International Labour Organization

Evaluation Office

i-eval Discovery

Internal Mid-term Evaluation of the “Supporting Youth Employment in Africa by Strengthening the Capacity of the African Development Bank and RMCs” Project

ILO DC/SYMBOL: RAF/21/09/BAD

Type of Evaluation: Project

Evaluation timing: Mid-term

Evaluation nature: Internal

Project countries: Regional

P&B Outcome(s): Outcome 3

SDG(s): SDG 8

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ILO Administrative Office: ILO Regional Office for Africa

ILO Technical Office(s): EMPINVEST, SKILLS, EMPLAB, Social Finance, DWT/CO-Dakar

Joint evaluation agencies:

Project duration: 4 Years (December 2021 – December 2025)

Donor and budget: African Development Bank / Youth Entrepreneurship and Innovation Multi-Donor Trust Fund (YEI MTDF), USD 1,7 M

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Evaluation Office oversight:

Evaluation budget: 7 700 USD

Key Words: *Jobs analysis, Skills development, Youth employment, Decent Work, Conditions of employment, Banking, Sustainable Investing, Financial Sector*

Use the ILO Thesaurus

This evaluation has been conducted according to ILO’s evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Off

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List of Acronyms

AFDB	African Development Bank
DFIs	Development Finance Institutions
IFIs	International financial institutions
ILO	International Labour Organization
JFYA	Jobs for Youth in Africa strategy
JSMS	Jobs and Skills Marker System
NSO	non-sovereign operations
P&B	Programme and Budget
RMC	Regional Member Countries
ROAF	Regional Office for Africa
SDGs	Sustainable Development Goals
SO	sovereign operations
ToR	Terms of reference
UN	United Nations
UNEG	United Nations Evaluation Group
WG	Working group
YEI MDTF	Youth Entrepreneurship and Innovation Multi-Donor Trust Fund

Executive Summary

In order to accelerate the implementation of the Jobs for Youth in Africa (JfYA) Strategy and to mainstream jobs impact within the AFDB's operations, The African Development Bank and ILO entered a technical partnership for the development of a "Jobs Marker", framed under the 'Supporting Youth Employment in Africa by Strengthening the Capacity of AfDB and RMCs' joint project. Based on the signed agreement, the partnership aimed at "Accelerate the delivery of the Jobs for Youth in Africa Strategy in RMCs through a Jobs Marker and staff training".

The project was listed for an internal Mid-term evaluation to be conducted by an independent consultant. The main purpose of this internal mid-term evaluation is to provide an assessment of the progress to date, regarding project relevance, effectiveness, efficiency, impact, and sustainability. Moreover, the evaluation will identify areas of improvement through specific actionable recommendations for the remaining period of the project life. The evaluation covered all the planned outputs and activities of the project from 01 January 2022 to 31 March 2024. The evaluation addressed all DAC evaluation criteria (Relevance, coherence, effectiveness, efficiency, impact, and sustainability) through the operationalized key evaluation questions.

The mid-term evaluation applied qualitative methods, and a participatory approach following ILO's Guidance Note 4.5: Stakeholder participation. The focus on qualitative methods matches the nature of the project, project's scope and stakeholders involved in the project. Qualitative methods enabled the stakeholders to share their feedback on the project implementation, their perception of project's results, sustainability potential and recommendations to address caveats. The adopted evaluation's approach was participative and collaborative, in which the independent and critical analysis of the Evaluator was complemented with an active and systematic consultation with key stakeholders and partners, particularly the Project Team/ILO, AfDB team and Peer Review participants from other IFIs. Due to the nature of the project stakeholders and their diverse locations, a field mission did not take place, and therefore, data collection was exclusively carried out online. Group and personal Semi-structured interviews were conducted with 13 key informants (8 Males, 5 females) from the Project Team, ILO Regional office, AFDB team and Peer Review participants from other IFIs.

Key findings

Relevance

Overall, JSMS project is high-level strategic project for the ILO as it offers engagement with AFDB's HQ and entail deep impact on the Bank's internal processes and functions. It is also new in the sense of positioning the ILO as a technical advisor for IFIs at strategic levels. The project design proved to be relevant to the two partners (ILO and AFDB) key strategic documents and development frameworks. The project's team showed high flexibility to stay relevant to the AFDB evolving requests and priority areas throughout the JSMS design process. On the other hand, the inclusion of more relevant senior managerial staff members from both organizations at earlier design stages would have benefited the project's design and saved resources during implementation.

Coherence

The project design is well aligned with the ILO and AFDB development frameworks such as the ILO Abidjan declaration, Programme and budget (P&B 2022-2023), P&B 2024-2025, the AU-ILO Youth Employment Strategy (YES AFRICA), the AFDB Jobs for Youth in Africa strategy (2016-2025) as well as its mid-term evaluation findings and recommendations, the AFDB 10 years strategy at the center of African's transformation strategy (2013 – 2022) and Skills for Employability and Productivity Action plan SEPA (2020-2025).

Effectiveness

AFDB's internal feedback and consultation process directly affects the progress of the projects and its achievement of planned results. Currently the project is waiting for the AFDB's operations committee (OPsCOM) approval of the JSMS concepts document to start the piloting of the JSMS. The JSMS expansion of scope while being inclusive to AFDB's priority areas, may add complexity to the marker and affect its integration into the AFDB's processes. The JSMS pilot and capacity building plan allocated resources to support their implementation although critical are not clear at the moment. Both physical meetings and IFIs/DFIs engagement and peer review events proved to add value to the project.

Efficiency

The AFDB's expansion of the rounds of review of the ILO submissions, AFDB's involvement of many people on the reviews process and the JSMS scope expansion requests against the original job marker design caused delays and exhausted more resources from the ILO side. The project's utilization of its resources proved to be efficient as the project kept adapting to the scope expansion requested by the bank such as the revision of the bank's internal templates, adding modules and extensive rounds of comments and discussions without adding new resources. Also, the project capitalized on the ILO internal capacities of its different departments through forming the internal working group while filling the spotted knowledge gaps among the working groups members. The ILO managerial arrangement for the project was positively rated by ILO and AFDB's team allowing direct communication through hiring a full-time project manager based in Abidjan and offering needed technical expertise by forming ILO and AFDB working groups.

Impact

There is wide ambition among the key informants about the anticipated results once the JSMS is fully integrated into the AFDB's operations. One of the anticipated results by key informants is the mainstreaming of jobs and skills in the bank's systems which allow more efficient usage of the bank's resources and generation of systematic precise data on the bank's impact of jobs and skills. Also, the awareness of the bank's staff about their project's contribution to jobs and skills impacts will be enhanced and avail an opportunity for learning and adaptation.

Sustainability

The JSMS has a good potential for sustainability as it is at the heart of the AFDB's ten-year strategy (2024-2033) Seizing Africa's opportunities for a prosperous, inclusive, resilient, and integrated continent and both youth and jobs are the focus of donors and borrower's agenda and priorities in Africa. If AFDB's buy-in persisted and translated into dedicated resources to hire JSMS team and raise the capacities of relevant task managers and including the JSMS as a bank's policy requirement, the task managers will have the incentive and capacity to use the JSMS. Also, testing, learning, and adapting the system is necessary to ensure that the JSMS is not adding complexity or contradicting with other systems so not to burden the bank's staff. And later, the ILO can use the AFDB's experience as a learning product to approach other IFIs/DFIs and offer tailored technical support.

In conclusion, the project design proved to be relevant to regional and organizational development frameworks. The project team exerted efforts to stay relevant to the demands of the AFDB to maintain the bank's interest in the system and increasing the chances of the system's integration in the bank's operations. On the other hand, the flexibility and adaptability of the ILO team and positive response to the AFDB's requests exhausted the project's resources and delayed its progress.

The bank's lengthy comprehensive review and consultation rounds caused the project's different phases to be delayed and is currently affecting the JSMS pilot's starting date. The project exerted efforts to build trust and fasten decisions with AFDB staff. Moreover, the project adopted a sound managerial arrangement. The project was a learning opportunity for the ILO working group members as it expanded their knowledge to understand IFIs/DFIs operations and needs.

In order to ensure the JSMS sustainability, the bank needs to dedicate resources for the system's piloting, hiring dedicated team to manage and monitor the system, invest in building the capacities of the task managers and including the JSMS in the bank's business process as a mandatory requirement. The JSMS full integration into the AFDB can enhance the bank's contribution to employment outcomes as it will offer consistent precise information on jobs and skills impact of the bank. The JSMS will also act as a learning tool to increase the bank's staff's awareness of their project's job creation and skills development results. Both Youth and Gender were mainstreamed in the JSMS design.

Lessons learned and good practices: There are multiple lessons learned that were identified while evaluating the project such as (1) the necessity to maintain flexibility addressing the bank's requests and responding to the bank's evolving priorities, yet there is a need to find a balance between JSMS comprehensiveness and inclusivity of the bank's priorities and the JSMS potential complexity and resistance during integration into the bank's operations. (2) incentive and capacities of bank's task managers are essential to ensure the JSMS integration and sustainability into the bank's operations. (3) Physical workshops enabled positive working relations between ILO and AFDB's teams and contributed to easier communication and knowledge sharing. (4) IFIs engagement throughout the project phases during the assessment stage and later to review the JSMS concepts document and share feedback offered a learning opportunity for both the ILO and IFIs and initiated trust and potential future engagements. (5) the actual length of the Internal review and feedback process by the AFDB, which shall be accounted for during designing similar projects and the need for high-level buy-in to support high-level initiatives. (6) Finally, the project's management arrangement proved to be a good practice matching the nature of the project and the need for wide technical expertise.

Recommendation 1: Engage the AFDB's senior managerial level personnel more regularly in the project. As the AFDB high level buy-in is crucial and the lengthy decision-making process affects the project's progress, senior level AFDB personnel need to be engaged in the project as well as the currently engaged AFDB technical staff. High level steering committee with both ILO and AFDB senior staff would be beneficial to ensure the bank's buy-in and would fasten the process when needed and ensure budget allocation to the project's planned 2025 activities.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	**Priority (High, Medium, Low)**	**Resources (High, Medium, Low)**	**Timing (Short-term, Medium-term, Long-term)**
ILO Regional office and AFDB	Medium	Low	Short-term

Recommendation 2: Balanced representation of AFDB's sovereign and non-sovereign functions in the JSMS piloting, integration, and monitoring activities. The inclusion of jobs and skills specialists from the bank's sovereign and non-sovereign functions in the JSMS piloting and later in the JSMS core team is crucial to balance the mainstreaming of the JSMS in both the sovereign and non-sovereign operations.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	**Priority (High, Medium, Low)**	**Resources (High, Medium, Low)**	**Timing (Short-term, Medium-term, Long-term)**
AFDB	High	Low	Short-term

Recommendation 3: The project's timeline needs to reflect the IFI's/DFI's anticipated review and consultation process timeline. As the unanticipated long process of review and internal consultations of the AFDB caused delays to the project and exhausted the project's resources, those factors need to be considered while designing similar projects in the future by the ILO.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	Priority (High, Medium, Low)	Resources (High, Medium, Low)	Timing (Short-term, Medium-term, Long-term)
ILO Regional office, ILO HQ	Medium	Low	Long-term

Recommendation 4: ILO can further strengthen the learning around the JSMS design and integration by benchmarking the JSMS design and integration processes with other similar systems and tools used by other IFIs to measure their impact on employment. The ILO can capitalize on its good working relations and previous involvement of the IFIs/DFIs in the project by organizing a learning event to share the JSMS design and integration plan and exchange learnings with other similar systems and tools of IFIs/DFIs.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	Priority (High, Medium, Low)	Resources (High, Medium, Low)	Timing (Short-term, Medium-term, Long-term)
ILO Regional office and Project management and AFDB	Medium	Low to Medium	Short-term – Medium term

