCP III Annual Report was prepared in 2018 covering the period 2016-2017. Since that time no additional public reports have been prepared. Individual projects and interventions continue to report, often to a high standard, but the consolidation of information and data into an overall report has not occurred since 2018.

Constituent partners have indicated a preference for more regular updates and information. It is noted that in a devolved context that there are some tensions due to perceptions that some provinces receive more support than others. However, this should not distract from the need to present a public account of progress, particularly to donors, constituent partners and the ILO network. Knowledge sharing is discussed in further detail in following sections

4.3.4 Strategies to Promote Effectiveness

The establishment of a clear ToC and associated results framework is a priority and would strengthen effectiveness as it would enable better planning and prioritisation of projects aligned to the change that is expected.

The DWCP drives the selection of projects. Donors and funders do exert some influence over the type and scope of projects funded. There is a potential risk that some constituent partners are alienated if they are not included in these consultations nor are involved in the discussion of projects and their funding arrangements. Whilst it is unlikely to occur, the point is raised as a reminder to ensure the DWCP remains central to all projects and priorities going forward.

A renewed focus on the private sector has been raised as a possible area of focus by a number of donors. This is of particular relevance in the COVID-19 situation and also enables the ILO to maintain its mandate on workers and employers. One suggestion is to focus all efforts on GSP+ as this has significant financial implications for business and Pakistan as a whole. Whilst labour norms and standards are important, these are seen as a lesser priority by government (and donors) to promoting and maintaining trade arrangements with key partners. According to one donor, the focus should be first GSP+, with adjustments to laws based on this and then practical support to government.

In this light projects should focus on tangible changes that bring about change. The focus to date tends to be on policy and higher level norms and standards which are very difficult to measure. Once area of on-going support is in supporting data and analytics. This is a positive and proactive area of support at both the federal and provincial level. Box 3 highlights the practical work of the ILO CO in supporting the GoP efforts to report on the SDGs.

Box 3: DWCP III Support to Streamline SDGs

The GoP is a signatory to the SDGs and has established a SGD Unit within the Ministry of Planning to centralise and coordinate data and information collection across all Ministries at the federal and provincial level to demonstrate progress and impact.

The SGD Unit has a close association with the ILO CO and was involved in drafting a chapter in DWCP III related to SDGs. The ILO CO has been supporting the SGD Unit to review the Labour Force Survey (LFS) which is carried about bi-annually to collect important data and information on the state of workers and employment across the country. The ILO CO work has been critical in supporting the inclusion of important social protection data which has not been collected before.

The ILO has provided:

- Technical support to review survey content and methodology
- Supported the establishment of an IT system to collect data and information at the district and provincial level that can be aggregated and analysed at the federal level.

- The final stage of work is to develop an institutional framework to guide implementation going forward.

The ILO CO has provided technical expertise extract data from administrative records and to avoid new surveys and expensive data collection approaches. The ILO CO is helping departments to digitise records and then set up a national record in helping on reporting. A very time consuming exercise but one that will see information and data being proactively used and applied in decision-making with regards to progress towards SDGs. The picture below outlines the planning and prioritisation of SDG indicators in setting up the data base for data collection against key indicators.

Indicator	Tier
1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)	Tier I
1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable	Tier II
5.5.2 Proportion of women in managerial positions	Tier I
8.2.1 Annual growth rate of real GDP per employed person	Tier I
8.3.1 Proportion of informal employment in non-agriculture employment, by sex	Tier II
8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities	Tier II
8.5.2 Unemployment rate, by sex, age and persons with disabilities	Tier I
8.6.1 Proportion of youth (aged 15–24 years) not in education, employment or training	Tier I
8.7.1 Proportion and number of children aged 5–17 years engaged in child labour, by sex and age	Tier II
8.8.1 Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status	Tier II
8.8.2 Level of national compliance with labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status	Tier II
8.b.1 Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy	Tier II
10.4.1 Labour share of GDP, comprising wages and social protection transfers	Tier II
10.7.1 Recruitment cost borne by employee as a proportion of monthly income earned in country of destination	Tier II

ILO Department of Statistics

Additional guidance on future directions related to DWCP III Priorities includes:

- The DWCP III should continue to focus on Priority 3. This is where the comparative advantage of constituent partners is most evident,
- However, there is need to increase focus on Priority 4 *Extending Social Protection Floors* and through this, a renewed focus on job creation under Priority 2. These priorities directly address the most vulnerable given limited social protection coverage provided through formal government mechanisms. Priority 4 is also heavily linked to SDGs and UNCSDf.
- Continued work through Priority 4 to support workers in the informal economy is important. It is a core component of the constituent partnership.
- The impact of COVID-19 has caused a rise in unemployment and increase in vulnerability of the marginalized. Therefore, social protection should be prioritised as it will become an increased focus area given the impacts of COVID-19 are expected to be significant, particularly for economic conditions.
- The increase in returning overseas migrant workers will add to the vulnerability in the country. Social Protection needs to be extended to these workers
- Priority 1 does require more attention, particularly in light of the impacts outlined above, particularly for those in the rural economy. Returning migrants will place pressure on existing job markets in rural areas. Attention needs to be factored into strategies that support rural workers and this will remain a priority for the coming years.
- The DWCP II and constituent partners should build in annual reviews and assessment of priority areas/interventions to assess progress and ensure alignment to future priorities.

4.4 Efficiency

4.4.1 People and Expertise

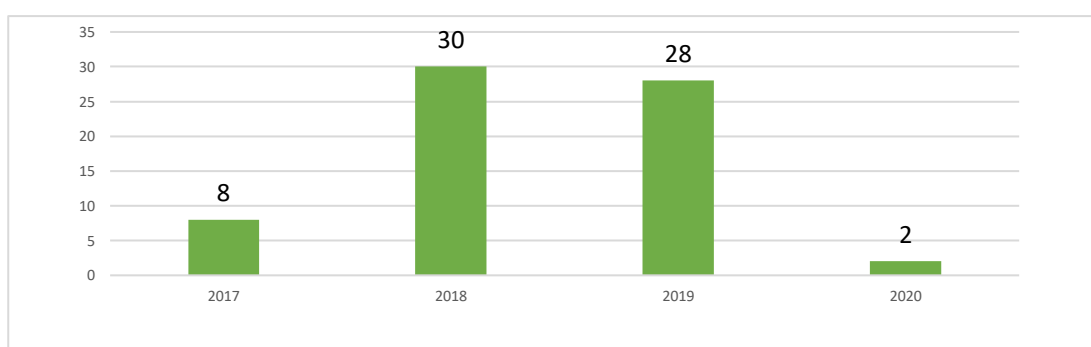
The quality of the ILO's expertise, reputation and experience within Pakistan and within the tripartite system, are major reasons for the ILO's efficient and effective contribution to the implementation of the DWCP. Efficiencies are derived through the continuing building on and engagement with core partners and in structuring projects and programs to meet defined priorities and requirements. The ILO CO leverages its comparative advantage, particularly in its work leading the sub-committees related to Outcome 2 (Decent Work) and Outcome 10 (Social Protection). The ILO CO's work is viewed positively by tripartite constituents and international donors alike.

According to tripartite constituents involved in the MTR, the ILO CO's highly specialised technical expertise and experience is readily available and provided in a timely manner. Supporting this work is the availability of technical specialists within the DWT to provide additional support with regards to specific interventions and support for both worker and employer federations. The ILO CO is also able to draw upon its international network and expertise with ILO HQ and ROAP playing an on-going supporting role in keys areas such as M&E, management, DWCP formulation and policy and priority setting.

At present there are 38 staff (of which 3 are international and 35 are national and locally engaged staff). However, there is a challenge with extensive workloads being placed upon a relatively small number of staff. Programme Officers tend to bear the brunt of the responsibilities for implementation, management and monitoring and evaluation. Given the scope of work and roles and responsibilities there is an opportunity to review and assess workloads to ensure an equitable distribution of responsibilities. This may require some additional support, particularly for monitoring and evaluation functions.

Data on technical visits only commenced in 2017. A centralised system to collect data on technical visits, meetings and workshops and trainings should be initiated immediately. The manual collection of data is confusing and prone to error. Therefore, the accuracy of data cannot be verified. According to the records a total of 68 technical specialist visits have occurred between 2017 and January 2020. No financial data was available to assess the overall cost of these missions. Much of the work was to complete training events and seminars on projects funded under the DWCP Diagram 5 below summarises the input between the period reported.

Diagram 5: Summary of Technical Visits to ILO CO⁵⁹



An important component of the ILO network are technical specialists. The ILO in Pakistan has access to a range of technical specialists based in New Delhi (and some in the broader region – Sri Lanka and Bangladesh). Technical expert provide a range of services and support to DWCP's across the region. Previously, technical specialists tended to be under-utilised however under the current DWCP there has been a renewed effort to utilise this expertise. Specialised support is provided in aspects of trade

⁵⁹ It is important to note that technical visits have declined significantly since February 2020 with the onset of COVID-19. Technical support, reviews and inputs from international staff have had to continue remotely and via virtual meetings and discussions.

unions, employer federations, minimum wage setting and occupational health and safety. The ILO in Pakistan is recommended to continue to avail themselves of these specialists and to utilise them in a way to design better projects and promote for efficient implementation.

4.4.2 Cooperation, learning and synergy

Despite the coordination and focus of projects under the DWCP, each project tends to focus on its own set of deliverables and outputs. Consultations with the DWT and technical specialists reveal that individual specialists tend to work on specific interventions. Cooperation and shared learning is limited at this stage and is an area for consideration, particularly for learning. This could form part of the broader results framework.

Interviews with technical specialists confirm that while there is some general coordination and engagement for the DWCP as a whole, interventions tend to relate to specific projects. The COVID-19 situation has also limited opportunities to progress more collaborative work.

There is also a need to ensure broader cooperation and learning amongst tripartite constituents. Opportunities for reflection and learning based on various approaches is an area for consideration. It is not clear from the interviews on the level of engagement, particularly with and between partners but there is definitely an appetite for shared learning and experiences.

4.4.3 Management, Administration and Operational Efficiency

The MTR reviewed existing budget and expenditure data and information as part of the review process. It is evident that overall, the ILO CO manages its scarce resources well. The following graphs highlight the correlation between budget and actuals for 2018-2019 and the current 2020-2021 period.

Diagram 6: DWCP Budget and Actual Expenditure 2018-2019

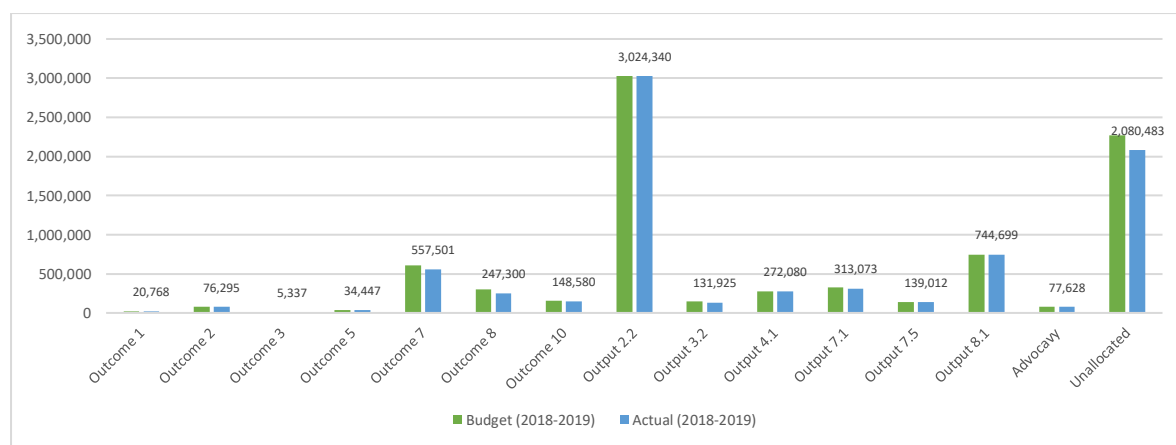
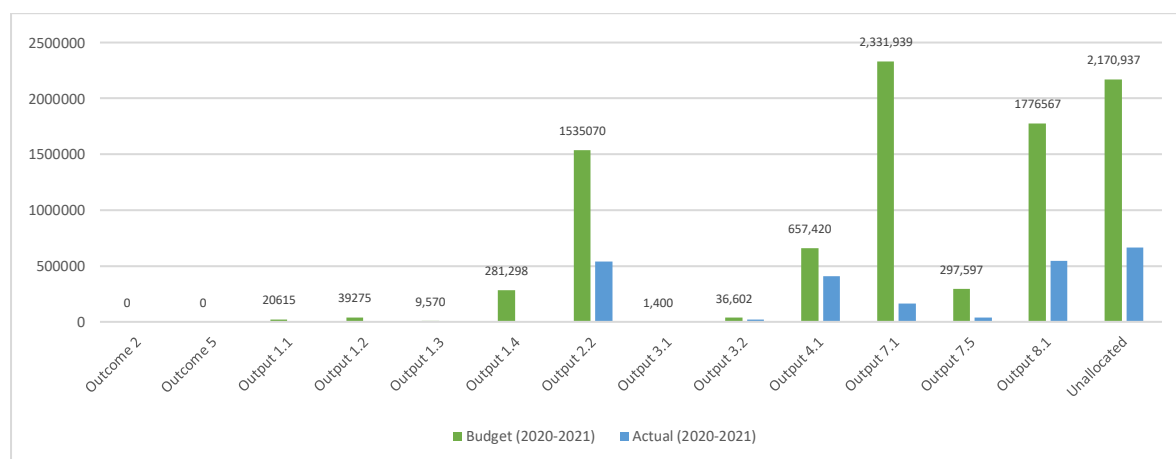


Diagram 7: DWCP Budget and Actual Expenditure 2020-2021



Expenditures in 2018-2019 were in-line with budget projections. Expenditures for 2020-2021 are somewhat slow in some areas but this is to be expected given the delays to some projects due to the COVID-19 situation.

Diagram 8: Allocations of funds by priority

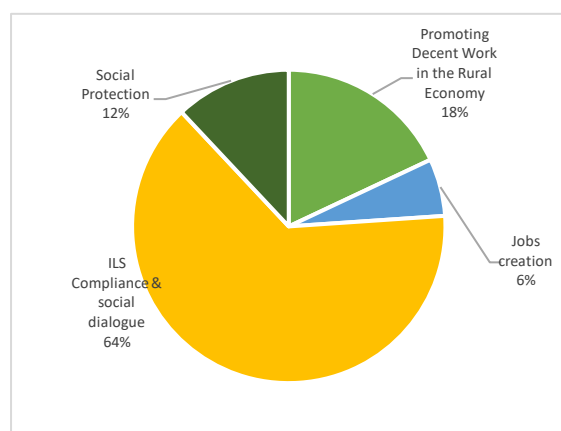


Diagram 8 highlights the allocations by Priority. A majority of funds goes to Priority 3 followed by Priority 1. Priority 4 and 3 round out the allocation. As outlined in the conclusions of effectiveness the recommendations are that more funds be allocated to Priority 4 while continuing to maintain a focus on Priority 3.

As highlighted in previous sections, the DWCP primarily provides an overarching framework and structure for the implementation of projects and interventions. At the project level, activities appear to be well supported, managed and reported upon.

However, the consolidation of information and data into a coherent reporting framework is lacking.

The establishment of an effective M&E system would help this process considerably. Without an overarching definition of change for the DWCP along with realistic outcomes and indicators, it is difficult to see how progress will be realised in this area.

Tripartite partners have been involved and consulted with regards to the design of the DWCP. However, tripartite partners are not actively involved in the implementation or monitoring of the DWCP. Their roles and responsibilities in implementation of DWCP is not defined and more confined to participation at the formulation stage of DWCP. Involvement tends to be limited to the specific activities respective partners are involved in.

4.4.4 Effectiveness of the tripartite SC

A key recommendation from the final evaluation of the DWCP II was the establishment of a formalised mechanism to oversight the implementation and management of DWCP III.⁶⁰ This was based on the finding that the ILO in Pakistan did not adequately engage with constituents, seek input or guidance and did not adequately share information and knowledge. The recommendation was accepted as part of the evaluation and a series of consultations occurred in 2016 to formulate a body representing key constituents and partners.

ILO HQ provided a ToR to help guide the structure and format of a proposed Steering Committee (SC). Constituent partners reviewed the ToR and endorsed it in 2017 and a SC was formed and met in for the first time in 2018. Another meeting of the SC was convened in January 2020 to approve an extension of the DWCP III through until 2022 to provide adequate time to incorporate required changes regarding the alignment of the DWCP III to the UNSDCF and SDGs.

Evidence suggests that the impact of the SC on implementation and management is limited. Two meetings since 2018 is not entirely adequate and the COVID-19 situation means that it is unlikely a meeting will be held in the current year. Given the commentary received from some partners about the on-going lack of engagement and consultation, it is imperative that the SC is reconvened and strategies outlined to address the findings of this review and to act upon the recommendations. Complementing this would be revisions to the M&E framework and plan that would better align DWCP

⁶⁰ ILO DWCP Country Programme Review – August 2015

work priorities into a coherent and structured approach⁶¹. This is something the SC could endorse and would help with coordination and consultation going forward.

4.5 Impact

4.5.1 Trajectories towards Impact

Whilst the work of the DWCP is well recognised and well received, the overall impact of results and work derived through the DWCP is still a “work in progress”. The lack of an overall defined M&E framework does make it difficult to determine if key results have been realised and achieved. Anecdotal evidence suggests that work is producing results but there has been no systematic approach to evaluation or assessment of impact. Despite the lack of evaluation and impact studies, the DWCP has contributed towards 10 individual research pieces. Another 11 studies are currently underway. Table 3 outlines a list of research completed to date and Table 4 outlines research currently being implemented.

Table 3: Summary of DWCP Research from 2016-2020

Title of Document	Link
Minimum wage setting, implementation and working conditions in the formal and informal sectors of the garment industry in Pakistan	https://www.ilo.org/islamabad/whatwedo/publications/WCMS_532830/lang--en/index.htm
Employment and wages rising in Pakistan's garment sector	https://www.ilo.org/asia/publications/WCMS_544182/lang--en/index.htm
Good practices in collective bargaining: A compilation of case studies from Pakistan	https://www.ilo.org/asia/publications/WCMS_544182/lang--en/index.htm
Pakistan's hidden workers - Wages and conditions of home-based workers and the informal economy	https://www.ilo.org/islamabad/whatwedo/publications/WCMS_554877/lang--en/index.htm
Barriers to pay equality in Pakistan - The gender pay gap in the garment sector	https://www.ilo.org/islamabad/whatwedo/publications/WCMS_571468/lang--en/index.htm
Employment and wages rising in Pakistan's garment sector	https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_544182.pdf
Female labour migration from Pakistan: A situation analysis	https://www.ilo.org/global/topics/labour-migration/projects/reframe/WCMS_735795/lang--en/index.htm
Reporting on forced labour and fair recruitment: An ILO toolkit for journalists in Pakistan	https://www.ilo.org/global/topics/labour-migration/events-training/WCMS_754466/lang--en/index.htm
Review of law, policy and practice of recruitment of migrant workers in Pakistan	https://www.ilo.org/global/topics/labour-migration/publications/WCMS_741312/lang--en/index.htm
Fair recruitment country brief: Pakistan	https://www.ilo.org/global/topics/fair-recruitment/publications/WCMS_741045/lang--en/index.htm

Table 4: Current Research Work being implemented (2020)

No.	Research Title
1	Gaps Assessment Study on ILO Convention on Social Security (No. 102) in Pakistan
2	Gaps Assessment Study on ILO Convention on Employment Injury (No. 121) in Pakistan
3	Gaps Assessment Study on ILO Convention on Part-Time Work (No. 175) in Pakistan
4	Gaps Assessment Study on ILO Convention on Safety & Health in Mines (No. 176) in Pakistan
5	Gaps Assessment Study on ILO Convention on Maternity Protection (No. 183) in Pakistan
6	Gaps Assessment Study on ILO Convention on Domestic Workers (No. 189) in Pakistan
7	Gaps Assessment Study on ILO's Maritime Labour Convention
8	Compilation of Legal and Institutional frameworks on Social Protection in Pakistan
9	Multiplier Study for Social Protection in Pakistan
10	Rapid Assessment: Effects of COVID-19 on Labour Migration in Pakistan
11	Effects of COVID-19 on Textile and Garment Sector Industries in Pakistan

⁶¹ Please refer to the ILO Pakistan Evaluability Assessment September 2020 for more information and suggested changes and enhancements to the DWCP M&E framework.

