



Final independent clustered evaluation of outcome-based funding support to ILO projects in the field of employment and skills, social dialogue and labour relations, protection for all at work, gender equality and equal opportunities, and just transition to the green economy for the period 2020–21

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

List of acronyms

ACT/EMP	ILO's Bureau for Employers' Activities
ACTRAV	ILO's Bureau for Workers' Activities
C.	Convention
CAMFEBA	Cambodia Federation of Employers and Business Associations
CBC	Collective Bargaining Coverage
CO	Country Office
CPO	Country programme outcome
DCOMM	ILO's Communication and Public Information
DGTVET	Directorate General for Technical Vocational Education and Training
DIALOGUE	Social Dialogue and Tripartism Unit
EMPLAB	Employment, Labour Markets and Youth Branch
EMPLOYMENT	EMPLOYMENT Policy Department
EPIC	Equal Pay International Coalition
EU	European Union
EVAL	ILO Evaluation Office
FUNDAMENTALS	ILO's Fundamental Principles and Rights at Work Branch
GAIN	Green Jobs Assessment Institutions Network
GEDI	Gender, Equality and Diversity Department
GJAM	Green Jobs Assessment Model
GREEN	Green Jobs programme
HQ	ILO Headquarters (Geneva)
ILO	International Labour Organization
IMC	Inter-Ministerial Committee
INDC	Intended Nationally Determined Contributions
INFOTEC	ILO's Information and Technology Management
INSAFORP	Instituto Salvadoreño de Formación Profesional
INWORK	Inclusive Labour Markets, Labour Relations and Working Conditions Branch
IR	Industrial Relations
IRData	Industrial Relations Data
IRLex	Legal Database on Industrial Relations
IRToolkit	ILO Industrial Relations Global Toolkit
ITCILO	International Training Centre of the ILO (Turin)
KII	key informant interviewed
LABOURLAW	Labour Law and Reform Unit
LFS	Labour Force Survey
LMI	Labour market information
M&E	Monitoring and evaluation
MOLVT	Ministry of Labour and Vocational Training (Cambodia)
NDC	Nationally Determined Contributions
NEP	National Employment Policy
NES	National employment strategy
NORMES	ILO's International Labour Standards Department
OBF	Outcome-based funding
ODA	Official Development Assistance

OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
ONEF	National Employment and Training Office
OSH	Occupational and Health Safety
P&B	Programme and Budget
PARDEV	ILO Partnership and Field Support Department
PROGRAM	Bureau of Programming and Management
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical cooperation
RO	Regional Office
RPL	Recognition of prior learning
SADC	Southern African Development Community
SAM-SDI	Self-assessment method for Social Dialogue institutions
SDG	Sustainable Development Goal
SECTOR	ILO 's Sectoral Policies Department
SIDA	Swedish International Development Cooperation Agency
SIP	SIDA-ILO's Partnership
SIPP	SIDA-ILO Partnership Programme
SKILLS	ILO Skills and Employability Branch
SOCPRO	ILO's Social Protection Department
STATS	ILO Department of Statistics
STED	Skills for Trade and Economic Diversification
TCLC	Tripartite National Labour Council
ToRs	Terms of Reference
ToT	Training of trainers
TVET	Technical vocational education and training
UNEG	United Nations Evaluation Group
WESO	World Employment and Social Outlook
WORKQUALITY	Conditions of Work and Equality Department
XBDC	Extra-budgetary development cooperation
XBTC	Extra- budgetary technical cooperation

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Executive summary

BACKGROUND & CONTEXT

In April 2018, the SIDA-ILO Partnership Programme 2018–2021 (SIPP) was signed as outcome-based funding with specific themes receiving lightly earmarked financial support, in addition to a contribution to the ILO's fully un-earmarked core voluntary funding modality (RBSA).

Due to COVID-19, new priorities and new ways of proceeding have been established within the programme. In this regard, the potential for flexibility and adaptation inherent to the programme and to the outcome-based approach has allowed for adjustment to the challenges posed by the pandemic.

The overall objective of the programme is to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity. In addition, other objectives that the clustered evaluation has are:

- Assess the results achieved through the outcome-based funding support by evaluating the relevance, coherence, effectiveness, efficiency, orientation towards impact and sustainability of the SIDA-ILO Partnership initiatives.
- Measure progress of the outcome-based funded programme components against the P&B outcomes, and Global products and country programmes outcomes (CPOs) stated results frameworks.
- Assess the connection and interaction between global products and country initiatives.
- Assess achievement of expected results and current likelihood of impacts and sustainability of the activities.
- Provide recommendations for future work, identify key lessons learned and good practices.

The SIDA- ILO Partnership Programme has been renovated for the period 2022-2025. A concept note has been agreed in September 2021 with the aim of contributing both to Sweden's global development cooperation in sustainable economic development, - under its overarching objective "to create preconditions for better living conditions for people living in poverty and under oppression", as well as to the ILO's 2019 Centenary Declaration for the Future of Work and the 2021 Global Call to Action for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable and resilient.

The purpose of the clustered independent evaluation commissioned by the ILO Evaluation Office combines summative and formative aspects. The evaluation looked at all programme components, including the global products and country-level actions, to ensure a comprehensive assessment of outcome-based funding support and its contribution to relevant policy outcomes (summative). The evaluation was also forward-looking by providing findings, lessons learned, and emerging good practices to inform future interventions (formative).

The clustered evaluation exercise ensures evaluation findings, lessons, and recommendations are provided at the aggregated level, as well as at outcome level. The evaluation report provides key findings, conclusions and recommendations drawn from the analysis of the main results achieved

under the umbrella of this partnership (see section 3) and an in-depth analysis of outcome-based funded interventions in the form of case study findings, conclusions, and recommendations (see Section II–V).

The scope of the evaluation covered the period 2020–21, coinciding with Phase II of the SIPP. The primary clients of the evaluation are the ILO, in particular EMPLOYMENT and its branches: EMPLAB and SKILLS, INWORK, DIALOGUE, WORKQUALITY, GREEN JOBS, and GEDI, and the PROGRAM and PARDEV Departments, and SIDA. Key clients of the evaluation are also the ILO Field Offices responsible for the implementation of initiatives under this Partnership Agreement.

METHODOLOGY OF THE EVALUATION

The evaluation is governed by a criteria-driven approach, taking the OECD/DAC evaluation criteria as a basis for the assessment. The evaluation followed the ILO’s Evaluation Policy guidelines and the Norms and Standards of the United Nations Evaluation Group (UNEG).

The evaluation included a participatory Outcome-Based Evaluation approach to determine whether initiatives have achieved or are likely to achieve the intended outcomes. To this end, a consultative and transparent approach was adopted with internal and external stakeholders throughout the evaluation process. The triangulation of evidence and information gathered underpins its validation and analysis and supports the conclusions and recommendations.

This methodology used the following qualitative methods and techniques:

- Desk review of project documents and literature: More than 1,000 documents, provided mainly by ILO and external sources.
- Semi-structured interviews with key informants and stakeholders, and group interviews with the ILO’s HQ and country offices and other relevant stakeholders as appropriate. In total, 46 people participated in this evaluative exercise. The key informants interviewed were selected by a convenience sample based on the prioritisation of the key people within the ILO, especially at the headquarters level, involved in implementing the SIPP interventions. The same sampling method was used for the case studies, prioritizing the most available contact provided by ILO staff.

To ensure a comprehensive assessment and depth of results, the evaluation assesses the work carried out under the umbrella programme, including through case studies that look at all components of the programme, including the global products and country-level actions. This ensures a comprehensive assessment of outcome-based funding support and its contribution to relevant policy outcomes. Each evaluation case study was conceived to cover work within this Partnership relevant for each funded Outcome, thereby determining the result of the ILO’s interventions on the ground, and any observable immediate impacts. To the extent possible, the case studies aimed to determine the links between the observed impacts and the ILO interventions. In total, four in-depth thematic case studies are part of this evaluation, related to the SIDA-ILO Partnership initiatives on:

- Case study 1 — Social dialogue and labour relations (Outcome 1) – see [section II](#)
- Case study 2 — Green jobs and the green economy (Outcomes 3 and 4) – see [section III](#)
- Case study 3 — Employment and skills (Outcomes 3 and 5) – see [section IV](#)

- Case study 4 — Adequate and effective protection for all at work, with a specific focus on gender equality and equality opportunities (Outcomes 6 and 7) – see [section V](#)

MAIN FINDINGS AND CONCLUSIONS

1. The design of the SIDA-ILO Partnership initiatives for 2020/2021 is relevant and coherent to the strategy outlined in the P&B for Outcomes 1, 3, 4, 5, 6, and 7. The partnership's interventions are highly pertinent and embedded within ILO's institutional activity. It should not be regarded as an individual donor-funded development programme. Its nature and logic contribute to the overall achievement of the Outcomes under the ILO's P&B 2020–2021.

2. The SIP programme has demonstrated a robust capacity to adapt to the needs identified in its field of intervention, both from a global perspective and to specific needs identified by the constituents in national interventions. The ILO's response to COVID has been reinforced and is adequate thanks to the interventions and nature of the SIPP. The flexibility and adaptability of the agreement have made possible to respond timely and adequately to emerging needs.

3. The role of the SIPP has been a catalyst for implementing P&B Outcomes 1, 3, 4, 5, 6, and 7, especially during the crisis of COVID, providing the funds to generate results in emerging areas and mobilise resources. During the disruptive situation that started in March 2020, the ILO found an ally in the SIPP for addressing the needs and requests from countries to protect the most vulnerable workers and give assistance to national business networks.

4. The outcome-based funding is highly valued within the ILO units/departments involved in its implementation. This systemic approach has made possible to easily adapt the programme to this new context and to countries' needs. Likewise, it is easier to link the programme to other sources of funding as well as to other specific projects. This is much of the essence of the catalytic nature of the SIDA-ILO Partnership Programme. Compared to development cooperation funding, outcome-based funding is able to generate a greater level of impact.

5. The SIDA-ILO Partnership initiatives have shown a level of progress, which is highly conditioned by the circumstances imposed by the COVID-19 pandemic in terms of priorities for key actors and operational limitations on activities. However, the evaluation has observed a high level of satisfaction by the ILO technical teams and the constituents' representatives participating in the evaluation process.

6. Through the global products, the ILO has been able to provide tools and guidance on the labour market to countries targeted by the SIPP for Phase II, while developing documents to understand the new situation resulting from the pandemic. In addition, the approach of these documents has not been merely theoretical but instrumental.

7. The pandemic has changed some processes inside the SIDA-ILO programme. Remote forms of working have emerged strongly and have been integrated within the initiatives developed under the SIPP support to outcomes 3 and 5 during Phase II. Remote working, for instance in training activities, has made possible to increase the number of participants. At the same time, there are concerns about

losing the informal information-sharing associated with face-to-face interactions in classroom-based training activities. In this regard, blended activities can be a solution to maximise the benefits of both.

8. The SIDA-ILO Partnership Programme 2020–21 has allowed essential work of the development, creation, or expansion of global knowledge products with a potential impact on transformation processes at the local level.

9. The SIDA-ILO Partnership's interventions are contributing to promote the ILO's international norms, social dialogue, and key ILO cross-cutting issues, especially gender. However, just transition and green economy are still mostly missing, without any clear cross-cutting strategy within SIPP interventions, except the one on Green Jobs and Just transition.

10. Global products and country-level interventions are interlinked and designed to provide feedback to each other. SIPP-funded interventions ensure a link between global and country-level work (become more relevant during the pandemic).

11. The programme developed under the SIDA-ILO Partnership, by its very nature, requires a continuous search for synergies between different initiatives and programmes.

12. The monitoring of the SIDA-ILO Partnership is embedded within ILO departments involved separately. There is no mechanism to measure to what extent the ILO's interventions are contributing to the related outcomes. Because of the nature and logic of the outcome-based funding, there is no need for an individual M&E (monitoring and evaluation) system for SIPP interventions. Yet, it would be relevant for the ILO institutional system to incorporate information on how this type of funding contributes to the outcomes of its global framework. The donor reporting mechanism could be improved to include relevant information related to processes and possible impact.

13. Innovative approaches and work areas have been implemented thanks to SIDA funding. However, a biennium is not enough time to develop capacities and sufficient research in innovative interventions.

14. The evaluation has identified internal concerns around a change of the approach carried out within the programme. This change of approach consists of giving more relevance to cross-cutting issues like (gender equality or the green transition). The major concern relates to the possibility of limiting the outcome-based approach that gives the programme the capacity to adapt. This change could put at risk some of the work carried out so far.

LESSONS LEARNED AND GOOD PRACTICES OF THE PROGRAMME

Main lessons

1. The ILO has played a pivotal role in supporting and guiding governments and other institutions in the context of COVID. The ILO-Sida Partnership has had a key role as it has developed global tools with reports of high impact, which have provided insights around the new context. In general terms, it can be asserted that the ILO is one of the international bodies that has been

at the forefront of the global labour market discourse. It is necessary to take into consideration that some of the countries that the ILO works with have few resources to develop this sort of knowledge. Therefore, the ILO's work at the global level is key.

2. The outcome-based approach is highly responsive in a crisis. It allows for adapting the initiatives carried out within a programme without putting the goals at risk. This applies to global-level products and to the actions implemented at the country level.

Good practices

1. Global products and country-level interventions designed and implemented in collaboration and coordination among different ILO units have a more comprehensive approach and provide a more tailored solution to the problem targeted.

Specific lessons learned and good practices by outcome are presented in the case studies included in the full report, and annexes 5 and 6.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Recommendations on the overall programme

1. **Design programming and financing periods for medium-term interventions that allow resources and certainty to provide the required level of support to constituents at the country level. This would be consistent with the nature of the work contributed to by the SIPP, as it requires longer timeframes for changes to happen and thereby longer periods of support.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO-SIPP concerned technical departments/units/branches, PARDEV, SIDA	Medium/High	Short-term	High

2. **Develop and establish guidelines on how to mainstream just transition and green economy in the ILO's interventions as a cross-cutting issue.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO GREEN JOBS	Medium	Short-term	Low

3. **Implement a system for monitoring and tracing the transfer and results in the short, medium and long term, notably on training and advisory actions at country and global levels.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO-SIPP concerned technical departments/units/branches, PROGRAM	Medium	Mid/Long-term	Low

- 4. Improve and strengthen the annual reporting to Sida to have more robust and documented information that increases the donor's knowledge of the scope of what is being done and facilitates review in the monitoring and evaluation process for increased learning and adaptation.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO PARDEV, ILO-SIPP concerned technical departments/units/branches	Medium	Short-term	Low

- 5. Reconsider the evaluation periods and explore the possibility of concentrating evaluation efforts on a single evaluation during the four years of the partnership. This would allow the scope to be broadened to better measure contribution of SIPP actions and improve the use of evaluation results to inform strategic decision-making.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EVAL, PARDEV-SIDA	Medium	Short-term	None

- 6. Ensure support to pilot the innovative interventions carried out in the biennium 2020–2021 under the SIPP, in order to achieve expected results that could trigger effective resource mobilisation among international donors.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO PARDEV, Sida	High	Short-term	High

Recommendations from the case study on Outcome 1

- 1. Strengthen the technical training of ILO field specialists on the set of global products, thus helping them become enabling tools in comprehensive action strategies in the prioritised countries.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO/INWORK/DIALOGUE	High	Short-term	Medium

- 2. Enhance the communication and dissemination of products, especially addressed to constituents and other institutions involved in improving labour relations at the local, regional and global levels through specific actions and campaigns.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO/INWORK/DIALOGUE	Medium	Mid-term	Medium

- 3. Facilitate the establishment of cooperation alliances with regional institutions that can contribute in a stable way to updating and expanding global products, especially IRLex and IRData, by simplifying the processes of contracting and signing agreements in the medium and long term.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO/INWORK	Medium	Mid-term	Low

- 4. Develop tools that provide knowledge with greater precision and depth of the autonomous use of global products through existing digital channels.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO INWORK / INFOTEC	Low	Mid-term	Medium

- 5. Ensure experimental applications of the products prior to publication and communication.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO DIALOGUE	High	Mid-term	Medium

Recommendation from the case study on outcomes 3 and 4

- 1. The flexibility and ability to adapt to the needs and opportunities of intervention at the country level could be complemented by the definition of a theory of change that would more robustly delimit the intervention strategy and the expected links between the processes, outputs, and outcomes of the SIDA-ILO partnership programme.**

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO ENTERPRISES (Green Jobs programme), Sida	High	Short-term	Low

2. Further engage with the tripartite constituents when carrying out awareness-raising and capacity-building activities, thereby increasing the likelihood to materialise technical support processes at the level of policies, plans, and programmes.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO ENTERPRISES (Green Jobs)	Medium	Short-term	Staff time

Recommendation from the case study on outcomes 3 and 5

- 1 Reorient the focus to understanding post-COVID labour market situations, in order to be prepared and responsive to the emerging needs of the new reality after the pandemic

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	High	Short-term	Low

- 2 Enhance and strengthen support for developing digital skills at the country level, and other skills demanded by constituents, notably at the field level

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO SKILLS	Medium	Short-term	Medium

- 3 Ensure a combination of technical support with peer learning actions to boost implementation at the country level

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	Medium	Short-term	Low

- 4 Increase employment related actions/projects that can cover guidance and diagnosis and, at the same time, development and implementation

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	High	Short-term	Medium

- 5 Continue to maximise the benefits arising from remote processes and online tools

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	Medium	Short-term	Low

- 6 Use local-level interventions as a laboratory to promote and export innovative projects to other programmes

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	Medium	Short-term	Low

Recommendation from the case study on outcomes 6 and 7

1- Continue with the support and financing of the work carried out in domestic work.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO- WORKQUALITY, PARDEV, Sida	High	Short-term	Medium

1 Programme background

In April 2018, the SIDA-ILO Partnership Programme 2018–2021 (SIPP) was signed as outcome-based funding with specific themes receiving lightly earmarked financial support, in addition to a contribution to the ILO’s fully un-earmarked core voluntary funding modality (RBSA¹). This outcome-based funding modality contributes to reinforcing the ILO’s work in core areas identified in its Programme and Budget for a given period and allows for resources to be grouped in order to reach the P&B outcomes, while the decentralisation of funds facilitates adapting activities to each country’s needs and context. More specifically, the overall objective of the Partnership Programme is to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity.

Phase II of the SIPP 2018–2021 covered the period of 2020–2021. The strategic SIDA support to ILO policy outcomes for the biennium 2018–19 and 2020–21 is presented in table 1 below.

Table 1.: SIDA-ILO Partnership Programme support to ILO’s strategic programming, 2018–21

Area of intervention	Policy outcome or cross-cutting policy driver in P&B 2018–19	Policy outcome in P&B 2020–21
Employment (and Skills)	Outcome 1	Outcome 3 & Outcome 5 (Skills)
Social dialogue and labour relations	Outcome 7	Outcome 1
Protection for all at work	Outcome 8	Outcome 7 (and Outcome 6)
Gender equality and non-discrimination	Cross-cutting policy driver on gender equality and non-discrimination	Outcome 6
Just transition to environmental sustainability	Cross-cutting policy driver on just transition to environmental sustainability	Outcome 4 & Outcome 3

As part of the SIDA-ILO Agreement, the ILO Evaluation Office conducted separate independent evaluations of the Phase I interventions by policy outcome or policy driver, except for a cluster that evaluated together outcome 8 on protecting workers from unacceptable forms of work and the cross-cutting policy driver on gender equality and non-discrimination². Evaluations had the dual purpose of accountability and organisational learning and sought to determine how well-planned outcomes were

¹ Regular Budget Supplementary Account

² The evaluation reports can be consulted in the public database of ILO evaluations (i-eval Discovery) through the links below:

- [Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 \(2018–2019\), Phase I ILO-Sida Partnership Programme, 2018–2021](#)
- [Sida-ILO Partnership Programme 2018–2019 Outcome-Based Funding to Outcome 7 with a Focus on Social Dialogue, Industrial Relations and Collective Bargaining \(Phase I\)](#)
- [Clustered Evaluation of Policy Outcome 8: Protecting Workers from Unacceptable Forms of Work and Cross-Cutting Policy Driver: Gender Equality and Non-Discrimination](#)
- [Sida-ILO Partnership Programme \(phase I\) — Cross-Cutting Policy Driver Environmental Sustainability and the Partnership for Action on Green Economy — Clustered Evaluation](#)

achieved, how they were achieved, and under what conditions. The evaluation also identified strengths and weaknesses at the level of the interventions' design, strategy, and implementation. All assessments provided information on lessons learned and emerging good practices to inform future ILO strategies within the relevant policy outcomes supported by Phase I of the SIDA-ILO Partnership Programme.