Recommendation 5: Establish the ILO positioning as a technical advisor for IFIs and Development finance institutions at strategic levels. ILO can capitalize on its good working relations with other IFIs/DFIs (e.g., ISDB and EBRD) and Development finance institutions by actively reaching out to those organizations with learnings from the AFDB to explore higher level collaborations. The Management of the Regional Office for Africa could lead the process to reach out to these development partners, in collaboration with ILO PARTNERSHIP, and ensure the required coordination with the relevant ILO technical teams and units/departments, notably with the ILO Social Finance Unit.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	Priority (High, Medium, Low)	Resources (High, Medium, Low)	Timing (Short-term, Medium-term, Long-term)
Project management and ILO Regional office, ILO HQs	High	Medium	Medium -Term

Recommendation 6: An alternative design approach for future projects could include more frequent testing with learning and adaptation plans to the system. The ILO team may consider in the coming projects design allowing less time to conceptualizing and designing the model and allocate more time to model piloting and adapting the system to stay relevant to the actual needs and on ground obstacles and adapt the system accordingly.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	Priority (High, Medium, Low)	Resources (High, Medium, Low)	Timing (Short-term, Medium-term, Long-term)
ILO Regional office, ILO HQ	Medium	Medium	Long-term

Recommendation 7: There is an opportunity to expand the JSMS rolling out to the entire project operation cycle (including implementation and closure stages) and not only the design stage. The AFDB's JSMS has the potential and needs to be expanded from being a design tool focusing on project's design stages to also monitoring the project's implementation and appraisal phases. AFDB can dedicate resources for a follow-up project that focuses on JSMS expansion to project's full life cycle and offering capacity building to the bank's borrowers on the JSMS to guide their implementation and data reporting to the bank.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	Priority (High, Medium, Low)	Resources (High, Medium, Low)	Timing (Short-term, Medium-term, Long-term)
AFDB	Medium	High	Long-term

Recommendation 8: Include the JSMS in the AFDB's as a policy requirement and dedicate resources for funding the bank's task managers capacity building and hire core JSMS team to monitor the JSMS integration. AFDB needs to take active steps and dedicate resources to increase the JSMS chances for integration and sustainability. After the pilot phase and before the rolling out of the system, hiring a dedicated team within the Bank to manage the JSMS seems critical (similarly to the gender marker team), and offering comprehensive capacity building to Bank staff, as well as incentivize them to adopt the JSMS by adding it as a mandatory business requirement in its system. Besides, the targeted training courses planned before and during the YJSMS pilot are extremely relevant, but the institutionalization of the system would require further resources and capacities.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	**Priority (High, Medium, Low)**	**Resources (High, Medium, Low)**	**Timing (Short-term, Medium-term, Long-term)**
AFDB	High	High	Medium-term

Recommendation 9: Early involvement of AFDB's senior management (e.g. AFDB's responsible Vice-President, Directors) and relevant technical teams from both organizations can improve the project's relevance, effectiveness, efficiency, and sustainability. Involving ILO and AFDB's technical teams and AFDB's senior management in the project early design stage could have added value as it would have integrated the bank's priorities along with the direct beneficiaries needs early in the JSMS, saved the long review rounds added by the bank, increased the ownership of the bank staff of the JSMS and increased the potential for JSMS sustainability.

Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	**Priority (High, Medium, Low)**	**Resources (High, Medium, Low)**	**Timing (Short-term, Medium-term, Long-term)**
ILO Regional office and AFDB	High	Low	Long-term

Project Background

The African Development Bank (AfDB) and the International Labour Organization (ILO) each have their specific missions and mandates, both working together to promote inclusive and sustainable economic growth, employment, decent work for all and Just Transitions.

Enhancing cooperation on skills development, creating decent jobs for youth, labour migration and mobility and the future of work in Africa, the AfDB and the ILO continue to join efforts to help African countries harness the continent's demographic dividend.

Today, the central element of the promotion of the employment dimension within the activities of AfDB is the Jobs for Youth in Africa strategy (JfYA), which will create 25 million jobs and positively impact 50 million youth (2016 – 2025) with the aim to increase inclusive employment and entrepreneurship, strengthen human capital, and create durable labor market linkages.

To accelerate the implementation of the JfYA Strategy and to mainstream jobs impact within the Bank operations, The African Development Bank and ILO entered a technical partnership for the development of a Jobs Marker, framed under the 'Supporting Youth Employment in Africa by Strengthening the Capacity of AfDB and Regional Member Countries (RMCs') joint project. Based on the signed agreement, the partnership aimed at the following outcome: "Accelerate the delivery of the Jobs for Youth in Africa Strategy in RMCs through a Jobs Marker and staff training".

The Jobs and Skills Marker System (JSMS), to be designed as part of this project, is expected to contribute to further enhancing and integrating employment and skills considerations into the Bank operations and will provide a mechanism to appraise public sector operations of the Bank in terms of jobs impact and skills development.

The proposed JSMS was initially envisaged to be a relatively 'straightforward' marking tool to improve design and measurement practices in assessing the employment impact of RMC investment operations financed by the Bank, focusing on sovereign operations only although it was decided by the Bank, mid- 2023, to also cover its non-sovereign operations and to more ambitious as a Jobs and Skills Marker System, with multiple modules beyond marking operations. The Youth dimension was added afterwards explicitly to the JSMS naming it Youth Jobs Skills Marker System (YJSMS). Indeed, the Jobs Marker was envisioned as mainly a categorization of projects tool in terms of jobs effects, similar to the Gender Marker of the Bank, but the scope of the project has evolved and expanded. Today, the JSMS is conceptually defined as an internal tool of the Bank to systematically consider employment effects when designing and appraising projects, in both sovereign and non-sovereign operations.

OVERALL & SPECIFIC OBJECTIVE

Based on the signed agreement from December 2021, the partnership between ILO and the African Development Bank (AfDB) financed under the YEI MDTF is to accelerate the implementation of the Jobs for Youth in Africa Strategy by strengthening the AfDB's internal capacity through:

a. Devising, testing and implementing a Jobs Marker as a main anchor of employment-related aspects of Bank operations; and

b. Strengthening the capacity of task managers and investment officers in terms of including employment considerations in their daily work.

OUTCOMES AND OUTPUTS

The Project established one outcome and three outputs as summarized below:

Outcome 1. Equip the AfDB to accelerate the delivery of the Jobs for Youth in Africa Strategy through the development and integration of a Jobs Marker[1] into the Bank's operations and staff training	
Output 1.	A situational analysis report: An employment-focused good practice and lessons learned review of AfDB's project appraisal system and benchmarking with global best practices
Output 2.	AfDB Jobs Marker for the Preparation, Appraisal, implementation and Project Closure
Output 3.	Training course(s) to improve the capacity of AfDB task managers and investment officers to integrate the Jobs Marker and design and implement operations with high employment impact

[1] The Jobs Marker is currently (2023) defined as a Jobs and Skills Marker System (JSMS), covering both sovereign and non-sovereign operations of the Bank.

Management Arrangements

The implementation of the project is under the direct responsibility of ILO Regional Office for Africa (ROAF), in Abidjan, Ivory Coast. The project is managed by a Technical Specialist based in Abidjan and benefits from technical assistance and support of ILO colleagues based in the Africa region, ILO HQ and ROAF.

Evaluation Background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project with a budget of approximately US$1.7m will go through one internal mid-term evaluation and an independent final evaluation. The first to be managed by the project manager and the second by an ILO certified evaluation manager and implemented by an independent evaluator.

The evaluation in ILO is for the purpose of accountability, learning, planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 4.8 “Preparing the inception report”; Checklist 4 “Validating methodologies”; and Checklist 4.2 “Preparing the evaluation report”. The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, these Terms of Reference (ToRs, see Annex 3) and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations emerging from the evaluation are strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Purpose and scope of the internal Mid-Term evaluation

The main purpose of this internal mid-term evaluation is to provide an assessment of the progress to date, regarding project relevance, effectiveness, efficiency, impact, and sustainability. Moreover, the evaluation identified areas of improvement through specific actionable recommendations for the remaining period of the project life. More specifically, the mid-term evaluation aims to:

1. Assess the relevance of project's design regarding the AfDB needs and how the project is perceived and valued by the AfDB relevant staff.
2. Identify the contributions of the project to the key policy frameworks on employment in Africa.
3. Review the institutional set-up, capacity for project implementation and coordination mechanisms.
4. Review the strategies for outcomes' sustainability.
5. Identify lessons learned and potential good practices for the key stakeholders.
6. Provide strategic recommendations for the project staff to improve implementation of the project activities and attainment of project objectives.

The mid-term evaluation is covering the period January 2022 to 31 March 2024 and the evaluation will cover all the planned outputs and activities of the project within that period. It will cover all AfDB offices in Africa.

Criteria and Questions

EVALUATION CRITERIA

The evaluation addressed all DAC evaluation criteria (Relevance, coherence, effectiveness, efficiency, impact, and sustainability), with a particular emphasis on the following ILO evaluation concerns.

Relevance and strategic fit – the extent to which the objectives are in line with the Bank's and ILO's strategic priorities.

- **Effectiveness** - the extent to which the Project can be said to have contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily.
- **Coherence** - the extent to which the project is building synergies with national initiatives and with other donor-supported projects and Project visibility.
- **Efficiency of management** defined as the extent to which the project uses the least costly resources possible in order to achieve the desired results.

• **Impact -** the extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.

• **Sustainability** – the extent to which adequate capacity building of project stakeholders has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond Project completion.

Additionally, as *per* the evaluation ToRs, the mid-term evaluation provided an account of the Project's contribution to Cross-cutting themes such as gender (According to the Guidance note 3.1: Integrating Gender equality in monitoring and evaluation), non-discrimination, social dialogue and green transition. To that end, the mid-term evaluation examined holistic and enduring changes in systems or norms, and their potential effects on social dialogue, green transition and gender equality. Specifically, the evaluation teased out the Project's contribution to gender equality and non-discrimination, as well as to the extent to which the Project considered social dialogue, international labor standards and fair transition to environmental sustainability in its design and implementation.

These criteria have been operationalized thorough the following key evaluation questions:

Relevance

a. How is the project relevant to the regional development plans on its thematic area and the development frameworks guiding development cooperation at the AfDB?

b. Was the project designed taking into consideration the actual needs of the project potential direct and indirect beneficiaries?

c. To what extent has ILO been (sufficiently) responsive and has addressed the Bank's requirements? d. To what extent have gender and youth mainstreaming been addressed in the design and implementation of the project?

Coherence

a. To what extent the project contributes to the priorities of the Abidjan Declaration, ILO P&B and AfDB priorities?

b. How the project aligns with the overall regional youth employment frameworks and strategies from both the ILO and the Bank?

Effectiveness

a. Is the project achieving its objectives and has it delivered on its expected outcome and outputs?

b. How have positive and negative factors outside of the control of the project affected results and how have the project dealt with these external factors?

c. What, if any, unintended results of the projects have been identified or perceived?

d. What have been the main contributing and challenging factors towards the projects' success in attaining its targets?

Efficiency

a. Have the financial and human resources been used efficiently to achieve outputs?

b. To what extent do the project management capacities and arrangements put in place support the achievement of the expected results and ensure delivery of the project?

c. To what extent the project makes good use of ILO internal expertise and how to further improve the use of internal ILO expertise in the delivery of the project's results?

d. Has the project created good relationships and cooperation with relevant stakeholders (mainly AfDB) to implement the project?

Sustainability

a. To what extent are the planned results of the project likely to be durable and can be maintained or even scaled-up and replicated by other IFIs or DFIs?

b. What good practices and success factors have partner organizations and ILO identified to promote sustainability?

c. What gaps are identified in the sustainability strategy and how could stakeholders address these?

Impact

a. To what extent the JSMS is likely to be institutionalized within AfDB and what are the foreseen (potential) challenges?

b. To what extent the JSMS is expected to maximize jobs and skills outcomes of the portfolio and investments of the Bank in Africa?