Given the normative nature of the ILO's work, it is often very difficult to adequately define impact and to be able to assess a direct contribution or attribution. ILO led evaluations tend to rely on the OECD DAC criteria and definitions which do not always adequately define what impact means or what is required. Furthermore, impact varies according to the nature of the area/sector. Given the focus of the DWCP is on outputs and outcomes, it would be more logical to focus efforts on immediate and short-long-term outcomes.

To achieve this end requires the design, implementation and management of a clear results framework and M&E system. As discussed in an Evaluability Assessment (EA)⁶² The ILO CO's M&E system is not adequate as it currently stands. It does not provide a complete picture of the over ToC, associated outcomes and outputs and how they are aligned to achieving common goals and outcomes.

The lack of baselines is problematic and while baselines exist in some components, these are not clearly defined and some components remain without a baseline despite the DWCP being at the mid-point of implementation. There is scope to "retrofit" some baselines based on secondary data but with some baselines requiring primary data, there are some challenges in obtaining and utilising the data.

It is complex to assess changes in both individual and institutional capacity. Given much of the DWCP's effort is on training and capacity building, it is a missed opportunity to consider some form of impact study on the influence and change that derives from the DWCP's efforts to strengthen capacity. A designated study for the impacts of training and capacity building would be a useful study and provide strong justification for the level of investment into such activities.

Resource constraints also play a role in that DWCP activities are not always fully funded leads to implementation gaps that stall and stunt progress, particularly if funding is not raised for critical aspects that have to move forward before additional work and progress can be assessed.

4.5.2 Capacity Building

The ILO is well recognised and acknowledged by constituents for its capacity building both at the individual and institutional level. All interviewees indicated the importance of capacity development, particularly as part of the devolved government structures. The ILO has prioritised provincial support and has tailored capacity building efforts to meet individual demands in the provinces while also maintaining a strong focus at the federal level.

In spite of the overall approval and success of capacity-building, there are some short-comings and constraints. Without a defined evaluation strategy, it is difficult to see the contribution the ILO's efforts have made towards individual and broader institutional change. Some challenges raised by constituents with regards to training include: (i) lack of clarity on the structure and purpose of training to respective jobs and positions; (ii) no consistency or sequencing in events with some training being provided that is not aligned; (iii) lack of commitment by constituents to build upon the training provided to progress work further. The lack of available data on capacity and how work is applied does present challenges when trying to assess the ILO's overall impact.

Financial data is limited with regards to the expenses of training. Budget expenditure is buried within line items so it is difficult to assess the quantum of training and capacity building as part of the overall operating budget and also to make some assessment on value for money. Moving forward, improve data collection from capacity building could be initiated, which feeds into a revised M&E framework.

Training appears to be most beneficial to workers and employer organisations, particularly at the federal level. Capacity development at the provincial level is a priority going forward. There is also an opportunity to consider the needs of Civil Society Organisations (CSOs) as well

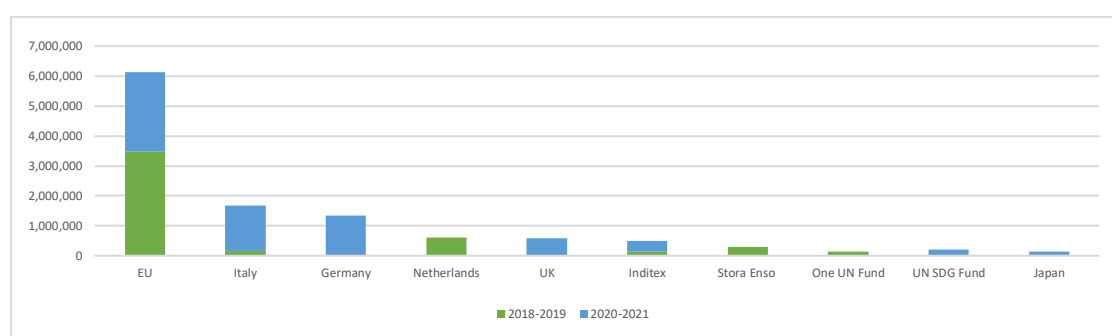
⁶² ILO Pakistan Evaluability Assessment Report September 2020.

4.5.3 Partnerships

A key DWCP strength is its partnerships and the recognition by all constituents of the important role the ILO plays in establishing, coordinating and supporting partnerships across government, the private sector and with workers and other civil society organisations. The ILO has strong recognition and reputation within government, both at the federal and provincial levels. The ILO is also well regarded by both the PWF and PEO and both acknowledge the important role the ILO plays as a “valued interlocutor”.

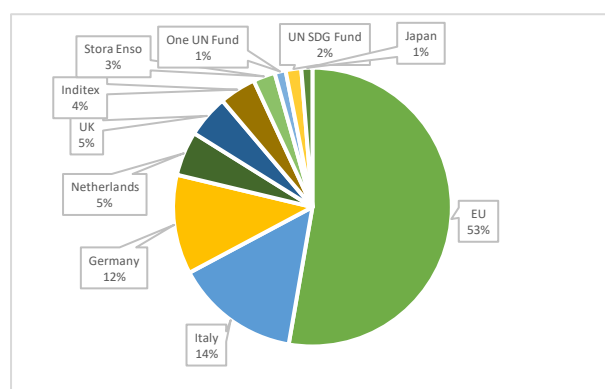
The DWCP has been able to source funding and technical support opportunities from a wide-variety of donors and partners. Diagram 9 below summarises the source and amount of donor funding received since 2018.

Diagram 9: Source and amount of donor funds 2018-2021



The main donors since 2018 has been the EU who have provided appropriately 53% of all funds received. Diagram 10 below summarises the breakdown by % of donor contributions under DWCP III.

Diagram 10: Breakdown of donor contributions 2018-2021 (%)



Some key points to note on partnership:

- The ILO has continued to build on its reputation within the UN system in Pakistan by chairing the working groups on SDG 2 (Decent Work) and SDG 10 (Social Protection). The UN Resident Coordinator’s Office (UNRCO) acknowledged the important role the ILO is laying in these two important areas and also their contribution to other SDG’s that do not directly relate to the ILO’s work. That said, there is significant scope for larger funding initiatives that can draw together several international partners and mobilize with greater intensity UN agencies that have an interest in decent work.
- The ILO is a respected partner of key donors. The ILO has strong relationship with the EU who provides over half of all donor funds to date.
- Partnerships have been established with other UN agencies. Whilst the long-term ambition is for joint workplans and programs, the UNRCO recognise that this is a long-way off. Despite this, the ILO continues to identify opportunities for engagement and has established good working relationships with the United Nations Development Program (UNDP), Food and Agriculture Organization (FAO), and the World Wide Fund (WWF) for nature.
- The UNRCO also acknowledged that there is scope for the ILO to benefit from collective action and joint programming among UN partners, in order to mobilize larger funding streams. The ILO is seen as well positioned to support more coordinated approaches within countries among development cooperation partners

Partnerships outside core constituents also need to be looked at and reviewed. It is recognised that the mandate of the ILO is to work with its constituent partners, however in light of the current COVID-19 situation there is scope to look beyond the narrowly defined approach. Feedback from key stakeholders felt that the ILO “had forgotten them”; “focused only on large organisations and government when the real work is happening in districts”; and “tends to only worry about issues it knows about without addressing the broader context.”

The CPR in 2015 also raised the concern that the ILO tends to focus on national constituent partners and tends to overlook other social partners. It is evident that the ILO has taken this recommendation on board and made adjustments but there is further work to do to progress this. ILO is acknowledged at grassroots level with the cotton women workers with whom awareness raising workshops were held in Multan and Muzafargarh districts in collaboration with Pakistan National Textile, Leather Garments & General Workers Federation (PNTLG & GWF), Multan. Interviews with beneficiaries acknowledged ILO and the benefits they availed from the awareness raising workshops.

CSOs and other partners are a useful source of partnership and opportunities should be explored, either directly or national constituent partners should be strongly encouraged to work with these organisations rather than traditional partners and colleagues. New situations require new approaches, and the COVID-19 situation does provide an opportunity for the ILO to broaden its mandate and approach.

4.5.4 Learning, Reflection and Knowledge Sharing

The DWCP maintains a strong network of communication and engagement with tripartite partners. Through the DWCP, the ILO is well linked with ROAP, ILO HQ and the DWT in New Delhi. Information and knowledge is shared through the ILO network both formally through internal reporting and informally through regular briefings, webinars and discussions. The ILO has many mechanisms through which its knowledge is shared, internally and externally, either through personal interactions or more distant distribution and sharing of materials, through existing training and capacity building and/or advocacy work related to decent work.

Like all aspect of learning and knowledge sharing there is always room for improvement. The main issue is that many stakeholders and partners do not entirely know what the ILO is doing on an annual basis. The DWCP is well recognised and understood but the information and sharing of this information is not always timely or consistent. For example, the last Annual Report was prepared for 2016-2017. A public annual report has not been prepared for the last year. A key context for this is that provincial governments are so devolved that there is some form of “jealousy” that exists if one partner government sees what another partner is receiving. It is noted that the ILO has reported internally each year and the information has been reviewed and applied as part of this review.

This highlights the importance of a programmatic approach as part of the DWCP formulation so that all constituents and partners are aware of the program and what each will be receiving. Formal reporting is important and necessary and effort must be made to produce a public Annual Report. How the information is shared is another matter and there may be consideration for provincial briefings and reports that highlight the work within each province that the government may utilise.

4.6 Sustainability

DWCP III continues to build upon the interventions of previous country work programmes and there has been a consistent approach to supporting tripartite constituents in core areas such as labour standards, supply chains and promotion of decent work. These interventions are commendable and important; however, a broader question of sustainability is raised.

The priority focus is a consideration of what the DWCP is and what does it seek to achieve. In other words, what purpose does the document serve, who does it influence and who is the audience. The DWCP does provide a useful framework and broad outline of the priority areas for action, however if

projects and activities are not aligned and contributing directly to the outcomes and targets, then the relevance, usefulness and overall relevance of the document diminishes.

The main challenge is that most interventions funded under the DWCP III tend to be individual projects. Projects are also implemented for limited timeframes and then completed or extended. There does not appear to be a defined “end point” to ILO support. For example, the focus on conventions within government suggests that the GoP has signed and ratified conventions nearly 50 years ago but have made no effort to enforce these. The question is then asked, *“why does the ILO continue to push this agenda if the Government clearly does not want to make an effort”*.

This is not necessarily a problem but progressing from project to project does not necessarily bring about long-term change. The focus on a broader programmatic approach in which streams of projects are brought together under a program would provide a much better approach to implementation and would attract the interest and possible investment of donors.

In addition, projects supported through the DWCP tend to be very high-level and often quite intangible (i.e. advice and guidance on labour standards, social norms and social dialogue). It is unlikely that these activities will contribute directly to the targets in the DWCP. Without a clear rationalisation and quantification of targets and results it means that elements of contribution and attribution will be missed.

Getting to and sustaining impact and broader change presents a serious challenge for the DWCPs future engagement and work. Failure to address this issue through careful design and development of clear strategies (i.e. programmatic approach) will present some serious challenges for the ILO’s downstream work. Failure to address these longer-term issues through appropriate design and implementation has the risk of weakening implementation on the ground. Financial sustainability remains a challenge and exit strategies for some interventions have not been the focus of discussions with key counterparts and constituents. Interviews with constituents tend to view the ILO as a consistent source of funding to support on-going initiatives. There is a need for the ILO and DWCP to discuss more broadly aspects of sustainability and to clearly define strategies and interventions that ensure ownership and provide opportunities for constituents to take these on going forward.

Sustainability is less of an issue when outputs are reflected in support of policy, legislation and regulation which is supported by ongoing institutional capacity building. The ILO is in the almost unique position among UN and international agencies of having and using multiple opportunities to influence the policy and legislative architecture in a country. However, as indicated in earlier sections, an assessment of the impact of capacity building interventions would go a long way to determining the impact and influence of this upon longer term sustainability of the DWCP as a whole.

In reviewing feedback from the MTR process on sustainability, some key points require some consideration:

- Focusing efforts on institutional support (policy, legislation and regulation) along with a defined and targeted capacity development program provides an opportunity for longer-term impact and sustainability. The ILO is well recognised for its support in policy and legislation.
- Institutional strengthening is where the focus of support should be rather than just individual support. Whilst it is more difficult to measure, it should remain the focus of implementation going forward. It is also important to recognise the difference and preferences in priorities and ensure support is tailored to varying levels of capacity and demand.
- The ILO needs to pivot its resources in to priority areas that are demand-led by both the federal and provincial governments. Supporting the government to achieve desired outcomes through better data collection, analysis and utilisation would further embed the impact of the ILO and generate positive results for the government as a whole.
- A renewed effort is required on M&E as a whole. This would help align individual interventions and projects and demonstrates the linkage to broader outcomes and priority areas in the

DWCP. Without adequate baselines it is difficult to ascertain the overall influence and impact of ILO interventions.

- A programmatic approach that sees intervention as part of program (aligned to priority areas) would allow for greater coverage and focus of effort. Individual projects, whilst well meaning, can be viewed as simple interventions which have limited impact. A programmatic approach would enable projects to be grouped and then aligned to priority outcomes.
- The recognition and cultivation of synergies between interventions increases the chance of impact but can be severely affected by the availability of funding and opportunities. If DWCPs are only partially funded without good prioritization, progress towards impact can be delayed. There are a number of projects or policy initiatives in the subregion, and within each DWCP, that can be better connected to work in synergy towards better results and impact.
- The DWCP needs to be viewed as more than an “ILO” document or strategy. Engagement and involvement of constituent partners to assume ownership is required. A fully elaborated M&E systems with defined roles and responsibilities, including accountability mechanisms, would assist in ensuring ownership and focusing effort.

4.7 COVID-19

4.7.1 COVID-19 Challenges DWCP

The COVID-19 situation has had an immeasurable impact upon the global community since the commencement of 2020 and Pakistan and the work of the ILO through DWCP III has not been spared. For Pakistan businesses have been forced to close, workers have been laid off and approximately 60,000 overseas Pakistani's have returned home, due to employment lost in other countries. The immediate impact and influence of COVID-19 is significant and is likely to continue in the longer-term.

Individuals and social organisations and groups are affected differently. Some are able to continue their work through remote working arrangements. Many others have seen a reduction or complete loss of their income and or livelihood, particularly those in the informal sector. Others, for example workers in health and social protection face a different type of change, namely a huge increase in working responsibilities (and associated stresses) to support other vulnerable groups and populations.⁶³

The immediate challenge to the ILO is the ability to effectively engage with tripartite constituents and other partners. Social distancing measures means that direct engagement with employers and workers are somewhat restricted, not to mention restrictions on travel and movement both domestically and internationally.

Primarily to start with ILO CO contributed to the *"COVID-19 Pakistan Socio-Economic Impact Assessment and Response Plan" (SEIA&RP)* aligned with the UN Framework. ILO CO contribution was to the chapter on Employment, Enterprises and (work related) Social Protection that was technically supported by the ILO along with other UN agencies. The document provides policy recommendations to address the impacts of COVID-19 on labour markets.

Some other notable achievements in response to COVID-19 include:

- Constituent partners maintained contact with the provincial governments which were preparing their budgets for FY 2020 – 2021 and advocated for implementation of policy recommendations of the SEIA&RP with necessary budget allocation in the up-coming budget proposal.
- The ILO CO maintained contact with the employers and workers organisations and COVID-19 related information and knowledge was provided to 1000 enterprises through the social partners. It was also provided to a large number of workers.

⁶³ ILO Pakistan 2020 <https://ilostat.ilo.org/topics/covid-19/covid-19-impact-on-labour-market-statistics/>

- Provision of IEC materials to support the health and safety of workers in the formal and informal sectors. Garment sector workers and employers in Karachi (Sindh) were sensitized through mobilizing the resource of SCORE trainers.
- ILO CO developed the "employers' guide" for Sindh, and a summary guide for owners/managers on the Sindh Standard Operating Procedures (SOPs) as well as posters.
- ILO Office facilitated a multi stake holders online consultation on "Mitigating Effects of COVID-19 on Technical and Vocational Education and Training" in collaboration with the National Vocational and Technical Training Commission. The consultant had participants from TVET authorities, professional institutions from abroad and some donor agencies. The webinar highlighted the expected changes and the role of TVET to improve employability of workers in the post-COVID-19 scenario.

Restrictions necessary to combat COVID-19 have created an obstacle to normal data collection approaches and operations, exactly at the moment when there is a massive increase in demand for information. Furthermore, the situation is rapidly evolving, making normal planning impossible. That said, the ILO has played a pivotal role in supporting the LFS and the government has adopted a proactive approach of staging implementation across a 12-month period with quarterly updates. The LFS now has greater influence as it will be the first time that data will be available to provide analysis and insights into the impact and effects of COVID-19 and will provide vital information to inform future government policy and strategy going forward (and also help shape ILO interventions for the remainder of the current DWCP).

The immediate challenge to DWCP projects is that due to social distancing measures, engagement with stakeholders, and consultations with government have stalled. However, the ILO continues to work and support projects and activities. Training and support continues online and there remains a concerted effort to progress important aspects of the work. It is expected that there will be delays to implementation and to the achievement of some results. This will require a revisit of the M&E framework to review possible impacts and influence upon results.

Unfortunately, there does not appear to be a broad DWCP COVID-19 specific strategy. This would have been a very useful tool to promote further consultation with partners and provide a clear roadmap as to the DWCP's work under COVID-19 and also in promoting the on-going work of the DWCP. This is a missed opportunity, however there is an opportunity to develop a series of brief statements as to how constituent partners envisage the DWCP progressing over the next 12-months and to clearly communicate the priority areas of work and the strategies to be employed to reach these.

It is very important ILO CO holds consultations with the tripartite constituents to review the implementation status of DCWP and the remaining targets and developed the strategy and approach for the 'Way Forward' in the existing COVID-19 situation. Uncertainties prevail although COVID-19 is relatively curbed in Pakistan but the forecasts are uncertain and may lead to a rise. A clear strategy and plan of action is required. ILO should immediately look at the targets and work out a realistic Plan for the remaining DWCP period. This will also be the period for preparatory work for DWCP IV. These challenges are to be met with by ILO CO.