Phase II interventions were slightly reprogrammed to support the relevant ILO results framework, based on the priorities of Swedish development cooperation,³ the proposed ILO Programme & Budget for 2020–21, the ILO's Centenary Declaration for the Future of Work adopted by the International Labour Conference in June 2019, and the lessons learned from evaluations of Phase I. The actions under this second phase—under evaluation—were aligned with six P&B outcomes and took into account the ILO's Centenary Declaration adopted by the International Labour Conference in June 2019, as follows. Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue (SOCIAL DIALOGUE AND LABOUR RELATIONS); Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all (EMPLOYMENT); Outcome 4: Sustainable enterprises as generators of Employment and promoters of innovation and decent work (with a focus on the GREEN ECONOMY); Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market (SKILLS); Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work; and Outcome 7: Adequate and effective protection at work for all (PROTECTION FOR ALL AT WORK).

The initiatives of Phase II of the SIDA-ILO Partnership Programme were managed by the Outcome Leads for Employment (Outcomes 3 and 5), INWORK (Lead responsibility for managing the SIPP component) DIALOGUE (Output 1.4), WORKQUALITY (Outcome 7), GREEN JOBS (Outcome 3–Output 3.3 & Outcome 4–Output 4.1 and 4.2), and GEDI (Outcome 6), at ILO headquarters in Geneva. Global components of the SIDA-ILO Partnership in Phase II were managed by these Units/Departments. The decentralised country-level initiatives were under the responsibility of the respective country offices.

Overall, the SIDA contribution for this period amounts to USD 6.3 million, at both the global and country level.

The biennium evaluated has been fully impacted by the global pandemic underway since the beginning of 2020. Due to COVID-19, new priorities and new ways of proceeding have been established within the programme. In this regard, the potential for flexibility and adaptation inherent to the programme and to the outcome-based approach has allowed for adjustment to the challenges posed by the pandemic. In the context of COVID-19, the SIDA-ILO Partnership has been able to address critical knowledge issues and has supported a broad range of countries in times of uncertainty. In this sense, SIDA funding was highly instrumental, as highlighted in allowing for quick reprogramming of activities and a rechanneling of resources to address the impact of the pandemic, as reflected in the section on findings.

³ [SIDA is guided by strategies | SIDA](#)

2 Evaluation background

2.1 Purpose and objectives

The purpose of the clustered independent evaluation commissioned by the ILO Evaluation Office combines summative and formative aspects.

The evaluation assessed the relevance, coherence, effectiveness, efficiency, orientation towards impact and sustainability of the ILO's approach and interventions at the global and country levels (summative). It was also forward-looking by providing findings, lessons learned, and emerging good practices to inform future interventions (formative).

The clustered evaluation exercise ensures evaluation findings, lessons, and recommendations are provided at the aggregated level. At the same time, the inclusion of thematic case studies with in-depth analysis and relevant recommendations organised by outcome ensures an optimal contribution to accountability as well as ongoing improvement and organisational learning.

Objectives of the evaluation:

The specific objectives of the clustered evaluation are to:

- Assess the results achieved through the outcome-based funding support by evaluating the relevance, coherence, effectiveness, efficiency, orientation towards impact and sustainability of the SIDA-ILO Partnership initiatives, including assessing the results for the beneficiaries.
- Measure progress of the outcome-based funded programme components against the P&B outcomes, and Global products and country programmes outcomes (CPOs) stated results frameworks.
- Assess the connection and interaction between global products and country initiatives.
- Assess achievement of expected results and current likelihood of impacts and sustainability of the activities.
- Provide recommendations for future work, notably for the upcoming SIDA-ILO Partnership Agreement.
- Identify key lessons learned and good practices.

2.2 Scope

The evaluation covered the period 2020–21, coinciding with Phase II of the SIPP. It also focuses on the previous outcome-based funded initiatives from Phase I, notably using the relevant recommendations from the independent evaluation of the last phase, as presented below. This aimed to ensure that the evaluation incorporates a longitudinal assessment of results achieved and sustained (whenever applicable) under this Partnership.

- [Clustered Evaluation of the SIDA-Funded Interventions under Outcome 1 \(2018–2019\), Phase I ILO-SIDA Partnership Programme, 2018–2021](#)
- [SIDA-ILO Partnership Programme 2018–2019 Outcome-Based Funding to Outcome 7 with a Focus on Social Dialogue, Industrial Relations and Collective Bargaining \(Phase I\)](#)

- [Clustered Evaluation of Policy Outcome 8: Protecting Workers from Unacceptable Forms of Work and Cross-Cutting Policy Driver: Gender Equality and Non-Discrimination](#)
- [SIDA-ILO Partnership Programme \(phase I\) — Cross-Cutting Policy Driver Environmental Sustainability and the Partnership for Action on Green Economy — Clustered Evaluation](#)

The evaluation looked at all programme components, including the global products and country-level actions, to ensure a comprehensive assessment of outcome-based funding support and its contribution to relevant policy outcomes.

2.3 Clients and main audience of the evaluation

The primary clients of the evaluation are the ILO (notably the Policy Department [DDG/P], and in particular EMPLOYMENT and its branches EMPLAB and SKILLS, INWORK, DIALOGUE, WORKQUALITY, GREEN JOBS, and GEDI, as well as the PROGRAM and PARDEV Departments, and SIDA. Key clients of the evaluation are also the ILO Field Offices responsible for the implementation of initiatives under this Partnership Agreement. The evaluation findings and recommendations are expected to support future decisions regarding outcome-based funding. Secondary clients are the constituents of the relevant countries.

2.4 Timeframe of the evaluation

The clustered independent evaluation was carried out from October 2021 to March 2022, by a team of three independent evaluators. The evaluation was supported and overseen by the ILO Evaluation Office and was carried out in close collaboration with the evaluation manager in Bangkok.

The evaluation process started in August with the elaboration of the Terms of Reference and the identification of the Evaluators, whose contract started in October 2021. The evaluation data collection phase went from 8 November to 12 December. Drafting of the case study reports and aggregated results report took place from December 2021 to February 2022. The revision and finalizing process took place until late March 2022.

2.5 Evaluation criteria and questions

The evaluation follows the OECD/DAC evaluation criteria of relevance and coherence, effectiveness, efficiency, sustainability and orientation towards impact, as per the TORs of the evaluation. The main evaluation questions are included below.

Table 2: Evaluation questions by criteria

Criteria	Question	Level
Relevance & coherence	A.1. To what extent was the design of the SIDA-ILO Partnership initiatives relevant to the strategy outlined in the P&B for Outcomes 1, 3, 4, 5, 6, and 7?	Global & case studies

	A.2. To what extent were interventions repurposed to provide a timely and relevant response to constituents' needs and priorities in the aftermath of the global pandemic?	All case studies
	A.3. To what extent were the SIDA-ILO Partnership initiatives consistent with and promoted the relevant international norms and standards to which the ILO adheres, and ILO's cross-cutting issues?	Global
Effectiveness	B.1. Have the SIDA-ILO Partnership initiatives made sufficient progress towards their planned objectives? Did interventions yield any unexpected results, notably in responding to the COVID-19 pandemic? To what extent has SIDA funding supported new and innovative approaches and areas of work?	All case studies
	B.2. How successful were ILO/SIDA-supported interventions at developing synergies between the Global Product and country-level interventions?	All case studies
	B.3. To what extent has an M&E system been put in place and supported the programme's overall implementation?	All case studies
	B.4. To what extent did SIDA-funded interventions act as a catalyst and support the achievement of country results and realisation of Outcome 1, 3, 4, 5, 6, and 7 objectives in the selected countries or at HQ level, including promoting the ILO's international norms and standards, social dialogue, and key ILO cross-cutting issues?	Global
	B.5. To what extent did interventions build on knowledge developed in Phase I of the 2018–19 partnership agreement?	All case studies
Efficiency	C.1. In what ways have interventions used resources efficiently (funds, human resources, time, etc.)?	All case studies
	C.2. To what extent have management capacities and arrangements supported the achievements of results?	All case studies
	C.3. To what extent do SIPP-funded interventions synergise with other ILO activities (funded with RB, RBTC, XBTC, RBSA)?	All case studies
Orientation towards impact	D.1. Are programmes contributing to strengthening the enabling environment at the country level (laws, policies, technical capacities, local knowledge, people's attitudes, etc.) notably to promote the ILO's international norms, social dialogue, and key ILO cross-cutting issues?	All case studies
	D.2. To what extent has ILO's work under Phase II of the partnership programme contributed to advance national sustainable development objectives, including at the level of UNSDCF and SDG targets?	Global
Sustainability	C.1. To what extent are innovative interventions from this phase likely to continue in the future without SIDA funding?	Global

The evaluation team prepared an evaluation matrix to ensure feasibility, realism, and an in-depth answer to the above information needs, based on the time available for the evaluation process. In the evaluation matrix the evaluation questions are identified as to be answered at the case study level or the global evaluation level of the SIPP. The detailed evaluation questions matrix, combining evaluation questions to yield results both at the aggregated level and by thematic case study, is included in Annex 2 of this report.

2.6 Evaluation methodology

2.6.1 The evaluation approach

The evaluation is governed by a criteria-driven approach⁴, taking the OECD/DAC evaluation criteria⁵ as a basis for the analysis of the SIPP, more specifically: relevance, coherence, effectiveness, efficiency, orientation towards impact and sustainability.

The evaluation followed the ILO's Evaluation Policy guidelines and the Norms and Standards of the United Nations Evaluation Group (UNEG). The evaluation included a participatory Outcome-Based Evaluation approach to determine whether initiatives have achieved or are likely to achieve the intended outcomes. To this end, a consultative and transparent approach was adopted with internal and external stakeholders throughout the evaluation process. The triangulation of evidence and information gathered underpins its validation and analysis and supports the conclusions and recommendations.

The below principles were also followed by the evaluation and were guaranteed by the suggested evaluation methodology:

- Maximise the usefulness of the evaluation by following a utilisation-focused approach that identifies key users and intended uses, and which ensures that stakeholders are actively involved during the evaluation process.
- Inductive analysis to determine the level of contribution towards the goals achieved, while considering quantitative strategies.

In line with the ILO's evaluation policy guidelines and related guidance notes, the evaluation pays specific attention to ILO's cross-cutting issues, notably the integration of ILO's normative and tripartite mandate, gender equality, environmental sustainability, and disability inclusion in the SIPP-funded interventions. More concretely, the gender equality dimension is considered by the evaluation as a cross-cutting concern throughout the evaluation's methodology, deliverables, and final report. This implies that the evaluation tried to assess the extent to which SIPP-funded intervention was gender-responsive and aligned to the ILO Action Plan for Gender Equality 2018–2019, which operationalises the ILO Policy on Gender Equality and Mainstreaming.

In addition, there are evaluation questions to assess the contribution of the SIDA-ILO Partnership-funded interventions to the relevant targets set in the 2030 Agenda for Sustainable Development. Furthermore, this evaluation analyses the extent to which the SIDA-ILO Partnership support has been responsive in a timely, relevant and efficient way to the constituents' needs in response to the global pandemic response., following EVAL's protocol⁶ on the subject matter.

⁴ A criteria approach means that some criteria, in this case OECD-DAC, are taken as a normative framework used to determine the merit or worth of an intervention (policy, strategy, programme, project, or activity). The criteria serve as the basis upon which evaluative judgements are made

⁵ [Evaluation Criteria - OECD](#)

⁶ ILO EVAL, [Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations](#), 2020

2.6.2 The evaluation methods, data collection instruments and sources of information

The evaluation used various methods for data collection and analysis to gather evidence, although primarily qualitative tools and methods were used. The information gathered from each source of information was compared with that collected from another source (stakeholder interview, documents, data, or analytical frameworks). In this way, utilizing this general process of triangulation, the evaluation was able to reach the findings presented in this report and the supporting conclusions and recommendations. The report does not mention all the sources used to reach a finding for brevity's sake.

This methodology used the following qualitative methods and techniques:

- Desk review of project documents and literature: More than 1,000 documents, provided mainly by ILO and external sources.
- Semi-structured interviews with key informants and stakeholders, and group interviews with the ILO's HQ and country offices and other relevant stakeholders as appropriate. In total, 46 people participated in this evaluative exercise (see Annex 3, People Met). The key informants interviewed (KII) were selected by a convenience sample⁷ based on the prioritisation of the key people within the ILO, especially at the headquarters level, involved in implementing the SIPP interventions. The same sampling method was used for the case studies, prioritizing the most available contact provided by ILO staff (see section 2.6.3 below).

This evaluation used methodologies and techniques as deemed necessary based on the information needs. The methodology took into account the availability of resources and the priorities of the main stakeholders.

2.6.3 Sampling strategy

As referred to in section 2.1 above, the clustered evaluation yields key findings, conclusions, and recommendations on the value of the SIDA-ILO Partnership and the achievements supported by it. **The evaluation report provides key findings, conclusions and recommendations drawn from the analysis of the main results achieved under the umbrella of this partnership (see section 3) and an in-depth analysis of outcome-based funded interventions in the form of case study findings, conclusions, and recommendations (see Section II–V).**

The case studies look at all components of the programme, including the global products and country-level actions. This ensures a comprehensive assessment of outcome-based funding support and its contribution to relevant policy outcomes. Each case study was conceived to cover work within this Partnership relevant for each funded Outcome, thereby determining the result of the ILO's interventions on the ground, and any observable immediate impacts. To the extent possible, the case studies aimed to determine the links between the observed impacts and the ILO interventions. In total,

⁷ Convenience sample is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand.

four in-depth thematic case studies are part of this evaluation, related to the SIDA-ILO Partnership initiatives on:

- Case study 1 — Social dialogue and labour relations (Outcome 1) – see [section II](#)
- Case study 2 — Green jobs and the green economy (Outcomes 3 and 4) – see [section III](#)
- Case study 3 — Employment and skills (Outcomes 3 and 5) – see [section IV](#)
- Case study 4 — Adequate and effective protection for all at work, with a specific focus on gender equality and equality opportunities (Outcomes 6 and 7) – see [section V](#)

For each case study, a country or a thematic area was identified for in-depth review, taking into account the limited time available for the data gathering, analysis and report-writing. Overall, the selection of countries and themes was based on:

- the criteria of relevance (the relevance and exemplary nature of the intervention as a sample of the work carried out under each thematic line);
- the feasibility and accessibility to country-level constituents and other stakeholders;
- the innovation or relevance of the intervention; and
- the suggestions made by ILO staff interviewed during the inception phase.

The final selection for each case study is presented below:

- Case study 1, on social dialogue and labour relations, Honduras was selected as a representative case of the coherent and comprehensive support provided by the ILO, and of the work done to implement the updated IRToolkit.
- For case study 2, on the green economy and just transition, selected Colombia for in-depth review, as a good example of a green economy intervention that is mainly supported by SIDA funding and that started in the biennium under evaluation, in 2020. It has also been a pilot and catalytic experience, working for the first time at the decentralised level with local government. A diagnosis of green jobs and just transition has been an input for the design of public policy seeking to promote decent working conditions for recycling workers in the city of Villavicencio, Colombia.
- Case study 3, on employment and skills, included an in-depth review of the work done in Cambodia. This country was selected as an example of the comprehensive approach of the interventions funded by the SIDA-ILO Partnership in one country under Outcomes 3 and 5. In this country, ILO supported the technical and coordination capacity of national and provincial level government actors to implement, monitor and report on NEPs; skills (STED); training on virtual service provision and procedural manuals on virtual service provision for mediation, TVET and RPL, forecasting.
- Case study 4, on gender equality and protection for all at work, on gender equality and protection for all at work, focuses on an analysis of the work done for “domestic work”. This area of work has been chosen for the relevance of the SIPP in supporting this area of action, always critical and underfunded, and which truly targets the most vulnerable. This is aligned with the main objective of SIDA.

2.6.4 Limitations

The evaluation has faced some limitations:

1. The timeframe for performing the complete evaluation has been limited. There have been fewer than two months to do the desk review, contact stakeholders, do the interviews, analyse the information, and write the final report. There were three weeks for the data collection phase, with the ILO's 109th International Labour Conference at the same time in HQ. From the evaluation team perspective, in this limited space of time, it is a challenge to conduct a comprehensive measurement of the implications, scope of impact, and repercussions of the interventions of a programme of this magnitude: on the one hand complex, and on the other, in many cases embedded and dependent on more comprehensive interventions.
2. Most of ILO's key stakeholders were available and interviewed. However, despite several attempts, the evaluation team could not contact key stakeholders, including the donor, and it gathered information from a minimal sample of constituents at a national level. The evaluation team did not have access to actual beneficiaries at the country level.

To overcome these limitations, the evaluation team maximized the resources available, including thorough desk reviews from all kinds of documents and in-depth interviews with key informants.

2.6.5 Structure of the Report

The main results at an aggregated level that have been achieved under the SIDA-ILO Partnership Programme are presented in section 3 of this report. Findings, conclusions and recommendations drawn from the in-depth case studies are presented in Sections II to V, organised as follows:

- [Section II: Case Study on Social Dialogue \(Outcome 1\)](#)
- [Section III: Case Study on Green Economy and Just Transition \(Outcomes 3 and 4\)](#)
- [Section IV: Case Study on Skills and Employment \(Outcomes 3 and 5\)](#)
- [Section V: Case Study on Protection for All at Work, Gender Equality and Equal Opportunities \(Outcomes 6 and 7\)](#)

All case study sections have the same structure to facilitate reading and coherence. After the introductory chapter, Chapter 1 describes the key findings organised by the OECD/DAC criteria and responds to the evaluation questions. Chapter 2 presents the main conclusions derived from the evaluation; chapter 3 provides the lessons learned and emerging good practices; and, finally, chapter 4 provides some recommendations for future periods of programming.

3 Main findings on the Sida-ILO Partnership Programme, 2020-21

3.1 Relevance & coherence

The SIDA-ILO Partnership Programme 2018-2021 is consistent with Sweden's strategy for global development cooperation in sustainable economic development (set for the period from 2018 to 2022), which seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all. The Partnership Programme is also in line with the ILO's Strategic Plan for the period from 2018 to 2021, which seeks to reinforce the ILO's role in responding effectively to transformative changes in the world of work and emerging issues, and pursuing social justice through a Decent Work Agenda that reaches out to, and addresses the needs of, the most vulnerable and disadvantaged in the world of work.

The SIPP is not a stand-alone development cooperation programme. Its interventions are well integrated into the ILO's work in core areas. At the institutional level, the long-term impact has been well considered and articulated in the design, implementation, and follow-up actions of the SIPP. In this regard, the Strategic Note at the beginning of the biennium established the proposed strategy for the interventions with the SIDA funds for each Outcome and associated outputs, as a guide for the allocation of the SIDA funding.