Crosscutting (gender, non-discrimination, social dialogue and green transition)

a. How effective was the project at mainstreaming gender and crosscutting issues?
b. Within the project's thematic area, what were the facilitating and limiting factors in project's contribution/potential contribution to (gender, non-discrimination, social dialogue and green transition?

Methodology

In order to assess the established criteria, including transversal questions, the **mid-term evaluation applied qualitative methods, and a participatory approach following ILO's Guidance Note on Stakeholder participation**. The focus on qualitative methods matches the nature of the project, the project's scope and the stakeholders involved in the project. Qualitative methods enabled the stakeholders to share their feedback on the project implementation, their perception on project's results, sustainability potential and recommendations to address caveats.

The evaluation's approach was **participative and collaborative**, in which the independent and critical analysis of the Evaluator was complemented with an active and systematic consultation with key stakeholders and partners, particularly the Project Team/ILO, AfDB team and Peer Review participants from other International Financial Institutions (IFIs).

Due to the nature of the project stakeholders and their diverse locations, a field mission did not take place, and therefore, data collection was exclusively carried out online. While online interviews offer greater flexibility, speed, and potential for larger pool of interviewees located in diverse locations, it holds its own limitations such as lack of access for individuals who are in missions, technical issues and distractions during the interviews, missed opportunity to observe the interviewees body language and interpersonal skills and building rapport with the interviewees. The consultant tried to overcome those limitations by offering a detailed introduction to interviews about the expectations from the interview and that their participation is voluntary, yet very important to help guide the rest of the project.

The Mid-term Evaluation relied on the following data collection methods to implement its approach and inform the evaluation questions:

- Desk review & kick-off meeting
- Semi-structured personal and group interviews

- Stakeholders workshop
- Data analysis and reporting

1. DESK REVIEW & KICK-OFF MEETING

The consultant received and reviewed a number of documents related to the project from ILO project team including:

- Project document and agreement
- Project monitoring Reports
- Technical tools developed by the project
- Meeting notes.

During the data collection, the consultant also held kick-off meetings and interviews with ILO and AFDB Teams who shared further relevant documents used as part of the secondary data. The additional documents are:

- ILO Abidjan declaration Advancing Social Justice: Shaping the future of work in Africa.
- ILO Programme and budget (P&B 2022-2023) and (P&B 2024-2025)
- AU-ILO Youth Employment Strategy (YES AFRICA)
- AFDB Jobs for Youth in Africa strategy (2016-2025)
- AFDB 10 years strategy at the center of African's transformation strategy (2013 – 2022)
- Skills for Employability and Productivity Action plan SEPA (2020-2025)
- AFDB 10 years strategy (2024-2033) Seizing Africa's opportunities for a prosperous, inclusive, resilient, and integrated continent.

2. SEMI-STRUCTURED PERSONAL AND GROUP INTERVIEWS

Group and personal Semi-structured interviews were conducted with 13 key informants (8 Males, 5 females) from the Project Team, ILO Regional office, AFDB team and Peer Review participants from other IFIs.

A total of 8 key informants from the ILO, 3 key informants from the AFDB and 2 key informants from the IFIs who participated in the peer review event, participated in the data collection. A detailed list of the interviewed key stakeholders is under Annex 4. Key informants were offered the option to be interviewed with their colleagues as a small group interview especially if they work in the same team. Three interviews were scheduled as small group interviews. This allowed the interviewees to discuss their ideas and complement each other's findings.

Key informant interviews were developed to convey the specialized knowledge of several actors related to the project implementation about the project process, techniques, approaches, and implementation processes. In addition, this tool contributed to examining the results and the impact in which the project has succeeded throughout its interventions.

The interviews offered explanations to emerging areas from the desk review such as the project's expansion of scope and JSMS piloting plan. The questions for key informants were specifically designed to respond to the agreed evaluation questions, in particular, to reveal the extent of the informants' awareness of the project as well as their perception on the short and long-term results (effects) of the Project and sustainability potential.

The interviews were held remotely, via online meeting platforms. The content of the interviews were stored using note-taking techniques. The notes were analyzed through thematic analysis techniques.

3. STAKEHOLDERS WORKSHOP

At the end of the data collection period and after the submission of the first report draft, an evaluation workshop was scheduled on the 19th of June 2024 to present the mid-term evaluation findings, conclusions, and recommendations. The objectives of the workshop are to address factual errors, clarifying ambiguities or issues of misunderstanding or misinterpretation and eventually complete missing information. It is also planned to organize another wider workshop to present the findings and discuss on the implementation of the recommendations in September 2024.

4. DATA ANALYSIS AND REPORTING

The consultant used the descriptive information that was collected from the KIIs, and In-depth meetings and offered an explanation and interpretation for this information. Qualitative data analysis revolved around the impressions and interpretations of the consultant. This has been discussed during the workshop at the end of the evaluation which was used as an interpretation and analysis tool for the participants to contribute to data interpretation. Hence, through facilitation, study participants took an active role in identifying key themes emerging from the data. The thematic analysis technique undertaken by the evaluator identified patterns/themes in the data that are relevant to the research question. The consultant reviewed the data, identified keywords or phrases, and grouped them into categories or themes. Thematic analysis is useful for identifying patterns across multiple data sources and for generating new insights.

The coding system took place once the fieldwork ended. All interviews' transcriptions were coded using a designed coding tree that included the evaluation OECD/DAC criteria as well as other identified themes during the interviews such as JSMS scope expansion, ILO and AFDB internal Working groups arrangement, spill-over effect, etc. Coding helped to analyze the answers by using Taguette for qualitative analysis. It was also used to sum-up and group major issues, which frequently resurfaced during the fieldwork or from the consultant's observations, and which had a significant influence on the discussions such as the expansion of JSMS scope, working groups arrangement and the JSMS piloting plan.

Based on the inputs from the secondary data and primary data, the consultant drafted the mid-term evaluation final report.

Main Findings

Relevance

Overall, the project design is relevant to the two partners (ILO and AFDB) key strategic documents and development frameworks mainly on youth employment and skills development among others. The project's team showed high flexibility to stay relevant to the AFDB evolving requests and priority areas throughout the JSMS design process. The inclusion of more relevant staff members from both organizations at earlier design stages would have benefited the project's design and saved resources during implementation.

Finding 1: The project design to some extent considered the actual needs of the project's potential direct and indirect beneficiaries.

It has been shared during the ILO staff interviews that the ILO was involved in discussions with the AFDB at senior technical level over the years about the bank's employment impact. Those discussions guided the ILO's drafting of the project's concept note. Originally, the AFDB wanted to mimic the bank's gender marker to be able to monitor and report on its contribution to the jobs creation among its members and implement some actions to improve the employment outcomes. At a later stage, as more people from both organizations started getting involved in the project, the project design started evolving, adding more critical components to the original design. The inclusion of high-managerial level staff at earlier stages of the project design would have made the design more relevant to the needs of the JSMS's potential direct and indirect users.

The ILO team put effort to stay relevant to the actual and evolving needs of direct beneficiaries by closely involving the AFDB staff in the design process of the JSMS concept and allowing multiple rounds of review and feedback from the bank's staff. Also, the ILO team reached out to other IFIs during the design of the JSMS concept to better understand the IFIs ongoing initiatives on how to consider employment considerations in their operations to be integrated into the design of the JSMS concept.

On the other hand, AFDB staff clarified that the JSMS will have indirect users which are funding beneficiaries who will receive the funds from the bank and start implementing projects. Those indirect users play a role in the success of the JSMS and need to be included at an early stage of JSMS conceptualization and piloting to make sure that their needs are heard.

Finding 2: ILO showed flexibility and responsiveness addressing the AFDB's requirements.

Overall, the AFDB team describes the ILO staff during the conducted interviews as responsive, professional, and open.

The Jobs Marker was initially envisaged to be a tool to improve design and measurement practices in assessing the employment impact of RMC investment operations financed by the Bank (i.e. sovereign operations) to maximize the employment impact of every Bank grant and investment operation. Later, after the submission of the first draft of the job marker concept note in December 2021, a decision by the senior management of the Bank was made to design and apply a Jobs Marker to all operations of the Bank, sovereign as well as non-sovereign financing operations, and to include other dimensions such as skills and youth to the Job marker.

The ILO responded well to the AFDB evolving requests throughout implementation to expand the JSMS scope by adapting and integrating requested additions to the JSMS concepts document. The value of the requested additions as well as the scope expansion effect on the project's process and resources will be discussed under the effectiveness and efficiency criteria.

Coherence

Finding 3: the project design is well aligned with the ILO and AFDB development frameworks.

Jobs, skills, and youth are African priorities that shaped majority of regional development frameworks and strategies. Hence, the project design is relevant to multiple regional development and youth employment frameworks such as, (1) ILO Abidjan declaration Advancing Social Justice: Shaping the future of work in Africa (highlighting unemployment and underemployment as serious concerns, and key actions on creating decent work and productive employment), (2) ILO Programme and budget (P&B 2022-2023) and (P&B 2024-2025): specifically, the project is aligned with the Outcome 3 on full and productive employment for just transitions, outcome 5 on gender equality and equality of treatment and opportunities for all and the enabling Outcome A on enhanced knowledge, innovation, cooperation and communication to advance social justice. Also, the project design is aligned with the AU-ILO Youth Employment Strategy (YES AFRICA) which focuses on creating decent jobs for the continent's youth population.

Moreover, the project is aligned with the AFDB Jobs for Youth in Africa strategy (2016-2025) that promotes inclusive economic transformation and job-induced growth with emphasis on youth, as well as the strategy's mid-term evaluation findings and recommendations which underscored the need to institutionalize a bank key performance indicator on jobs and institute the jobs and Skills Marker System to enhance accountability across all operations. The project is aligned with AFDB 10 years strategy at the center of African's transformation strategy (2013 – 2022) having skills and technology as an operation priority and Skills for Employability and Productivity Action plan SEPA (2020-2025) that seeks to bridge Africa's skills gap, addressing skills mismatch.

It is worth mentioning that, both ILO and AFDB staff highlighted during their interviews that the recent AFDB 10-year strategy (2024-2033) Seizing Africa's opportunities for a prosperous, inclusive, resilient, and integrated continent puts emphasis on jobs, skills, and youth and includes youth as a standalone cross-cutting pillar and takes the commitment of developing a Youth, Jobs and Skills Marker across Sovereign and Non-Sovereign Operations to help promote greater employment impact of the Bank's investments and that the Youth, Skills and Jobs Action Plan 2025 - 2032 will be an integral part of the implementation of the Bank's Ten-Year Strategy.

Effectiveness

AFDB's internal feedback and consultation process directly affects the progress of the projects and its achievement of planned results. Currently the project is waiting for the AFDB's operations committee (OPsCOM) approval of the JSMS concept document to start the piloting of the JSMS. The JSMS expansion of scope while being inclusive to AFDB's priority areas, may add complexity to the marker and affect its integration into the AFDB's processes. The JSMS piloting and AFDB's staff capacity building are crucial components to ensure the JSMS successful integration in the AFDB's operations, hence the need for AFDB's high level buy-in and dedicated additional resources after the piloting. Furthermore, the different physical meetings held for the ILO and AFDB core teams as well as the peer review event with IFIs proved to add value to the project as they allowed for direct interactions, peer technical exchanges, and open discussions on the YJSMS potential challenges, as well as in establishing relationships and trust between the Bank and ILO core YJSMS team.

Finding 4: The project progress is closely tied to the bank's lengthy feedback internal consultations process which causes delays and may risk losing momentum.

As per the project document, the project includes three main outputs following a logical sequence. The first output consists of conducting a situation analysis of the AfDB's project appraisal system as well as that of other development financers, which shall gather good practices and inform the Jobs Marker design. The second output consists of developing the Jobs Marker, testing it in pilot countries, finalizing it, having it adopted by AfDB's senior management, and finally integrating it into AfDB's processes. The last output consists of developing capacities through training for AfDB staff to use the Jobs Marker and identify employment opportunities.