4.7.2 Needs and prioritise induced by the COVID-19

The COVID-19 situation has revealed the need for on-going ILO engagement, particularly with regards to showing continued support for both workers and employers. Both employers and workers have been influenced by the impact of COVID-19. Consultations for the review revealed a range of issues and concerns but also identified possible opportunities and insights as to where the ILO can provide support. It is important that the ILO maintain high visibility during this period and seek opportunities for deeper engagement, particularly with stakeholders that are dealing with COVID-19 on a daily basis (i.e. employers and workers).

Workers face challenges primarily because they lack specific knowledge, particularly those workers in the informal sector who are often unregistered or do not have formal work documentation. Without

adequate engagement with these workers, the ability of the DWCP to generate decent employment will be undermined. The protection of workers remains paramount. The PWF has completed an assessment in May 2020 relating to the impact of COVID-19 on employment⁶⁴.

Provincial governments and representatives at the federal level have started developing relevant plans and there is strong demand for ILO (and other UN agency) input to help define and shape policies and interventions related to COVID-19.

It is a challenge that each province has its own labour laws and in some cases workers (and families) are not protected. The devolution of responsibilities requires the ILO to continue adjusting its approach to meet the needs of workers in respective provinces. Collaboration is occurring and the ILO is well positioned to advise and support provincial governments in these areas. It is important to maintain consistency and work alongside partners rather than trying to offer fragmented and potentially conflicting advice and guidance.

For employers there is a need to continue to support their business. The ILO has a real opportunity to continue with nine training and webinars to work with targeted employers through respective programs to provide relevant materials, promote further dialogues and to share experiences and lessons to identify opportunities to provide an appropriate work environment for workers while maintaining sound business operations.

A major thread from the interviews is the need for the ILO to maintain and where possible enhance social dialogue. Ultimately, the ILO cannot manage social support services, however it can work with government to help design appropriate systems and structures that Government shall try its best to promote social protection and social dialogue to address COVID-19 in the future.

Social protection is quickly emerging as a priority issue. With the ILO assuming a leadership role within the UN (Outcome 10 Social Protection), there is a real case for the ILO to engage more deeply with governments (provincial and federal) to have policies and interventions related to social protection. The government recognises the challenges it faces, with many businesses closed and workers being laid off or suspended from work. Compounding the situation is the fact that 60,000 migrant workers have returned home in recent months and the numbers are likely to increase as more overseas employment posts are closed or suspend operations.

4.7.3 Strategies for implementation in context of COVID-19

Going forward, the ILO needs to pivot. In other words, the ILO needs to respond to the current situation by not changing the focus of its work but rather review it in terms of how best to implement and support constituent partners in the “new normal”.

A key priority that would support both worker and employers would be to get businesses open and operating again. Obviously, the ILO cannot make government decisions, however there is scope to work with existing partners to ensure materials, support and information and advice is available for businesses. This would draw on the work that is already occurring. Feedback from interviews indicates a preferred focus on small businesses. To date this has been a missed opportunity.

A constituent partner COVID-19 strategy and prioritisation list would be very useful in this context. Some suggested strategies for consideration include:

- Maintain work on ILES. These are two significant and well regarded activities related to COVID-19 that can continue.
- Seek to promote online webinars and training events to maintain engagement and continue implementation. Some employer organisations have requested additional follow-up on SCORE methodologies. Additional workshops around OHS. Training and capacity development can continue., the ILO needs to be innovative as to how this work can continue.

⁶⁴ COVID 19 Position Paper

- Continue to provide relevant materials to employer and worker organisations on good social practices in the workplace with regards to social distancing and personal health and hygiene.
- Opportunity for specialised training and support with key counterparts. One example raised has been for participants to send information as to what they have done (i.e. application of different strategies, handwashing) and then the ILO can provide further guidance and information.
- There is opportunity for the provision of new service. The ILO need to look and consider new opportunities for employers to provide a new service on the issues arising out of COVID-19.

Social dialogue is important in COVID-19 context. There is a need for the ILO CO to remain relevant to constituent members. They need to gauge the thinking of the members and associated issues. This is a point that also applies equally to the EFP and PWF as they grapple with the effects of COVID-19. The ILO CO has a role to continue dialogue. The outcomes will enable all partners to get technical assistance to support.

4.8 Evaluability Assessment Results

As part of the MTR process a separate Evaluability Assessment (EA) was run using the ILO's Evaluability Diagnostic Instrument (EDI). The EDI contains three evaluability components to assess various M&E functions and applications with a focus on: (i) Evaluability of the DWCP nexus with SDGs; (ii) Readiness of national monitoring and evaluation system to evaluate decent work and SDGs; and (iii) ILO constituent capacity and needs assessment for an effective involvement in the M&E of SDGs relevant to decent work.

The EDI was applied to DWCP III to assess the relevance, applicability and functioning of the current system as it aligns to the SDGs and UNCF. The report also provides commentary and guidance on possible areas for improvement and strengthening.

This Evaluability Assessment (EA) addressed one key objective of the EDI which was to: *assess the readiness of the extent ILO DWCP integrates the relevant CF results, SDG goals and targets, and can be developed in a manner such that its monitoring, evaluation and reporting facilities clearly illustrate ILO contribution to the CF and the SDGs.* The EA identified key findings against each criteria from Component 1. These included:

Understanding how to link Decent Work Country Programmes with Sustainable Development goals, targets and indicators

- The ILO Pakistan's DWCP does align to SDG outcomes and UNCF outcomes.
- The general concern is that the information that aligns through the ToC does not actually demonstrate significant contribution to these SDGs. It appears that some are included as labels and tend to fall outside the comparative advantage and influence of the ILO.
- The ILO enjoys a prominent role its constituents and other UN Partners. There is strong evidence of the level of engagement, consultation and integration of different strategies and workplans to ensure alignment.

Process for developing a DWCP integrating SDGs relevant to Decent Work

- There is a strong understanding and evident linkages into the SDGs. The timing of the current DWCP III enabled the ILO Pakistan to transition from the Millennium Development Goals (MDGs) into the SDGs. Planning for the current 2016-2022 DWCP commenced in 2016 at the time the SDGs were introduced. This provided an opportunity for the ILO Pakistan to critically review, appraise and prioritise alignment to the SDGs going forward.

Linkage of the DWCP with the UNCF objectives

- The evidence suggests that the DWCP III links primarily to Outcome 2 (Decent Work) and Outcome 10 (Social Protection). Approximately 80% of the work implemented under DWCP III is reflected in Outcome 2 (Decent Work) and 20% under Outcome 10 (Social Protection).
- The ILO in Pakistan has drawn on the Common Country Assessment (CCA) in developing the DWCP. Although DWCP III was developed prior to the UNCF, the information remains somewhat consistent.

Adequacy of the DWCP Theory of Change (TOC) in connection with Sustainable Development

- The SDGs are clearly outlined in the draft ToC linking SDGs to key DWCP priorities, however the processes to reach these desired ends are unclear and based on generic results rather than a deep assessment of the causal factors (and associated enablers) required to realise change.
- The inclusion of a large number of SDG outcomes does complicate this process as it is difficult to align and attribute key DWCP outcomes and indicators

Robustness of the DWCP Theory of Change (TOC) and its alignment with UNCF

- The ToC approach to align by Priority is sound. However, there is no overarching framework or DWCP-wide ToC that presents a picture of the approach and expected changes overall. There is no evident appreciation of variables in the broader context and enabling environment that will influence change.
- The ToC is incomplete. Unfortunately, the ToC by Priority tends to be repetitive and doesn't reflect the linkages between the pillars nor the assumptions and associated risks attached to each area of work under respective Priorities.
- The ToC also does not identify responsible stakeholders and constituents who will be influenced.
- There is an understanding of the UNCF outcomes and these are included in the results framework but there is no direct linkages between the indicators and how they inform or contribute to the indicators contained in the UNCF.

DWCP performance Measurement Framework reflective of Sustainable Development

- This remains unclear. In areas where the DWCP is heavily focused Outcome 2 and Outcome 10 (UNCF) and with Goal 8 (SDGs), there is a level of confidence that the information provided through the DWCP would be able to inform the indicators and results expected under these statements.

DWCP Performance Measurement Framework reflective of the UNCF

- A positive result is that the ILO Pakistan has not simply copied and pasted indicators and targets. The results framework doesn't contain the UNCF outcomes directly (they are included on a separate sheet as a point of reference). The outcomes stated in the results framework are those that are contained within the DWCP. The challenge, as highlighted before, is that it is difficult to see the linkages between the DWCP results framework and how information and data informs that expected results within the UNCF, and by extension the broader SDGs.

Monitoring and Evaluation Strategy and Plan for DWCP performance reporting in connection with Sustainable Development

- Best practice M&E should contain a narrative plan (i.e. a M&E Framework and Plan) that explains the process for M&E. This includes rationale, approach, identifies uses, elaborates methodologies and allocates budget, roles and responsibilities and has a timeline and schedule for reporting and evaluation activities. The DWCP has an Implementation Monitoring Plan (Annex 6). The Annex is incomplete. The ILO Pakistan would be best served by developing a comprehensive M&E Plan which incorporates the ToC, results framework and narrative as outlined above.

Monitoring, Evaluation and Learning (MEL) and Reporting Plans supporting the UNCF

- There is limited evidence of a detailed M&E Plan. The results framework does indicate alignment to GoP Vision 2025, the SDGs and UNCG. These are clearly stated above each Priority area. However, the detail under each priority is not clear and there is no narrative to explain how the ILO Pakistan will approach M&E for the DWCP
- Of greater focus is the need to review existing outcome statements and associated indicators. The indicators themselves tend to be outputs rather than indicators of change. Additional M&E supporting planning and documentation would be of use.

Reporting on DWCP and SDG performance and results

- There is limited evidence of formal reporting by the ILO Pakistan. An annual report for 2016-2017 was prepared but there has been no further annual report prepared to date. As indicated above, there appears to be no assigned responsibility to reporting (at the DWCP level). Bi-ennial reports are also prepared but these are primarily for internal reporting purposes.

5. Conclusions and Key Lessons

The following section includes some concluding comments and key lessons.

5.1 Conclusions

Based on the findings and evidence provided, a series of key conclusions are outlined here. A number of key lessons are also identified. These are based on the professional judgement of the review team and will be discussed as part of the overall stakeholder workshop. Based on all primary and secondary evidence it can be said the DWCP III has delivered effectively in the period to date. Since follow up of interventions is lacking it cannot be said what impact a certain measure is having or what improvements have been made due to passing of a law, or how a committee and its meetings are making a difference. There are gaps and challenges which can be addressed.

5.1.1 Leveraging the Strengths of the DWCP

The ILO CO has used its comparative advantage to good effect through the DWCP. In the words of tripartite constituents and international partners, the ILO has (i) built strong relationships of trust and respect; (ii) has promoted a strong consultative and engagement process when developing the DWCP, (iii) is a respected partner taking leadership for the promotion of decent work and social protection; (iv) works within the tripartite modality, and (v) aims to collaborate rather than compete but has the capacity to act alone based on its knowledge and experience.

The DWCP III has also been viewed by some as (i) ILO-centric; (ii) inflexible to respond to the needs to partners, particularly in a devolved context; and (iii) does not engage well with regards to implementation and management.

At this mid-point of DWCP III implementation, there is scope for the ILO to adjust its focus and to reiterate the strengths and review and reflect on the challenges and seek to implement strategies to improve. Some suggested approaches for consideration include:

- Maintain the normative mandate of the ILO but seek to bring in pragmatic and practical responses to address issues, particularly at provincial level.
- View strategy as a long-term process and ensure donors are aligned to the DWCP rather than seeking short-term project level funding that may conflict with the standards and targets set.
- Underpinning the above, promote a programmatic approach rather than individual projects. Define end points and identify success points (and exit points) for both the DWCP and associated projects.
- Narrow to focus and scope of projects to prioritise those that produce tangible results and outcomes and maintain the mandate and focus of the ILO as a whole.

- Seek to engage all tripartite partners and seek to engage further with partners at the provincial level. This engagement is not just for planning but rather for implementation, management and utilisation of information.

The ILO's strengths, the credibility of the DWCP consultative and review processes, the collaboration and oversight of DWCPs by tripartite and inter-ministerial or other senior level bodies, the DWCPs' strong alignment with key national policies and plans and with UN frameworks, all work together to provide a solid foundation for collaboration on decent work

The SDGs and the implementation of the UNSDCF bring new challenges and opportunities. It is an opportune time to consider the significance of the ILO's work within the deferral and provincial context and find ways to accelerate the achievement of decent work outcomes towards long-term impact. This will, among others, require a stronger, more strategic focus on how to work in a catalytic manner in each province with the national (and provincial partners).

5.1.2 Increasing ILO influence and visibility

The ILO should renew its efforts to promote its visibility and influence. Changes in leadership and key positions in the past 24-months provide an opportunity for the ILO to refocus tripartite partners, review the DWCP and refresh the understanding of all partners, on the intended outcomes and results of the ILO.

Consultation and engagement are required from senior ILO leadership to promote the ILO and ensure it on-going relevance and coherence, particularly in the context of COVID-19. Relationships tend to be sustained through the networks of staff. Reliance on these relationships, while helpful, tend to focus on the "status quo" of what has happened before. There is an opportunity to renew relationships, establish new connections and network and promote the ILO as "open for business" to engage with both constituents and donors.

The ILO need to consider the partners it has in place. In light of devolution, powerful ministers in the past have lost power and influence. However, some ministries have been strengthened, particularly those that control planning and finance. The ILO needs to immediately improve engagements with influential ministries of planning, finance, trade and commerce in order to encourage policy coherence and mainstreaming of decent work across sectors.

Another area for improvement would be working with the private sector. The ILO has limited experience with the private sector, in particular with large and/or multinational corporations that control regional or global value chains. Yet these important actors' contributions can be critical in either accelerating or delaying progress towards decent work in Pakistan. For Pakistan to reach its mandate under various covenants and agreements such as GSP+, the ILO also needs to engage and also draw on its regional and international network to support Pakistan realises these outcomes.

The ILO is well regarded by the UN the growing interest in decent work among some agencies presents an opportunity to use the ILO's experience to initiate more consistent efforts at collaboration and joint resource mobilization around aspects of decent work

The strategies to improve visibility within and outside Pakistan will require a significant amount of work. However, there is scope to listen to partner requirements, for both workers and employers, and to consider revising the DWCP strategy to ensure it meets expectations whilst maintaining close linkages to national priorities and policies as well as those of the UN. A lot of the work will be in establishing a M&E system to better communicated expected results and how this information and data are to be utilised.

5.1.3 A better way of reporting and communicating results

The DWCP offers good value to ILO staff and specialists as a framework for coherent planning and prioritization, accountability and outcomes reporting. Yet the strong RBM focus on outcomes and target achievement without the logic of an explicit theory of change prevents a more holistic approach

to understanding and managing what the DWCP is to achieve or succeeds in achieving on the road to long-term impact.

The ToC and M&E system need immediate attention and improvement. There is no data or information on how the different contributions by the ILO and others responsible for DWCP implementation work separately and in synergy to move the country forward towards the ideal of decent work – or, on the other hand, were out of sync with systems and communities’ disposition on the ground.

Without a comprehensive map of how and how well DWCP progress and achievements at national and regional levels are influencing decent work in the country and subregion, and the gaps that remain, the “performance story” of the ILO and DWCPs will remain unclear. This means that attention has to shift to working with theories of change coupled with a harmonized system of monitoring, evaluation and reflection in the ILO and among tripartite constituents responsible for DWCP oversight. Consolidated data and meta-analyses or synthesis of monitoring and evaluation results have to be available to inform how impact is – and should be – conceptualized, achieved and measured in projects and in the DWCP overall.

5.1.4 Sustaining Impact

The ILO and project staff, as well as the tripartite constituents, involved in DWCP design and implementation, continue to grapple with how to ensure both long-term impacts and the sustainability of positive outcomes and impacts generated through their work. The short-term perspectives fostered by the ILO’s dependence on project funding, the underfunding of the DWCPs, as well capacity and other constraints in the field, continue to hamper efforts to enable the type of deep and long-term changes and financing models that will sustain progress and impact towards decent work.

The sustainability of some interventions needs to be questioned. That said, there is scope of improvement. The ILO has established strong networks and relationships, particularly with federal institutions by embedding its work into national mechanisms and systems. The application of a strong capacity building approach is useful but the effectiveness of this needs to be tested.

Despite the ILO’s potential for long-term impact particularly in relation to its policy work and institutional strengthening contributions, it is at the project level where most of its resources are expended. The bottlenecks and obstacles to impact embedded in societal and political dynamics, obstacles to local ownership, the way implementation and partnership processes are managed, all have to receive more and earlier attention across all the ILO’s work. This is inherently linked to raising the profile and visibility of the ILO within Pakistan.

5.1.5 Addressing Gaps and New Priorities

Pakistan, like the rest of the world has been effected in a number of ways by the COVID-19 situation. This presents opportunities to build upon existing work, review and renew approaches and consider new ways of working. The ILO CO is working on a number of important projects and these should continue. Where possible the ILO should be seeking to leverage of these investments and renew efforts to support provincial governments. Existing work is occurring with regards to social protection and minimum wage setting, data and information with regards to LFS, and on-going capacity support with regards to labour standards.

Improvements in results based management and M&E have been discussed at length. There is also scope to strengthen cross cutting themes, with a specific focus on gender. The COVID-19 situation has a disproportionate effect on women, particularly those involved with home based work and/or the informal economy. The importance of cross-cutting themes such as gender cannot be underestimated and will rise in importance as long as the COVID-19 situation continues to restrict movement and influence decent work.

With a renewed focus on working with provinces, the ILO CO may also identify new and emerging issues that build upon existing work and strengthen partnerships with respective governments and perhaps new social partners (e.g. CSOs and the private sector).

5.2 Key Lessons

A number of key lessons have been identified from the review process. These will be expanded upon for the final report into the relevant ILO format and structure.

- Engagement and consultation is critical for the success of the DWCP. In the Pakistan context this requires involvement with federal ministries and national employer and worker federations and also provincial governments and stakeholders, including social partners and the private sector.
- Building upon the ILO's comparative advantage for decent work is critical and all projects should be aligned to this specific agenda linked to the DWCP rather than the priorities of individual donors.
- Appropriate and fit-for-purpose M&E systems are an integral part of the DWCP, providing important information and data to inform the ILO internally as well as key stakeholders as to the progress and achievement. It also provides a basis for decision-making and potential refinement of the DWCP going forward.
- Training and capacity building are important components of the ILO's work under the DWCP. However, without a clear rationale and staged approach to capacity, it is unlikely that results will lead to longer-term impact and sustainability. Periodic review and assessment of capacity development interventions is required.
- Ad hoc or small scale projects not aligned to strategy or priorities drain efforts and lead to an uncoordinated approach. A programmatic approach to staged and planned interventions along with robust M&E, brings a higher chance of sustainability and impact.

6. Recommendations

6.1 Recommendation for the DWCP III MTR

Following the completion of the MTR process, a number of key recommendations have emerged. These are provided below as means to strengthen and improve the existing DWCP framework and approach. The recommendations also assign responsibility, indicate level of priority and also outline time and resource implications.