The outcome-based funded programme has contributed to reinforcing the ILO's work in core areas identified in its Programme and Budget (P&B 2020–2021), while the decentralisation of interventions has facilitated adapting activities to each country's needs and context. Likewise, actions and initiatives are well aligned with the ILO's strategic framework supporting the national strategies of targeted countries towards decent work.

The ILO has applied multiple criteria for the selection of the interventions. **The underlying logic of the selection of interventions was to ensure and reinforce the achievement of the P&B and to reinforce the ILO's capacities to address the actual and future needs of constituents. In certain areas, the criteria included continuing the work developed in the previous phase of the biennium to consolidate results and pilot research studies.** A consistent general approach in the various interventions under the outcomes has been to ensure bridges, coherence, and a consolidated connection between global products and country-level interventions, while legitimising, justifying, and providing feedback for interventions at both the global and local levels.

In the biennium 2020–2021, **the SIDA-ILO Partnership initiatives have been pertinent and appropriate to support the ILO in implementing the strategy outlined in the P&B and have been very relevant to the ILO's response to the situation caused by the COVID-19 pandemic.** The impact of the pandemic made it necessary to reformulate the SIP Programme in this disruptive global situation and to undergo a profound adaptation beginning with the outbreak of the COVID-19 pandemic, which has positively resulted in a better response to constituents' needs. In this regard, **the flexibility linked to SIDA-ILO's outcome-based funding approach has been highly valuable.** In contrast to a development cooperation funding, interviewees have highlighted that **the SIDA-ILO programme allows for rapidly adapting the Programme to emerging needs, thereby increasing and strengthening the ILO's responsiveness.**

In the framework of providing an effective and appropriate response to the new situation and demands that arose in the context of the pandemic, the programme's interventions in the various outcomes adopted two types of strategies:

- A change in the implementation strategy: more intensive use of digital channels was promoted, and after a brief period in which many activities suffered delays, they were adapted to non-face-to-face modalities. There was a great effort to adapt training and create content and modules to be carried out online. On the other hand, travel restrictions led to online communications and relying more on local (especially human) resources.
- A change in interventions incorporating issues that, because of the pandemic, had become emerging priorities within the framework of the identified outputs funded by the SIPP, interrupting or replacing other originally planned activities. Gender equality and non-discrimination, international labour standards, social dialogue, and a just transition towards environmental sustainability have been fully embedded in the policy outcomes of the Programme and Budget for 2020–21. They were reflected in the outcome strategies and outputs to be delivered in the biennium, with accompanying indicators to track progress more effectively.

Nevertheless, whether they were reformulated, adapted or introduced, **all of the SIPP interventions are consistent with and promoted the relevant International Labour Standards**, including Conventions No. 1,⁸ No. 81,⁹ No 88¹⁰, No. 98,¹¹ No. 100,¹², No 102¹³, No 111¹⁴, No 122¹⁵, No. 131,¹⁶ No 135,¹⁷ No. 144,¹⁸ No. 156,¹⁹, No 183²⁰, No. 189,²¹ No. 190,²² and Recommendation 4²³, and 204²⁴.

Cross-cutting issues are also incorporated, with different degrees of inclusion. The new gender marker introduced to ensure the gender equality mainstreaming approach has not yet been incorporated into all interventions but has been incorporated in most of them. In another hand, Social dialogue, Tripartism and Labour Standards are embedded in almost all SIPP interventions. However, just transition and non-discrimination, apart from their gender dimension, are not yet real visible implemented cross-cutting areas. Most SIPP interventions, with the exception of green economy interventions, do not incorporate the just transition in a transversal manner, largely due to the lack of specific guides or guidelines on how to do it, and therefore, lack of specific knowledge on how to include it. On the other hand, non-discrimination is not established as an implicit dimension but rather

⁸ Hours of Work (Industry) Convention, 1919 (No. 1)

⁹ Labour Inspection Convention, 1947 (No. 81)

¹⁰ Employment Service Convention, 1948 (No. 88)

¹¹ Right to Organize and Collective Bargaining Convention, 1949 (No. 98)

¹² Equal Remuneration Convention, 1951 (No. 100)

¹³ Social Security (Minimum Standards) Convention, 1952 (No. 102)

¹⁴ Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

¹⁵ Employment Policy Convention, 1964 (No. 122)

¹⁶ Minimum Wage Fixing Convention, 1970 (No. 131)

¹⁷ Workers' Representatives Convention, 1971 (No. 135)

¹⁸ Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)

¹⁹ Workers with Family Responsibilities Convention, 1981 (No. 156)

²⁰ Maternity Protection Convention, 2000 (No. 183)

²¹ Domestic Workers Convention, 2011 (No. 189)

²² Violence and Harassment Convention, 2019 (No. 190)

²³ R004 - Lead Poisoning (Women and Children) Recommendation, 1919 (No. 4)

²⁴ R0204- concerning the Transition from the Informal to the Formal Economy

seems, according to the Key information Interviews (KII), an inherent principle. Therefore, outside of Outcome 6, which has a specific output for it, it remains an almost ethical implementation principle, without specific actions related to it or that would allow its explicit importance. In this sense, all interventions are planned based on “non-discrimination” but without an explicit mechanism to ensure it.

3.2 Effectiveness

One of the essential characteristics of the Swedish funding under the SIDA-ILO Partnership is that lightly earmarked outcome-based funding allows the ILO to reinforce or make possible P&B institutional interventions. In this sense, **the SIPP increases and strengthens the ILO's effectiveness in delivering on the P&B's Outcome.**

After the outbreak of the pandemic, there was a general reduction in expectations of results to be achieved in this biennium. However, based on the perception gathered from the ILO technical specialist teams at Headquarters (HQ) and at the decentralised level and the constituents interviewed for this evaluation process, in the end there was a high level of satisfaction with the progress achieved given the circumstances.

The progress made towards expected results, in any case, has been uneven among the different outcomes' interventions. Interventions focused on research, diagnosis, and methodological development within the framework of global products have been greatly achieved compared to those aimed at capacity-building, advice, and support for constituents, as it is understandable because COVID-19 pandemic sometimes has jeopardized expected country level results. Nevertheless, there have been great achievements per outcome as analysed and explained in the relevant effectiveness sections of the case study reports (Sections II to V).

Within Outcome 1, the two critical databases have been updated and expanded to provide information on industrial relations in the world. ILO now has information from 70 countries on five continents, with the growth of the IRlex (Legal Database on Industrial Relations). ILO's capacity to offer technical support to countries to promote developments or legislative reforms and to have comparative analyses of similar countries increases. The component of the self-assessment method for social dialogue institutions has been the most delayed. However, despite the finalisation of the SAM-SDI (Self-assessment method for Social Dialogue institutions) taking longer than anticipated, this innovative and comprehensive institutional capacity development tool was completed in several formats (hard copy, online, interactive ePlatform, and USB) in 3 language versions, publicly launched and widely disseminated by the end of 2021, and initial indications point to considerable interest in its application by national social dialogue institutions in 2022.

Through SIPP interventions in the Green Economy and Just Transition component (Outcome 3 &4) policy-oriented knowledge products have been developed at global and a country level that has increased understanding of the links between informality and environmental challenges and potential integrated responses that advance formalization and environmental sustainability, and of the current state of play in just transition financing. Also, two short guides were developed to support the integration of environmental sustainability in market system development for decent work. In

addition, global level interventions have helped build understanding, strengthen commitments, and provide support to policy-making around transition in energy system changes. The role played by the green jobs specialist in Africa is partially supported by SIDA funding. Moreover, his team has been catalytic to provide technical assistance and leverage and mobilize financial resources for implementation. One of the biggest successes in this biennium has been the development of the National Green Jobs Strategies in Ghana and Côte d'Ivoire and its implementations. In Colombia, the development of the SIPP intervention in the local context has facilitated local authorities to have active communication mechanisms with the social stakeholders. In this sense, capacity-building activities with Constituents have been a central axis of ILO's that contribute to creating a shared understanding about Green Jobs and Just Transition and developing local knowledge products aimed at green employments opportunities and future trends. In addition to these, the promotion to incorporate the Colombian national just transition as a transversal axis in the public agenda. A medium-term identified impact is the development of the Colombian national just transition strategy expected by 2023.

In the case of Outcome 3 and 5 (Employment and skills), ILO-SIDA has been able to support the implementation of comprehensive NEPs considering countries' specificities. In this vein, the pandemic context entailed doing a series of adjustments within the programme, but P&B Outcomes has remained the same. At a global level, Global products developed during the previous biennium (knowledge and advisory tools) were further disseminated to inform the 2020-2021 phase of the programme and new studies that focus on the future of work aspects and measures to address the impact of COVID 19 at the global and country-level have been supported. As practical examples and insights for future policy making in the employment area, there are two global products to be noticed: the new Database on Employment Policies which serves as a **unique reference and source of information** on national employment policies and strategies to promote youth employment²⁵; and the global report on [“Two decades of national employment policies 2000-2020 – Lessons from the past, policies for the future”](#).

In addition, the ILO-SIDA partnership's contribution has been crucial in supporting the SKILLS work to develop and strengthen national and sectoral capacity on identifying skills mismatches and anticipating future skills needs. At the country level, in Cambodia, El Salvador, Ethiopia and Vietnam, activities have been interspersed for capacity building, technical assistance, and assessment and response to COVID. The development of innovative pilot programmes at the local level can be considered very effective as these projects can be transferred to other territories or programmes. For instance, a programme developed in Cambodia, related to the digitalization of TVET (Technical vocational education and training), is attracting international attention and other countries and potential donors, like New Zealand, have shown interest in funding its reproduction.

Related to Outcome 7, SIPP has supported two global deliverables, a Practical Guide on Telework, and a global review of the setting of wages through collective bargaining, which have provided valuable insights and guidance regarding the development of collective bargaining on wages, and for specific measures to combat the adverse labour market effects of COVID-19, such as through promotion of

²⁵ See : [ILO Employment Policy Gateway](#)

wage subsidies and effective teleworking policies. On domestic work, almost all ILO's work on this issue is funded by the SIPP and has introduced a new approach using behavioural science to design interventions for the first time in ILO, and piloted at the country level. Also on Domestic Work, SIPP supported the 10th anniversary report measuring progress in the implementation of C.189 since its adoption in 2011, "[Making decent work a reality for domestic workers](#)". In addition, support was provided to domestic workers' unions in three countries to respond to the needs of domestic workers during the pandemic: in Sri Lanka alone, hundreds of domestic workers received humanitarian assistance. The SIPP also supported the constituents in formalizing domestic work and conducting rapid assessments to identify the impact of COVID-19 and adopt policy responses to address these in Guatemala, Sri Lanka and Zambia. In Zambia, the activities led to the approval by the Tripartite National Labour Council (TCLC) for Zambia to progress the ratification of Convention 189, among other things.

The results under indicator 7.4.1 on diverse forms of work arrangements relate mostly to digital platforms are above target, partially supported by SIPP interventions, as SIDA funding allowed for the achievement of results in a bigger number of countries, although, overall, the target was not entirely achieved. Initially it was planned to give technical support to one country but after the pandemic outbreak and the subsequent travel restrictions, the economies have allowed to expand the scope into another country. Thus, the Platform economy diagnoses in Colombia and Ecuador have opened the path to public policy development. Concerning the work on informality, from SIDA funds supported the process of defining and conducting the informal economy diagnostic study in Cabo Verde and Madagascar. The work in Madagascar ILO action has made it possible to define the methodology implemented by the ONEF (National Employment and Training Office), and enhanced capacities for the formulation and implementation of OSH (Occupational and Health Safety) policies and strategies. In addition, under 7.4.1 SIPP supported the diagnostic report on diverse forms of work arrangements in North Macedonia.

SIPP actions related to Outcome 6 in 2020-21 has addressed care work, paid and unpaid, equal pay, and violence and harassment at a global level and with important and tangible results at the country level. The work in Senegal, a continuation of the previous phases of the SIPP, has put into the public agenda the need of supporting work balance and improve services to families, mostly women, in the informal economy as a result of the awareness raised in the country. On violence and harassment in the world of work, financed by this partnership, a worldwide communication campaign was developed that contributed to raising awareness on this issue and led to an increase in capacities, awareness, and knowledge about convention C.190.

The SIPP has been crucial for the ILO to make a difference and serve constituents in a timely and relevant manner in some areas of work that could not have been done otherwise, especially during COVID-19. The ILO has developed innovative strategies, methodologies, tools and products, such as "[the Practical guide on teleworking](#)" under Outcome 7 or the [Guidelines on Rapid Diagnostics for Assessing the Country Level Impact of COVID-19 on the Economy and Labour Market](#) and the [Guidelines on Rapid Assessment of reskilling and upskilling needs in response to COVID-19](#) under Outcomes 3 and 5. To a certain extent, the ILO has become a lighthouse for some countries by providing diagnosis, rapid assessment, guidance tools, and technical assistance. According to the vast

majority of the KII, this has been possible due to the SIDA outcome-based funding approach that allows for swift adaptation, even in a highly disruptive context like the pandemic.

In general, it can be asserted that the ILO's capacity to adapt to the new conditions generated by the pandemic has been remarkable. Generally, projects, both at the global and the national level, have carried out profound adaptations due to the limitations and difficulties caused by the pandemic for the normal course of planned activities. The implementation models also had to be adapted to this challenge, and the technical teams faced intense virtualisation of activities, trying to adapt and transform these work processes to make them viable through digital channels. Especially in the first months of the pandemic, new needs were raised among constituents, notably the need to understand the impact of confinements on the most vulnerable peoples around the world and how to address the crisis, new areas with lack of regulations to face them (such as teleworking), and the continuation of ongoing long-standing processes with a high risk of loss if faced with a long interruption.

The ILO's work under Phase II of the SIPP aimed to be implemented and used at the country level where public policies can make a difference to protect and defend workers' rights. SIPP interventions entailed a solid link between global and country-level work, though. In this regard, the work at the global level was meant to inform work at the country level and to be informed by lessons and experiences gained at the country level. The work done globally also provided guidance to operationalise and implement it locally.

Regarding effective monitoring, the SIPP presented several limitations. As per KIIs, the "impact of the Partnership Programme should be understood as part of an institutional intervention", and it is reported this way. The ILO has no mechanisms to register all the financial sources and their contributions at the outcome level indicator. Rather, it has a mechanism to monitor RBTC (Regular Budget Technical Cooperation) and XBDC (extra-budgetary development cooperation) funds at the output level. The SIPP does not establish expected results to understand to what extent SIPP interventions contribute to the Outcome, nor does it establish any indicators. Moreover, per KIIs, this kind of mechanism seems to go against the spirit and logic of the lightly earmarked or un-earmarked funds that are meant to support ILO interventions in specific areas or outcomes without specific measurements and with open flexibility, aiming to be more efficient and contribute in the best way possible.

The SIPP established a yearly progress report as a standard monitoring tool, besides the information and monitoring meetings between the ILO and SIDA. These annual reports, by Outcome, are focused on results and do not require detailed analysis of processes, performance, problems, or issues. Thus, these annual reports provide limited information and leave out information that is relevant to better understanding the reported results and how they were achieved, expecting evaluations to fill those gaps. For instance, there are many collaborations among ILO branches and HQ and decentralised offices, or among the decentralised offices, that are not really reflected. Regarding evaluation, despite lasting for four years, the SIDA-ILO Partnership is evaluated biannually. However, many of the interventions, whether or not they work in innovative areas or approaches, have a longer-term projection and do not generate impacts in this short period of time, sometimes even results, thus limiting the purpose of and the lessons learned from evaluations.

3.3 Efficiency

In general, SIPP-supported interventions have been very efficient. As per available financial information (table below) and after a triangulation with the KII, this evaluation can conclude that **given the exceptional circumstances of COVID-19, and considering that almost all the expected interventions were implemented, the available SIDA funds have been used quite efficiently.**

Table 3: SIPP budget and expenditure 2020-2021

	Budget allocation *	Expenditure**	Delivery rate
Total Outcome 1	\$ 783,035	\$ 603,738	77.10%
Total Outcomes 3 & 4	\$ 846,831	\$ 769,199	90.83%
Total Outcomes 3 & 5	\$ 2,129,082	\$ 2,202,568	103.45%
Total Outcome 6	\$ 1,011,713	\$ 989,865	97.84%
Total Outcome 7	\$ 1,538,944	\$ 1,235,636	80.29%
TOTAL SIPP 2020–2021	\$ 6,309,605	\$ 5,801,006	91.94%

* Budget allocation as per the DC dashboard. February 2022

** Expenditure (from the ILO's DC dashboard), February 2022

Restrictions on international travel, the impossibility of bringing together groups of people for training or meetings, and the incorporation of digital tools to overcome these limitations have led to cost savings that partly explain the level of delivery.

To maximise the efficient use of available resources, the ILO's involved departments have engaged in work collaborations and have shared resources internally and externally with the organisation. Efficient use of funds has been observed, for instance, in the extensive cooperation with other ILO units in the development of global products and in sharing the SIPP budget for the implementation of specific products with the regular budget or any other kind of budget support. For example, most of the work done under the green economy in the Africa Region, like the study on green recovery from COVID-19 in West Africa (see section III).

The global approach seems to have been particularly efficient during this biennium, and the “catalytic effect” is still considered one of the main assets of the SIDA-ILO programme. This is closely linked to the need in the pandemic to strongly emphasise the global products. These global tools have been requested and demanded from different countries that are not directly involved in the SIDA programme.

As demonstrated in the KII, sometimes it is difficult to develop global products and to share them with the main labour entities at the country level. On this point, it is necessary to understand that the recommendations and conclusions resulting from guides, reports, and technical advice must be

implemented at the field level, and this transition is always challenging. As mentioned, in this respect, some KII interviewees considered that the ILO should support this process to a greater extent.

At the country level, it has been highlighted that the scope and impact of some actions will increase with more resources, especially when it comes to developing and implementing initiatives at the local level. In general, there is a need for more human resources, as some initiatives at the local level can be time-consuming. Still, there has been no need to make any budgetary adjustments during 2020-21.

3.4 Orientation towards impact

The SIPP made a significant contribution to advancing the ILO's work with constituents using a broad repertoire of methodologies, resources, and approaches, in order to identify the most suitable ways to work with countries to:

- strengthen collaboration with key actors;
- participate in reflection processes;
- develop knowledge products based on methodologies of analysis that are guided by the identified priorities; and
- provide technical support for the definition of strategies, the implementation of policies, or the implementation of concrete initiatives.

More precisely, the SIPP interventions worked intensely to develop methodologies, tools, and resources oriented to improving the capacities of constituents, mainly governments and local authorities.

The dissemination and use of these products, together with the support and advisory work of the teams in the field, made possible to initiate processes of reflection and definition of strategies, policies, plans, and programmes. They also contributed to open national discussion and inclusion in the national agenda of several issues, like the Platform Economy in Ecuador or to recognise domestic work in Zambia. Specific evidence on the impact of the SIPP interventions by outcome is provided in sections II – V.

Related to national and international UN commitments, the initiatives financed by the SIPP are fully aligned with the objectives pursued in Decent Work Country Programmes and the Agenda 2030, particularly SDG 8 on decent work and inclusive growth, specifically with the following outputs:

- SDG target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- SDG target 8.4: Improve progressively through 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation in accordance with the 10-year framework of programs on sustainable consumption and production with developed countries taking the lead.

- SDG target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- SDG target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

The processes implemented and outputs obtained are directly related to the advances achieved in sustainability and decent work. There is a clear orientation toward a commitment by authorities and other constituents to achieving the SDG targets and the national priorities supported by the UN, reflected in its UNSDCF or UNDAF.