The first draft of the job marker concept note was elaborated in December 2021 and further developed and submitted to the Bank in April 2022. This concept note deliverable has undergone significant revisions following an extensive consultation process within the Bank, resulting in many rounds of comments, and an expanded scope. This expansion of scope has resulted into rescheduling of activities, additional deliverables, and reallocation of resources to meet the expectations of the Bank.

The project's team managed to deliver the full situation analysis report (in 3 parts: i. sovereign operations (SO), ii. non-sovereign operations (NSO), which was not originally forseen and iii. other IFIs and DFIs best practices and approaches to maximizing jobs outcomes) in December 2022. Afterwards, the project's team developed the JSMS expanded concept note & options framework along with the jobs and skills marker system (JSMS): Concepts, Strategies, Tools, and Guidelines for implementation' document which was submitted to the Bank in September 2023 with latest version submitted in November 2023, integrating comments from the Bank. A peer review event was organized in December 2023 to collect other IFIs/DFIs feedback on the JSMS concepts document and integrate it into the final version.

Currently, the project is waiting for the AFDB operations committee (OPsCOM) approval of the JSMS concepts document expected in June 2024. The ILO staff are planning to start the JSMS piloting around September 2024 along with the capacity building of relevant bank's staff. The lengthy review process of the bank and additional requests were highlighted by multiple ILO key informants as a challenge that delayed the project's progress and may result in losing momentum. ILO key informants had different suggestions that could have avoided those delays such as including AFDB's senior management in the project's implementation and involvement of relevant personnel from the AFDB's side earlier in the project to lay down the expectations and scope of the JSMS from the early design stages.

Finding 5: The expansion of the JSMS scope can hinder the system's integration into the bank's processes, hence potentially hindering the achievement of the project's objective.

Key informants had different ideas about the JSMS expansion of scope. Most key informants agreed that the addition of skills to the jobs in the JSMS made sense as they are linked. AFDB staff clarified that adding skills to the job marker was crucial as it is a pathway for the job's outcome, so both need to be included in the same marker. On the other hand, it has been agreed by both ILO and AFDB staff that the addition of youth dimension is more of a strategic decision to match the bank's raising priorities. Since April 2024, the JSMS is now called and referred to as YJSMS (Youth, Jobs and Skills Marker System). The AFDB's key informants believe that the youth addition won't harm the job marker but will keep it tied to a high priority for the bank which shall strengthen its potential to be fully integrated into the bank's operations and later sustain its use in the bank's system. Also, AFDB staff clarified that adding youth did not complicate the system as all indicators were already disaggregated by age and gender, while ILO team described the youth addition to the JSMS as a standalone component requiring added work as they had to change the categorization scheme and many of the features of the JSMS, including changes in the AFDB's internal docs and review templates/processes.

Key informants looked at the bank's decision to apply Jobs Marker to all operations of the Bank sovereign as well as non-sovereign financing operations differently. Some ILO staff described this as an addition that will complicate the JSMS and its integration, while AFDB staff believe that the JSMS can be a comprehensive harmonized approach for both sovereign and non-sovereign operations and can be integrated into both sovereign and non-sovereign financing operations under the condition that task managers from both sovereign and non-sovereign financing operations would be involved in the JSMS piloting and later monitor the JSMS integration. This learning was confirmed by the AFDB gender marker staff who highlighted that the inclusion of jobs and skills specialists from the sovereign and non-sovereign functions in the JSMS core team is crucial to balance the mainstreaming of the JSMS in both the sovereign and non-sovereign operations.

The AFDB team have further demands to expand the JSMS scope from covering the design/proposal stage of investments to also include implementation and appraisal phases of investments. This shall require first to test JSMS as a design tool and integrate the generated learnings into the system, additional resources and tailored capacity building activities to funding beneficiaries of the bank to integrate the JSMS indicators into their systems to be able to track and report on them throughout project's implementation. This expansion of JSMS scope makes sense as a complementary follow-up project rather than an addition to the existing project.

Finding 6: The JSMS piloting and AFDB's staff capacity building are crucial components to ensure the JSMS successful integration in the AFDB's operations, hence the need for AFDB's high level buy-in and dedicated resources.

The project was originally designed to conduct a six months JSMS piloting in selected countries across all countries' operations. This was perceived by multiple key informants as an ambitious plan. All informants agreed that to achieve this piloting plan, decent resources along with the bank's commitment need to be in place. Key informants also agreed that six months is the minimum acceptable duration for the JSMS piloting to cover the designing process of projects by the bank, and more time might be required.

It has been agreed by all key informants that JSMS piloting is crucial to generate learnings about the JSMS, test the JSMS scope and propose adaptations before it is fully integrated into the AFDB's operations. Additionally, key informants stressed the importance of integration capacity building activities during the JSMS piloting to change the AFDB's staff perception about their contribution to employment outcomes and to avoid their resistance which may cause the JSMS failure later.

The ILO team clarified that they are currently drafting the pilot and capacity building plans to be presented to the AFDB after their approval of the JSMS concepts document. The ILO current capacity building plan includes: (1) Self-guided module for all staff (to take at their own pace), (2) Dedicated training to the Jobs and Skills Team, as key enablers to make JSMS successful, (3) Targeted trainings to tasks managers (SOs), and (4) Targeted trainings to Investment Officers (NSOs). The ILO staff is also planning to offer a self-guided module available online to further support the bank's stakeholders during the piloting phase. The ILO staff clarified that having a comprehensive capacity building plan to capacitate the bank's Jobs & Skills team on the JSMS integration, the ILO ability to directly reach the bank's involved task managers in the JSMS piloting and transparency of data sharing are crucial to ensure the progress and effectiveness of the JSMS piloting. On the other hand, most of the AFDB staff perceive the JSMS piloting as the bank's internal tool like other bank's markers (e.g. environment and social marker and gender marker), hence it is the bank's responsibility to test the JSMS to increase the bank's ownership of the integration process and the tool. Two of the AFDB's key informants viewed the ILO role as mainly towards the end of the JSMS piloting to discuss learnings and introduce adaptations to the JSMS. One AFDB staff viewed the ILO role during JSMS piloting to support with analyzing data, offer external view on generated results and offer benchmarking data, when possible, to validate the bank's generated results.

Key informants shared different suggestions for the JSMS piloting such as JSMS piloting shall not only be across countries but also across sectors ensuring that all supported sectors by the bank tests the JSMS as sectors hold more specificities than countries. Also, inclusion of both sovereign and non-sovereign operations in the piloting is necessary. Additionally, country statistics is another important criterion for selecting countries as the JSMS needs precise data they shall be provided by funding beneficiaries for JSMS testing. Also, benchmarking JSMS results with other data sources and other markers such as the World Bank's job marker would add value and raise confidence on the generated results by the JSMS. Finally, some of ILO and AFDB staff shared during their interviews that the JSMS piloting could have been done over phases and started early in the project to allow learning and adaptations to the system.

Finding 7: ILO and AFDB's core teams physical meetings and IFIs/DFIs peer-review event both proved to add value.

The ILO team organized a number of physical meetings for ILO staff in Geneve to enrich their knowledge about IFIs operations and processes and later to combine this knowledge with their employment knowledge to contribute to the JSMS design. Also, the project's team organized a physical three days' workshop in Abidjan for both ILO's and AFDB's core teams to meet. Key informants from both organizations described this physical meeting as useful. The key informants clarified that the physical meeting enhanced the working relations between the AFDB's and the ILO's core teams and allowed on-time feedback by AFDB team on the JSMS concept and smooth transfer of knowledge. One key informant added that the timing of physical workshops is crucial to validate its high cost. Physical meetings can add value the most when they have a clear objective such as aligning expectations of core team members and discussing key documents as well as networking.

The JSMS project team organized an online IFIs/DFIs peer review event as well in December 2023 to discuss the JSMS concepts document and collect stakeholders feedback on the document. IFIs participation in the peer review events found it to be beneficial as they described the peer review event as an enriching experience. The IFIs got the chance to learn from the AFDB's advanced experience on the Jobs and skills marker and they also shared their technical feedback on the system. IFIs also used the learnings from the events and shared it with their management and established a direct open channel with the ILO team to be utilized in the future.

Efficiency

AFDB's expansion of the rounds of review of the ILO submissions, AFDB's involvement of many people on the reviews process and the JSMS scope expansion requests against the original job marker design caused delays and exhausted more resources from the ILO side. The project's utilization of its resources proved to be efficient as the project kept adapting to the scope expansion requested by the bank such as the revision of the bank's internal templates, adding modules and extensive rounds of comments and discussions without adding new resources. Also, the project capitalized on the ILO internal capacities of its different departments through forming the internal working group while filling the spotted knowledge gaps among the working groups' members. The ILO managerial arrangement for the project was positively rated by ILO and AFDB's teams allowing direct communication through hiring a full-time project manager based in Abidjan and offering needed technical expertise by forming ILO and AFDB working groups.

Finding 8: While AFDB requests and delays exhausted the project's resources, the project put effort to utilize its available resources efficiently responding to delays and addressing AFDB's requests.

The project's proposal was approved in June 2021 and had the plan to meet all its deliverables by May 2023. The situation analysis deliverable was almost on track except for some delays due to the additional rounds of review by the AFDB. On the other hand, the phase of developing the JSMS concept and internal review and consultation process of the bank on the JSMS concept was underestimated at design in terms of effort, time, and resources. The development of the JSMS concept was delayed due to the AFDB delayed responses, added rounds of review with inclusion of large number of people and requested additions by the bank. The pilot phase is delayed as well until the AFDB operations committee (OPsCOM) approves the JSMS concepts document (expected by June 2024). The JSMS pilot is expected to start in September 2024 and last for 6 months extending the project timeline to 2025.

The project's team exerted efforts to utilize the available resources responding to AFDB's additional requests, while the AFDB also signed a cost extension of the project extending its timeline till the end of 2025 and allocating resources for activities till the end of 2024. The current allocated budget in the cost extension does not necessarily cover the full JSMS piloting phase, the analysis of the pilot findings, adaptations to the JSMS and JSMS integration into the AFDB's operations.

The project's team tried to cut expenses where possible such as not assigning resources to administrative and finance assistance positions after the hired assistance left mid-2023. Moreover, the project's available resources determined the number of full-timers on the project and external consultants were hired when needed, but the utilization of in-house expertise by forming the internal ILO working group showed efficiency in the resource's utilization by the project. Also, the project's financed trust fund allowed some budget flexibility reallocating resources enabling the ILO team to be more responsive to the AFDB requests.

Finding 9: The ILO/AFDB working group managerial arrangement, while hiring a project manager based in Abidjan suited the nature of the project.

The JSMS project manager was hired in March 2022 and located in Abidjan. In addition, an internal working group/task force was constituted over 2022, consisting of twelve experts from ILO bringing their respective expertise in the design of the JSMS. Similar arrangements took place at the AFDB. A focal point was assigned at the bank's level and an internal working group was formed from the bank's different units/sectors. The project also hired a technical officer in February 2024 to support with the JSMS piloting and capacity building component. The project's team managed to gain the trust of the bank's personnel and their relation developed over time with improved communication and transparent sharing of needed confidential data from the bank's side to design the JSMS model. As the JSMS scopes expanded the ILO team got access to more AFDB's staff and started building stronger relations with relevant units at the bank.

Both ILO staff and AFDB staff shared that having a full-time project manager from the ILO side based in Abidjan adds value as it eases the communication and the flow of information between the ILO and AFDB. This also helps to build trust between both teams. Also, having a project's focal point at the AFDB's side was important to build the bank's internal working group to support the JSMS progress, provide inputs whenever needed, introduce the ILO team to relevant bank's personnel, and nudge AFDB's departments and facilitate communication. Nevertheless, the assigned bank's focal point busy schedule caused some delays.