Recommendation 1: Review the number and type of outcomes, outputs and indicators within the DWCP and focus on those that will be realised through direct ILO interventions and projects. Ensure all current and intended projects are aligned to the revised outcomes.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, ROAP and EVAL	High	Medium	Medium

Recommendation 2: Strengthen monitoring, evaluation and learning systems and approaches in line with the work required under Recommendation 1. Embed a culture of accountability and transparency with regards to reporting and sharing information and data within the ILO and with key constituents at the federal and provincial level. Use theories of change linked to the M&E system for a comprehensive approach to tracking progress towards impact. Devise processes to synthesize and use information from evaluation findings and recommendations. Devise ways to monitor and evaluate the effectiveness of capacity strengthening. Experiment with adaptive management techniques that use short cycles of monitoring and reflection.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
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ILO CO, ROAP, EVAL	High	Medium	Medium
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Recommendation 3: Continue to focus on priority areas where constituent partners have comparative advantage (Priority 3), however in the remaining time period, seek to consider more opportunities under Priority 4 (Social Protection) which in turn influences work in Priority 1 and 2 related to rural economy and job creation.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
Constituent Partners	High	Medium	Medium

Recommendation 4: Continue to seek opportunities at the provincial level that support provincial authorities and stakeholders in their efforts to promote decent work. Through this engagement, seek to ensure DWCP III priorities are aligned to provincial priorities thus ensuring the on-going integrity of the DWCP III while ensuring projects that are targeted and aligned to provincial administration priorities are supported.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
Constituent Partners, Provincial Authorities	Medium	Medium	Medium

Recommendation 5: Improve opportunities for impact that can be sustained into the longer term. Work with existing constituents and provincial partners and seek opportunities with new partners. Project opportunities should be aligned to the revised DWCP with a renewed focus on streamlined outcomes and indicators.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	High	Short	Low

Recommendation 6: Strengthen the engagement with and between constituent partners with the sharing of information and data and utilise this to inform decision making and priority setting going forward. Ensure the SC is convened and engaged in the process. Suggest six-monthly meetings of the SC to build trust and commitment and use the SC to guide implementation and management.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, SC	High	Short	Low

Recommendation 7: Identify opportunities to work with partners outside the current ILO mandate (i.e. national level constituents). Seek engagement with provincial partners and the private sector to drive on-going change in areas of commercial importance to Pakistan (e.g. GSP+).

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, SC, Provincial Committees	High	Medium, On-going	Low

Recommendation 8: Impact study or assessments of capacity building initiatives imparted during the DWCP III should be undertaken by ILO. These could be sector wise such as OHS, International Labour

Standards, Labour Inspection and other areas. It is important to get a complete picture and future capacity building planning can benefit and be planned in the light of these to harness maximum benefits of capacity building.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, EVAL	High	Medium	Medium

6.2 Recommendations from the EA

The following recommendations were developed based on the findings from the EA utilising the EDI. Key recommendations included:

Recommendation 1: Consider the role of M&E and the steps and actions required to review the existing documentation and identify a strategy to strengthen M&E. This will involve a review of the current SDGs and UNCF outcomes and ensure DWCP work is directly aligned and has specific direct contribution and attribution.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, ROAP	High	Medium	Medium

Recommendation 2: nominate an internal lead – preferably a technical specialist so as to circumvent process/content polarisation issues - to facilitate ongoing discussions to revise and refine the ToC, develop an appropriate results/indicator framework at a timely juncture, critically including intermediate progress milestones.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO	Medium	Medium	Medium

Recommendation 3: Review and refine the results framework to reduce the number of outcomes and associate indicators. Seek to review key outputs and ensure that these are aligned to current and proposed projects being supported under the DWCP.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, EVAL	High	Medium	Medium/High

Recommendation 4: Identify opportunities for on-going technical support and capacity building with regards to alignment of DWCP to SDGs and UNCF based on experiences of other ILO country programs in the region. This may require engagement with internal and external support to improve reporting and overall M&E with regards to DWCP.

Responsible Unit(s)	Priority	Time Implications	Resource Implications
ILO CO, EVAL	Medium	Medium	Medium

Annex 1: Terms of Reference

DWCP Country Programme Mid-term Review (2016-2022)⁶⁵ and
Evaluability Diagnostic Instrument (EDI) in the context of the SDGs of Pakistan

Term of Reference

25 May 2020

Introduction and Rationale

Decent Work Country Programmes are the key framework for delivery of ILO support to its member states. Pakistan Decent Work Country Programme (DWCP III), was developed in consultation with and approved by the national tripartite constituents. It is aligned with Pakistan's national development plans and policies namely the Vision 2025, a long-term development agenda of the Government of Pakistan, the draft National Labour Policy 2010, the National Textile Policy 2015, the National TVET Policy 2015, the Strategic Trade Policy Framework 2015-18, and the National Human Rights Action Plan 2015.

The Mid-term Country Programme Review (MCPR) will assess relevance and coherence of the DWCP design, efficiency in implementation, effectiveness of its operations, and sustainability of results. The review provides 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 identify priorities by the constituents to inform the development of the next DWCP.

The Pakistan- DWCP implementation has reached its midpoint, and there is a need to take stock of the progress made, any new challenges and opportunities that may arise to reflect them in the remaining period of DWCP. The results of the review will contribute to better implementation of the DWCP.

The Regional M&E Officer, in coordination with EVAL, will support the evaluability assessment of the DWCP, using components of the SDG diagnostic instrument developed by EVAL. The evaluability assessment will be used as a checklist to identify key elements needed for inclusion in developing the next DWCP. These could amount to areas where additional analysis and research may need to be undertaken.

An international consultant will lead the core MCPR team while a national consultant will technically facilitate him/her – mostly in getting data from national institutions. The ILO Monitoring and Review Officer from ROAP will provide overall oversight. The ILO approach is to encourage participation of key stakeholders throughout the review process to ensure quality and accuracy of the MCPR.

During the tripartite priority-setting workshop in September 2015, the constituents identified the following key priority areas for the DWCP 2016-22.

Promoting decent work in the rural economy

Promotion of Decent Work in the Rural Economy requires more and immediate attention. The Labour Departments need more capacity to enforce labour legislation in the rural economy. The agricultural workers have now been included in the labour legislation and therefore its application would require strong support. The constituents discussed the plight of rural workers including artisans, fishery workers and home-based workers, and acknowledged the need to improve working conditions for rural workers.

Promoting job creation for youth and vulnerable groups

⁶⁵ In its second meeting on 11th February 2020, the tripartite Steering Committee of DWCP-III has agreed to extend DWCP-III from 2020 to 2022 – to align it with the One UN Programme (2018 – 2022).

Pakistan has young population. More than 50 per cent of Pakistan's 187.3 million population falls in the age group between 15 and 29 years. The DWCP III must address the issue of jobs for the youth - women and men – along with the decent work in the rural economy. Youth employment requires immediate attention and support of multiple stakeholders. The constituents recognized the need of an inter-ministerial mechanism that ensures employable skills training programs for youth in both urban and rural economies.

Strengthening compliance with International Labour Standards (ILS) through social dialogue

The social partners agree on the importance of “Strong Employers and Workers Organizations” to strengthen social dialogue in Pakistan, which is expected to facilitate for improved compliance with national laws and the ILS. Only 4% of the workforce is unionized and therefore increased efforts are required to help workers organize in both the formal and the informal economy. The workers realised the need to enhance their capacities to facilitate harmonious industrial relations and increase awareness about workers’ rights. The employers’ representative highlighted the need to strengthen their capacity at the provincial level to provide meaningful leadership in promoting decent work. The constituents consider promoting workplace compliance through labour inspection as a priority for the DWCP III. Workers’ representatives highlighted that weak labour inspection is one of the core reasons for limited enforcement of labour legislation and recommended tripartite coordination and collaboration to strengthen workplace compliance. The need for labour laws that are ILS compliant, caters for the modern “World of Work” and extends to the entire labour market was recognized as a prerequisite for effective enforcement.

Extending Social Protection Floors

“Creating and Extending Social Protection Floors” was rigorously discussed by the constituents. Khyber Pakhtunkhwa (KP) Labour Department stated that the province had a labour force of 7 million out of which only 66,000 enjoyed social protection coverage. The workers representative highlighted the importance of expanding social protection coverage to various categories of workers. It was shared that there was lack of coordination among the three ongoing social protection programs namely the Workers Welfare Fund (WWF) at federal level and the Employees Old-age Benefits Institution (EOBI), and the Employees Social Security Institution (ESSI) at provincial level, which needs to be addressed. Lack of coordination between the federal and provincial level in streamlining social protection schemes was reported.

The DWCP Outcomes, under the four priorities, include:

DWCP Priority 1: Promoting decent work in the rural economy

- Outcome 1.1 Informal economy gradually formalized through the formulation and implementation of policies and laws and/or reform with a focus on the Rural Economy.
- Outcome 1.2 Improved working conditions for rural economy workers.
- Outcome 1.3 The worst forms of child and bonded labour progressively eliminated in the rural economy.

DWCP Priority 2: Promoting job creation for youth and vulnerable groups

- Outcome 2.1: Employment opportunities for vulnerable categories of workers (e.g. youth, disadvantaged women & men and persons with disabilities) created.
- Outcome 2.2: Gender responsive skills, employment & enterprise development programs developed in conventional & emerging sectors for youth and vulnerable categories of workers.
- Outcome 2.3: Employability of youth and vulnerable categories of workers improved.

DWCP Priority 3: Strengthening ILS compliance through social dialogue

- Outcome 3.1: Capacity of tripartite constituents for ILS compliance and reporting enhanced (individual and institutional).
- Outcome 3.2: Workplace compliance enhanced through effective monitoring and labour inspection systems.
- Outcome 3.3: Workers protected from unacceptable forms of work.
- Outcome 3.4: Safe and fair labour migration promoted.

DWCP Priority 4: Extending social protection floors:

- Outcome 4.1: National social protection framework and provincial social protection policies developed.
- Outcome 4.2: Social protection programs/schemes (at national and sub-national levels) are well coordinated and harmonized.
- Outcome 4.3: Capacities and coordination among social protection stakeholders enhanced and strengthened.
- Outcome 4.4: Social Protection Coverage to Informal Sector Extended (e.g. agriculture, domestic home based and migrant workers)

The ILO's work in Pakistan is technically backstopped by the ILO Decent Work Team/ New Delhi, and by relevant ROAP/HQ technical units. Development cooperation projects funded by several donors have been an important mechanism and means of contributing to the progress towards decent work goal in Pakistan to date.

National DWCP III Tripartite Steering Committee

The Ministry of Overseas Pakistan and Human Resources Development (Government of Pakistan), on the 09th April 2018, established a National DWCP III Tripartite Steering Committee with the following composition and mandate:

Federal Secretary, Ministry of OP&HRD	Chair
Joint Secretary (HRD), Ministry of OP&HRD	Member
Representative of Economic Affairs Division	Member
Secretaries of Provincial Labour Departments	Member
Country Director, ILO	Member
Representative of Workers' Organization	Member
Representative of Employers' Organization	Member
Representative of Ministry of Commerce & Textile	Opted Member*
Representative of Ministry of Planning, Development & Reform	Opted Member*
Representative of Provincial Women Development Departments	Opted Member*
Director Labour (ICT/ AJ&K / GB)	Opted Member*

*As and when required.

The Steering Committee is responsible for:

- Creating awareness and increasing area of influence of the programme,
- Policy guidance to stakeholders and implementing partners,
- Integrating goal setting and prioritizing as a national effort,
- Ensuring active participation of all stakeholders,
- Over viewing resource mobilization efforts,

- Over viewing activation of new programme components, development cooperation projects, policy, advisory and research work,
- Creating platform for implementing partners to exchange views on risks and opportunities involved,
- Periodical review and regular implementation of the DWCP III, and
- Any other mandate/ responsibility assigned to the Committee with the approval of Chair.

Alignment between the Decent Work Country Programme - III and the United Nations Sustainable Development Cooperation Framework (UNSDCF) or the OP III (2018 – 2022)

The UN Reform and the revamped cooperation frameworks enhance pressure on UN agencies to produce not just data but also quality, accessible, timely and reliable evaluative evidence on effectiveness of our contributions to the Decent Work Agenda priorities and the SDGs. At the country level, the revamped UNSDCF determines new working modalities where cooperation, coherence and results-orientation constitute the backbone to achieve the objectives of the 2030 Agenda. Therefore, the ILO will need to gather evidence of country decent work results and impact, where possible, in a timely manner as it engages proactively in the planning, monitoring and review of UNSDCFs and related partnership arrangements.

Moving forward the formulation of development cooperation projects and new DWCPs will not only require programmatic and operational alignments with UN Cooperation Framework, but also an increased use of review findings on ILO's results at country, regional and system-wide levels. Country Programme Review (CPRs), synthesis reviews, meta-analyses and evaluability assessments are an invaluable source of information to inform ILO's DWCP framework diagnostics and the Common Country Analysis (CCA). Looking at DWCP and CCAs diagnostics from an review angle, country offices are encouraged to apply EVAL's diagnostic tool to improve the evaluability of DWCPs and UNSDCFs. This tool enables us to identify the strengths and weaknesses of monitoring and review (M&E) frameworks and capacities to report on country programme objectives linked to Decent Work results, the UNSDCF and SDGs, as well as identify the level of participation of constituents in the process.

There has been a conscientious effort to align the DWCP-III with the United Nations Development Assistance Framework (the UN One Programme II, 2013-17), and the United Nations Sustainable Development Framework for Pakistan 2018-2022 (or the OP III, 2018- 2022).

The OP III encompasses ten outcome areas, and the ILO is in lead in the following two outcome groups:

- **Decent Work (Outcome 2):** By 2022, the people in Pakistan, especially women and youth, have improved access to productive livelihoods, income opportunities and decent work.
- **Social Protection (Outcome 10):** By 2022, improved and effective social protection systems will be available for all, particularly for the most vulnerable and marginalized populations.

Other outcome group includes:

- **Economic Growth (Outcome 1):** By 2022, the people in Pakistan, especially key populations, including those who are unskilled, benefit from improved inclusive and sustainable economic growth, progress towards full access to energy, and fair trade practices.
- **Health and WASH (Outcome 3):** By 2022, the people in Pakistan, especially the most vulnerable and marginalized, have access to, and benefit from, improved universal health coverage, including sexual and reproductive health, and equitable WASH services.
- **Nutrition (Outcome 4):** By 2022, children, adolescent girls and boys, pregnant and lactating women, the elderly and persons with disabilities have improved dietary intake, feeding and care practices, resulting in improved nutritional status, while reducing stunting and other forms of undernutrition.
- **Food Security (Outcome 5):** By 2022, the people of Pakistan, especially the most vulnerable and marginalized populations, have improved availability of, access to, and consumption of

safe, nutritious and sufficient food, while promoting sustainable agriculture to achieve zero hunger.

- **Resilience (Outcome 6):** By 2022, the resilience of the people in Pakistan, especially key populations, is increased by addressing natural and other disasters, including climate change adaptation measures and the sustainable management of cultural and natural resources.
- **Education and Learning (Outcome 7):** By 2022, children and youth will have enhanced, equitable and inclusive access to, and benefit from, quality learning opportunities.
- **Gender, Equality and Dignity (Outcome 8):** By 2022, government institutions will have increased accountability towards gender equality commitments and social, economic, cultural and political rights.
- **Governance (Outcome 9):** By 2022, the people in Pakistan will have increased knowledge of their rights and improved access to more accountable, transparent and effective governance mechanisms and rule of law institutions.

The Planning, Monitoring and Review Group (PME Group) under the UNCT provides guidance and advisory support on monitoring frameworks; the development of Joint Work Plans; and leads the OP III's mid-term review and review. The PME Group consists of senior planning, monitoring and review specialists. The UNCT provides guidance to the PME Group to ensure that it provides relevant, accurate, timely data to inform UNCT decision-making. The lead agency in each outcome group prepares annual report of progress for the group in close coordination with other member agencies.

Alignment between the Decent Work Country Programme III and the ILO Policy Outcomes

The following table shows the linkage between the Country Programme Outcomes (CPOs)/ Implementation Plan for 2016-17, 2018-19 and 2020-21 and the respective ILO Policy Outcomes for 2016- 17, 2018-19 and 2020-21. The CPOs directly contribute toward achievement of the corresponding ILO Policy Outcomes through various development cooperation projects and other programmes and activities funded through regular budget (RB).

Country Programme Outcomes (2016 -17)/ Implementation Plan	ILO Policy Outcome (P & B 2016 – 17)
Decent Work in agriculture and related sectors promoted (PAK151)	Outcome 5: Decent work in the rural economy
Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial level (PAK176)	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects
Labour Market Information (LMI) capacities and systems strengthened (PAK178)	Outcome A: Effective knowledge management for the promotion
Capacity of tripartite constituents and stakeholders on ILS compliance and reporting enhanced (individual and institutional) (PAK201)	Outcome 2: Ratification and application of international labour standards
Workplace compliance through labour inspection promoted and facilitated (PAK202)	Outcome 7: Promoting workplace compliance through labour inspection
Vulnerable workers protected from unacceptable forms of work in sectoral value chains (PAK203)	Outcome 6: Formalization of the informal economy

Social Protection policies developed/adopted at provincial level and schemes and programmes scaled up (PAK226)	Outcome 3: Creating and extending social protection floors
Strengthened institutional capacity of employers' organisations (PAK801)	Outcome 10: Strong and representative employers' and workers' organizations Outcome 8: Protecting workers from unacceptable forms of work
Strengthened institutional capacity of workers' organisations (PAK802)	Outcome 10: Strong and representative employers' and workers' organizations Outcome 9: Promoting fair and effective labour migration policies
Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations (PAK826)	Outcome 2: Ratification and application of international labour standards
Country Programme Outcomes (2018 -19)/ Implementation Plan	ILO Policy Outcome (P & B 2018 – 19)
Decent Work in agriculture and related sectors promoted (PAK151)	Outcome 5: Decent work in the rural economy
Formal employment is promoted for inclusive and diversified economic growth (PAK 153)	Outcome 6: Formalization of the informal economy
Creation of employment opportunities for vulnerable categories of workers (PAK176)	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects
Labour Market Information (LMI) capacities and systems strengthened (PAK178)	Outcome A: Effective knowledge management for the promotion
Capacity of tripartite constituents and stakeholders on ILS compliance and reporting enhanced (individual and institutional) (PAK201)	Outcome 2: Ratification and application of international labour standards
Workplace compliance through labour inspection promoted and facilitated (PAK202)	Outcome 7: Promoting safe work and workplace compliance including in global supply chains
Vulnerable workers protected from unacceptable forms of work in sectoral value chains (PAK203)	Outcome 8: Protecting workers from unacceptable forms of work
Sustainable and responsible enterprises in Pakistan promoted (PAK204)	Outcome 4: Promoting sustainable enterprises
Developing National social protection framework and provincial social protection policies (PAK226)	Outcome 3: Creating and extending social protection floors
Promotion of safe and fair labour migration (PAK228)	Outcome 9: Fair and effective international labour migration and mobility
Strengthened institutional capacity of employers' organizations (PAK801)	Outcome 10: Strong and representative Employers and Workers Organizations

Strengthened institutional capacity of workers' organizations (PAK802)	Outcome 10: Strong and representative Employers and Workers Organizations
Country Programme Outcomes (2020 -21)/ Implementation Plan	ILO Policy Outcome (P & B 2020 -21)
Decent work in agriculture and related sectors promoted (PAK151)	Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all.
Creation of employment opportunities for vulnerable categories of workers. (PAK176)	Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all.
Enhancing capacities of tripartite constituents for ILS compliance and reporting. (PAK201)	Outcome 2: International labour standards and authoritative and effective supervision.
Workplace compliance through labour inspection promoted and facilitated. (PAK202)	Outcome 1: Strong tripartite constituents, and influential and inclusive social dialogue.
Sustainable and responsible enterprises promoted. (PAK204)	Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work.
Developing national social protection framework and provincial social protection policies. (PAK226)	Outcome 8: Comprehensive and sustainable social protection for all
Promotion of safe and fair labour migration. (PAK228)	Outcome 7: Adequate and effective protection at work for all.
Enhancing capacities of employers' organizations to promote principles of ratified conventions and advocate for the ratification of new conventions. (PAK801)	Outcome 1: Strong tripartite constituents, and influential and inclusive social dialogue.
Enhancing capacities of workers' organizations to promote principles of ratified conventions and advocate for the ratification of new conventions. (PAK802)	Outcome 1: Strong tripartite constituents, and influential and inclusive social dialogue.