SIDA-ILO Partnership interventions are designed and implemented to strengthen the enabling environment at the country level (laws, policies, technical capacities, local knowledge, people's attitudes, etc.). Therefore, SIPP interventions can be managed as individual projects or as the ILO's core work at the country level. Country interventions are normally selected upon the government's explicit request or previous work in the area. In any case, with regard to the P&B outcomes, SIDA-funded interventions respond to or contribute to countries' priorities, generally reflected in the Assistance Framework with UN Agencies. In each case study (sections II to VI), there are evidence of SIPP impact and a description of how the interventions in each outcome contribute to the strategic areas or priorities of the countries in which they are implemented.

3.5 Sustainability

From a sustainability point of view, two types of global interventions can be identified in the programme. On the one hand, there are the interventions that have a historical background and that are more consolidated. On the other hand, there are the interventions and approaches initiated in phase II thanks to the support of the SIPP programme, which are in the initial or experimental phase and that have not yet had time, for the most part, to generate impacts or tangible results.

Specific interventions that could benefit from a longer financing commitment, and therefore a longer implementation timeframe, are found within the framework of the five outcomes supported in this biennium. **SIPP support has contributed to promote strategies that improve sustainability in the maintenance or implementation of the achieved results. In this sense, some interventions that until now were highly dependent on SIDA funding have already been consolidated within the core activities of the Organisation.** For instance, INWORK is engaging with STATISTICS regarding the transfer of responsibilities of data compilation on industrial relations with a view to ensure the sustainability of IRData. As for what concerns IRLex, the Branch has been engaging in conversations with senior management making the case for the need to secure regular budget resources in order to ensure the continuous update and expansion of the database. Furthermore, the ILO's support in the African region within the framework of the green economy is well established. The initial support from the SIPP served as the seed for the creation of a team of specialists, whose survival is no longer dependent on the programme and whose influence and impact in the region has been considerable and is expected to continue to grow. Finally, SIPP has been supporting implementation of comprehensive national employment policies, over the different phases of the partnership.

However, **other long-standing areas of intervention are still dependent on SIDA funding.** These have limited resources from the Regular Budget and struggle to find other kinds of financial resources because of their sensitive nature (i.e. working time conditions), not being perceived as a priority (domestic work), or a lack of capacity from the recipient country to mobilise internal or external funds.

One of the advantages of "outcome-based" financing is its ability to open unexplored channels of knowledge within the organisation or to create pilot experiences in areas that, although necessary, are not so attractive for developmental project funders. The Sida-ILO partnership programme has allowed the ILO to incorporate or develop areas of knowledge in response to the needs of constituents and to support the most vulnerable sectors of workers. In 2020-21, new areas of work have been incorporated into the SIPP intervention framework, mainly of Outcome 6 and Outcome 7. As will be seen in the case studies, some areas such as wage bargaining, as well as a behavioural science approach applied to change perceptions on domestic work and violence and harassment in the world of work, are highly dependent on SIDA funding. Their continuation is unlikely in the short term without SIDA. This problem is more acute in country-level interventions.

The continuity of interventions at the country level very much depends on a high level of appropriation by constituents and the incorporation of other donor institutions and financing mechanisms that will contribute with economic resources and technical capacities, in order to give continuity to processes underway at the country level.

Various efforts already made by the ILO, within the framework of the programme, have attempted to achieve increased ownership and ensure continuity of results. However, interventions at the country level are very heterogeneous and have different levels of internal appropriation, which in some cases, but not always, depend on the length of the intervention at the country level. In each case study, there are descriptions of the interventions that are most likely to continue. However, **a common factor raised by the KII is that in the event that the interventions continue, especially those related to legislative reforms or development, without SIDA support and without the support of the ILO (so far guaranteed thanks to SIPP), the processes risk being much slower and losing their way before their finalisation and implementation.**

Finally, there is much uncertainty and concern around a change of the approach of the SIP programme. This change of approach consists of giving more relevance to cross-cutting issues like, for instance, gender equality, market system development, and the green transition. The major concern detected is the possibility of limiting the outcome-based approach that provides the programme with the capacity to adapt. Other concerns have been mentioned. According to the interviewees, this change could put at risk some of the work carried out so far. At the same time, there is uncertainty in how to link the cross-cutting approach with the outcome-based mechanism. Finally, there is worry about how the ILO's internal work dynamics are going to be modified and to what extent the Organisation's institutional arrangements are ready to do so.

4 Conclusions

- 1. The design of the SIDA-ILO Partnership initiatives for 2020/2021 is relevant and coherent to the strategy outlined in the P&B for Outcomes 1, 3, 4, 5, 6, and 7.** The partnership's interventions are highly pertinent and embedded within ILO's institutional activity. It should not be regarded as an individual donor-funded development programme. Its nature and logic contribute to the overall achievement of the Outcomes under the ILO's P&B 2020–2021.
- 2. The SIP programme has demonstrated a robust capacity to adapt to the needs identified in its field of intervention, both from a global perspective and to specific needs identified by the constituents in national interventions.** The ILO's response to COVID has been reinforced and adequate thanks to the interventions and nature of the SIPP. The flexibility and adaptability of the agreement have made possible to respond timely and adequately to emerging needs.
- 3. The role of the SIPP has been a catalyst for implementing P&B Outcomes 1, 3, 4, 5, 6, and 7, especially during the crisis of COVID,** providing the funds to generate results in emerging areas and mobilise resources. During the disruptive situation that started in March 2020, the ILO found an ally in the SIPP for addressing the needs and requests from countries to protect the most vulnerable workers and give assistance to national business networks
- 4. The outcome-based funding is highly valued within the ILO units/departments involved in its implementation.** This systemic approach, based on broad and relevant goals, has made possible to easily adapt the programme to this new context and, at the same time, to countries' needs. Likewise, it is easier to link the programme to other sources of funding as well as to other specific projects. This is much of the essence of the catalytic nature of the SIDA-ILO Partnership Programme. The kind of synergies fostered by the programme lead to its multiplier effect. Compared to development cooperation funding, outcome-based funding is able to generate a greater level of impact.
- 5. The SIDA-ILO Partnership initiatives have shown a level of progress, which is highly conditioned by the circumstances imposed by the COVID-19 pandemic in terms of priorities for key actors and operational limitations on activities.** However, the evaluation has observed a high level of satisfaction by the ILO technical teams and the constituents' representatives participating in the evaluation process, with the level of progress achieved in the various initiatives and processes at the global, regional, and national levels.
- 6. Through the global products, the ILO has been able to provide tools and guidance on the labour market to countries targeted by the SIPP for Phase II, while developing documents and reports to understand the new situation resulting from the pandemic.** In addition, the approach of these documents, like in the case of the rapid assessment guides, has not been merely theoretical but instrumental, with a clear component of developing concrete solutions to the emerging problems.

- 7. The pandemic has changed some processes inside the SIDA-ILO programme. As in other socio-economic spheres, due to the pandemic restrictions, remote forms of working have emerged strongly.** These have been integrated within the initiatives developed under the SIPP support to outcomes 3 and 5 during Phase II. Remote working, for instance in training activities, has made possible to increase the number of participants. Other online tools are being distributed from the International Training Centre of the ILO in different projects, with great acceptance. At the same time, there are concerns about losing the informal information-sharing associated with face-to-face interactions in classroom-based training activities. In this regard, blended activities that combine face-to-face with online training can be a solution to maximise the benefits of both.
- 8. The SIDA-ILO Partnership Programme 2020–21 has allowed essential work of the development, creation, or expansion of global knowledge products with a potential impact on transformation processes at the local level.**
- 9. The SIDA-ILO Partnership's interventions are contributing to strengthening the enabling environment at the country level and the global level, notably to promote the ILO's international norms, social dialogue, and key ILO cross-cutting issues, especially gender.** However, just transition and green economy are still mostly missing, without any clear cross-cutting strategy within SIPP interventions, except the one on Green Jobs and Just transition.
- 10. Global products and country-level interventions are interlinked and designed to provide feedback to each other.** SIPP-funded interventions ensure a solid link between global and country-level work, which has become more relevant during the pandemic.
- 11. The programme developed under the SIDA-ILO Partnership, by its very nature, requires a continuous search for synergies between different initiatives and programmes carried out by ILO.**
- 12. The monitoring of the SIDA-ILO Partnership is embedded within ILO departments involved separately.** There is no mechanism to measure to what extent the ILO's interventions are contributing to the related outcomes. Because of the nature and logic of the outcome-based funding, there is no need for an individual M&E (monitoring and evaluation) system for SIPP interventions. Yet, it would be relevant for the ILO institutional system to incorporate information on how this type of funding contributes to the outcomes of its global framework. The donor reporting mechanism could be improved to include relevant information related to processes and possible impact, other than actual results.
- 13. Innovative approaches and work areas have been implemented thanks to SIDA funding.** However, a biennium is not enough time to develop capacities and sufficient research in innovative interventions to serve tripartite constituents properly.
- 14. The evaluation has identified internal concerns around a change of the approach carried out within the programme.** This change of approach consists of giving more relevance to cross-cutting issues like, for instance, gender equality and the green transition. The major concern relates to the possibility of limiting the outcome-based approach that gives the programme the capacity to adapt. According to the interviewees, this change could put at risk some of the work carried out so far.

5 Lessons learned and emerging good practices relevant to the SIPP global intervention

Lessons learned

- 1 **The ILO has played a pivotal role in supporting and guiding governments and other institutions in the context of COVID.** The ILO-Sida Partnership has had a key role as it has developed global tools with reports of high impact, which have provided insights around the new context. In general terms, it can be asserted that the ILO is one of the international bodies that has been at the forefront of the global labour market discourse. It is necessary to take into consideration that some of the countries that the ILO works with have few resources to develop this sort of knowledge. Therefore, the ILO's work at the global level is key.
- 2 **The outcome-based approach is highly responsive in a crisis.** It allows for adapting the initiatives carried out within a programme without putting the goals at risk. This applies to global-level products and to the actions implemented at the country level.

Emerging good practices

- 1 **Global products and country-level interventions designed and implemented in collaboration and coordination among different ILO units have a more comprehensive approach and provide a more tailored solution to the problem targeted.** The reality is complex, as they are the issues and problems of workers, employers, and countries. Collaboration between different ILO departments, despite not being systematised, has been a good practice in many of the interventions within the framework of the SIP programme, without differentiating by Outcome.

6 Recommendations

Recommendations on the SIDA-ILO Partnership Programme

- 1. Design programming and financing periods for medium-term interventions that allow resources and certainty to provide the required level of support to constituents at the country level. This would be consistent with the nature of the work contributed to by the SIPP, as it requires longer timeframes for changes to happen and thereby longer periods of support.**

The expected impacts in the causal chain of the programme, by its very nature, require a sustained effort over time to travel the path from awareness to capacity-building in key actors, reflection processes, decision-making, the assumption of commitments, and materialisation in policies, plans and programmes. In addition, this sequence of products and results is strongly conditioned by external variables such as economic cycles, transnational agreements, social dynamics and conflict, and the evolution of the political context. All this suggests the need to provide certainty, stability, and a long-term view in local teams' implementation of intervention processes at the country level. The biannual redefinition of priorities and resources available to achieve these outcomes constitutes a limitation that in general can condition and reduce the long-term effectiveness of the programme.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO-SIPP concerned technical departments/units/branches, PARDEV, SIDA	Medium/High	Short-term	High

- 2. Develop and establish guidelines on how to mainstream just transition and green economy in the ILO's interventions as a cross-cutting issue.**

The green economy approach is still relatively novel. Both intervention designers and implementers largely lack the tools and knowledge of how to incorporate this approach. A package of tools that would explain what it consists of and how to incorporate it into any intervention would be crucial to ensure its development.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO GREEN JOBS	Medium	Short-term	Low

- 3. Implement a system for monitoring and tracing the transfer and results in the short, medium and long term, notably on training and advisory actions at country and global levels.**

Even though there are tools to report the progress of the SIP programme, there is no system or common framework shared by the ILO units in charge of the SIPP-funded outcomes to examine it from a systematic manner. In this regard, this system should include more elements than those related to

the programme results (as the country reports currently do). Such a system would support strategic decisions and capture the richness of the programme.

The evaluation has identified several difficulties faced by the ILO to learn from or systematize on the evolution and results obtained after providing training and advisory services. Having a proper monitoring system to track these is necessary to evaluate the effectiveness and impact of such interventions, especially in the field of social dialogue and labour relations where reforms and changes are made in the medium and long term.

In relation to training processes, in which the use of online channels and platforms will be progressively expanded, and where direct contact may be lessened, it is necessary to complement the current tools for measuring changes (in terms of knowledge acquired before and during the training) with other measurement tools able to track the transferring of skills to the workplace on ex-post basis.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO-SIPP concerned technical departments/units/branches, PROGRAM	Medium	Mid/Long-term	Low

4. Improve and strengthen the annual reporting to Sida to have more robust and documented information that increases the donor's knowledge of the scope of what is being done and facilitates review in the monitoring and evaluation process for increased learning and adaptation.

Progress made by the SIPP interventions is reported to Sida on annual basis. Yet, even if activities and results achieved are reported, a lot of information is left. Additional evidence could be incorporated that would help to understand the scale of the interventions; the implementation processes, collaboration and partnerships; and the relationships between the global products and the interventions at the country level.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO PARDEV, ILO-SIPP concerned technical departments/units/branches	Medium	Short-term	Low

5. Reconsider the evaluation periods and explore the possibility of concentrating evaluation efforts on a single evaluation during the four years of the partnership. This would allow the scope to be broadened to better measure contribution of SIPP actions and improve the use of evaluation results to inform strategic decision-making.



Both the evaluation of the first biennium and this evaluation have faced challenges in their execution as a consequence of having to review shorter implementation timeframes, and be carried out in a very short period of time. Conducting one single evaluation covering the entirety of the Sida-ILO Partnership Programme (four-year period) would allow a better assessment of the contribution of interventions. In some cases, these impacts could be manifested in the medium to long-term and it is difficult to detect those effects in a period of two years or less.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EVAL, PARDEV-SIDA	Medium	Short-term	None

6. Ensure support to pilot the innovative interventions carried out in the biennium 2020–2021 under the SIPP, in order to achieve expected results that could trigger effective resource mobilisation among international donors.

The SIP programme is catalytic and generates changes and opportunities not only in the countries of intervention, but also, and mainly, within the ILO. This catalytic effect has been demonstrated by allowing the ILO to explore new fields of work. It has been seen in previous partnerships that the results and impacts generated, thanks to SIDA's contribution, have allowed the ILO to leverage and mobilise funds and demonstrate the relevance of interventions that initially did not raise much interest.

In the 2020–2021 biennium, new and/or innovative interventions have been carried out as part of the SIPP that have barely had time to be implemented. In many cases, outputs have been produced, but very limited outcomes were evidenced to be achieved. It is necessary for the organisation to ensure the continuation of these actions both at global and country levels. Financial support from the SIPP would be desirable in this modality, which has so far proven to be flexible and adaptable.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO PARDEV, Sida	High	Short-term	High

SECTION II: Case Study: SOCIAL DIALOGUE AND LABOUR RELATIONS (Outcome 1)

1 Introduction

This document presents the findings, conclusions and recommendations of the case study of the final independent clustered evaluation of outcome-based Swedish International Development Cooperation Agency (SIDA) funding support to the ILO interventions in the field of social dialogue, labour relations, and collective bargaining (Outcome 1 of the P&B), for the period 2020–21.

1.1 Background: SIDA-ILO Partnership–supported initiatives on social dialogue, labour relations and collective bargaining

The ILO's programme of work for 2020–21 for outcome 1 underlines the critical value of social dialogue and sound and inclusive labour relations, including their contribution to decent work, peace, and democracy, as well as their potential for tackling inequalities and enhancing workplace compliance in labour markets.

Work under Outcome 1 supported by SIDA-ILO Partnership Programme (SIPP) funding focuses on supporting the ILO's capacity-building efforts with its constituents, including with respect to national social dialogue institutions, and the development of qualitative and quantitative industrial relations databases. These databases aspired to support institutions by strengthening social dialogue mechanisms, labour relations, and dispute prevention and resolution. The ILO's activities under this area have provided sound policy advice for successfully improving policies and collective bargaining and workplace cooperation practices.

In this regard, SIPP has supported four main components:

- The [IRToolkit](#) (Industrial Relations Global Toolkit) is a training package aiming at offering a flexible, adaptable training curriculum on industrial relations. It is composed of a series of activities, learning materials and background information allowing industrial relations practitioners as well as ILO specialists to deliver engaging training activities adaptable to the different audiences and needs.
- [IRLex](#) (Legal Database on Industrial Relations) is the ILO comparative legal database on industrial relations. It provides information on legal and institutional frameworks regulating industrial relations in countries. The database is a knowledge-sharing tool meant to support constituents in the processes of labour law reform. It also helps ILO specialists provide informed advice when brought in for technical advice and can be used as a baseline for identifying best practices in the realm of regulatory frameworks on specific subject matters.
- [IRData](#) (Industrial Relations Data) is a database including data on trade union membership, on collective bargaining coverage, and on strikes and lockouts. It provides governments and social partners with information enabling them to better understand the evolution of trends in industrial relations, with a view to identify gaps, notably in terms of coverage; to adopt policies and measures that promote collective bargaining and sound industrial relations, contributing to filling existing gaps; and to evaluate those policies.

- The [SAM-SDI](#) (Self-assessment method for Social Dialogue institutions) is an innovative tool enabling ILO constituents to conduct comprehensive assessments of their national social dialogue institutions as platforms for policy consultation and negotiation, with a focus on their inclusiveness and effectiveness, and on that basis, to devise and implement action plans to enhance their impact on national law- and policy-making processes.

In the effectiveness section, there is a table with a summary of the SIPP interventions and related outputs contributing to Outcome 1 with SIDA funding.

2 Main findings

2.1 Relevance

To what extent was the design of the SIDA-ILO Partnership initiatives relevant to the strategy outlined in the P&B for Outcome 1?

In the area of intervention linked to the strengthening of social dialogue and the industrial relations system, the SIPP contributing to Outcome 1 has focused on strong tripartite constituents and influential and inclusive social dialogue under the ILO P&B, specifically in Output 1.4, strengthened social dialogue and labour relations laws, processes and institutions.

The evaluation process has found two types of main findings in terms of the coherence and alignment of the activities carried out in social dialogue, collective bargaining and the improvement of labour relations systems, that is, the ILO strategy concerning the P&B Outcome 1:

- First, findings from the analysis of the alignment of the outputs and activities included in planning of global products and local projects included in the programme.
- Secondly, findings from effective impacts in intervention countries aligned with the output indicators defined in the P&B 2020-2021.

In the first case, it can be clearly identified how the outputs expected in the implementation plan are directed, on the one hand, to the development and enrichment of the global products (IRToolkit, IRLex, IRData, and SAM-SDI), and on the other, to deepen the use of these products through training and technical support processes in different countries.

The content and purpose of these global products fully respond to the objective of strengthening institutions linked to social dialogue, especially in the case of IRTToolkit and SAM-SDI, and to the improvement and transformation of the technical-legal framework of industrial relations, especially in the cases of IRLex and IRData.

The application of these products, in different modalities, both online training or technical support and advice, allows for the work required for the intervention plans to achieve Outcome 1, in the medium-long term, and Output 1.4 in the short-medium term.