The ILO internal working group arrangement made sense responding to the project's nature and to the ILO methodology offering technical backstopping from the HQ to all projects. The WG members' load of work defined their level of engagement and commitment to the project, nevertheless, the JSMS project is perceived at the ILO level as a high-level strategic project that needs attention, so WG members largely showed commitment. The level of expectations from the WG members was reasonable which helped with members commitment and delivery. The JSMS project's coverage of some work month for departments specialists acted as an incentive to increase the working group members commitment. Also, the relaxed timeline on the bank's side allowed enough time for the ILO WG members to respond and offer technical support and not to delay the implementation.

While ILO staff involvement in multiple projects is a persistent challenge, with clear roles and responsibilities, the project's working group members showed commitment and accountability to their assigned roles under the project. Active project manager was another enabling factor to keep the project on track. While WG members had clearly assigned roles, they had the opportunity to expand their responsibilities to include tasks they see relevant to their expertise and that was welcomed and supported by the project management.

While the AFDB's current arrangement of internal working group to design and test the JSMS makes sense, all interviewed AFDB's key informants highlighted that the AFDB will have to adopt a similar approach like the gender markers managerial arrangement on a longer term. Currently the AFDB's gender marker has around 15 central gender specialists (dedicating over 70% of their workload to the gender marker monitoring and support) in addition to bank's regional teams who apply the gender marker under the supervision of the gender specialists. The recruited Jobs and Skills specialists for the JSMS integration and monitoring need to belong to both sovereign and non-sovereign operations and partner with quality management and economic research departments and travel across countries to deploy the JSMS and offer needed capacity-building to bank's staff as well as borrowers.

Finding 10: The project capitalized on the ILO internal expertise while actively filling knowledge gaps.

The ILO working group arrangement played a positive role availing ILO internal expertise (from different regions and departments) to offer needed technical support on developing the JSMS. The ILO staff have extensive internal technical expertise assessing jobs impact, nevertheless, the project still struggled to fill the knowledge gap of IFIs internal operations and processes understanding and how to integrate the JSMS into the IFI system. Most of the ILO working group members had minimal knowledge on IFIs operations and processes and how to work on other international development partners systems. Also, some of the selected and assigned working group members' expertise is about working with government s and beneficiaries rather than banks and clients which caused some disconnect between the members at the beginning.

The JSMS team addressed this knowledge gap through organizing workshops and meetings with ILO staff in Geneve to educate them about IFIs operations and processes and use their multi-sectors expertise and collective intelligence to tailor the JSMS to the AFDB's requirements. The JSMS team utilized subject matter experts from the ILO as well as two hired consultants to introduce the IFIs operations and processes to ILO working group members. This experience was described by one of the ILO working group members as highly beneficial.

Moreover, pulling different expertise and setting together a multi-disciplinary team within ILO (from different units and departments) was a good practice to address the specific nature of this project (including the ILO Social Finance unit, which already works with financial institutions), this pluri-disciplinary technical cell, pulling expertise from different ILO units and departments, should be replicated in the future.

Impact

All key informants were ambitious about the JSMS generated results once integrated into the AFDB's operations. One of the anticipated results by key informants is the mainstreaming of jobs and skills in the bank's systems which allow more efficient usage of the bank's resources and generation of systematic precise data on the bank's impact on jobs and skills. Also, the awareness of the bank's staff about their project's contribution to jobs and skills impacts will be enhanced and avail an opportunity for learning and adaptation.

Finding 14: The JSMS integration into the AFDB's operations would allow consistent precise information on jobs and skills impact by the bank.

The AFDB's staff clarified during their interviews that one of the expected changes after the JSMS full integration into the bank's operations is standardizing definitions to be used by different bank's units such as jobs/decent jobs/full-time employment/permanent/non-permanent employment, etc.

Additionally, the bank is currently challenged by estimating the jobs created and the jobs disaggregation across bank's sectors like water, infrastructure, and energy, so JSMS will offer more precise and harmonized estimate for the bank's impact on jobs and skills across sectors.

Moreover, the bank's investments systematic capturing of information on the impact on jobs and skills and increased systematic alignment with employment promotion and employment creation for all bank's investments/projects will allow the AFDB to identify and channel their limited funds to investments that are more job specific and have better jobs outcomes, as well as improving other projects so they generate more impact on jobs. Also, the bank's jobs and skills experts will do a better analysis of jobs and skills situations for sectors the bank is investing in, and the bank will be able to report more accurately on the jobs created.

Worth mentioning that a couple of informants stressed the need to work in parallel to improve the labour market information systems in the region as a complementing initiative supporting the JSMS.

Finding 15: JSMS integration into the AFDB's operations would increase the bank's awareness on job creation and skills development.

AFDB's staff clarified during the interviews that most of the bank work is in the infrastructure, water, and energy sectors, so bank's staff are in some cases disconnected from social aspects such as jobs, skills, and youth. The AFDB staff believes that the JSMS integration into the AFDB's operations would improve the understanding and focus of bank's staff on the investments' contributions to employment impacts. As more bank projects incorporate components of jobs creations and skills development, the economic and social impact of the investments will be strengthened.

As bank's staff understanding of their contribution to employment by linking the investments/initiatives to employment impacts is improved, the investments will be able to create more (direct and indirect) jobs and skills and the bank will have the room for learning about its contribution to the employment impact and adaptations.

Sustainability

The JSMS has a good potential for sustainability as it is at the heart of the AFDB's strategy and both youth and jobs are the focus of donors and borrower's agenda and priorities in Africa. If AFDB's buy-in persisted and translated into dedicated resources to hire JSMS team and raise the capacities of relevant task managers and includs the JSMS as a bank's policy requirement, the task managers will have the incentive and capacity to use the JSMS. Also, testing, learning, and adapting the system is necessary to ensure that the JSMS is not adding complexity or contradicting with other systems so not to burden the bank's staff. And later, the ILO can use the AFDB's experience as a learning product to approach other IFIs/DFIs and offer tailored technical support.

Finding 11: AFDB's high level buy-in needs to be translated into offering incentive and capacities to the task managers to integrate the JSMS.

The AFDB's staff clarified during their interviews that there is a need to have dedicated resources to support the JSMS sustainability. The bank needs to include the JSMS in the bank's policy as a business process requirement and include it in the bank's operation manual and quality assurance mechanisms of the bank to create an Incentive for the task managers to use the JSMS and integrate it into their processes. The AFDB's Gender Marker experience shows that in the first two years of rolling out the Gender Marker, there were some operations reluctant to include the gender marker and this was tackled once the GM became a business process requirement.

Moreover, one of the key components to ensure the JSMS successful integration into the AFDB processes is the capacity building of task managers on the JSMS integration to understand their role, the tool and guidance on addressing issues that may arise while integrating the JSMS. The JSMS design and concept development took place at a high level and the effective communication and knowledge migration to task managers level is crucial to ensure that they fully digest the JSMS. So, the capacity of bank's projects leads needs to be enhanced to be able to integrate the JSMS as well as the borrower's capacity to understand the importance of the JSMS as a cross-cutting area regardless of the sector the borrowers are operating in. Funding beneficiaries need to appreciate the JSMS and use it during the project's implementation after receiving the bank's funds and ensure that the JSMS is treated as borrower tool during implementation and not only a bank requirement at design. The bank needs to dedicate resources to offer comprehensive capacity building support on the JSMS integration in their operations and processes to both targets (bank's task managers and borrowers).

Finding 12: The bank's dedicated resources and staffing to support the added policy requirement is needed to ensure that policy is implemented, the capacities of regional teams are enhanced, and the system is frequently tested.

The new ten years bank's strategy shows the policy commitment and the high level of ownerships of the bank to the JSMS as it is one of the Key Performance Indicators (KPIs) of the banks (jobs and skill for youth). The bank needs to dedicate core team for JSMS to manage it after the piloting phase to monitor the JSMS integration and offer support when needed to regional teams and borrowers. Moreover, a JSMS dedicated team will ensure effective communication across the bank's departments/units and coordination with other markers/systems (e.g., Gender marker). Currently the AFDB's gender marker has 15 central gender specialists (dedicating over 70% of their workload to the gender marker monitoring and support) and bank's regional teams apply the gender marker under the supervision of the gender specialists. The recruited Jobs and Skills specialists for the JSMS need to belong to both sovereign and non-sovereign operations and travel across countries to deploy the JSMS and offer needed CB to bank's staff as well as borrowers.

Moreover, having a JSMS dedicated team would allow continues testing and adaptation of the JSMS which is necessarily to ensure simplicity and mainstreaming of the system. ILO's and AFDB's staff highlighted the JSMS complexity and technical difficulty of integrating the JSMS into the in-place system as reasons that can challenge the systems sustainability and cause resistance among users. Hence, the system needs to be tested and learnings needs to be generated about the mainstreaming mechanisms of the JSMS within the bank's operations. Also, scoring and processing multidimensional investments of the bank through standardized indicators would be a challenge that needs frequent testing and benchmarking.

Finding 13: The ILO is taking steps towards approaching other IFIs/DFIs with the JSMS learning product and initiating close tailored engagements.

The ILO staff shared during the interviews that the ILO is currently in discussions with other IFIs/DFIs that showed interest in proceeding with discussions after seeing the AFDB's pilot results. Hence, the documentation of the JSMS designing, piloting process and learnings is crucial to keep internal memory of the ILO on the process of high-level technical consultations delivery to guide potential coming engagements with other IFIs/DFIs.

Moreover, IFIs/DFIs who participated in the peer-review learning event shared that with the AFDBs JSMS and WB jobs marker's testing there is a room for learning and spillover effect across IFIs/DFIs as the theory and technical measurements behind JSMS may be adopted by the other IFIs, while the tools itself need to be customized to the IFIs operations and interfaces.

Cross-cutting issues

Finding 16: The JSMS succeeded in integrating youth and gender into the system.

ILO's staff clarified that Youth has been integrated into the project since the beginning as the project is funded by Youth trust fund administrated by the AFDB. Nevertheless, youth was further integrated explicitly into the JSMS as a primary dimension as per the AFDB request matching the rising bank's priorities. AFDB's staff added that all JSMS indicators are disaggregated by age and gender. The JSMS jobs disaggregation by age and gender was highlighted by the AFDB staff as adding value to the teams estimates of created jobs and offer a level of depth that was challenged before the JSMS.

Conclusions

Relevance and coherence

In conclusion, the project design proved to be relevant to regional and organizational development frameworks and tied to strategic documents for both the ILO and AFDB. The project team exerted efforts to stay relevant to the demands of the AFDB expanding the scope of the JSMS and including bank's priorities to maintain the bank's interest in the system and increasing the chances of the system's integration in the bank's operations.

Effectiveness

On the other hand, the flexibility and adaptability of the ILO team and positive response to the AFDB's requests exhausted the project's resources and delayed its progress.

The bank's long internal consultation process caused the project's different phases to be delayed and is currently affecting the JSMS pilot's starting date.

Efficiency

The project exerted efforts to build trust and fasten decisions with AFDB staff by holding online and physical workshops and hiring project manager in Abidjan to ease communication.

Moreover, the project adopted a sound managerial arrangement forming internal ILO working group mirrored at the AFDB's side and coordinated by AFDB's focal point. The project was a unique occasion to have cross departmental team members representing multi-sectors and multi-expertise as well as a learning opportunity for the ILO working group members as it expanded their knowledge to understand IFIs/DFIs operations and needs.

Impact and sustainability

Investment in the ILO internal working group capacities supported the organizational memory and offers future opportunities to capitalize on the developed capacities in coming similar high-level technical support to other IFIs.

The long-term high-level buy-in of the bank can support the JSMS sustainability as the bank can dedicate resources for the system's piloting, hiring dedicated team to manage and monitor the system, invest in building the capacities of the task managers and including the JSMS in the bank's business process as a mandatory requirement. The ILO can as well decide to sustain the projects results by using the JSMS as a learning product to approach other IFIs/DFIs and explore closer engagement at high level. The JSMS full integration into the AFDB can enhance the bank's contribution to employment outcomes as it will offer consistent precise information on jobs and skills impact of the bank. The JSMS will also act as a learning tool to increase the bank's staff awareness on their project's job creation and skills development results and guide learnings and adaptations in that direction. Both Youth and Gender were mainstreamed in the JSMS through offering age and gender disaggregation of jobs and other JSMS indicators that can guide the bank's decisions and learnings.