Purpose, Scope, and Clients

Purpose

The main purpose of DWCP mid-term review is to improve implementation of DWCPs and to enhance institutional learning. The mid-term review and evaluability assessment of DWCP will have the following focuses: -

Assessment of the implementation and design of DWCP and examine how these contribute to performance against stated outcomes

Assessment of the extent to which the DWCP is aligned with and incorporates the relevant SDGs, determine whether robust M&E frameworks and capacities are in place to track progress and review SDG/DWCP contributions, and whether a mechanism for reporting is established and feeds into SDGs and other review processes.

Scope

The scope of the MCPR will cover all areas of operation both at federal and provincial level where the DWCP activities have been implemented.

As such, the MCPR includes the relevant mix of advocacy and policy advice, services, direct demonstration projects and research that make up the DWCP. The review will engage the appropriate constituents and stakeholders, including national government, workers' and employers' tripartite groups, funding partners, ILO, beneficiaries and the public. The strategy should cover national, provincial and local levels.⁶⁶

All sources of funds that have contributed to the delivery of outputs and the achievement made on DWCP outcome to date will be taken into account.

Clients: CO-Islamabad, and tripartite constituents, RO-Bangkok, DWTs, and the ILO HQ are the key clients of the MCPR. The ownership of the MCPR, however, remains solely with the ILO Country Office for Pakistan by virtue of which it holds a final authority on its processes and outcomes.

Criteria and Questions

The MCPR consists of two distinct parts as follows:

Part 1) Evaluability assessment using EDI⁶⁷. The evaluability assessment is intended to analyse the **ILO's internal structure, processes and capacities** to support the implementation, monitoring, review and reporting of Pakistan's contribution to the SDGs, in particular through the DWCP. The country report will include a review of the extent to which the DWCP is aligned with and incorporate the relevant SDGs, determine whether robust M&E frameworks and capacities are in place to track progress and review SDG/DWCP contributions, and whether a mechanism for reporting is established and feeds into SDG and other review processes. The country report will also shed light on the role played by the ILO constituents insofar as SDG implementation, monitoring and review are concerned, and identify constituent needs and capacity gaps. This assessment will use the relevant SDG DI checklist developed by EVAL. The diagnostic instrument will specifically identify:

The existence of a clear understanding of the linkages between ILO operations and the SDGs targets;

The extent to which the DWCP, including its priority outcomes, integrates SDGs targets and indicators; as well as how well the DWCP incorporates realistic theories of change (ToCs) that capture the change pathway, including the roles the ILO Tripartite Constituents play at this stage;

The ILO's ability to contribute effectively to implementation and M&E of the DWCP while keeping SDG targets integrated, including in the mitigation of identified risks and facilitation of synergies with other international partners/other UN agencies;

The existence of operational reporting infrastructure and processes to report on contribution towards SDGs, including in the Country Programme Review processes.

The role of the ILO Constituents in SDG monitoring, review and reporting on SDG and Decent Work progress and identified needs and gaps for an effective involvement in the M&E of SDGs relevant to Decent Work,

Identify areas in need for the ILO to enhance the guidance for DWCP-SDG development

Part 2) the Mid-term Country Programme Review (MCPR). The MCPR will focus on the relevance of DWCP to beneficiary needs, the coherence of DWCP to other key actors' interventions, the validity of the DWCP design, the DWCP's efficiency and effectiveness, and the impact of the results and the potential for sustainability.

⁶⁶ In view of the outbreak of COVID-19, the internal guideline on implication of COVID-19 applies in terms of the scope of the review.

⁶⁷ Diagnostic instrument to assess the evaluability of DWCPs in the context of the SDGs https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_626865.pdf

Suggested MCPR's questions: -

Relevance (*Is the DWCP doing the right thing ?*)

- The extent to which the DWCP outcomes and design respond to tripartite constituents', beneficiaries', SDGs, and country's needs, policies, and priorities, and continue to do so if circumstances change. Is the DWCP well designed to address relevant priorities / needs (i.e. its outcomes, underlying theory of change, its theory of action, its modus-operandi, risk analysis, context analysis, etc.).
- The extent that DWCP is based on the ILO's niche and comparative advantage in the country
- The extent to which the relevant cross-cutting issues (International labour standard-ILS, social dialogue, gender, and environmental sustainability) have been integrated into the design and implementation of the DWCP

Coherence (*How well does the DWCP fit?*)

- The extent of the synergies and interlinkages of DWCP outcomes and other policies/ programmes/interventions being implemented by government, social partners and other relevant partners in the countries.
- The extent that DWCP is in consistent, harmony, complementarity, and coordination with other key actors and development partners' interventions in the country.
- The extent to which the DWCP is adding value while avoiding duplication of effort.
- Review the ILO partnership with tripartite constituents and other development partners including donors

Effectiveness (*Are the DWCP outcomes achieved?*)

- The extent to which the DWCP has achieved, or is expected to achieve, its outcomes, including any differential results across groups (particularly marginalized).
- The extent to which knowledge generated has been disseminate/shared with tripartite constituents and public.

Efficiency (*How well are resources used?*)

- The extent to which the DWCP delivers, or is likely to deliver, results in an economic and timely way. The extent that inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context.
- Has expected outputs delivered timely within the expected timeframe, or a timeframe reasonably adjusted to the demands of the evolving context?
- Assessing operational efficiency - how well the DWCP is implemented, managed, coordinated, monitored, and report on? The extent that the tripartite constituents are actively participating in the design, implementation, and monitoring and review of DWCP. Assess the effectiveness of the tripartite steering committee

Impact (*What difference does the DWCP make?*) - *The extent to which the DWCP has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*

- Identify and social, environmental and economic effects of the DWCP that are longer term or broader in scope than those already captured under the effectiveness criterion - beyond the immediate results.
- Any indirect, secondary and potential consequences of the DWCP? Examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.

Sustainability (*Will the DWCP benefit last?*)

- Examining the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits of DWCP over time.
- Analyses of resilience, risks and potential trade-offs. Analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

Specific questions on COVID-19 (*Will the COVID-19 crisis impact the delivery of the DWCP?*)

- Examine the potential challenges for the implementation of the DWCP in the immediate to medium term.
- Examine the specific needs and priorities, if any, of the ILO constituents induced by the COVID-19 outbreak.
- Identify possible strategies for implementation of DWCP in the changed context of COVID-19 crisis.
- Approach and Methodology
- The MCPR will adopt a participatory approach to the extent possible and it will use a goal-based/objectives-based of programme approach to review as its framework. The DWCP document and its “Theory of Change” and relevant documents will be used as a basis.

Data collection and analysis

Desk review

ILO - Islamabad will be assembling important documents that will serve as the basis of desk review. They may include the list found below. The information should be circulated in advance to the key stakeholders and partners who will be invited to attend the stakeholders’ workshop (see below). The information will serve as the basis of discussion during the workshop.

- National development frameworks
- UN Sustainable Development Cooperation Framework (UNSDCF)
- Decent Work Country Programme Document
- ILO Strategic Programme Framework and Programme & Budget
- DWCP Results framework, Theory of Change, performance plan and implementation plan
- DWCP baseline reports and information
- DWCP Monitoring reports, and progress/ status reports
- List of projects link to each DWCP outcomes and the relevant project review reports
- List of CPOs linking and implementation report
- Other studies and research undertaken
- Technical and financial report
- National tripartite workshop proceedings or summaries

Interview (on site or virtual)

Review team will need to conduct interview based on semi-structured questionnaires with key informants. List of key informants (tripartite constituents, UN agencies, UNRC, other relevant Ministries, donors and academia and civil society) should be identified by CO- Islamabad.

Stakeholders’ workshop (on site or virtual)

Convene a stakeholders’ workshop to which key constituents, stakeholders and partners are invited. The workshop will have three purposes: 1) to gather additional information from the participants, 2) to answer the review questions by reviewing and discussing the information on the DWCP, and 3) to make evidence-based recommendations on how the DWCP should go forward.

Data analysis and Triangulation

Qualitative data analysis should be used to analyse data collected by using the methods described above. This type of analysis involves conducting content analysis of the data, looking for patterns,

categories, taxonomies, and/or themes. In order to ensure validity and reliability, the findings that emerge should be triangulated. Triangulation involves the confirmation of findings using multiple sources of data and methods of data collection.

Gender dimensions, ILS, and social dialogue should be a cross-cutting concern throughout the methodology, deliverables and final report of the MCPR. This means that both women and men should be involved in consultations, review analysis, and in the review team. Data reviewed by the team should be disaggregated by sex, and based on this analysis should assess the relevance and effectiveness of strategies and outcomes for both women and men. Recommendations should reflect such analysis, which should be accurately included in the inception and the final review report, and should be gender-responsive.

Deliverables

Inception report - the value of an inception report is that it ensures a common understanding of the Terms of Reference (ToR) by the involved parties. The elements of an inception report include: 1) administrative information; 2) background and context; 3) purpose, scope and clients; 4) criteria and questions; 5) methodology; 6) deliverables; and 7) work plan. The inception report is submitted to the ILO only.

Evaluability assessment report –using the Evaluability Diagnostic Instrument (EDI). The results from the EDI are intended to support and inform the other phases of the DWCP development process, in particular its monitoring and review (M&E) aspects, as well as initiatives to strengthen M&E and planning capacity across the government, and also employers’ and workers’ organisations. The evaluability assessment report is submitted to the ILO only.

DWCP review report – the structure of the report may vary as per the focus of the MCPR but it should follow ILO review report checklist.

Implementation and management

Role and responsibility

The MCPR and Evaluability Assessment will be coordinated and managed by the Programme Analyst, based in the ILO Country Office for Pakistan, as a focal person, whom will be supported by Regional M&E Officer. EVAL will coordinate with the Regional M&E Officer accordingly.

External Consultant/s: Two external consultants, one international and another national, with necessary review experience, will be hired for this review. The consultants typically undertakes desk reviews of relevant documentation, conducts interviews and facilitates the stakeholders’ workshop. The consultants analyses the data collected from the methods listed above, and analyses the data using qualitative data analysis techniques and writes a report. Specific responsibilities of the national consultant are given below.

Box 1: National consultant’s responsibilities

The national consultant will assist the international consultant in the whole review process. Specifically, he/ she will be responsible to:

Conduct desk review of relevant documentations and contribute to the preparation for the MCPR.

Proactively provide relevant local knowledge and insights to the review team e.g. Pakistan’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.

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.

To participate and jointly facilitate the stakeholders' workshop.

To help provide interpretation during the meetings, where needed.

To assist the international consultant as required.

CO - Islamabad: The Country Office will provide all the programme documentation, the list of stakeholders to be interviewed, and organize the stakeholders' workshop. It will also provide any other logistical support required by the review team.

Technical Specialists: ILO experts from EVAL, ILO's Bureau of Programme and Management (PROGRAM), and the Decent Work Technical Support Team (DWTs) may all *provide inputs*. *EVAL provides general guidance and support, and receives final MCPR reports.*

Regional Review Officer: The Regional Review Officer will provide any special review technical advice required.

Funding

Funding will be provided by RO-Bangkok.

Annex 2: Key Review Questions

Eval, Criteria	Primary Questions	Secondary Question
Relevance and Strategic Fit	Is the DWCP doing the right thing?	<ul style="list-style-type: none"> The extent to which the DWCP outcomes and design respond to tripartite constituents', beneficiaries', SDGs, and country's needs, policies, and priorities, and continue to do so if circumstances change. Is the DWCP well designed to address relevant priorities / needs (i.e. its outcomes, underlying theory of change, its theory of action, its modus-operandi, risk analysis, context analysis, etc.). The extent that DWCP is based on the ILO's niche and comparative advantage in the country. The extent to which the relevant cross-cutting issues (International labour standard-ILS, social dialogue, gender, and environmental sustainability) have been integrated into the design and implementation of the DWCP
Coherence:	How well does the DWCP fit?	<ul style="list-style-type: none"> The extent of the synergies and interlinkages of DWCP outcomes and other policies/ programmes/interventions being implemented by government, social partners and other relevant partners in the countries. The extent that DWCP is in consistent, harmony, complementarity, and coordination with other key actors and development partners' interventions in the country. The extent to which the DWCP is adding value while avoiding duplication of effort. Review the ILO partnership with tripartite constituents and other development partners including donors
Intervention progress and effectiveness	Are DWCP outcomes achieved?	<ul style="list-style-type: none"> The extent to which the DWCP has achieved, or is expected to achieve, its outcomes, including any differential results across groups (particularly marginalized). The extent to which knowledge generated has been disseminate/shared with tripartite constituents and public.
Efficiency of resource usage	How well are resources used?	<ul style="list-style-type: none"> The extent to which the DWCP delivers, or is likely to deliver, results in an economic and timely way. The extent that inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. Has expected outputs delivered timely within the expected timeframe, or a timeframe reasonably adjusted to the demands of the evolving context? Assessing operational efficiency - how well the DWCP is implemented, managed, coordinated, monitored, and report on? The extent that the tripartite constituents are actively participating in the design, implementation, and monitoring and review of DWCP. Assess the effectiveness of the tripartite SC.
Impact orientation	What difference to DWCP make?	<ul style="list-style-type: none"> The extent to which the DWCP has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Identify and social, environmental and economic effects of the DWCP that are longer term or broader in scope than those already captured under the effectiveness criterion - beyond the immediate results. Any indirect, secondary and potential consequences of the DWCP? Examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.
Sustainability	Will the DWCP last?	<ul style="list-style-type: none"> Examining the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits of DWCP over time. Analyses of resilience, risks and potential trade-offs. Analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.
COVID-19	Will the COVID-19 crisis impact the delivery of the DWCP?)	<ul style="list-style-type: none"> Examine the potential challenges for the implementation of the DWCP in the immediate to medium term. Examine the specific needs and priorities, if any, of the ILO constituents induced by the COVID-19 outbreak. Identify possible strategies for implementation of DWCP in the changed context of COVID-19 crisis.

Annex 3: DWCP Review Matrix

Criteria	Review Questions	Indicators	Data Sources	Data Collection methods	Analysis and Assessment
Relevance and Strategic Fit	<p>Extent to which the DWCP outcomes and design respond to tripartite constituents', beneficiaries', SDGs, and country's needs, policies, and priorities</p> <p>Extent that DWCP is based on the ILO's niche and comparative advantage</p> <p>Extent to which the relevant cross-cutting issues (International labour standard-ILS, social dialogue, gender, and environmental sustainability) have been integrated i</p>	<p>Extent of engagement of key partners in DWCP design process</p> <p>Content and features of DWCP compared to relevant policies & strategies</p> <p>Extent of alignment of planned outcomes – DWCP & CP outcomes, UN & national policies & strategies</p> <p>Extent of implementation fidelity</p> <p>Perceptions of key national stakeholders about relevance & alignment of outcomes.</p>	<p>DWCPs & UNSDCF and SDGs</p> <p>Relevant national policies and strategies</p> <p>ILO outcome documents</p> <p>Annual DWCP reports</p> <p>Related national reports</p> <p>CPRs</p> <p>Key in-country informants – tripartite constituents, ILO partners, donors.</p>	<p>Desk study, focusing on main data sources</p> <p>Limited triangulation: through key informant & group interviews by telephone & during country missions</p> <p>Interviews via Zoom and Skype</p>	<p>Identification of relevant policies & strategies.</p> <p>Study of relevant design processes</p> <p>Analysis of relevant outcomes frameworks to determine extent of their alignment & interconnection.</p> <p>Triangulation based on different information sources & methods</p> <p>Findings & conclusions based on integration of information</p>
Coherence	<p>extent of the synergies and interlinkages of DWCP outcomes</p> <p>extent that DWCP is in consistent, harmony, complementarity, and coordination with other key actors and development partners</p> <p>extent to which the DWCP is adding value while avoiding duplication of effort</p> <p>ILO partnership with tripartite constituents and other development partners including donors</p>	<p>Alignment between planned & emerging project outcomes and proposed & emerging DWCP outcomes</p> <p>Quality & comprehensiveness of DWCP change logic / ToC.</p> <p>Implementation fidelity working towards intended outcomes</p> <p>Indications of adaptive management.</p>	<p>Project reports & reviews</p> <p>DWCP</p> <p>DWCP & ILO reports</p> <p>CPRs.</p>	<p>Desk study</p> <p>Case studies.</p>	<p>As necessary, retrospective articulation of DWCP change logic</p> <p>Analysis of quality of DWCP change logic and connections with project outcomes</p> <p>Analysis of management approach towards development results – results-based and/or adaptive.</p> <p>Triangulation based on different information sources</p> <p>Findings & conclusions based on integration</p>
Intervention progress and Effectiveness	<p>extent to which the DWCP has achieved, or is expected to achieve, its outcomes</p>	<p>Type of actual & emerging outcomes</p>	<p>National & ILO reports</p> <p>Project workplans (OBWs)</p>	<p>Desk study</p>	<p>Triangulation based on different information sources</p>

	<p>extent to which knowledge generated has been disseminate/shared with tripartite constituents and public</p>	<p>Extent of coverage of (emerging) outcomes compared to actions taken & expectations of outcomes</p> <p>Perceptions of realism of expected outcomes within given timeframe</p> <p>Stakeholder perceptions of significance of actual & emerging outcomes, based on rubric scale</p> <p>Extent to which (i) gender and (ii) non-discrimination is reflected in (a) DWCP and (b) project conceptualization</p> <p>Extent to which (i) gender and (ii) non-discrimination is reflected in (i) M&E data & (ii) reporting,</p> <p>(i) Type and (ii) magnitude of identified unexpected (a) positive and (b) negative results</p> <p>Credibility and utility of M&E systems in place to self-assess DWCP progress and performance.</p>	<p>Monitoring data</p> <p>CPRs & other relevant reviews</p> <p>ILO staff</p> <p>Tripartite constituents</p> <p>ILO partners</p> <p>Donors</p> <p>M&E systems relevant to DWCP.</p>	<p>Individual & group interviews, by Zoom and Skype</p> <p>M&E system observation during country missions</p>	<p>Analysis of type of achievements and outcomes, compared to expectations</p> <p>Analysis of perceptions of significance of achievements compared to needs & conditions on the ground</p> <p>Analysis of gaps in outcomes achieved compared to plans and expectations</p> <p>Analysis of realism of intended outcomes within given timeframe</p> <p>Analysis of potentially neutralizing negative consequences or outcomes</p> <p>Analysis of M&E systems used to understand and assess DWCP performance</p> <p>Analysis of influencing factors, positive and negative, and their evolution over time</p> <p>Findings & conclusions based on triangulation & integration of information</p>
Efficiency	<p>extent to which the DWCP delivers, or is likely to deliver, results in an economic and timely way.</p> <p>Assessing operational efficiency - how well the DWCP is implemented, managed, coordinated, monitored, and report on?</p> <p>extent that the tripartite constituents are actively participating in the design, implementation, and monitoring and review of DWCP.</p> <p>Assess the effectiveness of the tripartite SC.</p>	<p>Per year, comparison of budget available and used, against number and type of activities, projects and outcomes achieved or emerging over extended period</p> <p>Per year, comparison of person-time available and used, compared to number and type of activities, projects and outcomes achieved or emerging over extended period.</p>	<p>DWCP and associated implementation reports</p> <p>ILO budget and time allocations for DWCP projects and activities</p> <p>Reports on resource use</p> <p>Project reviews</p> <p>Monitoring data</p>	<p>Desk study</p> <p>Surveys using rubrics</p> <p>Key informant interviews by telephone and during country missions</p> <p>Case studies.</p>	<p>In the absence of comparable benchmarks, analysis of relevant trends, informed by stakeholder perspectives on the level of effort, time and resources required to conduct activities and projects, and produce desired outcomes over time.</p> <p>Analysis of DWCP (i) funding</p>