Some notable examples show the degree of the programme's contribution to the output indicators defined in the P&B 2020-2021. This has been found with completed processes and in the process of the legal industrial relations framework with relevant participation by the ILO, as in the case of Mongolia (output indicator 1.4.1). In Tanzania, thanks to SIPP resources and in coordination with LABOURLAW unit a high-level tripartite workshop was held in both mainland Tanzania and Zanzibar resulting in the signing of a roadmap to bring collective bargaining law and practice in line with International Labour Standards. The workshop featured the presentation of the IRLex database and of the IRTToolkit, and their relevance in supporting constituents in the implementation of the roadmap was reflected with a direct mention in the text of the need of technical support from the ILO on both capacity building (IRToolkit) and legal reform (IRLex). In Vietnam, IRLex was used to develop a set of comparative legal overviews in the form of factsheets over different relevant topics in the context of the implementation of the labour law reform. These factsheets were used by national constituents as background information in the drafting of a number of implementation decrees that have followed the major reform of the Labour Code in 2019 (entered into force in 2021). The work on Vietnam, and Tanzania are contributing under output 1.4.2.

In addition, also notable contribution to improving frameworks and practices for collective bargaining (output indicator 1.4.2) were identified in cases such as:

1. Colombia, through the adoption of provisions in the palm oil sector, to prevent and handle cases of discrimination on all grounds, harassment, and violence against women.
2. Sri Lanka, through the contribution of a training programme that improved procedures for identifying workers' representatives in non-union companies.
3. Honduras, with a tripartite training programme that allowed for collaboratively producing a series of guidelines for handling complaints and claims in the company.

Finally, contributing under output 1.4.1. , the development of the interactive ePlatform version of the SAM-SDI method, available in 3 languages on the ITC eCampus, it is envisaged to be used in the context of application of the method by national SDIs with facilitation by ILO in a virtual or hybrid setting.

To what extent were interventions repurposed to provide a timely and relevant response to constituents' needs and priorities in the aftermath of the global pandemic?

The SIP programme had to profoundly adapt after the outbreak of the COVID-19 pandemic. This has positively resulted in a better response to constituents' needs, mainly:

- By facilitating remote access to training resources in the field of social dialogue.
- By generating training modalities that stimulate the participants' collaborative development of resources and contents that directly impact subsequent social dialogue processes in their respective local contexts.
- By offering knowledge products that facilitate the response to the challenges of labour relations in contexts of social, economic and health crises.

- By providing content and resources adapted to the specificities of industrial relations typical of different local contexts.

The SIP programme has allowed the development of various adaptations of the resources and modalities of training, facilitating their development in distance learning contexts through digital channels. These new developments have meant a very relevant evolution of the ILO's trainings available in the field of labour relations, not only to respond to the restrictions on face-to-face contact caused by the pandemic but also to enhance the already underway efforts of ILO and the ITCILO, as an institution prepared to meet the emerging current and future demand for digital learning resources and processes.

More concretely, there has been an adaptation of the content and learning methodology of IRToolkit to be used by people autonomously through a self-guided training process. In a complementary way, the available educational resources have evolved through the development of digital content in video and image format and interactive activities for participants in the training process. This type of resource facilitates individual learning processes, generating greater engagement with the training process and reducing one of the main challenges faced by online training activities: ensuring permanence and reducing abandonment.

In addition, these resources aimed at autonomous learning are likely to allow group training projects and activities to be adapted to the blended learning modality, effectively complementing synchronous training activities, either face-to-face or online. This responds to the trend of change in training models already existing in many contexts, and which have been profoundly reinforced due to the pandemic.

It is relevant for ILO to carry out a preliminary diagnosis that allows for facing the potential digital divide of the training participants, particularly those from vulnerable local contexts, where access to technology, connectivity, and sufficient digital skills still represents a relevant limitation. Furthermore, at the time the evaluation was conducted, there was an ongoing effort to translate IRToolkit's self-learning materials into French and Spanish.

The emergence of COVID-19 forced the reformulation of the face-to-face training methodology, which covers most of the training processes and activities in the local context developed by the ILO and its ITC in Turin, to adapt them for online delivery. Especially in the training processes in local interventions associated with the global products IRToolkit and IRData, the technical team of INWORK adapted a training of trainers' model for face-to-face actions in the field to a direct training model through the ITC-ILO e-learning platform. This process, which required an initial period of reflection, reformulation and development, was essential to be able to carry out in a local context most of the training initiatives that were developed in this biennium. One noteworthy example of this is the innovation effort made by incorporating tools specifically aimed at teaching through digital channels, facilitating the work of training tutors through digital dynamization and evaluation resources such as [Kahoot](#) or [Socrative](#).

The ITCILO and INWORK made a very remarkable effort in designing a distance learning modality that encourages collaborative work among the participants of the training, especially in mixed groups made up of representatives of governments, employers' organisations and trade unions. This process, which is undoubtedly a relevant good practice, aims to generate as a final product of the training certain documents, resources or tools, generated by the participants themselves and with total

adaptation to the local context and intended to be used as practical resources in the creation of sound systems of industrial relations at all levels.

In addition, the objective is to ensure that these products have a specific application in the framework of industrial relations in the local context, thereby facilitating the transfer of knowledge to social dialogue practices and thus generating more direct traceability between the capacity-building and the impact on the labour relations framework.

Proof of the usefulness of these adaptations to the methodologies and training channels is the delivery of virtual, collaborative programmes, of long duration, through different sessions and thematic workshops lasting several weeks, as in the case of Honduras, despite the difficulty of maintaining the assistance and commitment to the online training process of the constituents' tripartite structure representatives.

As a third axis of adaptation of the SIP programme to the needs of the COVID-19 pandemic context, it is worth noting the development of a new module in IRToolkit called "Industrial Relations in Time of Crisis", aimed at assisting social partners in jointly addressing the impact of the crisis, including initiatives to minimise the negative effect of COVID-19.

Given the situation caused by the global pandemic, the development of these contents was prioritised, altering the initial order that had been established. For example, the exercise carried out in the case of India is remarkable. The ILO assisted constituents in developing guidelines to establish enterprise-level COVID-19 task forces in 2020 to provide tools to face the COVID crisis. Based on this advisory process, a training process was developed for 30 trainers with participation by six trainers from a group of companies that have adopted the guidelines.

As a process of reformulation and adaptation of local activities and global projects to more effectively meet the needs of constituents, noteworthy efforts were made to adapt different training modules of the global product IRToolkit to different legal, sociocultural, and economic local contexts, for example in Colombia, Nicaragua or Bangladesh.

These adapted training curricula using both existing and new modules of, adapted to the IRToolkit local context, are being incorporated into the IRToolkit digital resources by the ITC Turin team and will be published in the first months of 2022.

Key highlights from the case study in Honduras

The design of the training programme effectively responds to a specific demand from the constituents themselves. The IRtoolkit contents were adapted to internally generate a guidelines proposal for the handling of complaints and claims in the companies, in line with the reality of the garment sector in Honduras. The evaluation has identified how it was necessary to expand the number of participants to 52, given the interest generated by the programme.

To what extent did interventions build on knowledge developed in Phase I of the 2018–19 partnership agreement?

The initiatives carried out within the framework of the SIDA-ILO programme in 2020 and 2021, within the scope of Outcome 1, and specifically **Output 1.4**, "Strengthened social dialogue and labour relations laws, processes and institution", present a **high degree of continuity and learning regarding the processes, products, and results achieved in Phase I of the Sida-ILO Partnership (2018–2019)**.

This linkage and coherence with the implementation of the programme in the previous biennium are evident at two distinct levels. On the one hand, it is evident based on the lessons learned in the previous period. Work has been deepened and reinforced on the following main achievements: a) Further expand, adapt and translate the IRToolkit modules to provide targeted technical assistance and capacity-building in the local context; b) Advance the expansion of key knowledge products in processes of change of the legal and technical framework of industrial relations, such as access to IRLex and IRData databases; and c) Contribute to strengthening the capacity of national social dialogue institutions, based on the SAM-SDI self-assessment method for social dialogue institutions.

As described later in more detail, **limitations and challenges are still seen when it comes to achieving, on the one hand, greater impact, dissemination, and internal and external knowledge of these tools, and on the other, being able to more effectively quantify and measure the impact of dissemination in terms of the use and usefulness of the tools.**

As a second block of evidence that points to the coherence with the work carried out in the previous biennium, two cases can be highlighted that exemplify this continuity between the two phases of the SIPP.

First, in the case of the global product IRData, the SIPP supported the publication in 2020 of a guidebook on how and why to collect and use data on industrial relations, developed in 2018–2019 and translated into French and Spanish with SIDA funds. Secondly, the Sida-ILO Partnership Programme 2020–2021 made a fundamental contribution by reformulating the initial draft of the SAM-SDI, after a highly critical validation process carried out internally by the ILO. This has made possible to conduct a review and reformulation, involving both form and substance, of the contents and resources of this global product, thereby allowing the model to be closed at the end of this biennium.

2.2 Effectiveness

Have the SIDA-ILO Partnership initiatives made sufficient progress towards their planned objectives? Did interventions yield any unexpected results, notably in responding to the COVID-19 pandemic?

The global paralysis of field activities at a global level, the adaptation to digital contexts, and the change in constituents' priorities during the COVID pandemic, especially in the first months after the outbreak, necessarily conditioned the viability of initiating or continuing support processes with them.

However, **the context of the global pandemic offered certain opportunities in this area of the SIPP either through the reformulation of intervention models to promote digital channels or by addressing new areas of knowledge, such as the development of industrial relations and social dialogue in contexts of crisis.**

In relation to the global product **IRToolkit**, there is evidence of a notable degree of progress in the activities contained in Output 1.2, "IRToolkit scope is enlarged", thanks to the addition of new training modules: "Industrial Relations in Time of Crisis", to assist the social partners to jointly address the impact of the crisis, including initiatives to minimise the negative effect of the COVID-19 pandemic; "Gender, Non-Discrimination, Violence and Harassment"; and the modules on "Freedom of Association" and "Improving the collection of data on industrial relations for evidence-based policy-making

The focus of this product has been partially modified, conceiving the need and relevance of generating content adaptations to local contexts. The product has been translated into Spanish, thanks to other resources besides SIPP resources. This made possible to deepen the activities, especially in Central America, defined in Output 1.1, "IRToolkit is rolled-out at the country level."

The second expected output also presented an appropriate level of progress at the time the evaluation was conducted, although concentrated in the last half of 2021. There is a concentration of activities in the Latin American countries Colombia, Nicaragua, and Honduras, along with interventions carried out in Asia and Africa, in countries such as India, Jordan, Sri Lanka, and Ethiopia.

Referring to the global product **IRLex**, also thanks to the collaboration between INWORK and LABOURLAW unit, it has been possible to demonstrate the development of the specific Factsheet products related to collective agreements, protection against acts of interference and acts of anti-union discrimination, and trade union registration procedures and formalities, as well as Issue Briefs about collective labour dispute resolution and collective bargaining, in some cases still in the final validation and publication stage. These are described in Output 2.1, "IRLex-based knowledge and policy tools are developed".

In addition, it has been possible to achieve the scope expected in Output 2.3, "IRLex coverage is expanded to ten new countries", thus expanding the country profiles available in the database as planned.

SIPP interventions have also contributed to the achievement of Output 2.2, "IRLex knowledge is enhanced", through technical support to processes of legislative development in local contexts, the most relevant being Mongolia and Vietnam, along with an intensive tripartite training process in Tanzania. In addition, it has been possible to achieve the scope expected in Output 2.3, "IRLex coverage is expanded to ten new countries", as a result of expanding the country profiles available in the database as planned. However, **one challenge remains in the internal and external dissemination of activities to promote the usefulness and applicability of the products generated within the framework of IRLex.** Nevertheless, the material produced has been helpful in promoting social dialogue among constituents (IRToolkit, IRData) and offers long term support to capacity building - beyond the life of the project, which is a sustainable element to be observed.

Referring to the global **product IRData**, a high level of progress has been achieved in training activities through various initiatives and programmes developed in the training catalogue of the ITC in Turin, as well as the specific actions for certain countries, such as Iraq, Myanmar, North Macedonia or Portugal. In addition, specific content linked to IRData for inclusion in the IRToolkit has been developed. The application of online methodologies and training channels has allowed these activities to be carried out without significant delays.

In addition, it has been possible to perform a global update of IRData by using the data at the country level to produce the indicators and statistics. This activity, however, has been affected in countries that required data collection in the field given the COVID-19 pandemic restrictions, which has caused delays in the execution of the activities that were committed to. It is relevant to highlight the importance of the SIDA-ILO Partnership Programme in the 2020–2021 biennium in this data collection, which was a priority since the information available in IRData had not been updated since 2018.

Finally, with regard to the **SAM-SDI** product, the SIDA-ILO Partnership Programme 2020–2021 made a fundamental contribution by supporting: the revision and finalisation of the SAM-SDI, including in the light of feedback received through a thorough internal validation meeting in early 2020. It has been designed in a user-friendly attractive format and translated from English into French and Spanish. Several products have been produced: a range of hard copy and electronic formats, including as a single volume, series of 6 booklets, interactive ePlatform and self-contained USB card containing all linked resources and templates for use in application of the method, and 1 promotional and 2 instructional videos. There have been several events: virtual workshops with HQ and field specialists and project staff to plan follow-up and train SAM-SDI facilitators; high profile virtual launch of the SAM-SDI with invited constituent guest speakers; presentation of the SAM-SDI at a range of events with ILO officials and constituents; dissemination to partner institutions around the world, ILO field offices etc. A new diagnostic tool on social dialogue at national level was produced in draft form. However, there is a lower degree of progress in relation to the activities initially planned for Output 4.1, "SAM-SDI is rolled out at country-level". The deployment at the country level has been postponed due to the need to reformulate the product as it was conceived, introducing substantial changes to achieve a greater impact and utility for the constituents who decide to apply this instrument in their internal strengthening processes.

Therefore, during the 2020–2021 biennium, these changes were identified and defined; the final production of the product was carried out, both in document format and in web mode; and it was published in November 2021. However, the whole validation exercise has been postponed and rescheduled for the coming months of 2022. The experimental implementation will allow the self-assessment tool to be used with sufficient robustness in intervention processes and will be able to begin to generate the expected impact. In this sense, the experimental implementation of this type of product prior to its publication seems an improvement to consider, which will be detailed in the corresponding section of the report.

The table 5 below summarises the main activities and interventions with SIPP funding under Outcome 1.

Table 4: Areas of work funded by the SIDA-ILO Partnership Programme for Outcome 1

Areas of work funded by the SIDA-ILO Partnership Programme for Outcome 1	
Country	Outputs
Global level	
IR Toolkit	<ul style="list-style-type: none"> ▪ Training curriculum has been completely adapted to online training ▪ Development of self-training modules complementing the existing ones for guided training and translation of the self-guided curriculum in French and Spanish ▪ Establishment of partnerships (e.g. Global Deal) ▪ Translation to Spanish and the adaptation of the existing modules to country-specific versions for India, Nepal, Ethiopia, Honduras, Colombia and Nicaragua ▪ New module has been developed to cover “Industrial Relations in Times of Crisis” ▪ New module on “Gender, Non-Discrimination, Violence and Harassment in the Workplace and Collective Bargaining”, developed both in a global version and in a version crafted for the Ethiopian context
IRLex	<ul style="list-style-type: none"> ▪ Expansion to cover 70 countries worldwide ▪ Production of knowledge products offering comparative legal analysis and best practices identifying best practices in specific subject matters that are meant to be continuously updated
IRData	<ul style="list-style-type: none"> ▪ Register of trade union membership for 24 countries ▪ Update of trade union membership for 60 countries ▪ Addition of six new countries’ data on collective bargaining coverage (CBC) ▪ Update of 37 new countries’ data on collective bargaining coverage (CBC) ▪ Update of trade union membership for 60 countries ▪ Special enquiries in 11 countries for data collection ▪ Special enquiries in four ODA-eligible countries for data collection ▪ 200 participants in knowledge sharing/training sessions on data on industrial relations for evidence-based policymaking ▪ Translation into Portuguese of the guidebook on “How and why to collect and use data on industrial relations”
SAM SDI	<ul style="list-style-type: none"> ▪ Internal validation workshop of the SAM-SDI (March 2020) ▪ SAM-SDI finalised and approved in December 2020 ▪ SAM-SDI translated into three languages
Country level	
Nicaragua	New module “Industrial Relations in Times of Crisis” rolled out at the country level in Nicaragua Better Work Factories
Myanmar	Translation of the new module “Industrial Relations in Times of Crisis” and roll-out at the country level with limited use due to the political situation
Ethiopia	Development of a new module on “Gender, Non-Discrimination, Violence and Harassment in the Workplace and Collective Bargaining”, which has been adapted and used for the development of a global version Renewed partnership with SIRAYE One ILO Project for roll-out of the new module
Colombia	Roll-out of a three-week training of the new module “Gender, Non-Discrimination, Violence and Harassment in the Workplace and Collective Bargaining”, translated into Spanish
Honduras	Pilot test of the regional specific curriculum on collective bargaining and labour relations for Central America
Tanzania	Two high-level tripartite meetings for IRLex display Roadmap adopted by constituents for the national regulatory framework reform of collective bargaining in line with International Labour Standards

Key highlights from the case study in Honduras

The intervention in Honduras arose from the participation of the ILO local office in a specific social dialogue initiative within the framework of bipartite working commissions and with the support of the main tripartite institution in the country, the Economic and Social Council, aimed at establishing biosecurity protocols in the context of the pandemic, in the garment and commerce sectors.

These dialogues showed the need to prioritise the improvement of internal communication in companies by establishing standard guidelines for complaints and claims management.

Due to the context of the COVID-19 pandemic this initiative was carried out through an online training programme covering different topics of industrial relations including, but not limited to, collective bargaining, workplace cooperation and grievance handling.

The design and implementation of the training online was a significant organisational challenge. The methodology conceived was to hold open sessions for all attendees, including bipartite and tripartite workshops held in parallel. However, there were some difficulties related to internet connectivity, especially in the cases of representatives from rural areas.

How successful were ILO-SIDA–supported interventions at developing synergies between the Global Product and country-level interventions?

The synergies between global knowledge products and intervention in the field can be grouped into two different levels:

- 1) **The synergies among the global products themselves and their relationship to interventions at the local level.** With a greater or lesser degree of joint application depending on each intervention in the field, the four products constitute globally a joint portfolio of knowledge that provides critical tools to ILO technical teams in conceiving and developing projects and actions for technical advice in the field of collective bargaining, conflict resolution, and legislative development of industrial relations in the local context.

This complementarity is especially evident if the intervention was conceived with a process logic under which, as a first stage, there is the need to build capacities in the constituents and, secondly, to have the knowledge tools needed for the technical advice to be effective and to respond to the constituents' demands. Together, capacity-building and effective technical advice enable or contribute to the achievement of specific changes in processes of social dialogue, legislative development, and policy advocacy.

For **capacity-building**, the application in different modalities and adaptations of the **IRToolkit** is essential. The **IRToolkit** is a training tool with a considerable number of training modules associated with relevant areas of knowledge linked to industrial relations and bipartite social dialogue. Furthermore, the constituents' access and consultation to the legal, technical, and statistical information provided by **IRLex** and **IRData** provide them with a comparative understanding of the reality of industrial relations in similar countries, which significantly

facilitates change processes in the technical-legal framework of their countries. Finally, the use of **SAM-SDI, a self-assessment method for social dialogue institutions**, aims to enable a comprehensive self-assessment by national social dialogue institutions leading to the development and implementation of an institutional improvement plan to enhance their inclusiveness, effectiveness and impact. In this way, the four main knowledge products, which have continued to evolve thanks to the contribution of the programme, constitute a set of complementary tools that help comprehensively build relevant capacities in the constituents in their process of change and improvement in the framework of industrial relations and social dialogue in their countries.