Lessons Learned and Emerging Good practices

There are multiple lessons learned that were identified while evaluating the project. Below are the key lessons learned identified by the consultant. In the annex, one lesson learned, and one good practice were selected to be explained in detail.

- One of the key lessons learned that was highlighted by the key informants during interviews is the necessity to maintain flexibility addressing the bank's requests and responding to the bank's evolving priorities, yet there is a need to find a balance between JSMS comprehensiveness and inclusivity of the bank's priorities and the JSMS potential complexity and resistance during integration into the bank's operations. Also, incentivizing task managers to integrate JSMS by adding the JSMS as bank policy requirements and building capacities of bank's task managers are essential to ensure the JSMS integration and sustainability into the bank's operations.

- Physical workshops came as a good practice that was appraised by both ILO and AFDB's staff as it enabled positive working relations between both teams and contributed to easier communication and knowledge sharing. Organizing more physical workshops during the JSMS pilot phase can add value, although it is not budgeted for in the new cost extension of the project.
- IFIs engagement throughout the project phases during the assessment stage and later to review the JSMS concepts document and share feedback was also highlighted by key informants as a good practice that offered a learning opportunity for both the ILO and IFIs and initiated trust and potential future engagements.
- Another key lesson learned was the actual length of the internal consultations process by the AFDB, which shall be accounted for during designing similar projects and the need for high-level buy-in to support high-level initiatives. One of the AFDB staff clarified that the voice of senior management has helped to bring all voices under one umbrella in some cases.
- Finally, the project's management arrangement proved to be a good practice (Internal working groups at the ILO's and AFDB's side with focal points in both organizations) matching the nature of the project and the need for wide technical expertise.

Recommendations

Recommendation	Addressed to (Project Management, ILO Regional office, AFDB, IFIs/DFIs)	Priority (High, Medium, Low)	Resources (High, Medium, Low)	Timing (Short-term, Medium-term, Long-term)
Effectiveness				
Recommendation 1: Engage the AFDB's senior management level personnel more regularly in the project. As the AFDB high level buy-in is crucial and the lengthy decision-making process affects the project's progress, senior level AFDB personnel need to be engaged in the project as well as the currently engaged AFDB technical staff. High level steering committee with both ILO and AFDB senior staff would be beneficial to ensure the bank's buy-in and would fasten the process when needed and ensure budget allocation to the project's planned 2025 activities.	ILO Regional office and AFDB	Medium	Low	Short-term
Recommendation 2: Balanced representation of AFDB's sovereign and non-sovereign functions in the JSMS piloting, integration, and monitoring activities. The inclusion of jobs and skills specialists from the bank's sovereign and non-sovereign functions in the JSMS piloting and later in the JSMS core team	AFDB	High	Low	Short-term

is crucial to balance the mainstreaming of the JSMS in both the sovereign and non-sovereign operations.				
Efficiency				
Recommendation 3: The project's timeline needs to reflect the IFI's/DFI's anticipated review and consultation process timeline. As the unanticipated long process of review and internal consultations of the AFDB caused delays to the project and exhausted the project's resources, those factors need to be considered while designing similar projects in the future by the ILO.	ILO Regional office, ILO HQ	Medium	Low	Long-term
Impact and sustainability				
Recommendation 4: ILO can further strengthen the learning around the JSMS design and integration by benchmarking the JSMS design and integration processes with similar systems and tools used by other IFIs to measure their impact on employment.) The ILO can capitalize on its good working relations and previous involvement of the IFIs/DFIs in the project by organizing a learning event to share the JSMS design and integration plan and exchange learnings with other systems and tools of IFIs/DFIs.	ILO Regional office and Project management and AFDB	Medium	Low to Medium	Short-term to Medium-term
Recommendation 5: Establish the ILO positioning as a technical advisor for IFIs and Development finance institutions at strategic levels. ILO can capitalize on its good working relations with other	Project management and ILO Regional office , ILO HQ	High	Medium	Medium -Term

IFIs/DFIs (e.g., ISDB and EBRD) and Development finance institutions by actively reaching out to those banks with learnings from the AFDB to explore higher level collaborations.				
Recommendation 6: An alternative design approach for future projects could include more frequent testing with learning and adaptation plans to the system. The ILO team may consider in the coming projects design allowing less time to conceptualizing and designing the model and allocate more time to model piloting and adapting the system to stay relevant to the actual needs and on ground obstacles and adapt the system accordingly.	ILO Regional office, ILO HQ	Medium	Medium	Long-term
Recommendation 7: There is an opportunity to expand the JSMS rolling out to the entire project operation cycle (including implementation and closure stages) and not only the design stage. The AFDB's JSMS has the potential and needs to be expanded from being a design tool focusing on project's design stages to also monitoring the project's implementation and appraisal phases. AFDB can dedicate resources for a follow-up project that focuses on JSMS expansion to project's full life cycle and offering capacity building to the bank's borrowers on the JSMS to guide their implementation and data reporting to the bank.	AFDB	Medium	High	Long-term

Recommendation 8: Include the JSMS in the AFDB's as a policy requirement and dedicate resources for funding the bank's task managers capacity building and hire core JSMS team to monitor the JSMS integration. AFDB needs to take active steps and dedicate resources to increase the JSMS chances for integration and sustainability. AFDB needs to hire a dedicated team to monitor the JSMS, offer comprehensive capacity building to task managers and incentivize tasks managers to adopt the JSMS by adding it as a mandatory business requirement in its system.	AFDB	High	High	Medium-term
All criteria				
Recommendation 9: Early involvement of AFDB's senior management (e.g. AFDB's responsible Vice President, Directors) and relevant technical teams from both organizations can improve the project's relevance, effectiveness, efficiency, and sustainability. Involving ILO and AFDB's technical teams and AFDB's senior management in the project early design stage could have added value as it would have integrated the bank's priorities along with the direct beneficiaries needs early in the JSMS, saved the long review rounds added by the bank, increased the ownership of the bank staff of the JSMS and increased the potential for JSMS sustainability.	ILO Regional office and AFDB	High	Low	Long-term

Appendices

Annex 1: Lessons learned.

Supporting Youth Employment in Africa by Strengthening the Capacity of AfDB and RMCs

Project DC/SYMBOL: RAF/21/09/BAD
Name of Evaluator: Noha Hassan
Date: 24 June 2024

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

Lesson learned 1

LESSON LEARNED ELEMENT	**High flexibility and resources mobilization is necessarily to adapt to the multidimensional nature of employment in the JSMS.**
Brief description of lessons learned (link to specific action or task)	It has been confirmed by most informants that it is important to maintain flexibility addressing the bank's requests and responding to the bank's evolving priorities, yet there is a need to find a balance between JSMS comprehensiveness and inclusivity of the bank's priorities and the JSMS potential complexity and resistance during integration into the bank's operations.
Context and any related preconditions	Senior level buy-in on ILO and AFDB side supporting the adaptability of the project's design and resources mobilization.
Targeted users /Beneficiaries	ILO and AFDB core teams
Challenges /negative lessons - Causal factors	- Budget limitations - Project's limited timeframe
Success / Positive Issues - Causal factors	- High level buy-in - Good Communication between ILO and AFDB core teams
ILO Administrative Issues (staff, resources, design, implementation)	- ILO staff and resources were dedicated to responding to the design evolution and expansion of the JSMS scope.

Lesson learned 2

LESSON LEARNED ELEMENT	The actual length of the internal consultations process by the AFDB
Brief description of lessons learned (link to specific action or task)	The actual length of the internal consultations process by the AFDB shall be accounted for during designing similar projects and the need for high-level buy-in to support high-level initiatives. One of the AFDB staff clarified that the voice of senior management has helped to bring all voices under one umbrella in some cases.
Context and any related preconditions	Senior level buy-in on ILO and AFDB side.
Targeted users /Beneficiaries	ILO and AFDB senior management
Challenges /negative lessons - Causal factors	- The AFDB long review and internal consultation process.
Success / Positive Issues - Causal factors	- ILO flexibility and responsiveness to requested additions by AFDB.
ILO Administrative Issues (staff, resources, design, implementation)	- ILO exhausted its human and financial resources to respond to the projects delays.

Annex 2: Emerging good practice

Supporting Youth Employment in Africa by Strengthening the Capacity of AfDB and RMCs

Project DC/SYMBOL: RAF/21/09/BAD
Name of Evaluator: Noha Hassan
Date: 24 June 2024

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

Good practice 1

GOOD PRACTICE ELEMENT	**ILO managerial arrangement including Project manager in house and technical Working group supporting the project proved to be a good practice.**
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project's managerial arrangement of forming internal working group holding needed technical expertise and hiring a full-time project manager in Abidjan proved to meet the AFDB's expectations of close follow-up and direct communication yet allowing the channeling of ILO HQ expertise during the JSMS design.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The working group members selection and their expertise working with IFIs shall be considered and comprehensive capacity building plan shall be offered to the working group members to fill any knowledge gaps.
Establish a clear cause- effect relationship	Capitalizing on the ILO's internal resources by forming internal working group to technically advice the JSMS development, increased the project's effectiveness and enhanced the project's efficiency.
Indicate measurable impact and targeted beneficiaries	ILO internal staff skills and capacities
Potential for replication and by whom	ILO HQ can replicate the same arrangement for similar strategic technical projects.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	RAF 109
Other documents or relevant comments	None

Good practice 2

GOOD PRACTICE ELEMENT	**Physical workshops came as a good practice that was appraised by both ILO and AFDB's staff.**
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project's arranged few physical workshops enabled positive working relations between both teams of ILO and AFDB and contributed to easier communication and knowledge sharing.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The physical meetings timing needs to be well selected to ensure the highest value of the meetups outputs such as to collect feedback and explain complex areas on the JSMS. Also, the high cost for physical meetings would be the key limitation for its replicability.
Establish a clear cause- effect relationship	Allocating resources to organize physical meetings between ILO and AFDB teams enables better work relations between both teams and faster progress of implementation and trust.
Indicate measurable impact and targeted beneficiaries	Better work relations for both AFDB and ILO staff.
Potential for replication and by whom	ILO HQ can replicate the same arrangement for similar strategic technical projects.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	RAF 109
Other documents or relevant comments	None

Good practice 3

GOOD PRACTICE ELEMENT	IFIs engagement throughout the project phases
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	IFIs engagement throughout the project phases during the assessment stage and later to review the JSMS concepts document and share feedback was also highlighted by key informants as a good practice that offered a learning opportunity for both the ILO and IFIs and initiated trust and potential future engagements.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	ILO good relations with IFIs and IFIs interest to participate and share their learnings with ILO.
Establish a clear cause- effect relationship	Engaging the IFIs into the JSMS development and later piloting would strengthen the JSMS model allowing a wider pool of expertise to be considered by the model.
Indicate measurable impact and targeted beneficiaries	JSMS is more comprehensive and inclusive. AFDB JSMS model
Potential for replication and by whom	ILO HQ can replicate the same arrangement for similar strategic technical projects.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	RAF 109
Other documents or relevant comments	None

Annex 3: Terms of reference

International Labour Organization

TERMS OF REFERENCE

(TOR): INTERNAL MID-TERM

EVALUATION

PROJECT "Supporting Youth Employment in Africa by Strengthening the Capacity of the African Development Bank and RMCs"

Project Title:	Supporting Youth Employment in Africa by Strengthening the Capacity of AfDB and RMCs
Project Code	RAF/21/09/BAD
Administrative Unit	ROAF
Donor	African Development Bank / Youth Entrepreneurship and Innovation Multi-Donor Trust Fund (YEI MTDF)
Budget	USD$ 1,7m
Implementation period	December 2021 – December 2025
ILO Technical Units	EMPINVEST, SKILLS, EMPLAB, DWT/CO-Dakar
Type of evaluation	Internal Mid-term Evaluation
Date of the evaluation	February – May 2024
Evaluation Manager	David Huysman

1. BACKGROUND AND PROJECT INFORMATION

The African Development Bank (AfDB) and the International Labour Organization (ILO) each have their specific missions and mandates, both working together to promote inclusive and sustainable economic growth, employment, decent work for all and Just Transitions.