		<p>Perceptions of level of effort required to get to expected and achieved outcomes</p> <p>Reported (i) extent and (ii) nature of constituents' involvement in DWCP governance activities</p> <p>Perceptions of stakeholder satisfaction with extent of constituents' involvement in DWCP governance</p> <p>Extent of (i) effort and (ii) innovation reflected in DWT/DWCP funding strategies</p> <p>(i) Sources, (ii) absolute value and (iii) trends in amount of funding raised/allocated for DWT/DWCP projects and activities.</p> <p>Extent of attention in DWT/DWCP strategies and implementation to optimizing essential and opportunistic synergies (i) within countries, (ii) across countries and (iii) among partners.</p>	<p>CPRs</p> <p>DWCP governance documents, meeting minutes and reports</p> <p>DWCP (i) overall and (ii) country specific funding strategies.</p>		<p>strategies and (ii) funding raised during study period</p> <p>Analysis of DWCP (i) governance arrangements and (ii) their implementation</p> <p>Analysis of extent and effectiveness of DWCP efforts to ensure (i) essential and (ii) opportunistic synergies in design & implementation</p> <p>Analysis of influencing factors, positive and negative, their evolution over time, and their impact on efficiency Findings & conclusions based on triangulation & integration of information</p>
Impact Orientation	<p>extent to which the DWCP has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects</p> <p>social, environmental and economic effects of the DWCP that are longer term or broader in scope</p> <p>Any indirect, secondary and potential consequences of the DWCP?</p>	<p>Trends in DWCP outcome delivery by tripartite constituents in relation to specific capacity building efforts by ILO</p> <p>Perceptions among tripartite constituents of ILO approaches and effectiveness in building critical capacities for delivery on outcomes</p> <p>Trends in (i) level and (ii) types of coordination efforts and events among ILO, tripartite constituents, and its strategic partners, by country and in the sub-region</p> <p>List/map of relevant partners and (ii) type of partnerships supporting DWCP activities</p> <p>System and mechanisms used by (i) ILO and (ii) tripartite constituents for DWCP knowledge translation / management</p>	<p>DWCP and related strategy documents referencing ILO capacity building efforts</p> <p>Reports that contain information on ILO's capacity building efforts and successes</p> <p>Meeting and other relevant records reflecting coordination efforts between ILO, tripartite constituents and other strategic partners</p> <p>Performance reports, reviews and CPRs with strategic & CP outcomes</p>	<p>Desk study</p> <p>Surveys using rubrics</p> <p>Individual & group interviews by telephone and during country missions</p> <p>Case studies.</p>	<p>Analysis of purposes of, and relevant capacity strengthening efforts by ILO</p> <p>Analysis of such efforts that are seen to have contributed to enhanced capacities among tripartite constituents</p> <p>Analysis of purposes of, and actions aimed at, or with the potential to strengthen coordination between ILO, the tripartite constituents and its strategic partners</p> <p>Analysis of relevant partnerships.</p>

		<p>(i) Number and (ii) type of events, forums, seminars, etc. for knowledge sharing</p> <p>Perceptions among intended users of DWCP knowledge sharing (i) system, (ii) mechanisms and (iii) products.</p>	<p>Reports referencing ILO or tripartite constituents' DWCP knowledge translation system & mechanisms</p> <p>ILO staff, tripartite constituents, partners, donors</p> <p>Intended beneficiaries (if they can be credibly reached through interviews and/or surveys)</p>		<p>Analysis of achieved versus intended strategic and CP outcomes.</p> <p>Analysis of purposes of, and utility of DWCP knowledge sharing system, mechanisms and products by (i) ILO and (ii) tripartite constituents</p> <p>Analysis of influencing factors, positive and negative, their evolution over time, and their impact on efficiency</p> <p>Findings & conclusions based on triangulation & integration of information</p>
Sustainability	<p>Examining the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits of DWCP over time.</p> <p>Analyses of resilience, risks and potential trade-offs. Analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.</p>	<p>Design aspects identified from previous experience as important for sustaining impact in the context of (i) each country and (ii) region.</p> <p>Implementation aspects identified from (i) literature and (ii) previous experience as important for sustaining impact in the context o</p>	<p>Literature review</p> <p>Reports, project reviews & CPRs addressing sustainability</p> <p>ILO staff</p> <p>Tripartite constituents</p> <p>ILO partners and donors</p>	<p>Desk study</p> <p>Individual & group interviews by telephone and during country missions</p>	<p>Analysis of lessons from past experiences related to sustaining impact in each context.</p> <p>Comparison with DWCP (i) design and (ii) implementation approaches in the same contexts.</p> <p>Findings & conclusions based on triangulation & integration of information</p>
COVID-19	<p>Examine the potential challenges for the implementation of the DWCP in the immediate to medium term.</p> <p>Examine the specific needs and priorities, if any, of the ILO constituents induced by the COVID-19 outbreak.</p> <p>Identify possible strategies for implementation of DWCP in the changed context of COVID-19 crisis.</p>	<p>Application of relevant strategies and policies related to COVID-19.</p> <p>Evidence of engagement with constituent partners to plan, map and prioritise COVID-19 specific interventions.</p>			

Annex 4: Strategic Objectives, Outcome and CPOs

Strategic Objective	P&B Outcome 2020 -2021	P &B Outcome/Indicator 2020 – 2021	CPO	CPO 2019 - 2020	CPO Type	Progression 2016 - 2022
Employment	Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all.	Indicator 3.1, 3.2, 7.1, 7.2	PAK 151	Decent work in agriculture and related sectors promoted	Target	Green
Employment	Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all.	Indicator 3.3, 3.5	PAK 176	Creation of employment opportunities for vulnerable categories of workers.	Pipeline	Yellow
Standard	Outcome 2: International labour standards and authoritative and effective supervision.	Indicator 2.2, 2.3 6.3, 7.1	PAK 201	Enhancing capacities of tripartite constituents for ILS compliance and reporting.	Target	Green
Standard	Outcome 1: Strong tripartite constituents, and influential and inclusive social dialogue.	Inactive	PAK 202	Workplace compliance through labour inspection promoted and facilitated.	Target	Green
Employment	Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work.	Indicator 4.2, 4.4	PAK 204	Sustainable and responsible enterprises promoted.	Target	Green
Social Protection	Outcome 8: Comprehensive and sustainable social protection for all	Indicators 8.1, 8.2, 8.3	PAK 226	Developing national social protection framework and provincial social protection policies.	Target	Green
Employment	Outcome 7: Adequate and effective protection at work for all.	Indicators 7.5, 8.1	PAK 228	Promotion of safe and fair labour migration.	Target	Green
Social dialogue	Outcome 1: Strong tripartite constituents, and influential and inclusive social dialogue.	Indicators 1.1, 2.3	PAK 801	Enhancing capacities of employers' organizations to promote principles of ratified conventions and advocate for the ratification of new conventions.	Target	Green
Social Dialogue	Outcome 1: Strong tripartite constituents, and influential and inclusive social dialogue.	Indicators 1.2, 2.3	PAK 802	Enhancing capacities of workers' organizations to promote principles of ratified conventions and advocate for the ratification of new conventions.	Target	Green

Strategic Objective	P&B Outcome 2018 -2019	P&B 2018 -2019 Outcome/Indicator	CPO	CPO 2018 – 2019	CPO Type	Progression 2016 - 2022
Employment (Decent Work in the Rural Economy)	Outcome 5: Decent work in the rural economy	Indicator 5.2	PAK 151	Decent Work in agriculture and related sectors promoted	Pipeline	Yellow

Employment	Outcome 6: Formalization of the informal economy	Inactive	PAK 153	Formal employment is promoted for inclusive and diversified economic growth	Inactive	Inactive
Standard	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects	Indicator 1.2, 1.4, 1.5	PAK 176	Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial level	Target	Yellow
Standard	Outcome A: Effective knowledge management for the promotion	Indicator A.3	PAK 178	Labour Market Information (LMI) capacities and systems strengthened	Pipeline	Yellow
Social Dialogue	Outcome 2: Ratification and application of international labour standards	Indicator 2.2	PAK 201	Capacity of tripartite constituents and stakeholders on ILS compliance and reporting enhanced (individual and institutional)	Target	Green
Standard	Outcome 7: Promoting workplace compliance through labour inspection	Indicator 7.1, 7.2, 7.3	PAK 202	Workplace compliance through labour inspection promoted and facilitated	Target	Green
DWCP Priority 3 and 4	Outcome 8: Protecting Workers from unacceptable forms of work	Indicator 8.1, 8.2, 8.3	PAK 203	Vulnerable workers protected from unacceptable forms of work in sectoral value chains	Target	Green
Employment	Outcome 4: Promoting sustainable enterprises	Indicator 2.4	PAK204	Sustainable and responsible enterprises in Pakistan promoted	Target	Green
Social Protection Floors	Outcome 3: Creating and extending social protection floors	Indicator 3.1, 3.2	PAK 226	Social Protection policies developed/adopted at provincial level and schemes and programmes scaled up	Target	Yellow
Employment	Outcome 9: Fair and effective international labour migration and mobility	Indicator 9.3	PAK 228	Promotion of safe and fair labour migration	Target	Green
Social Dialogue	Outcome 10: Strong and representative employers' and workers' organizations	Indicator 10.1, 10.2	PAK 801	Strengthened institutional capacity of employers' organisations	Pipeline	Yellow
Social Dialogue	Outcome 10: Strong and representative employers' and workers' organizations	Indicator 10.4, 10.5	PAK 802	Strengthened institutional capacity of workers' organisations	Pipeline	Yellow
Standards	Outcome 2: Ratification and application of international labour standards	Inactive	PAK 826	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations	Inactive	Inactive

Strategic Objective	P&B Outcome 2016 -2017	P&B 2016 -2017 Outcome/Indicator	CPO	CPO 2016 – 2017	CPO Type	Progression 2016 - 2022
Employment	Outcome 5: Decent work in the rural economy	Indicator 5.2	PAK 151	Decent Work in agriculture and related sectors promoted	Pipeline	Yellow
Employment	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects	Indicator 1.2, 1.4, 1.5	PAK 176	Enabling policy, legal and regulatory environment created for sustainable employment at federal and provincial level	Target	Yellow

Standards	Outcome A: Effective knowledge management for the promotion	Indicator A.3	PAK 178	Labour Market Information (LMI) capacities and systems strengthened	Pipeline	Yellow
Social Dialogue	Outcome 2: Ratification and application of international labour standards	Indicator 2.2	PAK 201	Capacity of tripartite constituents and stakeholders on ILS compliance and reporting enhanced (individual and institutional)	Target	Green
Standards	Outcome 7: Promoting workplace compliance through labour inspection	Indicator 7.1, 7.2, 7.3	PAK 202	Workplace compliance through labour inspection promoted and facilitated	Target	Green
Standards	Outcome 6: Formalization of the informal economy	Indicator 8.1, 8.2, 8.3	PAK 203	Vulnerable workers protected from unacceptable forms of work in sectoral value chains	Target	Green
Social Protection Floors	Outcome 3: Creating and extending social protection floors	Indicator 3.1, 3.2	PAK 226	Social Protection policies developed/adopted at provincial level and schemes and programmes scaled up	Target	Yellow
Social Dialogue	Outcome 10: Strong and representative employers' and workers' organizations Outcome 8: Protecting workers from unacceptable forms of work	Indicator 10.1, 10.2	PAK 801	Strengthened institutional capacity of employers' organisations	Pipeline	Yellow
Social Dialogue	Outcome 10: Strong and representative employers' and workers' organizations Outcome 9: Promoting fair and effective labour migration policies	Indicator 10.4, 10.5	PAK 802	Strengthened institutional capacity of workers' organisations	Pipeline	Yellow
Standards	Outcome 2: Ratification and application of international labour standards	Inactive	PAK 826	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations	Inactive	Inactive

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Strategic Objective	P& B Outcome/Indicator 2016-2017	P&B Outcome/Indicator 2018 -2019	P&B Outcome/Indicator 2020-2021	CPO		CPO Type	Overall Achievement to date 2016 – 2022
Employment	Outcome 5 Decent Work in the Rural Economy (5.2)	Outcome 5 Decent Work in the Rural Economy (5.2)	Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all. (3.1, 3.2, 7.1, 7.2)	PAK 151	Decent Work in agriculture and related sectors promoted	Target	Green
Employment	Outcome 1: More and better jobs for inclusive	Outcome 1: More and better jobs for inclusive	Outcome 3: Economic, social and environmental transition	PAK 176	Enabling policy, legal and regulatory environment	Pipeline	Yellow

	growth and improved youth employment prospects (1.2, 1.4, 1.5)	growth and improved youth employment prospects (1.2, 1.4, 1.5)	for full, productive and freely chosen employment and decent work for all. (3.3, 3.5)		created for sustainable employment at federal and provincial level		
Standards	Outcome A: Effective knowledge management for the promotion (A.3)	Outcome A: Effective knowledge management for the promotion (A.3)	Inactive	PAK 178	Labour Market Information (LMI) capacities and systems strengthened	Inactive	Inactive
Standards	Outcome 2: Ratification and application of international labour standards (2.2)	Outcome 2: Ratification and application of international labour standards (2.2)	Outcome 2: International labour standards and authoritative and effective supervision (2.2, 2.3, 6.3, 7.1)	PAK 201	Capacity of tripartite constituents and stakeholders on ILS compliance and reporting enhanced (individual and institutional)	Target	Green
Social Dialogue	Outcome 7: Promoting workplace compliance through labour inspection (7.1, 7.2, 7.3)	Outcome 7: Promoting workplace compliance through labour inspection (7.1, 7.2, 7.3)	Inactive	PAK 202	Workplace compliance through labour inspection promoted and facilitated	Inactive	Inactive
Standards	Outcome 8: Protecting workers from unacceptable forms of work (8.1, 8.2, 8.3)	Outcome 8: Protecting workers from unacceptable forms of work (8.1, 8.2, 8.3)	Inactive	PAK 203	Vulnerable workers protected from unacceptable forms of work in sectoral value chains	Inactive	Inactive
Social Protection	Outcome 3: Creating and extending social protection floors (3.1, 3.2)	Outcome 3: Creating and extending social protection floors (3.1, 3.2)	Outcome 8: Protecting Workers from unacceptable forms of work (8.1, 8.2, 8.3)	PAK 226	Social Protection policies developed/adopted at provincial level and schemes and programmes scaled up	Target	Green
Social Dialogue	Outcome 10: Strong and representative employers' and workers' organizations Outcome (10.1, 1.2)	Outcome 10: Strong and representative employers' and workers' organizations Outcome (10.1, 1.2)	Outcome 1: Strong tripartite constituents, and influential and inclusive social dialogue (1.1, 2.3).	PAK 801	Strengthened institutional capacity of employers' organisations	Pipeline	Yellow

Annex 5: Achievement of Priority Areas and Associated Outcomes Under DWCP III

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
PRIORITY AREA-1: PROMOTING DECENT WORK IN RURAL ECONOMY OF PAKISTAN		
Outcome-1.1: Informal economy gradually formalized through policies and laws		
<p>Livelihood restoration, protection and sustainable empowerment of vulnerable peasant communities in Sindh province (2013-2016) (30%)</p> <p>Support to Domestic Workers Consultations, Home-Based Workers Consultations and other informal sector (2016-2020)</p>	<ul style="list-style-type: none"> Government of Sindh promulgated 'Sindh Industrial Relations Act' which, for first time in Pakistan, recognized 'Agricultural Workers' in labour laws; Established first ever trade union of Agricultural Workers in two Districts of Sindh Province, i.e., Mirpur Khas and Dadu. Established first ever Employers' associations of Agricultural Employers in two Districts of Sindh Province, i.e., Mirpur Khas and Dadu Established first ever Domestic Workers Union in Punjab Province; Punjab Government promulgated 'Domestic Workers Act'; Sindh Government promulgated 'Sindh Home-Based Workers Act'. Supported more than 10,000 new employment activities in rural economies Federal Government decided to consider ratification of C-189 (Domestic Workers) 	<p>Major steps contributed to the process of formalization of the rural and informal economy by:</p> <ul style="list-style-type: none"> Legislation gives recognition to agriculture workers and takes them in the ambit of legal protection and benefits of formal sector workers; These initiatives promoted formulation of rural workers organisations in two districts of Sindh; Collective Bargaining promoted and rural workers/ agricultural workers gained more information and knowledge on collective bargaining; Leading to a change in the 120 villages in promoting livelihood opportunities such as micro finance, skills training; capacity building on reducing vulnerability to disasters . An analysis on decent work deficits in the wheat-straw value chain was completed as a basis for policy and programmatic action for the creation of a gender responsive value chain for wheat-straw in which decent work is prompted. Profound impact in the area of domestic workers on acknowledgement and awareness through legislation; Domestic Workers Union, Punjab is a pioneer initiative in the country recognising the status and inputs of the contribution by domestic workers. <p>Challenges and Way Forward: Dynamics of the rural / informal sectors are very different from the formal sector. To maintain and augment further the formalisation process more needs based target approach on research, training, awareness raising may have to be addressed.</p>
Outcome-1.2: Improved working conditions for rural economy workers		
Diagnostic Study on 'Decent Work Situation in Rural Economy' + 'Strategy for Decent Work in Rural Economy (2016-2019)	<ul style="list-style-type: none"> Government of Pakistan – Centre for Rural Economy (in Ministry of Planning, Development & Reforms) developed first 'Strategy for promoting Decent Work in Rural Economy in Pakistan'. 	<ul style="list-style-type: none"> Government and partners recognition and development of the first Strategy on Decent Work and Rural Economy, based on the findings of the Diagnostic Study in Rural Economy;

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
Improving the livelihoods and working conditions of vulnerable workers –particularly women – in the rural agro-food economy through value chain development (2018)	<ul style="list-style-type: none">Trained more than 500 Labour, Agriculture & Fisheries Officials in Gilgit-Baltistan Region on Decent Work in rural value chains – with a focus on Apple, Apricot, and Trout-fish.Detailed compendium of Decent Work indicators including disaggregated Statistics for rural economy, and legislative analysis – developed and shared through policy seminars;	<ul style="list-style-type: none">Rural Value Chains: Awareness and knowledge gained on skills gaps and decent work deficits in the rural economy in specific products of the region and training provided on decent work in rural value chainsCompendium of Decent Work indicators, age and sex disaggregated labour statistics data developed and used for policy formulation by PBS, SDG Unit and constituentsSocial dialogue process in rural economy has been promoted at community level with the collaboration of workers and employers representatives addressing important areas such as OSH, FPRW and cotton value chains in rural economy Challenges and Way Forward: Follow up studies or information gathering on this important aspect of rural economy may need to be conducted to see how this important effort can be enhanced/strengthened
Decent Work Country Profile (2018-19) + Consultations		
Outcome-1.3: The worst forms of child and bonded labour progressively eliminated in the rural economy		
Eliminating child labour and forced labour in the cotton, textile and garment value chains: An integrated approach (2018-2022)	<ul style="list-style-type: none">Departments of Labour in Sindh and Punjab Provinces initiated a number of projects and interventions to strengthen ‘District Vigilance Committees’ against Child and Bonded Labour – with a particular focus on rural economy – including Cotton value chain and Brick Kiln sectors;Stakeholders (Government, Employers and Workers) in cotton, textile and garment value chains are sensitized on issues related to Child and Bonded Labour in supply chains and in Brick Kiln sectors;Analytical studies to promote decent work in rural economies completedA dialogue process for extending Social Security in rural economy sectors (Brick Kilns) initiated;National Farmworker on Elimination of Child labour and Forced Labour developed.Elements of national framework on elimination of CL and FL included in the National Labour Protection Framework for tripartite actionPTCC members capacitated on ILS with an emphasis on FPRW; Statistics: Role of Labour Force Survey.Government of KP with ILO’s TA came up with a policy on elimination of Child Labour and a dedicated labour policy for the province.Capacity of stakeholders to conduct Child Labour Survey developed via ILO TA.	<ul style="list-style-type: none">Strong tripartite action on substantive area of work based projects conducted on child labour and forced labour;Provincial governments policies on CL and FL;Trainings and capacity building of tripartite partners and the target groups showed mutual support to some of the project initiatives which addressed issues such as social protection and OSH; Challenges and Way Forward: ILO’s long standing experience in CL, BL and FL has been substantive and appreciated. The way forward could be consolidating the rich experience for a larger Pakistan based impact.
Strengthening actions and responses against child labour in Pakistan (2018-2022)		
Promoting fundamental principles and rights at work in the cotton supply chain (2017-2020)		
Elimination of child labour and promotion of decent work in the value chain of waste recycling and packaging processes (2015-18)		

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
Promotion of decent work opportunities for the empowerment of vulnerable segments of society (2018-2020) (33%)	<ul style="list-style-type: none"> ILO in close collaboration with UNICEF provided technical support to the DoLs to prepare PC-1 and secure public funding to conduct the CLS. IEC material on elimination of child labour and forced labour developed and disseminated which resulted in improved respect for FPRW in the cotton growing communities as reported by the tripartite stakeholders. EOs and WOs expanded their work and outreach in the supply chains including cotton supply chain. A public private partnership (SE and ILO) to promote FPRW in Supply Chain completed while building the capacity of the private company in sustaining the action in the field. 	