With regard to the **technical advice provided by the ILO technical teams directly to the constituents**, especially to the local authorities, this portfolio of knowledge products facilitates strengthening the ILO's position as a leading advisory institution. It provides ILO teams with a very attractive and inviting portfolio to facilitate contact with constituents. Finally, and especially in the case of IRLex and IRData, they provide the ILO with essential consultation tools to prepare technical notes and reports that respond to specific queries made by constituents.

This complementary logic of the different products allows the ILO to respond to the reality of the work it needs to deploy in the field. Indeed, it is essential to understand that the development of changes in industrial relations is a complex and slow process that requires interventions with a multilevel approach.

2) Specific synergies in the development of global products and concrete interventions in the local field.

Regarding IRToolkit, there have been various adaptations or new developments of the training modules, based on direct work in conjunction with field interventions. For instance, the new module developed on gender, violence and harassment, and non-discrimination originated in a version initially created in Ethiopia, funded by SIRAYE (Programme Advancing Decent Work and Inclusive Industrialization in Ethiopia) and was later adapted as a global product with SIPP funds and rolled out at country level in Colombia.

Work was also done to adapt IRToolkit modules to the garment sector in Nicaragua and Bangladesh. In addition, there has been an adaptation of the workplace cooperation module of the IRToolkit through the joint work of the HQ team and local specialists in India, aimed at developing guidelines to establish COVID-19 workplace-level task forces to better respond jointly to the challenges of the pandemic and of the collective bargaining module in Nepal.

Finally, key support was provided by the ILO's Colombia office to translate the IRToolkit into Spanish.

An innovative approach to continue developing the IRToolkit was developed in this biennium of the SIP programme, explicitly based on a Down/Top methodology, which promotes the regional adaptation of the training contents of this tool based on

collaboration processes between HQ, ITC, and local teams after conducting field training processes. Per KIIs, INWORK aims to continue with this new approach in the next biennium and will publish some of these new modules that were already developed with regional adaptations.

Key highlights from the case study in Honduras

The development of the training programme "Strengthening social dialogue" in Honduras is a case of IRToolkit use that demonstrates the synergy between global products and local interventions. Firstly, the case of Honduras shows how IRToolkit is an instrument with a high potential to attract the interest and commitment of constituents at the local level. However, the design and implementation of this instrument were not limited to an automatic application of the contents within the framework of a training course. Rather, it served as a tool to respond to a need for improvement of social dialogue within companies, identified by the constituents in different tripartite work commissions carried out in the country.

In addition, the IRToolkit facilitates positioning the ILO as a leading actor in a specific process of social dialogue arising from the constituents, in a country-level contexts characterised by weak bipartite social dialogue and green systems of industrial relations. From the point of view of the training program's contribution to developing the global product IRToolkit, its application in Honduras stimulates content generation that is contextualised to the Honduran reality. To this end, a series of prior consultations were conducted with the constituents on their needs in terms of social dialogue and labour relations in Honduras, which helped specify the contents to be addressed in the training programme. In addition, this adaptation came about through an innovative approach of collaborative work by the attendees, with the ultimate objective of achieving a final product of the course developed jointly by the participants and aimed at supporting national constituents in addressing disputes arising at the level of the undertaking either by adopting the guidelines in the company or incorporating them in sector-wide or enterprise level collective bargaining agreements. Specifically, the goal was to obtain a final production of Guidelines on protocols for the management of complaints and internal claims that could be the starting point for adaptation as an instrument in companies, as well as endorsement by the Ministry of Labour at the national level, given the tripartite composition of the attendees at the training.

To what extent has an M&E system been put in place and supported the overall implementation of the programme?

Some of the online training activities conducted under the Outcome 1 SIPP-based funding with the ITCILO have had evaluation instruments for a first assessment of the results of these training processes, mainly in the areas of applicability, transfer, and participant capacity-building. An example of it is the use of a digital questionnaire to profile participants and measure the applicability of the skills acquired in the training on the global product IRData in the Master in Industrial Relations and the e-Academy on social dialogue and industrial relations carried out by the ITC-ILO. Through this instrument, a series of questions aimed at understanding the participants' professional profiles were made, along with an assessment of the degree of usefulness of the help collecting or analysing data

on industrial relations. As part of its training assessment methodology, ITCILO made a battery of pre- and post-training measurements, aimed at understanding the level of the participants' learning.

Both instruments are found by the evaluation to be interesting as a first assessment of the results and impact of training activities. Yet, **three relevant challenges were identified for advancing in the construction of a reliable and robust impact measurement and comprehensive training evaluation system and, with a broader perspective, for interventions in local contexts.**

- 1) The ILO's technical teams have demanded impact measurement systems of global products and access to web traffic metrics through currently available Google Analytics.

These global products are available in digital environments and most have open access, so it would be optimal to have the complementary tools to be able to analyse and monitor the level of:

- Dissemination and knowledge of global products.
- Use and application of these products.
- Profile and origin of the consumer of content and resources.
- Assessment of environments, tools and content.

This would contribute to increase the understanding of the effectiveness of dissemination and training campaigns and projects and, where appropriate, to be able to establish traceability about specific impacts in local contexts.

- 2) Focused on training activities conducted by the ILO teams, there has been an interest in knowing the level of effective transfer of the competencies acquired in specific processes, including social dialogue and regulatory reforms of industrial relations. This could be done through systematised actions carried out after the training, either by maintaining direct communication with participants or through the learning communities or forums on the platform itself, which remain open after the end of the training courses.
- 3) Evidence exists that ILO teams need a monitoring system that collects and makes available data in the short, medium, and long term as the primary source of information needed to measure results and impact. The broader goal would be to learn the effects of training and the impact of local interventions that include, in general, other activities that are not strictly trainings.

To what extent did SIDA-funded interventions act as a catalyst and support the ILO's influence in the selected countries or at HQ level and/or leverage additional resources?

By their very nature and content, **the set of global products linked to the field of improvement of social dialogue, labour relations and collective bargaining financed by the SIP programme are tools with a high potential for impact in terms of generating changes in strengthening institutions,**

developing the political and regulatory framework for industrial relations, and improving social dialogue. Therefore, these products are central tools for the transformation of structural and transversal aspects of the local labour market.

As a result, **applying these tools in local interventions provides a portfolio of resources allowing the ILO to position itself as a knowledge leader for constituents to initiate sensitive and relevant transformation processes, and especially for the authorities responsible for labour relations in the local context.** Proof of this is the contribution made by the work of the ILO's legal technical team at HQ and field specialists to relevant processes of labour law reform and development of the regulatory framework for industrial relations in countries such as Mongolia and Vietnam, along with other processes still underway in Kenya and Armenia. These types of changes, which by their very nature occur in the medium and long-term with very long periods of negotiation and development, are, however, contributions with remarkably high impact, both on the labour relations situation at the local level and because of the relevance they give the ILO as a leading advisory actor.

In addition, **the ILO's contribution, supported by SIPP funding, in generating changes at high levels of the national regulatory system, such as the adoption of a new Labour Law in the case of Vietnam mentioned above, cause, in cascade, a significant number of technical-legal transformations and/or the definition of new plans and policies. These generate important mobilisations in terms of efforts, resources and effects on the reality of the labour market and workers' working conditions.**

In terms of enhancing this catalytic capacity for change generation in the legal framework to function as a trigger for subsequent developments or reforms, some relevant factors and conditions have been considered:

- First, it has been possible to identify **the need to establish relationships of trust between ILO teams and representatives of constituents at the local level as a key element in achieving a position as a leading actor, which allows the institution to be included in processes of reflection, technical development, and support for decision-making.** These relationships of trust, in addition, require a process of sustained support and contact and with a medium-term vision that avoids resistance in local constituents by considering the ILO's participation and proposals as unwanted interference.
- The evaluation process has identified the need to **substantially enhance the degree of knowledge, internal and external, of the tools and products, intensifying the work of external socialisation and internal training of specialists in the field,** to achieve in turn their penetration among local constituents, generating a gateway to intervention in the country.
- Regardless of the fact that the main source of access to local constituencies is through the ILO's specialist field teams, the evaluation team has identified as relevant the **opening lines of collaboration with other multilateral organisations or international cooperation.** This kind of collaboration could generate a significant multiplier effect due to their ability to function as a spokesperson in different geographical contexts or, even, due to their ability to generate new joint work synergies within the framework of field intervention projects. As an example of the above, the evaluation found out from a key informant that some contacts have been

established by a large American cooperation organisation, closely linked to one of the largest workers' organisations in the country, to learn about the global products and establish synergies in projects' interventions. In addition, the ILO team discovered the possibility that the interventions could generate a multiplier effect of change and mobilisation at the local level. There was a need for early involvement in the processes of reform of the legal framework of industrial relations. In this way, if the working teams provide support and advice in the initial phases of decision-making and technical work to promote legal and political reforms, their capacity to influence the direction of changes and the technical quality of reforms increases considerably.

- Finally, KIIs revealed the **relevance of external factors not directly related to political will and local context as an incentive and triggering agent for legislative reform and the industrial relations policy framework**. One of the main external factors identified is the free trade agreements signed by governments that require the adoption of international standards on industrial relations and social dialogue in their legislation. This exogenous factor has been clearly identified in the legislative reform processes of Myanmar and Vietnam.

These factors and conditions described, among others, have generated a perception in some actors involved in the evaluation, of the need to strengthen the fieldwork approach in three main ways:

- 1) Through a **commitment to developing a previous diagnosis of the eligible countries for intervention**. This makes it possible to clearly understand the opportunities to support processes of change, the elements of internal and external context that would facilitate or hinder the development of projects at the local level, and, above all, the most viable and coherent roadmap to achieve the expected effects in the short, medium and long-term.
- 2) **Committing to a plan of local interventions that allows ILO at HQ and the country level to handle in the medium term the knowledge, awareness, and effective support needed in processes to improve the technical-legal framework of the labour relations**. However, there will still be a need for the flexibility to recognise and take advantage of opportunities for intervention, which may be favoured by the internal or external context of the country and its constituents.
- 3) **Prioritise a systematic approach that integrates the complementary use of all these global products in the local intervention by ILO specialist teams**.

Key highlights from the case study in Honduras

The process of capacity building in Honduras is based on previous work of positioning and continuous dialogue by the San Jose Office, with the most representative association of employers in the country, the three trade union centres, and the Ministry of Labour. This series of consultations has finally allowed for tripartite involvement in the programme, achieved thanks to the position of trust and influence attained by the ILO with these institutions.

In addition, the relevance of ILO as a knowledge leader among the representatives of constituents in the country taking part in the training programme is evident. This facilitates the potential impact and influence of the institution's activity in processes of social dialogue or the adoption of guidelines for labor relations that are addressed or generated in the programme.

2.3 Efficiency

In what ways have interventions used resources efficiently (funds, human resources, time, etc.)?

In general, Outcome 1 SIPP-supported interventions have been very efficient, considering its delivery rate (see table 6 below). On the one hand, this could be explained by a **high level of efficiency in achieving the expected outputs and results using less funds than initially planned**, and on the other hand, because of the challenges INWORK (responsible of IRLex, IRToolkit and IRData) and DIALOGUE (responsible of SAM-SDI) faced in implementing some activities and administrative procedural restrictions.

Regarding the available financial information (table 6 below), after triangulation with the KII, the evaluation identified that given the exceptional circumstances of COVID-19, and considering that almost all the expected interventions were implemented, the available Sida funds were used efficiently.

Table 5: Outcome 1 interventions SIPP Budget allocation and expenditure

	Budget allocation *	Expenditure**	Delivery rate
Total Outcome 1	\$783,035	\$603,738	77.10%

* Budget allocation as per the DC dashboard. February 2022 (no differentiated information available for ET).

** Expenditure (from the ILO's DC dashboard), February 2022

Restrictions on international travel, the impossibility of bringing together groups of people for training or meetings, and the incorporation of digital tools to overcome these limitations have led to cost savings that partly explain the level of delivery. Other factors, already mentioned in this report, are the delay of some activities, for example in the SAM-SDI component, or the cancellation of others.

To maximise the efficient use of available resources, the involved ILO departments have put in place a **mechanism to establish work collaborations and share resources internally and outside the organisation**. Especially focused on IRLex and IRData products, the ILO teams have been committed

to setting up stable cooperation relationships with other institutions at the regional level, which allow for improving the effectiveness, quality, and efficiency of the data collection and relevant information from the countries that are part of both databases. These alliances aimed at facilitating the work of collecting data and information on labour relations and social dialogue in different countries, reducing the activity's costs compared to the alternative of the isolated hiring of consultants in each process of updating data or generating country profiles. This activity, however, faces certain obstacles due to the ILO's supplier procurement regulations, which do not facilitate the adoption of framework collaboration agreements for the long term, and which do require, after a limited period of time, beginning the complete procurement file again without extension.

Therefore, while attempting to follow internal compliance rules, it seems relevant to explore alternatives that allow contracting to be made more flexible and adapt these regulations to these medium- to long-term cooperation approaches that improve efficiency in the use of resources.

In addition, efforts have been made for IRData to improve its level of efficiency and sustainability. Focal points were established at a country level through representatives in national labour market statistics agencies, which allowed expediting and ensuring quality in data collection processes. More intense and advanced use of the ILOSTAT data minimised the effort of direct collection using primary sources in the field. In this way, the work of direct collection is limited to countries where there are deficiencies in the available administrative records. There was an improvement of the internal coordination between the ILO's statistical specialists in HQ and field officers or national consultants, to provide greater fluidity, speed, and quality to the data collection and management.

The ongoing process of the digital transformation of training and activities is likely to offer, in the medium and long term, the possibility of significantly expanding the scope of training advisory actions with lower costs, after the amortisation of the initial costs of developing digital teaching materials and resources.

To what extent have management capacities and arrangements supported the achievements of results?

The development of global products in this area of intervention of the SIPP has required setting up **continuous dynamics of internal collaboration between ILO units to achieve the highest level of quality for the resources developed.**

Stable, structural mechanisms of joint work between INWORK and units such as STATISTICS (IRData) or the ITC in Turin (in the main training processes developed) have been identified. Also, it must be highlighted, a continuous and productive collaboration between DIALOGUE, ACTRAV and ACT/EMP at all stages of the SAM-SDI development, finalisation and launch.

The incorporation of local specialists has been notable in content adaptation of the global products. One of the most significant examples has been the development of the Gender, Non-Discrimination, Violence and Harassment module in IRToolkit, which started with a local proposal in Ethiopia, while later the module was collaboratively built with a broader, global vision. In the same way, and with the

focus on local interventions, a high and effective level of fluidity is evident in the coordination and joint work between field specialists and the ILO INWORK team.

Led by the LABOURLAW unit, the dynamics of collaboration in the legal area's processes of assistance and technical support for reform and regulatory development started with the premise of ONE LOGIN, that is, to help ensure that all support requests, regardless of the point of entry where they arrive at the ILO, receive the appropriate response and treatment. This mechanism avoids constituents' unnecessary efforts to identify the ideal area to go to meet their demand. Based on this premise, the focal point for national constituents is the ILO country or regional office specialist, who conducts the work of direct assistance, leading communication with the constituent and harmonizing participation by HQ and field teams to provide the best possible service and thus facilitate an effective intervention. There is continuous dialogue within this process with governments and other constituents, including the preparation of documents, guides, and other resources where this advisory work is laid out.

In general, there was adequate management of communication and internal cooperation between units, albeit with varying degrees. Prior to the pandemic, interventions aimed at supporting sensitive reform processes and technical and regulatory development in the field of industrial relations included the on-site development of intensive training workshops and direct advice with constituents in the field. This dynamic, as pointed out by the evaluation, responds effectively to the needs of the institutions that require the support of the ILO. Yet, the complexity of coordinating shared interventions between different teams has caused internal communication problems that have hindered the activities and reduced the effectiveness of the process. The internal changes in the INWORK technical team while implementing the process in this biennium have constituted a challenge for attaining objectives and for all participants' understanding and alignment in the planned proposals and activities.

To what extent do SIPP-funded interventions have synergies with other ILO activities to maximise efficiency and reinforce the outcomes' results?

The evaluation process has identified a very significant level of cooperation between the SIPP interventions for Outcome 1 and other initiatives, projects, and ILO work teams, contributing significantly to efficiency in using resources and amplifying the scope, products, or results that the programme sought to achieve.

There were important contributions by other initiatives when developing or improving the global products framed in this outcome, especially **IRToolkit**. In Nicaragua, for example, cooperation with Better Work resulted in the adaptation to the national garment sector of the new module in the IRToolkit on industrial relations in times of crisis. The use of RBSA resources allocated to Colombia has made possible to translate the IRToolkit into Spanish. For Myanmar, the use of RBTC resources supported the translation of the IRToolkit module on Social Dialogue in times of crisis. In this country, in addition, the EU-funded project Trade for Decent Work project operating in the country is awaiting a more conducive context to roll out the module. Another significant example of synergy identified has been the contribution of RBTC funding for adaptation to the local context of specific IRToolkit content in India and Nepal. Finally, in the case of Bangladesh, the garment sector project has supported adaptation of IRToolkit modules.

Concerning **IRData**, there has been a very consolidated level of cooperation for more than 10 years, between INWORK and STATISTICS, to maintain and deploy this global product. This joint work makes it possible to manage and update the enormous amount of data available (more than 100 countries) and to deploy training processes among constituents to learn about and improve data collection on industrial relations, social dialogue and trade union structure. In this sense, STATISTICS leads the data collection with support from INWORK, which coordinates with the decentralised field specialists on industrial relations. On the other hand, the processes of constituent training at the country level, promoted and developed by INWORK, are supported by the STATISTICS, which also co-participates in these training activities. In addition an example of synergy under this scope was the financial support from Portugal's Ministry in charge of Labour in the translation of the guidebook on how and why to collect and use data on industrial relations to Portuguese.

Finally, regarding **IRLex**, it is important to highlight the capacity of this tool as an input to be applied in other research or knowledge development processes. To illustrate this capacity to generate synergies of the global products, the evaluation notes the development, by mandate of the ILO, of a biannual flagship report ([World Employment and Social Outlook](#), WESO) that required the incorporation of information on 125 countries, within a period of less than three months. This mandate could only be executed, probably, thanks to the existence and updating of the IRLex database, since the collection of such ab initio data would have required a probably unaffordable volume of resources. The relevance of this tool reinforces the idea of the critical need for a periodic and planned update of information on the countries already included in the database and for the progressive incorporation and enrichment of such information with the inclusion of new country profiles.

Other relevant examples of cooperation are those between work teams and ILO areas for the development of different programmes and initiatives. Below are some additional examples of such cooperation processes:

- Capacity-building based on the use of the IRToolkit, with close support and involvement of ACTRAV, ACT/EMP, field specialists, and TC projects. This has made possible to pool resources between HQ and the field to attain a common goal (Honduras, Ethiopia, Nicaragua, Colombia).
- Adaptation of the IRToolkit modules to the specific needs of each country and sector. This has been the case in Ethiopia (SIRAYE), India, Nepal and Myanmar (with the use of RBTC funds), Bangladesh (TC-Garment project), Honduras (maquila / use of RBSA funding + SIDA OBF-Outcome-based funding-), Nicaragua (SIDA OBF), and Colombia (USDOL-project/ SIDA OBF). This has been done in cooperation with field-based projects, including SIDA's bilateral support on social dialogue and labour relations, as part of the relevant Decent Work Country Programmes and the Agenda 2030, especially SDG 8 on Decent Work and inclusive growth.
- Development and roll-out of a diagnostics methodology that is part of a more extensive intervention model for labour and industrial relations, performed with joint resources of SIDA and other TC Projects (FAIR; Work in Freedom) operating at the country level in Jordan with migrant workers in the garment sector. The diagnosis sought to understand the challenges and gaps in decent work and to direct the ILO's work in the country to support the extension of voice mechanisms and labour protections to migrant workers in the coming years.