Enhancing cooperation on skills development, creating decent jobs for youth, labour migration and mobility and the future of work in Africa, the AfDB and the ILO continue to join efforts to help African countries harness the continent's demographic dividend.

Today, the central element of the promotion of the employment dimension within the activities of AfDB is the Jobs for Youth in Africa strategy (JfYA), which will create 25 million jobs and positively impact 50 million youth (2016 – 2025) with the aim to increase inclusive employment and entrepreneurship, strengthen human capital, and create durable labor market linkages.

To accelerate the implementation of the JfYA Strategy and to mainstream jobs impact within the Bank operations, The African Development Bank and ILO entered a technical partnership for the development of a Jobs Marker, framed under the 'Supporting Youth Employment in Africa by Strengthening the Capacity of AfDB and RMCs' joint project. Based on the signed agreement, the partnership aimed at the following outcome: "Accelerate the delivery of the Jobs for Youth in Africa Strategy in RMCs through a Jobs Marker and staff training".

The Jobs and Skills Marker System (JSMS), to be designed as part of this project, is expected to contribute to further enhancing and integrating employment and skills considerations into the Bank operations and will provide a mechanism to appraise public sector operations of the Bank in terms of jobs impact and skills development.

The proposed JSMS was initially envisaged to be a relativelyy 'straightforward' marking tool to improve design and measurement practices in assessing the employment impact of RMC investment operations financed by the Bank, focusing on sovereign operations only although it was decided by the Bank, mid- 2023, to also cover its non-sovereign operations and to more ambitious as a Jobs and Skills Marker System, with multiple modules beyond marking operations. Indeed, the Jobs Marker was envisioned as purely a decision-making tool with a categorization of projects in terms of jobs effects, similar to the Gender Marker of the Bank, but the scope of the project has evolved and expanded. Today, the JSMS is conceptually defined as an internal tool of the Bank to systematically consider employment effects when designing and appraising projects, in both sovereign and non-sovereign operations.

Project management team

The implementation of the project is under the direct responsibility of ILO Regional Office for Africa, in Abidjan, Ivory Coast. The project is managed by a Technical Specialist based in Abidjan and benefits from technical assistance and support of ILO colleagues based in the Africa region, ILO HQ and ROAF.

The project's key results to-date are:

- Deep dive into the sovereign and non-sovereign operations completed and delivered, as part of the situation analysis
- Overview of other IFIs and DFIs approach in terms of maximizing jobs impact delivered, also part of the situation analysis.
- Further refinement of the scope and objectives of the 'Jobs Marker' through extensive consultations and technical exchanges between ILO and the Bank, resulting into a project cost- extension, although treated as a new project for administrative purposes.
- Expanded Concept Note and Options Framework submitted to the Bank and discussed in a workshop in March 2023, between ILO core writing group and experts as well as AfDB members of the JSMS working group.
- 'Jobs and Skills Marker System (JSMS): Concepts, Strategies, Tools and Guidelines for implementation' document submitted to the Bank in September 2023 with latest version submitted in November 2023, integrating comments from the Bank.

2. PURPOSE, OBJECTIVES AND SCOPE OF THE INTERNAL MID-TERM EVALUATION

Evaluation Background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. This project with a budget of approximately US$1.7m will go through one internal mid-term evaluation and an independent final evaluation. The first to be managed by the project manager and the second by an ILO certified evaluation manager and implemented by an independent evaluator.

The evaluation in ILO is for the purpose of accountability, learning, planning and building knowledge. It should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 4.8 "Preparing the inception report"; Checklist 4 "Validating methodologies"; and Checklist 4.2 "Preparing the evaluation report". The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

Purpose and scope of the internal Mid-Term evaluation

The main purpose of this internal mid-term evaluation is to provide an assessment of the progress to date, regarding project relevance, effectiveness, efficiency, impact and sustainability. Moreover, the evaluation will identify areas of improvement through specific actionable recommendations for the remaining period of the project life.

1. Assess the relevance of project's design regarding the AfDB needs and how the project is perceived and valued by the AfDB relevant staff.
2. Identify the contributions of the project to the key policy frameworks on employment in Africa.
3. Review the institutional set-up, capacity for project implementation and coordination mechanisms.
4. Review the strategies for outcomes' sustainability.
5. Identify lessons learned and potential good practices for the key stakeholders.
6. Provide strategic recommendations for the project staff to improve implementation of the project activities and attainment of project objectives.

The mid-term evaluation will cover the period January 2022 to 30 December 2023 and the evaluation will cover all the planned outputs and activities of the project within that period. It will cover all AfDB offices in Africa.

3. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS

The evaluation will address all DAC evaluation criteria (Relevance, coherence, effectiveness, efficiency, impact and sustainability), with a particular emphasis on the following ILO evaluation concerns.

- **Relevance and strategic fit** – the extent to which the objectives are in line with the Bank's
  strategic priorities.
- **Effectiveness** - the extent to which the Project can be said to have contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor-supported projects and Project visibility.
- **Effectiveness** of management arrangements.
- **Sustainability** – the extent to which adequate capacity building of Project stakeholders has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond Project completion.
- **Impact -** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

These criteria have bene operationalize thorough the following key evaluation questions. The evaluator can add or adjust the evaluation question in agreement with the evaluation anger during the inception phase. The changes should be integrated in the inception report and approved by the evaluation manger.

Relevance

a. How is the project relevant to the regional development plans on its thematic area and the development frameworks guiding development cooperation at the AfDB?

b. Was the project designed taking into consideration the actual needs of the project potential direct and indirect beneficiaries?

c. To what extent has ILO been (sufficiently) responsive and has addressed the Bank's requirements?

d. To what extent have gender and youth mainstreaming been addressed in the design and implementation of the project?

Coherence

a. To what extent the project contributes to the priorities of the Abidjan Declaration, ILO P&B and AfDB priorities?

b. How the project aligns with the overall regional youth employment frameworks and strategies from both the ILO and the Bank?

Management effectiveness

a. Is the project achieving its objectives and has it delivered on its expected outcome and outputs?

b. How have positive and negative factors outside of the control of the project affected results and how have the project dealt with these external factors?

c. What, if any, unintended results of the projects have been identified or perceived?

d. What have been the main contributing and challenging factors towards the projects' success in
attaining its targets?

Efficiency

a. Have the financial and human resources being used efficiently to achieve outputs?

b. To what extent do the project management capacities and arrangements put in place support the achievement of the expected results and ensure delivery of the project?

c. To what extent the project makes good use of ILO internal expertise and how to further improve
the use of internal ILO expertise in the delivery of the project's results?

Sustainability

a. To what extent are the planned results of the project likely to be durable and can be maintained or even scaled-up and replicated by other IFIs or DFIs?

b. What good practices and success factors have partner organisations and ILO identified to promote sustainability?

Impact

a. To what extent the JSMS is likely to be institutionalised within AfDB and what are the foreseen (potential) challenges?

b. To what extent the JSMS is expected to maximise jobs and skills outcomes of the portfolio and investments of the Bank in Africa?

Crosscutting (gender, non-discrimination, social dialogue and green transition)

a. How effective was the project at mainstreaming gender and crosscutting issues?

4. EVALUATION METHODOLOGY AND EXPECTED DELIVERABLES

The internal mid-term evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The final methodology and evaluation questions will be determined by the evaluator in consultation with the evaluation manager.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings, engaging with stakeholders of the project, as much as feasible, at all levels during the design, data collection and reporting stages.

The evaluator is expected to consider the following data collection methods:

- **Desk review:** Conduct a thorough desk review of key project documents. Furthermore, extend the review to compare the JSMS with similar tools or initiatives implemented within or outside the ILO and the AfDB. This will help identify best practices, gaps, and opportunities.
- **In-depth interviews**: Conduct in-depth interviews with a minimum of 20 selected stakeholders (including the Bank's departments involved with the JSMS, as well as Regional Hubs of the Bank and selected Country Offices). The selected evaluator will be expected to suggest an initial list of stakeholders for these in-depth interviews.
- **Online/ physical workshop**: To present initial findings and gather data from participating stakeholders. The workshop will be physically organised in Abidjan, stakeholders out of Abidjan will attend virtually.

This MTE will be conducted fully online since project counterparts and key stakeholders are based in different geographic areas, with the key steps as follows:

- **Desk review** of the key project documents and deliverables:
    a. An initial kick-off meeting of the evaluation will be organized, between the Evaluator and the project manager.
    b. Based on the desk review of the key documents, the Evaluator will draft an inception report deliverable #1), outlining the evaluation methodology, focused

on the stakeholders' discussion workshop, and the primary findings.

- As per the evaluation methodology proposed and approved by ILO, the evaluator will **conduct interviews and/or consultations** with selected stakeholders of the project (a minimum of 20 stakeholders).
- **Evaluation workshop**, half a day and online, with key stakeholders to present the initial results of this evaluation.
- **A draft evaluation report** (deliverable #2), following EVAL Checklists 4.2 and to be submitted to ILO, as per the below timeframe.
- **A final evaluation report** (deliverable #3), integrating and consolidating comments received on the draft evaluation report.

5. Main Deliverables:

1. Inception report (with detailed work plan and data collection instruments – see Annex)

The inception report should, following EVAL Checklist 4.8, detail the Evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables. The evaluation methodology should include a description of an analytical approach to assessing the projects across the three outcomes and target countries.

2. A concise draft and final Evaluation Reports (maximum 30 pages plus annexes and following EVAL Checklists 4.2 - see Annex C as per the following proposed structure:

- Cover page with key projects and evaluation data (using ILO EVAL template)
- Executive Summary
- Acronyms
- Description of the projects
- Purpose, scope and clients of the evaluation
- Methodology and limitations
- Clearly identified findings for each criterion
- Conclusions
- Recommendations
- Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
- Annexes:
    - TOR
    - Evaluation questions matrix
    - Data Table on Projects Progress in achieving its targets by indicators with comments.
    - Evaluation schedule
    - Documents reviewed.
    - List of people interviewed.

- Lessons learned and good practices (using ILO-EVAL template)
- Any other relevant documents

6. MANAGEMENT ARRANGEMENTS AND WORK PLAN

Evaluation Manager:

The evaluation will be managed by the project manager David Huysman

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders.
- Select the evaluator in coordination with the Regional SMEO.Brief the evaluator on the ILO evaluation policies and procedures.
- Provide project documents.
- Approve the inception report.
- Facilitate logistically the data collection process including the virtual workshop.
- Circulate the first draft of the evaluation report for comments by key stakeholders.
- Ensure the final version of the evaluation report address stakeholders' comments (or an explanation why any has not been addressed) and meets ILO requirements.

Tasks of the Project Team:

The project management team will provide logistical support to the evaluator and will assist in organizing the data collection (documents and interviews). The projects will ensure that all relevant documentations are up to date and easily accessible (in electronic form in a space such as Google Drive) by the evaluator from the first day of the contract (inception phase).

7. Evaluation Timetable and Schedule

The MTE will be conducted in February-May 2024.