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
PRIORITY AREA-2: PROMOTING JOBS CREATION FOR YOUTH AND VULNERABLE GROUPS		
Outcome-2.1: Employment opportunities for vulnerable categories of workers (youth, women, persons with disabilities, etc) created		
Gender Equality for Decent Employment (2010-2016) (20% for 2016)	<ul style="list-style-type: none">• More than 10,000 employment opportunities for women and men – in non-conventional sectors, supported;• Studies and communication material developed to break stereotypes for women’s employment in Pakistan• Journalists and media persons trained to promote culture of decent work for women and men in Pakistan and to highlight the gender disparities, remove taboos and create better working environment for women in the society;• Workplace harassment and violence reduced through support for Federal Ombudspersons on Sexual Harassment at workplace;• Sports-good Industries in Sialkot District sensitized on ILO’s Multi-National Enterprise Declaration and to create more employment opportunities for local communities;	<ul style="list-style-type: none">• Social Dialogue and collective action by tripartite partners more visible—gender units established in provincial labour departments;• Review of all laws through gender perspective and amendments made• Legislations drafted on HBWs in Punjab and Sindh, Domestic Workers in Punjab, SIRA amended• Labour Market Information system was further enhanced through training• National mechanisms to promote equal opportunities for women strengthened• Skills and employability of poor urban and rural women enhanced• Media capacity to cover women and men issues at work place enhanced and training provided to reflect positive image of women at workplace• Workplace harassment• Sialkot experience is built on a process experience of two phases and strengthened the gains of earlier phases and sensitizing on MNED• Promotes significant role of EFP and creates employment opportunities at local level <p>Challenges and Way Forward: Considerable efforts have made and achievements and commendable however more focussed and</p>
More and better jobs through socially responsible labour practices in Asia (2015-2018) (Phase-2)		
More and better jobs through socially responsible labour practices in Asia (2019-2020) (Phase-3)		

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
		progressive efforts are required to sustain the achieved and move onwards
Outcome-2.2: Gender responsive skills, employment and enterprise development programmes developed		
Support to Prime Minister's Youth Employment Programme - to develop a national youth employment framework	<ul style="list-style-type: none">National Steering Committee on Youth Employment was established;A National framework for youth employment was developed and endorsed by National Steering Committee;Successive Governments initiated different Youth Employment Programmes comprising Skills development, Enterprise/business start-up, and Access to finance, programmes.In response to COVID-19, a comprehensive Impact Assessment on Employment and Enterprises was developed and utilized for allocating resources by Federal and Provincial GovernmentsA 'Livelihoods Protection & Youth Employment in response to COVID-19 in Pakistan' being developed for Government of Pakistan;	<ul style="list-style-type: none">Youth Employment has become a vital priority with the tripartite partners. The institutional support of the Steering Committee and importance of the common theme has vitalised financial support from the government;The strength of the partnerships have elicited quick action towards initiating response with COVID- 19 situation;Changing patterns and reviewing needs of youth and livelihoods is a positive and immediate action in response to COVID- 19
Livelihoods protection and Youth Employment in response to COVID-19		
Socio-Economic Impact Assessment of COVID-19 in Pakistan		
Outcome-2.3: Employability of youth and vulnerable categories of workers improved		
Start & Improve Your Business (SIYB) activities + refresher course	<ul style="list-style-type: none">Around 1,100 new enterprises/business start-ups supported by SIYB Facilitators in different public sector universities;First national Master Trainer of SIYB trained in Pakistan;Three Training Course for new Facilitators in TVET Sector, CSOs and Universities is planned in 2020.	<ul style="list-style-type: none">Training and further build- up of SIYB. Challenges and Way Forward: Given the aftermath of COVID-19 it is fundamental that tripartite partners continue to support new initiatives for youth and livelihoods

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
PRIORITY AREA-3: STRENGTHENING COMPLIANCE WITH INTERNATIONAL LABOUR STANDARDS THRU SOCIAL DIALOGUE		
Outcome-3.1: Capacity of tripartite constituents for ILS Compliance and Reporting enhanced		
International Labour & Environmental Standards (ILES) 50% (2016-2022)	<ul style="list-style-type: none">Reporting on ILO ratified Conventions and periodic surveys on unratified Conventions streamlined at Government level.Labour Protection framework developed by Provincial Tripartite consultative committeesEU undertook GSP-plus Reviews in every biennium and extends on basis of satisfactory progress	<ul style="list-style-type: none">More pronounced government response to reporting on ratified ILS/conventions with support of ILO COLabour Protection Framework is a joint tripartite considerationILS and national legislative dialogue supports tripartite and social partners consideration for ratification of ILS
Sustaining GSP+ status by strengthened national capacities to improve ILS compliance and reporting (2016-2018)		

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
Sustaining GSP+ status by strengthened national capacities to improve ILS Compliance and reporting (2018-2020)	<ul style="list-style-type: none">Analytical reports on national labour legislation in line with core Conventions, GSP-plus reporting, and general gaps analysis undertaken;Occupational Safety & Health in Mines Sector discussed at highest forums and social partners agreed to consider ratification of C-176 (OSH in Mines);Labour Legislation in Baluchistan Province and Islamabad Capital Territory (ICT) supported;Dialogue on elimination of exemptions from labour laws in Export Processing Zones (EPZ) continuedDialogue on addressing cases in ‘Committee on Freedom of Association (CFA)’ continued. One out of three cases rectified. One new case initiated.ILO Technical Missions on Freedom of Association; Collective Bargaining; and Alternate Dispute Resolution; provided technical guidance to improve situation.	<ul style="list-style-type: none">Social Dialogue by tripartite partners and consultations will support better compliance of ILS
Promoting Trade for Decent Work (2020)		
Studies and Labour Law Reviews in line with ILS (2016-2020)		
Outcome-3.2: Workplace compliance enhanced thru effective monitoring and labour inspection systems		
International Labour & Environmental Standards (ILES) 50% (2016-2022)	<p>First time implementation of ‘Sustaining Competitive and Responsible Enterprises (SCORE)’ programme implemented in Pakistan to improve workplace compliances – in textile and garment sector industries. SCORE Facilitators paying regular periodic factory visits to support compliance;</p> <ul style="list-style-type: none">Analytical study on improving productivity of textile/garment enterprises completed and a training programme for enterprises will commence in 2021;Enterprises supported to comply with COVID-19 Standard Operating Procedures (SOPs);More than 400 Labour Inspectors trained on ‘effective labour inspection’Dialogue with Government on initiating a ‘Better Work Programme’ continued. Resource gaps being addressed, an implementation plan developed and MOU for starting the programme is likely in 2021.	<p>Considerable achievements made in the ILES project on both International Labour Standard and Environmental Standards:</p> <ul style="list-style-type: none">Training in SCORE and follow up periodic factory visits is on- going and appreciated;It is an effective contribution to the DWCP and promotes improved labour practicesSmart Environmental Management Practices (SEMP) have been introduced to the industryThe strengthening of labour system has been an on-going focus of ILO CO under DWCP but core commitment from the government required on LI has to be mobilized <p>Challenges and Way Forward: More pronounced advocacy and documentation on successful experiences in Pakistan, may support further funding and expansion of these projects.</p>
Strengthening the labour inspection system in Pakistan to ensure the application of national labour laws & international standards (2015-2018)		
Outcome-3.3: Workers protected from unacceptable forms of work		
Strengthening national capacities for the implementation of C100, C111 and the CEACR Recommendations for Pakistan (2015-2018)	<ul style="list-style-type: none">Detailed gaps analysis of national labour legislation vis-à-vis C-100 and C-111 completed and a model law for ‘Non-Discrimination at Workplace’ developed and shared with Provincial Governments for legislation.In view of higher number of accidents in mines, a number of dialogues and consultations organized to improve inspection and OSH system in Mines;Study on legislative gaps in Mines and labour legislation – in line with ILO Convention on Safety & Health in Mines, 1995 (No. 176) was completed.	<p>Legislation based on the evidence of gap analysis of national labour legislation in process</p> <ul style="list-style-type: none">ILS on Conventions to be ratified is underway <p>Challenges and way forward: Stronger advocacy to build up the pace for early ratification of non - ratified conventions may be required.</p>
Gaps Assessment Study on C-176 (OSH in Mines) and Consultations (2018-2020)		
Gaps Assessment Studies on four Conventions (C-175, C-183, C-182, MLC) (2020)		

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
Promoting labour standards in the global supply chain: A programme of action for Asia and the garment industry (2014-2018)	<ul style="list-style-type: none"> Government also considering ratification of ILO Conventions related to Maternity Protection (C-175), Part-Time Workers (C-183), Domestic Workers (C-189), and Maritime Labour Convention. 	An important gap is the non - ratification of some of the important ILO Conventions such as C - 175, C-183, C-189 and Maritime Labour Convention. Ratification of Important ILO Conventions
Outcome-3.4: Safe and fair migration promoted		
South-Asia Labour Migration Governance Project (2013-2016) (30% for 2016)	<ul style="list-style-type: none"> National Emigration Policy for welfare and protection of migrant workers supported. Two Migrant Resource Centres (MRCs) established to support pre-departure orientation as well as wider awareness raising about safe and fair labour migration; Information material, brochures, video-documentaries and other products, were prepared and widely disseminated for create awareness on safe migration; Journalists, educational & TVET institutions, CSOs and communities at large, were engaged to promote messages of safe and fair migration. Training for officials of Protectorate of Overseas Employment, trained on effective counselling. Studies on different dimensions of fair migration (Recruitment Cost, Legal Systems, complaint mechanisms, female migration, role of sub-Agents, and statistical analyses) were completed. Training courses on including 'Recruitment Cost' module in Labour Force Survey completed and first Recruitment Cost Survey is planned in 2020-2021. 	<ul style="list-style-type: none"> Training on safe migration seen as a useful tool for supporting overseas/migrant workers; Lahore and Islamabad MRCs are supporting information and safe migration; Training on safe migration has supported capacity building at various level such as the government , PWF; <p>Challenges and Way Forward: Overseas migration as well as local migration is certainly going to be effected by COVID-19 impact. This will need to be studied and action devised accordingly.</p>
Global action to improve the recruitment Framework of labour migration (REFRAME) (2018-2021)		
Promotion of decent work opportunities for the empowerment of vulnerable segments of society (2018-2020) (33%)		

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
PRIORITY AREA-4: EXTENDING SOCIAL PROTECTION FLOORS		
Outcome-4.1: National Social Protection Framework and Provincial Social Protection Policies Developed		
Support to Labour Welfare and Social Protection Expert Group (LEG) for EHSAAS and "Mazdoor Ka Ehsaas" frameworks	<ul style="list-style-type: none">Government of Pakistan announced a national Social Protection Framework ‘EHSAAS’ in 2019 and established a Ministry of Poverty Alleviation & Social Safety for its implementation.An additional social protection framework for ‘Workers’ (Mazdoor Ka Ehsaas) developed with special social protection initiatives for workers.	<ul style="list-style-type: none">Government has taken pro- active national programmes on social protection and is considered one of the main priorities. ILO as the lead UN Agency on social protection has supported these GOP priorities.
Comparative Assessment of C-102 (Social Security Minimum Standards)	<ul style="list-style-type: none">Government of Pakistan implemented a largest ‘Emergency Cash Transfer’ in response to COVID-19 – particularly for informal economy workers and laid-off workers.Draft Social Protection Policies in Punjab, KP and AJK prepared.A roadmap for implementation of ILO C-102 on Social Security (Minimum Standards) being developed	Challenges and Way Forward: During and post COVID-19, ILO’s support may have to be increased to meet the national challenges on social protection.
Outcome-4.2: Social Protection programmes and schemes are well-coordinated and harmonized		

Projects in each Priority/Outcome Area	Key Achievements against Outcomes	DWCP Review Team Comments
Promotion of decent work opportunities for the empowerment of vulnerable segments of society (2018-2020) (33%)	<ul style="list-style-type: none">Following coordination mechanisms for social protection supported:<ul style="list-style-type: none">Labour Welfare and Social Protection Experts Group (at Federal level)National Social Security Coordination Forum (at National level)Steering Committee for Social Protection (in KP Province)Public Policy & Social Protection Reforms Unit (in KP Province)Data collection on Social Protection improved. Training courses for Government on calculating SDG-1.3 conducted. Questions on social security included in ‘Labour Force Survey’ for 2020-2021. A web-portal on SDG-1.3 will be function in 2020.All existing Social Protection Programme and institutions mapped in the country and analysed in line with Social Protection FloorsEmployers and Workers organizations supported to play active contribution towards improvements in Social Security schemes where sit on Boards.A national coverage campaign for Social Security institutions supported through Employers and Workers organizations – to expand coverage of social security in Pakistan.	<ul style="list-style-type: none">ILO is supporting national priorities of GOP in social security. Social partners are pro-actively promoting social securityKnowledge base of Social Protection in Pakistan enhancedEffective and significant example is that workers were paid additional employment injury benefits, in first of its kind action, mediated by the ILO and supported by GIZ.Social protection programmes to incorporate the labour force from the Informal economy labour and the rural economy who are exposed to multiple risks and hazards <p>Challenges and Way Forward: Social Protection and Social Security to Mechanisms to be broadened. Post COVID 19 situation to be kept in consideration</p>
Achieving SDGs and ending poverty through Universal Social Protection (2018-2020)		
Mapping Study on Social Protection Programmes (2017)		
Support to Pakistan Business Network for Social Protection (2016)		
Outcome-4.3: Capacities of Social Protection stakeholders enhanced		
Strengthening employment injury insurance and benefit systems in Pakistan + Baldia Arrangement (2018-2020)	<ul style="list-style-type: none">More than 200 staff members from federal and provincial Government institutions trained on different dimension of social security/social protection.Sindh Employees Social Security Institution (SESSI) supported to adopt a pension system for survivors of Baldia Factor Fire victims in line with ILO C-121.Computerization of records in SESSI initiated.	<ul style="list-style-type: none">Positive impact and partnership with provincial social security institution and streamlining compensation to victims by workplace fire.
Outcome-4.4: Social Protection Coverage to informal economy extended		
Three studies on extending Social Security to informal sectors/informal employments (Mines, Construction, Domestic Workers, Brick Kiln workers) (2020) different projects	<ul style="list-style-type: none">In line with Government’s commitment to extend Social Protection to excluded groups, ILO has initiated following three studies:<ul style="list-style-type: none">Study to extend Social Security (Employment Injury & Health) to Mines and Construction Sector Workers;Study to identify options for extending existing Social Security schemes to Brick Kiln Workers ;Mechanism for a Universal Social Protection scheme for ‘Domestic Workers’ in Pakistan	<ul style="list-style-type: none">The studies completed and made substantive input to the policy framework

Annex 6: List for Documents Reviewed and Consulted

No.	Source	Document Name
1	ILO/UN Agencies	The Islamic Republic of Pakistan Decent Work Country Programme 2016-2020
2	ILO/UN Agencies	Programme Budget for the Biennium 2016-2017
3	ILO/UN Agencies	Programme Budget for the Biennium 2018-2019(Inserted by Ingrid. SRA check if we have the document)
4	ILO	Programme Budget for the Biennium 2020-2021
5	ILO	DCWP Summary: Measuring Decent Work in Pakistan: The Decent Work Country Profile at a Glance
6	Ministry of Planning, Development and Special Initiatives (Government of Pakistan)	COVID-19 Response Annual Plan 2020-2021
7	Planning Commission/UN	COVID-19 Socio Economic Framework 14 May 2020
8	UN	Cooperation Framework Companion Package May 2020
9	UN	Pakistan One United Nations Programme III (OP III) 2018-2022
10	Ministry of Planning, Development and Reform (Government of Pakistan)	Long-Term Plan for China Pakistan Economic Corridor 2017-2030
11	ILO	ILO Strategic Plan for 2018-2021
12	ILO	SDGs, Decent Work and Review
13	Government of Pakistan	The multi-sectoral and multi-stakeholder Ehsaas Strategy
14	UN	United Nations Sustainable Development Cooperation Framework.
15	ILO	DWCP Country Profile 2020
16	ILO	DWCP Country Profile 2019
17	ILO	DWCP Country profile 2014
18	ILO	DWCP Country Program Review Final Report 2015
19	Government of Pakistan, ILO, EFP, APFTU	Joint Statement on DWCP
20	ILO	Decent Work Country Program A Practical Guidebook Version 4, 2016
18	ILO	Diagnostic Instrument to assess the evaluability of DWCPs in the context of the SDCs Feb 2018
19	ILO	Pakistan Decent Work Country Program (DWCP III) Progress Report 2016 – 2017
20	UNSDG	Cooperation Framework Companion Package May 2020
21	ILO	SM Country Program Report Decent Work in the Rural Economy: Decent Work in agriculture and related sectors promoted (2018 – 2019) Jan 2020
22	MOP & HRD, GoP/ILO	“Future of Work - Pakistan” Nov 2016
23	ILO	DWCP Results Matrix
24	ILO	DWCP Results Monitoring Plan
25	Ministry of Overseas Pakistanis & HRD Islamabad	DWCP III Pakistan: Priority setting session Sept 2015
26	ILO	REPORT OF THE DWCP III TECHNICAL DESIGN SESSION Sept 2015
27	Government of Khyber Pakhtunkhwa Labour Department, Peshawar	The Khyber Pakhtunkhwa Labour Policy, 2018
28	Government of Punjab	The Punjab Labour Policy, 2018