- Strong cooperation with the ITC-ILO, building on their strong training capacities to prepare and deliver training.
- Support in the processes of labour law reform through close collaboration with the Labour Law Unit, using the IRLex database and knowledge products for technical advice in processes of labour law reform (Vietnam and Mongolia) and through support in organizing a high-level tripartite workshop to agree on a roadmap for the collective bargaining regulatory framework in Tanzania.

Key highlights from the case study in Honduras

The national workshop on “Promoting Social Dialogue in Honduras” was co-funded with RBSA funding and SIDA lightly earmarked thematic funding.

2.4 Orientation towards impact

Are programmes contributing to the strengthening of the enabling environment at the country level (laws, policies, technical capacities, local knowledge, people’s attitudes, etc.)?

Concerning the global IRLex product, the evaluation has identified relevant contributions in legislative reform of industrial relations processes. The IRLex data allow the ILO specialists in the field to offer constituents, national legislators and government authorities comparative analyses on the situation of legal regulation in other reference countries, serving as basic information for technical discussions and regulatory developments. Specifically, three relevant processes are identified to support this global product in the effective development of technical-legal changes in three countries: Vietnam, Mongolia and Tanzania.

In the case of Mongolia, IRLex has been used to generate the content of the Technical Memorandum produced by the ILO office to support the country's labour law reform process. In Vietnam, the reform of labour legislation was finalised in 2019. After that, it has been necessary to support the preparation of implementation decrees and regulatory instruments to make the provisions operational. ILO field specialists have used its content to produce a series of factsheets that provide practical and concrete summaries of how similar problems were addressed in other countries around the world. In the case of Tanzania, the SIPP funding has enabled two high-level tripartite meetings to take place in both Zanzibar and mainland Tanzania with the presence of the Ministers of Labour and the highest representatives of workers' and employers' organisations. As a result of these training and joint discussions, a decision was taken to agree on a roadmap for labour legislation reform to align national legislation on collective bargaining with International Labour Standards. In addition, the social partners have received intensive three-day training on collective bargaining practices.

Finally, the use of IRLex has provided ongoing technical support in different countries with SIDA funding interventions, such as Montenegro, Armenia and Kenya. In the latter, IRLex is contributing to the development and adoption of a labour dispute resolution system.

In relation to the use and impact of **IRToolkit**, a relevant number of training courses and/or technical support processes have been carried out during this biennium where **this product has had special importance, not only from the point of view of capacity-building but also as a product of knowledge that generates confidence in the ILO and positions it at the local level.**

Without being exhaustive, it has been possible to identify improvement processes linked to this global product in Honduras, Colombia, Nicaragua, Ethiopia, India, Sri Lanka, Jordan and Bangladesh.

Regarding the Latin American context, there has been very significant progress, especially in Central America, in ILO offices where (also due to the lack of a regional industrial relations specialist) traditionally did little work in the field of labor relations or collective bargaining.

- Specifically, in Colombia, the programme has supported activities in the agri-food industry, based on the work carried out under a USDOL-funded project on the regularisation of informal workers in the palm oil sector. In this heavily masculine sector, the programme supported unions and employers' organisations to prioritise addressing gender discrimination, violence and sexual harassment at work in the rural sector, adapting the existing IRTToolkit module on all forms of discrimination to the palm oil sector. A three-week training was carried out with the participation of the social partners in the sector and the Labour Authority, as well as members of the university and academia and the third sector. This activity concluded in December 2021 with the adoption of sector-specific guidelines to address violence and sexual harassment in the workplace.
- In the case of Nicaragua, cooperation with BetterWork is resulting in the adaptation to the textile sector of the new module on labour relations in times of crisis. Thus, INWORK, in cooperation with the ITCILO, the ILO Office in Costa Rica and BetterWork, organised a four-week capacity-building activity for workers' representatives and managers in some 15 factories. The financed activity allowed for the adoption of a set of provisions on the handling of complaints at the company level, to be used by the social partners in collective bargaining in the textile sector in Nicaragua.
- In Ethiopia, the ILO, supported by the SIPP, collaborated with SIRAYE (Programme for the Promotion of Decent Work and Inclusive Industrialization in Ethiopia), a build-up from the SIPP and H&M collaboration in the previous biennium, which now includes other development partners and several technical units and programmes within the ILO. SIRAYE, through the support of INWORK thanks to SIPP funding, incorporated the pilot test of the IRTToolkit conducted in 2018–2019 and has developed complaint handling procedures at the sectoral level to be used at the factory level in the garment sector. In addition, the new module on gender, violence and harassment and non-discrimination was initially created for an Ethiopia-specific version funded by SIRAYE and then adapted to its global version.

Furthermore, in collaboration with ITC/ILO and based on IRToolkit, the One ILO SIRAYE programme in Ethiopia developed a digital complaint handling toolkit specially designed for garment and textile factories, considering their needs and contexts and the laws of the country. The programme also adapted the IRToolkit's violence and harassment module and conducted training on sexual harassment prevention for 508 participants, with representation from workers, supervisors and middle managers of the companies.

- In India, IRToolkit's workplace cooperation module was adapted to the national context and used to develop guidelines for establishing COVID-19 working groups to jointly respond to the challenges of the pandemic. The tool has already been used to create works councils in one of the country's leading industrial groups. Two modules of the IRToolkit (collective bargaining and grievance handling) were also adapted to the national context and are expected to be translated into Hindi soon.
- In Sri Lanka, the complaint management and workplace cooperation modules served to develop a set of guidelines addressed to companies, adopted by the country's social partners. This included procedures for identifying workers' representatives in non-union enterprises for the private sector. In addition, IRToolkit has also supported training in the health sector, and it is expected to develop specific guidelines for complaint management.
- In Jordan, through the joint effort of INWORK with different technical cooperation projects operating in the country in the field of migrant workers and their fair recruitment (FAIR Recruitment Project, Work in Freedom Project, Syrian Refugee Project), a joint assessment has been carried out of decent work gaps and industrial relations in Jordan's garment sector. The assessment allows understanding the main challenges faced by migrant workers (mainly women) concerning freedom of association and decent work (working time, social protection, wages). This initial assessment has been conducted as a preliminary step for the training activities that will be carried out in the country.

On the other hand, and although the SIPP programme did not directly fund it, the ILO has developed a version of the IRToolkit with content adapted for Bangladesh.

Concerning **IRDATA**, different training activities have been programmed, either through open calls within the framework of ITC Turin, or through specific requests by constituents and other actors on the ground.

In relation to the first group of training activities, with a scope of more than 200 people, the following training programmes or activities have been included:

- e-Academy on social dialogue and industrial relations.
- Master in industrial and employment relations.
- IRToolkit Modules on statistics: improving the collection of data on industrial relations for evidence-based policymaking.

Additionally, and in the process of directly supporting constituents in the field, different training activities have been organised after receiving a specific demand from governments and other constituents in the field to develop better capacities for measuring and collecting labour relations data.

Different information sessions have been organised and in the process of directly supporting constituents in the field, different training activities with a view to disseminate the guidebook on how and why to collect and use data on industrial relations and also to respond after receiving a to specific demands from governments and other constituents in the field, to develop better capacities for measuring and collecting labour relations data. The most relevant cases have been those of Portugal and North Macedonia, both tripartite in nature.

In the case of the Master in industrial and employment relations both cases, a questionnaire to assess the participants' learning and competency developments was used as the training final evaluative activity. According to the data exploitation conducted, 74% of the attendees stated that the training helped them in data collecting or the analysis of industrial relations.

Direct Training and technical support actions have been carried out for the administrative units responsible for the management of national statistics in Iraq and Myanmar to improve the system for collecting relevant industrial relations data included in Labour Force Surveys (LFS) in those countries. The fundamental objective of these training processes is to understand the relevance of the data quantity and quality involved in data collection, in terms of some key dimensions of industrial relations in the country, such as:

- Trade union membership.
- Coverage of collective bargaining.
- Strikes and lockouts.

In these training actions, various questionnaires and methodologies for collecting information or processing administrative data are presented based on comparative information from experiences in other countries.

Finally, the global product SAM-SDI is still an early phase of implementation at country level, without a current case of actual application. However, its objective is to strengthen the institutional capacity of constituents/ national social dialogue institutions so that they can self-evaluate and develop their own capacity through applying the method (in whole or in part, as it is a flexible tool) to:

- Carefully assess the institution's strengths and weaknesses, opportunities and threats, and
- Develop and implement an action plan to strengthen its inclusiveness, effectiveness and impact.

Although the use and application of this tool will occur as of 2022, after its publication, online training workshops were held for specialists and facilitators, for more than 100 people in three languages.

This evaluation team has identified some relevant findings from the analyses that the ILO team itself has carried out based on the development of training processes and technical support in the field.

In the first place, the evaluation notes the importance of training being conceived in a mixed way, including a subsequent period of support and advice for participants after the end of the course. This seeks to facilitate a transfer of the capacities built during the training to the workplace and to the processes of improvement in each institution. Thus, participants would have the possibility to request support from both ILO specialists and other colleagues participating in the training, through a collaborative learning approach. In this way, learning communities among those attending training activities are created and fostered using the virtual learning platform that is already in use as a meeting point.

In addition, regarding tools such as IRLex or IRData, the evaluation analysis suggests the need to promote cooperation between researchers or/and constituents who access the data and knowledge included in these products. This will help overcome their role as databases and establish learning communities that will expand the usefulness of information queries for these actors. In addition, it would make it possible to share the responses made by ILO teams to specific requests for support so that they are useful in other institutions that may have the same concerns or are in the same work processes.

Key highlights from the case study in Honduras

The SIDA-ILO partnership programme has made it possible, in conjunction with RBSA resources located in the San Jose Field Office, to hold a six-week tripartite training programme in October and November 2021. This training programme was taught through the ITC platform in Turin, with specialists from the centre, the INWORK team, and the San Jose office team as speakers.

The training programme was attended by government officials, representatives of the employers' organisation COHEP, and garment sector trade union representatives. During ten webinars, the social partners became familiar with various industrial relations topics, such as international standards on freedom of association and collective bargaining, cooperation in the workplace or grievance handling. All sessions were based on the specific modules of the IRToolkit.

The programme has not only made it possible to carry out a technical training initiative but also to create an opportunity to foster a space for meeting and dialogue between the parties. Based on the testimony collected about the training programme, some areas are identified below where a more precise follow-up should be carried out to avoid misalignments in the participants' expectations:

- To identify and ensure the required prior knowledge profile of the participants and whether they are in line with the training programme content, to give an adequate response to all participants' expectations.
- To schedule, in cases of mixed training that include synchronous and asynchronous activities, a greater margin of time so that the participants can study the self-learning contents prior to the synchronous sessions.

The programme on the specific strengthening of social dialogue and specific improvements in labour relations, specifically internal communication and grievance handling and disputes resolution, is strengthened by the commitment of constituent participants in the sessions and training activities.

The methodology designed for the programme included a collaborative approach, carried out in the joint development of a final product. It included holding a total of 10 webinars and specific workshops with bipartite and tripartite representation that stimulated collaboration dynamics. In addition, attendees have been provided with the possibility of continuing access to the course contents on the e-learning platform to facilitate consultation of materials and consultations and dialogue between them and ILO specialists to give continuity to the process.

The final product of the programme was the production of guidelines for the resolution of disputes at the level of the undertaking potentially useful to be incorporated in enterprise or sectoral-level collective bargaining agreements. To identify the application and effective transfer of this product to the bipartite constituency, there is a need for subsequent monitoring.

For the time being, testimonies have been collected that show the value given to training, not only due to the contents addressed, but also given the possibility of maintaining, for the first time in many cases, a genuine experience of authentic social dialogue. One opportunity for improvement is the interest of holding programming with a greater margin of time to facilitate the constituents' greater involvement in the organisation of the programme.

To what extent has ILO’s work under Phase II of the partnership programme contributed to advancing national sustainable development objectives, including at the level of UNSDCF and SDG targets?

The initiatives financed by the programme in Outcome 1 are fully aligned with the objectives pursued in Decent Work Country Programmes and the Agenda 2030, particularly SDG 8 on decent work and inclusive growth, specifically SDG Goal 8, target 8.8, “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”.

Social dialogue, and specifically collective bargaining, is the ideal framework for the incorporation of transversal approaches, since the agreement and approval of collective agreements allow the inclusion of clauses with effective capacity to create real transformations in terms of sustainability, equality between men and women, and effective respect for the full exercise of rights, among others.

In addition, there have been significant activities and initiatives that show gradual incorporation of gender mainstreaming in the ILO’s work: 1) the development of the specific module in IRToolkit aimed at fighting discrimination, violence, harassment and inequality of women in labour relations; 2) in the context of Latin America, the incorporation of the gender approach in the sectoral training processes carried out in the palm oil sector in Colombia or the garment sector in Honduras has been identified, with important challenges both in the field of effective equality and in terms of special situations of violations of women's rights.; and 3) as in Honduras, in Jordan an assessment process on decent work gaps was carried out in the garment sector with a potential impact on the improvement of situations of inequality of women who, in addition, are subjected to rights violations due to their status as migrants.

The processes implemented and the outputs obtained are directly related to advances in sustainability and decent work. In this regard, SIPP interventions are clearly useful in achieving constituents’ commitments to attaining SDG targets and the national priorities supported by the UN, reflected in the UNDAF (or similar frameworks) (see table 7 below).

Table 6: Areas of work funded by the SIDA-ILO Partnership Programme for Outcome 1

Areas of work funded by the SIDA-ILO Partnership Programme for Outcome 1	
Country	contribution to SDG and other agreement
Global	SDG 8. Target 8.4.
Colombia	UNSDCF- Marco de Cooperación de las Naciones Unidas Para el Desarrollo sostenible 2020 – 2023 .Strategic área 3: technical assistance for the acceleration of the SGD catalyst
Ethiopia	United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2025 . OUTPUT 3.1: Policies, regulations and institutions strengthened to create decent jobs and to promote equal access to finance for micro, small and medium enterprises to invest in their productivity and competitiveness.
Honduras	NOT identified areas in the MARCO DE ASISTENCIA DE LAS NACIONES UNIDAS PARA EL DESARROLLO HONDURAS (UNSDCF)2017-2021.
India	United Nations Sustainable Development Cooperation Framework (UNSDCF) India 2018-2022 . Priority VI. Skilling, Entrepreneurship, and Job Creation
Nicaragua	UNDAF not updated. (The last one for the period 2013-2017.)

Sri Lanka	United Nations Sustainable Development Cooperation Framework (UNSDCF) Sri Lanka 2018-2022. Driver 1: Towards improved data, knowledge management and evidence-based policy.
Jordan	United Nations Sustainable Development Cooperation Framework (UNSDCF) Jordan 2018-2022. STRATEGIC PRIORITY 1: Strengthened Institutions. And STRATEGIC PRIORITY 2: Empowered People.
Vietnam	UN ONE STRATEGIC PLAN for Vietnam 2017-2021. Outcome E 3.2: Inclusive labour market. And Outcome 4.1: Decision-making, responsive institutions.
Myanmar	UNDAF 2018-2022 OUTCOME 1: People in Myanmar live in a more peaceful and inclusive society, governed by more democratic and accountable institutions, and benefit from strengthened human rights and rule of law protection.
Bangladesh	UNDAf 2017-2022: NOT identified areas
Indonesia	United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025. Strategic Priority 2: Economic Transformation. Outcome 2: Institutions and people contribute more effectively to advance a higher value-added and inclusive economic transformation.

2.5 Sustainability

To what extent are innovative interventions from this phase likely to continue in the future without SIDA funding?

The continuity of the activities carried out in the field of collective bargaining and labour relations is conditioned by several factors, both internal and external, but in a different way if we refer to the development of the global products or country-level interventions.

In the first case, during the 2020–2021 biennium the SIDA-ILO Partnership Programme has made possible to conduct basic and structural processes of updating the IRLex and IRData products, either by updating databases that remained out of date or had had no relevant advances in the past three years. This is necessary to maintain an adequate level of functionality and potential impact. In addition, to maintain the level of depth and sufficient quality as an instrument of knowledge that can effectively contribute to processes of change at the country level, **there is a need to carry out medium-term planning for these products in order to maintain the level of updating and development necessary, and to ensure the allocation of funds either from the ILO’s RB or from external donations.** Specifically, in the case of IRLex, this would allow for the addition of references to legal and collective bargaining frameworks in a more significant and useful number of countries.

In the same way that has already been done with other tools such as IRToolkit, **IRLex requires a constant update and expansion of contents and to be translated into the rest of the ILO official working languages.** Spanish is especially significant, since it is the region that presents the largest number of cases to the Committee on Freedom of Association. It is also relevant to deepen the strategy of building alliances with universities, academia and other leading regional specialised institutions so that they can continue their work as permanent collaborators in collecting information in the field and contribute, as indicated in another section of this report, to improved efficiency in the use of resources.

The process of **defining a specific sustainability strategy for IRData** that is being developed between INWORK and STATISTICS is worth noting, although still under development and pending approval and adoption.

The SIPP has made possible to promote strategies that improve sustainability in the maintenance and growth of the IRToolkit, mainly through agreements with different institutions and programmes to develop sectoral or territorial adaptations of the available contents. Among others, the evaluation notes the co-financing for the translation and adaptation of content through funds from a programme in Colombia promoted by USDOL in the palm oil sector or the contribution from the Global Deal. The Global Deal substantially co-founded the development of the self-guided modules of the IRToolkit, and the finalisation, adaptation, and translation into French.

Regarding SAM-SDI, there is a growing interest and increasing requests for its application after the workshops on the self-evaluation tool were carried out. This would allow for experimentation and application at the country level. There are specific applications pending formalisation and implementation in North Macedonia, Ukraine, Panama, Argentina, and Quebec.

Considering the sustainability of the interventions at the country level, there have been several factors that condition the permanence and continuation of the intervention processes in the field. Although it has been briefly mentioned above, KIIs have shown a shared reflection in the ILO teams seeking to maximise the usefulness of these products and create synergies between them, in order to optimise their usefulness for support and technical advice in the field by ILO specialists. Thus, a new (or improved) form of intervention in the field would be created, starting first from a process of prior diagnosis of the country's contextual situation. This diagnosis would make it possible to establish an action plan for the entry and deployment of these global products within the framework of an intervention that can directly support the constituents, including the use of these tools and the design and execution of other local development projects.

In this sense, reinforcing the complementary and transversal nature of all these products could be considered by incorporating the most appropriate one at each moment of the intervention process, either responding to specific needs expressed by countries or by taking advantage of opportunities that may arise for an effective approach with national institutions and the formulation of concrete proposals for collaboration. This logic of intervention responds, in any case, to the perception of the ILO teams of the need to create work processes in the medium and long-term with institutions and countries, understanding the complex and multilevel process of change faced by the programme.

However, **the need to strengthen the information and internal training work of the teams of ILO specialists in the field and, even more effective coordination of these, with the institution's Social Dialogue and Statistics units is gaining even more strength.** These needs will be developed in the section on recommendations for improvement.

Of particular importance is the enormous effort made during the 2020–2021 biennium by the ILO, with the support, among others, of the SIP programme, to develop a strategy for the digitalisation of its activities and capacity-building resources. There have also been methodological adaptations and the creation or adaptation of learning resources to the digital modality. In this sense, there has been evidence of a commitment to digital transformation, mainly initiated by the COVID-19 pandemic,

but which has modified the ILO's strategies and models of training and technical support to constituents and other key actors and audiences with a vocation of permanence.