Task	Responsible	Number of evaluator's working days	Date
Selection of the evaluator	Evaluation Manager		January 2023
Inception phase: briefing with the evaluation manager/ project manager, documents review and development and approval of the inception report	Evaluation Manager, Project Manager, Evaluator,	5	First half of February 2024
Online consultations/interviews with the project' stakeholders	Evaluator	9	Second half of February 2024
Evaluation workshop (online)	Evaluator	1	Half day workshop to take place mid- March 2024

Report writing and Zero Draft report submitted to the evaluation/ project manager for review	Evaluator and Evaluation manager	5	31 March 2024
Circulating the draft report for comments from stakeholders (2 weeks)	Evaluation Manager	0	15 April 2024
Consolidate feedback from stakeholders and send feedback to the Evaluator	Evaluation Manager	0	30 April 2024
Consultant prepares final report and submits to the evaluation manager for review and approval by the Regional M&E officer	Consultant	1	15 May 2024
Approval of the evaluation report	Regional M&E officer	0	End May 2024
TOTAL		**21**	

8. Profile of the Evaluator

Qualifications

- University Degree in social development or economic or related subject at master level as a minimum or equivalent
- Seven years of experience in project /program evaluation including theory of change-based approach, including work in Africa.
- Expertise in jobs and skills challenges in Africa, including but not limited to youth employment, or in measuring and estimating jobs impact, as well as Human Rights Based Approach programming and Results Based Management.
- Knowledge of UN and ILO's roles and mandate, and ILO's tripartite structure is desirable.
- Knowledge of role, mandate and programming of International Finance Institutions, and particularly of the African Development Bank, is desirable.
- Excellent analytical skills and communication skills.
- Demonstrated excellent in facilitating workshops.
- Excellent writing and oral English.

Women are encouraged to apply.

Annex 4: RELEVANT POLICIES AND GUIDELINES

1. Code of conduct form (To be signed by the evaluators), Microsoft Word - Evaluators_code%20of%20conduct_Final_EVAL_7.11.18.doc (ilo.org), CHECKLIST 4.8 WRITING THE INCEPTION REPORT X Date: Feb 2021, v. 3 (v.1 -2012)wcms_746817.pdf (ilo.org)
2. Checklist 4.2: Preparing the evaluation report (wcms_746808.pdf (ilo.org). Template for evaluation title page http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
3. Checklist 4.4: Preparing the Evaluation Report Summary X Date: April 2021, v.2 (v.1 2012) wcms_746811.pdf (ilo.org)
4. Template 4.1: Lessons learned X DATE: MARCH 2021 (wcms_746730.pdf (ilo.org)
5. Template 4.2: Emerging good practices X DATE: MARCH 2021 wcms_746821.pdf (ilo.org)
6. Template for evaluation title page http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang-en/index.htm
7. Template for evaluation summary http://www.ilo.org/legacy/english/edmas/eval/template-summary- en.doc

8- EVAL's Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluation https://login.ilo.org/adfs/ls/wia?wa=wsignin1.0&wtrealm=urn%3ailo%3aintranet%3asharepoint& wctx= https%3a%2f%2fintranet.ilo.org%2fcollaborate%2fevalksp%2f_layouts%2f15%2fAuthenticate.aspx %3fS ource%3d%252Fcollaborate%252Fevalksp%252FPublishingImages%252FPages%252Fdefault%2 52FProto col%2520for%2520decentralized%2520evaluations%2520%252D%2520Draft%2520%252D%2520O perat ing%2520procedures%2520%252D%2520No%252E2%252Epdf&client-request-id=f8975b84-20e7-470b- 100c-0080010000d7 Page | 20

9. Guidance Note 3.1: Integrating gender equality in monitoring and evaluation, Date: June 2020 v.3 (v.1

- 2013)wcms_746716.pdf (ilo.org)

10. Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate

Date: June 2020 (v.1 wcms_746717.pdf (ilo.org)

11. CHECKLIST 4.8 WRITING THE INCEPTION REPORT X Date: Feb 2021, v. 3 (v.1 - 2012)

12. Guidance note 3.2 ; integrating social dialogue and international labour standards into monitoring and evaluation (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf)

13. SDG related reference materials (Evaluation & SDGs (Evaluation Office) (ilo.ch)

14. Rating the quality of evaluation report http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

15. Guidance note 7: Stakeholders participation in the ILO evaluation https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

16. UNEG Ethical Guidelines for Evaluation

Annex 5: List of people interviewed.

S. N	NAME	ORGANIZATION	DESIGNATION	EMAIL	MODE OF INTERVIEW
01	David Huysman	ILO	Technical Specialist	huysman@ilo.org	Group online interview
02	Clara Ramaromanana	ILO	Technical Officer Youth Employment	ramaromanana@ilo.org	Group online interview
03	Ralf KRUEGER	ILO	Chief Technical Adviser, STRENGTHEN 2 project, EMPINVEST,	krueger@ilo.org	Group online interview
04	Bolormaa Tumurchudur-Klok,	ILO	Skills Technical Specialist,	tumurchudur@ilo.org	Personal online interview
05	Takaaki Kizu,	ILO	Skills Development Officer,	kizu@ilo.org	Personal online interview
06	Fernando Messineo Libano,	ILO	Technical Officer SFU,	messineolibano@ilo.org	Group online interview
07	Patricia Richter,	ILO	Senior Technical Officer SFU,	richter@ilo.org	Group online interview
08	Maikel Lieuw-Kie-Song,	ILO	Technical Specialist EII, EMPINVEST	lieuw-kie-song@ilo.org	Group online interview
09	Rudolphe PETRAS,	AFDB	Principal Results Officer, SNDR1	r.petras@afdb.org	Personal online interview
10	Apolo Peter Kyeyune	AFDB	Principal Gender Results	A.KYEYUNE@afdb.org	Personal online interview

			Monitoring & Evaluation Officer		
11	Nancy Argueta	Inter-American Development Bank	Consultant, Labor Markets and Social Security Division	NANCYAR@IADB.ORG	Personal online interview
12	Manfred Kiefer	Asian Development Bank	Principal Economist	mkiefer@adb.org	Personal online interview
13	Rosemond Offei-Awuku	AFDB	Development Economist	R.OFFEI-AWUKU@afdb.org	Personal online interview

Annex 6: Evaluation questions matrix

Evaluation Question/Sub Question	Measure(s) or indicator(s)	Data sources	Data collection method	Stakeholders /Informants	Analysis and assessment
1. How is the project relevant to the regional development plans on its thematic area and the development frameworks guiding development cooperation at the AfDB? and the SDGs?	Project design is relevant to the ILO and AFDB development framework	▪ Project documents ▪ Development strategies/ plans ▪ Project's implementers and stakeholders. ▪ SDGs Agenda 2030	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
2. Was the project design taking into consideration the actual needs of the project potential direct and indirect beneficiaries?	Project design is addressing the identified needs of the project's beneficiaries (AFDB sovereign and non-sovereign operations teams)	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
3. To what extent has ILO been (sufficiently) responsive and has addressed the	Project's flexibility addressing the partner's needs	▪ Project documents ▪ Project's implementers and	▪ Desk review Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic

	Bank's requirements?		stakeholders.			analysis ▪ Triangulation based on different data sources
4.	**To what extent have gender and youth mainstreaming been addressed in the design and implementation of the project?**	Project design and implementation considered the gender and youth mainstreaming in their activities	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
5.	**To what extent the project contributes to the priorities of the Agenda 2063, Abidjan Declaration, ILO P&B and AfDB priorities?**	Project supports and contributes to relevant development priorities.	▪ Project documents ▪ ILO programme and Budget 2024-25 document ▪ Agenda 2063 ▪ Abidjan Declaration document. ▪ Project's implementers	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources

			and stakeholders.			
6.	**How the project aligns with the overall regional youth employment frameworks and strategies from both the ILO and the Bank?**	The project supports the youth employment strategies of the key stakeholders.	▪ Project documents ▪ Development strategies and plan (ILO including AU-ILO YES Africa, AFDB JfYA/SEPA). ▪ Project's implementers and stakeholders	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
7.	**Is the project achieving its objectives and has it delivered on its expected outcome and outputs?**	The project's overall progress towards the outputs/outcomes at design	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
8.	**What have been the main contributing and challenging factors**	Project's ability to maximize the enabling factors and adapt to the	▪ Project documents ▪ Project's implementers	▪ Desk review Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic

	towards the projects' success in attaining its targets?	challenging factors to attain the project's targets	and stakeholders.			analysis ▪ Triangulation based on different data sources
9.	**How have positive and negative factors outside of the control of the project affected results and how have the project dealt with these external factors?**	The effect of context the project is operating in and the project's ability to respond to this context.	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
10.	**What, if any, unintended results of the projects have been identified or perceived?**	Project's contribution to any positive or negative unintended results.	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
11.	**Have the financial and human resources**	Project's ability to use the least costly	▪ Project documents	▪ Desk review	▪ ILO working group	▪ Documents analysis

	being used efficiently to achieve outputs?	resources possible in order to achieve the desired results	▪ Project's implementers	Semi-structured interviews		▪ Thematic analysis ▪ Triangulation based on different data sources
12.	**To what extent do the project management capacities and arrangements put in place support the achievement of the expected results and ensure delivery of the project? Has there been a clear understanding of roles and responsibilities by all parties involved?**	Project managerial arrangements and how it contributed to the results attainment	▪ Project documents ▪ Project's implementers	▪ Desk review ▪ Semi-structured interviews	▪ ILO working group	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
13.	**Has the project created good relationships and cooperation with relevant stakeholders (mainly AFDB) to implement the project?**	Project's adopted partnerships strategy	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based

						differe nt data source s
14.	**To what extent the project makes good use of ILO internal expertise in ILO HQ and ROAF and how to further improve the use of internal ILO expertise in the delivery of the project's results?**	Project's ability to utilize other ILO expertise and its impact on the project delivery and results attainment	▪ Project docume nts ▪ Project's impleme nters	▪ Desk revie w ▪ Semi-struct ured intervi ews	▪ ILO workin g group	▪ Docum ents analysi s ▪ Thema tic analysi s ▪ Triang ulation based on differe nt data source s
15.	**To what extent the JSMS is likely to be institutionalis ed within AfDB and what are the foreseen (potential) challenges?**	AFDB is in position to effectively institutionaliz e the JSMS	▪ Project docume nts ▪ Project's impleme nters and stakehol ders.	▪ Desk revie w ▪ Semi-struct ured intervi ews	▪ ILO and AFDB workin g groups ▪ Peer review partici pants	▪ Docum ents analysi s ▪ Thema tic analysi s ▪ Triang ulation based on differe nt data source s
16.	**To what extent JSMS is expected to maximise jobs and skills outcomes of the portfolio and**	JSMS adaptation anticipated results on jobs maximization s	▪ Project docume nts ▪ Project's impleme nters and stakehol ders.	▪ Desk revie w ▪ Semi-struct ured intervi ews	▪ ILO and AFDB workin g groups ▪ Peer review	▪ Docum ents analysi s ▪ Thema tic analysi s

	investments of the Bank in Africa?				participants	▪ Triangulation based on different data sources
17.	**To what extent are the planned results of the project likely to be durable and can be maintained or even scaled-up and replicated by other IFIs or DFIs?**	Main project's partner (AFDB) and other potential partners (IFIS/DFIs) interest and ability to adopt and scale the JSMS	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups ▪ Peer review participants	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
18.	**What gaps are identified in the sustainability strategy and how could stakeholders address these?**	The project's design considered the sustainability potential of the project's results and gaps that may hinder the sustainability.	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups ▪ Peer review participants	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
19.	**What good practices and success factors have partner organisations**	The project's team and their partners efforts to promote sustainability	▪ Project documents ▪ Project's implementers	▪ Desk review ▪ Semi-structured	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic

and ILO identified to promote sustainability?		and stakeholders.	interviews	▪ Peer review participants	analysis ▪ Triangulation based on different data sources
20. How effective was the project at mainstreaming gender and crosscutting issues?	Project's ability to mainstream gender and crosscutting issues during implementation	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources
21. Within the project's thematic area, what were the facilitating and limiting factors in project's contribution/ potential contribution to (gender, non-discrimination, social dialogue and green transition?	Project's ability to identify and maximize the enabling factors promoting gender and crosscutting issues	▪ Project documents ▪ Project's implementers and stakeholders.	▪ Desk review ▪ Semi-structured interviews	▪ ILO and AFDB working groups	▪ Documents analysis ▪ Thematic analysis ▪ Triangulation based on different data sources

Annex 7: Bibliography

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