29	Labour and Human Resource Department, Government of Sindh	1 st Sindh Labour Policy, 2018 “A Framework of Industrial Relations, Social and Economic Well-Being of the people of Sindh”
30	Government of Khyber Pakhtunkhwa Labour Department, Peshawar	The Khyber Pakhtunkhwa Child Labour Policy, 2018
31	Ministry of Planning & Development	Vision 2025
32	ILO	Theory of Change
33	MOP&HRD Government of Pakistan, Islamabad	National Strategic Framework to Eliminate Child and Bonded Labour in Pakistan
34	MOP&HRD Government of Pakistan, Islamabad	Minutes of the 2 nd Steering Committee Meeting DWCP III, held on 11 Feb 2020
35	MOP&HRD Government of Pakistan, Islamabad	Minutes of the 1 st Steering Committee Meeting DWCP III, held on 1 st Aug 2018
36	ILO	Governance of DWCP III(2016 – 2020)
37	ILO	Presentation for the Steering Committee August 2018
38	ILO	Pakistan’s DWCP III Presentation of Key Results 2016-2017
39	ILO	DWCP-III (2016-2020): ACHIEVEMENTS AND PLANS STEERING COMMITTEE MEETING (Progress Achievements up to 2019)
40	ILO	Outcome 2: By 2022, the people in Pakistan, especially women and youth, have improved access to productive livelihoods, income opportunities and decent work.
41	ILO	Outcome 10.1 - By 2022, improved and effective social protection systems will be available for all, particularly for the most vulnerable and marginalized populations
Project 1: Implementation of the Agreement concerning additional employment injury benefits to the victims of the Ali Enterprises fire and strengthening of the employment injury insurance and benefit system in Sindh Province		
42	ILO	1 st TPR November 2018; 2 nd TPR April 2019, 3 rd TPR May 2019; 4 th TPR February 2020
Project 2: CLEAR Cotton - Eliminating child labour and forced labour in the cotton, textile and garment value chains: An integrated approach		
43	ILO	1 st TPR August 2019, 2 nd TPR April 2020
Project 3: International Labour and Environmental Standards Application in Pakistan's SMEs (ILES) Pakistan		
44	ILO	ILES Progress Report Final 2018-2019, ILES Narrative Report 2017, ILES Monitoring Report 2016, 2 nd ILES Progress Report Narrative
Project 4: Promoting Fundamental Principles and Rights at Work in Cotton Supply Chain		
45	ILO	DCPR #1 May 2017-July 2018; DCPR #2 August 2018-May 2019; DCPR #3 May 2019-April 2020
Project 5: Global Public Goods and Challenges Migration and Asylum Programme		
46	ILO	Project Design Document 2016
Project 6: ILO Achieving SDGs and Ending Poverty through Universal Social Protection		
47	ILO	Annex 1 to financial agreement between DISD-DESA and ILO (2018) Achieving SDGs and ending poverty through Universal Social Protection, Project Fact Sheet Project Progress Reports 1: ((Dec 2018 – March 2019) , Project Progress Report 2: April 2019 – Sept 2019), Project Progress Report 3 (Jan to March 2020)
Project 7 More and Better Jobs through Socially Responsible Labour Practices in Pakistan – Phase III		
48	ILO	Progress Report 2018 – 2020 Phase III
49	ILO	Draft Concept Note Phase III 10.09.2018
50	ILO	Internal Evaluation Report (Phase II) 2018
51	ILO	TECHNICAL COOPERATION FINAL PROGRESS REPORT (Phase II) 2018
Project 8 Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society		

50	ILO	Inception Report, Progress Report, Project Design Document
More and better jobs through socially responsible labour practices in Asia		
51	ILO	TECHNICAL COOPERATION: FINAL PROGRESS REPORT (FPR)
Global Action to Improve the Recruitment Framework of Labour Migration (REFRAME)		
52	ILO	Independent Mid Term Review July 2019
53	ILO	Assessment of Skills/Capacity Gaps and Decent Work Deficits in Apple, Cherry and Trout (Fish) Value Chains in Gilgit-Baltistan: Baltistan Cultural Development Foundation (BCDF) April, 2018
Strengthening Labour Inspection System for Promoting Labour Standards and Ensuring Workplace Compliance in Pakistan (SLISP)		
54	ILO	Final review : October 2019 , Mid Term Review Report
Italian Project: Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments of Society Project Code (PAK/16/04/ITA)		
55	ILO	Project Document , Inception Report, Progress Report
More and better jobs through socially responsible labour practices in Asia MnED		
56	ILO	DRAFT CONCEPT NOTE 10.09.2018: More and Jobs through Socially Responsible Labour Practices in Pakistan – Phase III
57	ILO	Final Progress Report (FPR)
Youth Employment		
58	ILO – PMYP	Youth Employment Statistics 2018
59	ILO	Youth Employment Statistics
60	Planning and Development Department Government of Khyber Pakhtunkhwa In collaboration with Prime Minister's Youth Programme And International Labour Organization	Report of Provincial Consultative Workshop On National Youth Employment Framework 29th August 2017
61	Prime Minister Youth Program and ILO	Youth Employment Framework Process
62	GoP and ILO	Youth Employment Strategy
RBSA II Strengthening capacity of constituents to address unacceptable forms of work focusing child labour, bonded labour and informal economy workers		
63	ILO	Project Brief RBSA II, RBSA II Progress Report, ILO Presentation to CMCP
Strengthening policy and legislative environment for home based workers in Pakistan Home Based Workers		
64	ILO	Strengthening Home Based Workers Initiatives in Pakistan DRT-F 2016 Annual reporting : Part B. Report on individual DRT-F Policy Initiatives
65	ILO	Annex I: Punjab Policy on Home Based Workers: Gap Analysis Report 2016
66	ILO	Annex II: Analysis of Social Protection Schemes for HBWs and Recommendations
67	ILO	Annex III: Consultation on Home Based Workers Policy Implementation 2016
68	ILO	Annex IV: Short Term Action Plan – Punjab – Policy on Home Based Workers
69	ILO	Annex V: Implementation Plan - Punjab – Policy on Home Based Workers
Labour Standards in Global Supply Chains (LSGSC)		
70	ILO	Final Review: Briefing on Initial Findings, Conclusions and Recommendations: 3 December 2018
71	ILO	Labour Standards in Global Supply Chains – Programme of Action for Asia and the Garment Sector (LSGSC) Project Pakistan Update November – December 2018

72	ILO	Summary of the Project Pakistan
73	ILO	Labour Standards in Global Supply Chains – Programme of Action for Asia and the Garment Sector Project Document 2016
Promoting Gender Equality 4 Decent Employment (GD4DE)		
74	ILO	Final Review (October 2016), Project Completion Report (2010 – 2016)
75	PWF	COVID-19 and World of Work (Position Paper) 20 March to 20 May, 2020
76	PWF	Injustice to Wage Workers Budget 2020 (Letter to Prime Minister)
Support to PCMEA for Carpet Skills Training		
77	ILO	TECHNICAL COOPERATION FINAL PROGRESS REPORT (FPR) 2017
Livelihood Restoration and Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province.		
78	ILO	Evaluation Summary May 2016
79	ILO	Independent Final Evaluation 2016
Extending Social Protection Floor in Khyber Pakhtunkhwa Province through building a Social Protection Floor within the framework of a Social Protection Policy		
80	ILO	TECHNICAL COOPERATION FINAL PROGRESS REPORT (FPR) December 2016
Social Protection Policy		
81	Planning and Development Department, Social Protection Reform Unit, Peshawar, KPK	Social Protection Policy, KPK
Fundamental Principles and Rights at Work Branch (FUNDAMENTALS): Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan (1 April 2018 – 31 July 2020)		
82	ILO	Final Internal Evaluation: July 2019
Sustaining strengthened national capacities to improve ILS compliance and reporting in relevant EU trading partners		
83	ILO	Final Progress Report
84	ILO	Annexes I, 2, 3
Support to Trading Partners including GSP+ Beneficiary Countries to effectively implement International Labour Standards and comply with Reporting Obligations		
85	ILO	Independent Final Evaluation
86	ILO	DEVELOPMENT COOPERATION FINAL PROGRESS REPORT (FPR)

Annex 7: Individuals Interview

Name	Organization	Date/Timings
Saad Chaudhry , PWF Punjab	PWF Lahore	Monday, 17 th August, 1000hrs Skype ID: saadjee_2005". Email: saadch@pwfcpr.org ; saadchaudhary.pwf@yahoo.com
Zahoor Awan, General Secretary, PWF	Pwf	Monday, 17 august, 15:00 pm Email: gspwfrwp@gmail.com , pwfrwp@gmail.com >
Mr. Ulrich Thiessen,	European Union	Tuesday 18 th August at 11:30 a.m. Email: ulrich.thiessen@eeas.europa.eu WhatsApp : Mobile: +92 320 5004 041 Tel: 0092-51-2271828
Saeed Sarpara , DG Labour Welfare Secretary Labour, Bashir Khan Bazai has nominated Mr. Saeed Sarpara.	DoL, Baluchistan	Tuesday 18 th August – 1300 hrs email: Saeed062@gmail.com
Nahid Nasir, Principal	STEVT	Tuesday, 18 th August 1500 hrs Mobile/WhatsApp: 03222537489 Skype id: naheed.nasir82 Email: azim.nahid@yahoo.com
Mr. Zulfiqar Ali Shah, Secretary	DoL, GB	Tuesday 18 th August: 1700 hrs WhatsApp No: 0346-1110479 Email: zulfishah1970@gmail.com
Mr. Mehtab, Director Labour Secretary K. M. Ahsen has requested him to conduct the interview	DoL AJK	Wednesday 19 th August: 11:00 am. WhatsApp: 03356751606 Email: mahtabmunirbutt@gmail.com Skype: tanhachand4u@hotmail.com
SA Naqvi	WWF	Wednesday, 19 th August 1400 hrs Email : sanaqvi@wwf.org.pk Mobile: 0301-6056514; Skype: sohailalinaqvi
Mr. Kashif Ahmed Noor, Director General	Bureau of Emigration & Overseas Employment	Wednesday 19 th August: 1530 hrs Email: bureau.emigration@gmail.com Tel: 0092-51-9107272 & 9107271 Mobile: 03335241446 Skype id: beoe.hq@outlook.com
Mr. Umer Malik , Policy Analyst/OIC Development Policy Unit	UNDP	Wednesday, 19 th August 1700 hrs Email: umer.malik@undp.org Mobile: 0333-4495303
Ms Atifa Raffat, Joint Secretary	MOPHRD	Thursday 20 August at 1300 hrs Email: jsophrd@gmail.com
Mr. Gulfam Nabi Memon, Ex Director, labour	Govt of Sindh	Thursday 20 August: 1400 hrs Email: gulfam5@hotmail.com Mobile: 0321-2058790 Skype: gulfam5@hotmail.com
Banaras Khan , FAO	FAO	Thursday 20 August: 1500 hrs Email: Banaras.Khan@fao.org Skype: banarasunilever Mobile: 03468544169
Mr. Shahid Naeem Chief, SDG Unit,	Ministry of Planning	Friday 21 August : 11:00 hrs Skype: snaeem@hotmail.com Tel: 9201965 email: shahid97@gmail.com

Name	Organization	Date/Timings
Ismail Suttar , President, EFP	EFP	Monday 24 August: 11:00 a.m. Email: ismail@hubpak.com Mobile: 0300-8208378 Skype: ismail.suttar
Mr. Umer Malik , Policy Analyst/OIC Development Policy Unit	UNDP	Monday 24 August 1400 hrs Email: umer.malik@undp.org Mobile: 0333-4495303
Mr. Tahir Manzoor, Director (Former)	DOL, Punjab	Monday 24 August: 1600 hrs WhatsApp: 0333-4127404 Email: tahirhotiana@gmail.com Skype: tahirhotian
Mr. Julien Harneis, UN Resident Coordinator	UN Pakistan	Tuesday 25 August: 1515 hrs , Signal, WhatsApp: +92 3008564853 Skype: julienmh Email: harneis@un.org & mariam.iqbal@un.org
Mr. Majyd Aziz, Ex-President	EFP	Monday 31 August: 1300 hrs WhatsApp: 0301-8261969 Email: majydaziz@gmail.com
Ms. Dure-e-Shawar	APWA	Tuesday 01 September: 1100 a.m. Mobile: 03004200802 Email: durishs@yahoo.com

Name	Organization	Date/Timings
Fasih ul Karim Siddiqi, Ex GS, EFP	EFP	Tuesday 01 September: 1300 hrs Mobile: 0300-8237979 Email: fks@efp.org.pk
Ms. Ume Laila Azar, Executive Director	HomeNet Pakistan,	Tuesday 01 September : 1500 hrs Mobile: 0334-4225779 email: laila.azhar@gmail.com
Mr. Abdul Rasheed Solangi, Secretary	DoL Sindh	Tuesday 01 September: 1630 hrs WhatsApp: 0300-8256901 interview on WhatsApp only Email: khalid.swwb@yahoo.com
Dr. Aliya	Quaid-e-Azam University	Wednesday 2 September : 1400 hrs Email : ahkhan@qau.edu.pk WhatsApp : 0300-9553126
Mr. Syed Nazar Ali	EFP	Thursday 3 September: 1130 a.m. Email: nazarali.sdc@gmail.com Mobile: 0300 2025083

Ms. Fareeda Zaheer	Pakistan National Textile, Leather Garments & General Workers Federation	Thursday 3 September: 1630 hrs Mobile: 0346-7132966 - 0300-7461467
Mr. Irfan Ullah Khan, Director, Labour	DoL KPK	Saturday 05 September: 11:00 a.m. Skype id: irfankhan1369 Email: irfankhan69@hotmail.com <u>Mobile: 0300-5970250</u>

Name	Organization	Date/Timings
Mr. Mustafa Ahmad, Group Manager Sustainability & EHS	Packages Pvt Ltd, Lahore	Tuesday 8 September : 1100 a.m Mobile: 0300-8499729 Email: mustafa.ahmad@bullehshah.com.pk
Mr. Shaukat Khattak, Director, Labour Statistics	Pakistan Bureau of Statistics	Email: shaukatfbs@gmail.com Interview will be conducted in the first week of September. Doreen to confirm <u>Mobile No. 03025040309</u>
Mr. Mathar Niaz Rana Secretary Planning & Mr Rai Nasir, Joint Chief Economist	Ministry of Planning & Development	Email: ice_macro@pc.gov.pk Mobile: Skype: rainasir Tel Office: 9203961
Mr. Zafar Hasan, Ex Secretary, Ministry of Planning now Secretary Ministry of Communications	Mr. Zafar Hasan, Ex Secretary, Ministry of Planning now Secretary Ministry of Communications	Tel: 9201252 Email: secretary@communication.gov.pk
Mr. Waqar Memom, General Secretary	Sindh Agriculture & Fishing Workers Union (SAFWU)	Mobile: 0333-2227448 & 0304-2227448 email: saf.workersunion@gmail.com :
Mr. Muhammad Affan, Manager Operational Excellence	Industrial Clothing Company (ICI)	Email: muhammad.affan@midassafety.com Cell#: 0092300 0402136
Mr. Abdul Qayyum,	Artistic Fabric Garment Industry	Mobile: 0310-0887738 & 0321-2444227
Mr M Amir Jan , Secretary	Dol, Punjab	Spoken to PS to Secretary, he will confirm next week. Doreen to follow up
WaqAr Anwar, Director labour	ICT	03344040400 – Doreen to contact on 4/9/2020

Annex 8: Expenditures to Date

2018-2019

Policy Area	Budget (2018-2019)	Actual (2018-2019)
570010 - Outcome 1 - More and better jobs for inclusive growth & improved youth employment prospects	20,967	20,768
570020 - Outcome 2 - Ratification and application of international labour standards	51,271	51,061
570030 - Outcome 3 - Creating and extending social protection floors	5,468	5,337
570050 - Outcome 5 - Decent work in the rural economy	34,472	34,447
570070 - Outcome 7 - Promoting workplace compliance through labour inspection	9,501	9,454
570080 - Outcome 8 - Protection of workers from unacceptable forms of work	4,640	4,637
570100 - Outcome 10 - Strong and representative employers' and workers' organizations	130,490	126,280
580020 - Outcome 2 - Ratification and application of international labour standards	25,368	25,234
580070 - Outcome 7 - Promoting workplace compliance through labour inspection	598,008	548,047
580080 - Outcome 8 - Protection of workers from unacceptable forms of work	296,176	242,663
580100 - Outcome 10 - Strong and representative employers' and workers' organizations	22,330	22,300
590022 - Output 2.2. Increased capacity of the member States to apply international labour standards	3,029,705	3,024,340
590032 - Output 3.2. Increased capacity of member States to formulate and implement policies and strategies for creating decent work in the rural economy	148,500	131,925
590041 - Output 4.1. Increased capacity of member States to create an enabling environment for entrepreneurship and sustainable enterprises	272,080	272,080
590071 - Output 7.1. Increased capacity of the member States to ensure respect for, promote and realize fundamental principles and rights at work	322,121	313,073
590075 - Output 7.5. Increased capacity of constituents to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers	139,012	139,012
590081 - Output 8.1. Increased capacity of member States to develop new or reformed sustainable national social protection strategies, policies or legal frameworks to extend coverage and enhance benefit adequacy	744,699	744,699
710240 - Outcome A - Advocacy for decent work	78,094	77,628
Unallocated	2,270,362	2,080,483
Total	8,203,264	7,873,448

2020-2021

Policy Area	Budget (2018-2019)	Actual (2018-2019)
570050 - Outcome 5 - Decent work in the rural economy	0	444
580020 - Outcome 2 - Ratification and application of international labour standards	0	777
590011 - Output 1.1. Increased institutional capacity of employer and business membership organizations (EBMOs)	20615	0
590012 - Output 1.2. Increased institutional capacity of workers' organizations	39725	332
590013 - Output 1.3. Increased institutional capacity of labour administrations	9570	0
590014 - Output 1.4. Strengthened social dialogue and labour relations laws, processes and institutions	281,298	2850
590022 - Output 2.2. Increased capacity of the member States to apply international labour standards	1,535,070	537,268
590031 - Output 3.1. Increased capacity of member States to formulate and implement a new generation of gender responsive national employment policies, including for youth	1400	1413
590032 - Output 3.2. Increased capacity of member States to formulate and implement policies and strategies for creating decent work in the rural economy	38,602	22448
590041 - Output 4.1. Increased capacity of member States to create an enabling environment for entrepreneurship and sustainable enterprises	657,420	408,420
590071 - Output 7.1. Increased capacity of the member States to ensure respect for, promote and realize fundamental principles and rights at work	2,331,939	161,669
590075 - Output 7.5. Increased capacity of constituents to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers	297,597	36,629
590081 - Output 8.1. Increased capacity of member States to develop new or reformed sustainable national social protection strategies, policies or legal frameworks to extend coverage and enhance benefit adequacy	1,776,587	546,665
710240 - Outcome A - Advocacy for decent work	0	0
Unallocated	2,170,937	662,733
Total	9,160,738	2,391,875