In parallel, the ILO has the challenge of effectively and properly managing the opportunity to expand the scope and maintain the efficiency of activities thanks to the digital transformation. At the same time, the ILO must mitigate the risks of the digital gap that for certain stakeholders and in certain contexts can be a limiting factor in ensuring the effectiveness and quality of interventions, as well as the need to prioritise face-to-face activities in negotiation or sensitive and complex advice or support processes.

Key highlights from the case study in Honduras

The incorporation of the final products generated in the training process, through constituents' active engagement in sectoral agreements and in factories, currently in the process of internal consultations, is one of the future challenges that underpins the need to continue the ILO's support and monitoring in the country.

This application also has two distinct aspects: on the one hand, companies' internal application in their management processes and, on the other, the commitment of the Ministry of Labour to a possible drafting of national directives that promote their dissemination and effective application in companies.

The recent change of government in the country that, a priori, necessarily entails a slowdown of these processes, may be an opportunity in the coming years to intensify the support and influence of the ILO. In addition, the testimonies collected suggest that it is likely that a new request for support will be received due to the high satisfaction perceived in the participants, with the aim of securing their usage at the level of the undertakings ideally through the adoption through the sectoral bipartite committee of an agreement for their incorporation in all enterprises of the sector.

Stakeholders at the country level have identified some areas of specific technical support needs, whose implementation would contribute to the consolidation and intervention of the ILO in the country. Specifically, they have identified:

- Technical support in the definition of policies aimed at mitigating the effects of COVID-19 on the employment situation in Honduras, assisting in the definition of effective employment policies.
- Basic technical training in labour relations for representatives of constituents in the country.
- Raising awareness at the political level of the importance of developing and improving labour market regulatory policies, especially in relation to social dialogue and collective bargaining.

3 Conclusions

- 1. The contribution of the SIDA-ILO Partnership for 2020/2021 to global products and local interventions linked to the strengthening of institutions and processes in the area of social dialogue and industrial relations has a high level of alignment and coherence in relation to Outcome 1 and Output 1.4 of the ILO P&B for the biennium.**

The global products developed or updated in this field—IRToolkit, IRLex, IRData and SAM-SDI—are valuable and transversal components for designing and planning effective interventions that can contribute to the defined short-, medium- and long-term effects.

- 2. The SIPP has contributed in a relevant way to providing the products and processes included in the area of strengthening social dialogue and labour relations laws, processes, and institutions with a greater degree of adaptation to the needs of constituents, both globally and in the countries prioritised in the interventions.**

There has been a demonstrated capacity for adaptation, providing a contextualised perspective to global products, both by the extension of content and knowledge to regional and local realities and by the translation into Spanish and French. In addition, the programme has shown a remarkable response to the challenges created by the COVID-19 pandemic for the initial planning of the initiatives, especially for the digital transformation of contents, resources and training processes, as well as for the development, in a very short period of time, of specific contents aimed at improving constituents' capacities to face new challenges in the management of labour relations in contexts of crisis.

- 3. By their very nature, the four global products will tend to be maintained and extended over time in the long term. In this sense, the SIPP-funded initiatives in this biennium have given continuity to the work begun, also funded by the partnership, in the previous biennium.**

Additionally, interventions at the local level, especially those related to support and advice in policy reform and the legal framework of labour relations, also present a medium and long-term time horizon, which has required continuity in this biennium with processes carried out in the 2018–2019 period.

There have been, and still continue to be, various reflections by the ILO teams participating in this area of the programme. These have sought to address sustainability strategies in the long-term development of global products and to improve the intervention approach at the country level, starting from a previous diagnosis, so as to create an intervention where the use of the different products is mainstreamed in a complementary way. These processes of internal reflection and rethinking of strategies and methodologies arose from the work experience of the past years, including the previous biennium.

- 4. COVID-19 has conditioned in a very different way the work processes linked to the activities included in the scope of Social Dialogue, Labour Relations and Collective Bargaining (Output 1.4) in the improvement of global products and interventions at the local level.**

Despite adjustments and reprogramming, the effect was smaller, possibly with a notable advance compared to the planned objectives. Technical support activities and especially training in

interventions in local contexts were affected, notably during the first months after the pandemic outbreak and because of the transformation to the digital context of a major part of the training and advisory activities.

5. The SIDA-ILO Partnership Programme has allowed for the continued development of four main knowledge products, making their use in the framework of intervention processes at the local level the basis for their expansion, validation and improvement.

This complementarity between these products and local interventions has been especially evident in the updating or expansion of some of these products based on local experiences of application or generation of knowledge that have subsequently been incorporated into these resources. In addition, there has been a notable effort to develop adaptations of content and resources to the regional or local context, thereby facilitating their applicability, their ability to generate interest in constituents, and the potential impact on local interventions.

6. Three main challenges have been identified in terms of having sufficient instruments and information to conduct adequate monitoring of the interventions and measurement of the impact on achieving the expected results.

More precisely, some areas for improvement are: 1) the need to reinforce the systems of dissemination, use and measurement of the impact of the global products, in addition to monitoring web traffic in the digital environments in which they are hosted; 2) having tools and systems for measuring the level of effective transfer that occurs of the competencies acquired in training activities about social dialogue or regulatory reform processes.; and 3) designing a medium- and long-term monitoring system to systematise information on the effective impact of local interventions on reforms to the legal framework for industrial relations or transformation of the collective bargaining framework.

In addition, it would be useful to incorporate certain instruments for monitoring and evaluating results, mainly aimed at measuring changes in the skills and knowledge of attendees at local training activities or global training calls carried out by ITCILO.

7. The integrated global knowledge products developed under Outcome 1 and funded by the SIPP are, by their very nature, tools with a high potential for impact on structural change and strengthening of the social dialogue and industrial relations frameworks, with an important utility for the ILO's influence, positioning, and impact in country-level interventions.

The ILO's participation in processes for the legal reform of the labour relations frameworks, whether completed or ongoing, provides very solid evidence of this utility and usefulness. These reform processes are also activators of many other subsequent technical-legal changes and changes in public policy plans and programmes.

The main factors and challenges to consider for expanding the impact and reinforcing the use of these products are:

- The need to generate trust relationships with constituents at the country level to reinforce and strengthen the ILO's influence.
- The degree of knowledge about these products by the ILO's field specialists needs to be stimulated in order to expand their application at field level.
- The interest in seeking other institutions that use these products as a basis or resource to develop interventions, projects, or programs, either with the ILO or individually, contributing to products' dissemination and development.
- The usefulness of early incorporation in processes of change or reform of the legal framework or public policies of dialogue and industrial relations, in order to intensify the ILO's capacity of influence for the improvement of the quality of these changes and reforms.
- The usefulness of strengthening the field intervention strategy based on prior diagnosis, medium- and long-term planning, and the application of a holistic and inclusive approach to the use of these global products in defining local projects and interventions.

8. The uncertainty regarding sustainability in the continuous and sufficiently broad development of global products in the medium and long term has prompted various initiatives by the teams to improve efficiency in the use of available resources.

These initiatives, depending of the product, include:

- The creation of a stable network of collaborating institutions. In this sense, there is a significant challenge to make these agreements more flexible and easier to formalise (IRLex)
- The establishment of agreements with national authorities' focal points.(IRLex, IRData)
- The improvement of the coordination and collaboration of the ILO teams, both at HQ (STATISTICS and INWORK) and local specialists. (all products)
- The use of administrative records available to the ILO, minimizing as much as possible the obtaining of data from questionnaires or fieldwork. (IRData)

The process of the digital transformation of training resources and processes will generate, in the medium and long term, an important level of efficiency in the use of resources and a notable increase in the scope of these initiatives.

9. Collaboration in the construction of global products, the adaptation of knowledge to the local context, and the design of interventions with constituents at the field level have required a continuous search to identify and involve the most suitable units that could contribute more added value to the processes.

The programme has stimulated a high level of interdepartmental cooperation, seeking to establish synergies between teams from the areas of INWORK and STATISTICS as well as with the LABOURLAW unit.

The changes and turnover of the technical team within INWORK during the implementation process hinder the consolidation of stable work dynamics. This poses a challenge that requires overexertion by the teams so as not to weaken the level of progress toward the expected objectives and the joint alignment of all the teams for the objectives and planned activities.

10. The SIP programme has enabled the strengthening and building of capacities and processes of legislative reform and the development of policies and plans linked to social dialogue and industrial relations, mainly in two senses:

- By providing relevant tools to ILO field specialist teams to better implement policy advice, technical assistance, and capacity-building at the field level.
- By promoting the knowledge and expansion of global knowledge products among constituents at the local level, and by stimulating the consultation and autonomous application of these products in their processes for the reform and political/legal development of the labour relations framework.

The IRLex and IRData products have been incorporated in relevant processes of change and reform of the regulatory framework, whether already completed or ongoing. The development of content adapted to the local context and the training and informative activities through IRToolkit have made possible to deploy a high number of interventions with constituents in the field. These initiatives have consisted of training and/or technical support processes aimed at capacity-building and with a high impact on positioning the ILO as a key actor at the local level. In addition, within the framework of the global IRData product, different initiatives have been deployed to improve the collection and management of descriptive statistical data on industrial relations and social dialogue, to raise awareness and train the participating constituents on the importance of such data, and to understand the reality of the labour market and support evidence-based decision-making.

Finally, the roll-out of the SAM-SDI, intended to strengthen the enabling environment and capacity for inclusive and effective social dialogue at national level, constitutes an initiative with a high potential for impact on national social and economic policy-making and outcomes..

The two main challenges for improving the capacity of the programme to build capacities and deepen the impact of its interventions at the local level are:

- Deepening the knowledge and holistic use of this products' portfolio by local specialists.
- Reinforcing the definition of a clear local intervention strategy that incorporates prior diagnosis and medium-term planning as necessary prior processes to improve the sustainability, coherence, and depth of the interventions.

11. The relevance of the global products associated with this Outcome 1, aimed at strengthening essential issues in the improvement of the structure of industrial relations under the principle of social dialogue, together with the need by their very nature for continuous updating and expansion to ensure their validity and usefulness, suggest the need to ensure the planning and provision of funds in the medium and long term to provide adequate sustainability.

4 Lessons learned and emerging good practices

4.1 Good practices

1. The design and delivery of a training program that incorporates a collaborative work approach among the participants, with the ultimate goal of developing a final product in a

cooperative way, has a potential direct impact on improving some dimensions of labor relations, especially relevant to attendees.

In the case of Honduras, the training program included a mixed approach based on joint sessions together with bipartite and tripartite workshops that allowed the joint development of guidelines on the treatment of complaints and claims in companies, with the aim that they can be validated by national authorities and transferred to labor relations practices within companies.

To realize this good practice is important to ensure the following conditions:

- Achieve a bipartite and, preferably, mixed tripartite participation.
- Ensure that attendees have the highest possible level of decision to facilitate the future transfer.
- Design the program, including a sufficiently broad calendar that incorporates small working groups to develop the final defined products.
- Define jointly with the institutions participating in the training the critical dimension of labor relations and the final product that, potentially, can have the most significant impact and effective transfer.

The cause-effect relationship identified lies in the fact that the development by the group of participants of the instrument, resource or methodology to improve some dimension of labor relations has as a direct consequence a higher level of legitimacy of that final product, a higher level of appropriation, a greater degree of contextualization to the needs of the field and, where appropriate, a greater facility to be elevated where appropriate to internal validation and appropriation in the country

4.2 Lessons learned

- 1. The experience of developing training projects in the context of the COVID-19 pandemic showed the need to develop learning resources that could be channeled into a dual modality.**

In the first place through training actions programmed with a group of participants and the teacher's active and continuous tutoring, either face-to-face or in distance mode through digital channels.

Secondly, through processes or open calls for self-learning, tutored or not, which allow the autonomous approach of knowledge by people interested in the subjects and areas of knowledge.

After the identification of this need for change in the way of designing and producing training resources, an important number of new training modules were developed during the past biennium in IRToolkit including learning resources for facilitators or teachers to develop classroom experiences, either virtual or face-to-face, along with materials suitable for their development autonomously. by the participants, including interactive activities or the use of audiovisual resources to generate greater engagement and thereby reduce the dropout rate of the training processes.

It is important to ensure the following conditions:

- Understand the need to respond to the different learning modalities required by users.
- Understand that the COVID-19 pandemic has contributed to normalizing digital channels as a tool for communication and learning.
- Develop materials that favor engagement and avoid desertion for participants who autonomously access learning resources, such as interactive or audiovisual activities

2. Incorporate a holistic intervention approach in the interventions design, especially a country level, to promote the integrate use of global products

The experience in developing local interventions over the past few years and especially in this biennium, in a mixed way between field specialists and HQ teams, has led to a widely shared reflection on the need to incorporate a more holistic intervention approach.

This approach should contemplate in a global way, on the one hand, the previous diagnosis of the situation of the local context to design an intervention and, in addition, promote the integrated use of the different global products.

In any case, it is proposed that this integration of resources and methodologies is always carried out in a contextualized way to the field and ensures to take advantage of each resource depending on the opportunities generated at the local level to establish stable and long-term intervention processes.

It is important to ensure the following conditions:

- Ensure in-depth knowledge by field specialists of global products and their ability to strengthen capacities in constituents and stimulate the development of interventions.
- Carry out a preliminary diagnosis of global opportunities for intervention to improve social dialogue and industrial relations.
- Define intervention opportunities that can be generated through a combined use of the portfolio of existing global knowledge products.

5 Recommendations

3. Strengthen the technical training of ILO field specialists on the set of global products, thus helping them become enabling tools in comprehensive action strategies in the prioritised countries.

The objective of the technical training should focus on ensuring an autonomous use of the product portfolio by stimulating a pro-active use of these, avoiding limiting the application of the products to respond to specific demands received by the constituents.

In order to design an intervention with a comprehensive diagnosis of industrial relations at the country level together with short, medium, and long-term planning, these products should serve as a source of knowledge to improve advice and training processes. These global products can also be used as

tools to make initial contact with the country's national institutions, reinforcing the ILO's position as a key stakeholder in social dialogue and labour relations.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO/INWORK/DIALOGUE	High	Short-term	Medium

4. Enhance the communication and dissemination of products, especially addressed to constituents and other institutions involved in improving labour relations at the local, regional and global levels through specific actions and campaigns.

The possibility of accessing global products through digital channels is an extraordinary opportunity to strengthen the ILO's global positioning and achieve direct use of these products by constituents.

Regardless of the design of intervention strategies channelled through the regional offices, the global products related to social dialogue can directly impact strengthening institutions by enabling processes of reflection. In addition, these products might facilitate and identify ILO support needs and increase requests from countries.

This capacity of the products will require, in any case, intense communication work that facilitates an understanding of the value of the products and access to them.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO/INWORK/DIALOGUE	Medium	Mid-term	Medium

5. Facilitate the establishment of cooperation alliances with regional institutions that can contribute in a stable way to updating and expanding global products, especially IRLex and IRData, by simplifying the processes of contracting and signing agreements in the medium and long term.

These types of agreements generate a higher level of efficiency regarding hiring the teams of independent consultants for each product development and raising the level of quality and solvency of the generated products.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO/INWORK	Medium	Mid-term	Low

6. Develop tools that provide knowledge with greater precision and depth of the autonomous use of global products through existing digital channels.

The objective of this recommendation is to reinforce data collection and analysis tools, in addition to access to web traffic through the Google Analytics tool, in relation to the volume, type of user and work process for the use of the products, in order to learn about the user's experience and the type of users, and to be able to identify emerging opportunities for intervention in the field.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO INWORK / INFOTEC	Low	Mid-term	Medium

7. Ensure experimental applications of the products prior to publication and communication.

Specifically, and based on the important work of the internal validation of a tool like SAM-SDI, it would be very positive to carry out a double comprehensive and external assessment in the field to perfect the product and ensure the necessary modifications that will incorporate users' vision of the product before its global publication.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO DIALOGUE	High	Mid-term	Medium

SECTION III: Case Study: GREEN ECONOMY AND JUST TRANSITION (Outcome 3&4)

1 Introduction

This document presents the findings, conclusions and recommendations from the case study of the final independent clustered evaluation of outcome-based Swedish International Development Cooperation Agency (SIDA) funding support to ILO interventions in the field of the green economy (Outcomes 3 and 4 of the P&B), for the period 2020–21.

1.1 Background: Sida-ILO Partnership–supported initiatives on green economy

The Sida-ILO partnership has worked to develop policy-oriented knowledge, recommendations and entry points for interventions on emerging issues in the just transition thematic or sectoral areas. It has also supported capacity-building and knowledge sharing. This component on the green economy of the SIPP is designed to support Output 3.3,²⁶ and Outputs 4.1²⁷ and Output 4.2²⁸ of the 2020–2021 P&B. In particular, the green economy component worked on:

- Informality and climate change/environmental challenges by doing research and developing knowledge materials advancing formalisation and environmental sustainability (formatting/layout in progress).
- Just Transition financing: work to produce knowledge with the aim of mapping the current state of play in just transition financing, identifying gaps and needs for support, and defining the ILO’s added value and potential entry points for technical assistance.
- Market system development and environmental sustainability: development of two short guides drew upon the experience of the environmentally sensitive market system analysis in Tanzania, conducted under the previous phase of the Sida-ILO Partnership.
- Just Energy Transition: development of a guide and communication and training events to build understanding, strengthen commitments, and provide support to policy-making around transition in the context of energy system changes.

In the African region, SIPP funds under this outcome have supported strengthening technical and delivery capacity in the region by contributing to the regional green jobs specialist based in Abidjan (eight months). The specialist supported national interventions funded by the SIPP in Ghana and

²⁶ Output 3.3. Increased capacity of member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies.

²⁷ Output 4.1. Increased capacity of member States to create an enabling environment for entrepreneurship and sustainable enterprises.

²⁸ Output 4.2. Strengthened capacity of enterprises to adopt new business models, technology and techniques to enhance productivity and sustainability.

Tanzania and supported other interventions by mobilising or leveraging complementary resources in Côte d'Ivoire, Niger, Madagascar and Algeria. The section below includes a comprehensive overview of the activities conducted and the results achieved.

This case study has taken as a country example the work developed in Colombia for in-depth review, as a good example of a green economy intervention that is mainly supported by SIDA funding and that started in the biennium under evaluation, in 2020. It has also been a pilot and catalytic experience, working for the first time at the decentralised level with local government. A diagnosis of green jobs and just transition has been an input for the design of public policy seeking to promote decent working conditions for recycling workers in the city of Villavicencio (Colombia).

2 Main findings

2.1 Relevance and coherence

To what extent was the design of the Sida-ILO Partnership initiatives relevant to the strategy outlined in the P&B for Outcomes 3 and 4?

In the field of Green Economy interventions, the SIP programme focused on contributing to two outcomes and three outputs defined in the ILO P&B 2020–2021. These were:

- Outcome 3: Economic, social, and environmental transitions for full, productive and freely chosen employment and decent work for all.
 - o Output 3.3: Increased capacity of member States to formulate and implement policies for a just transition towards environmentally sustainable economies and societies.
- Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work.
 - o Output 4.1: Increased capacity of member States to create an enabling environment for entrepreneurship and sustainable enterprises.
 - o Output 4.2: Strengthened capacity of enterprises to adopt new business models, technology and techniques to enhance productivity and sustainability.

It is relevant to highlight two pieces of evidence on the effective alignment of the SIPP with the ILO strategy in these outcomes, namely: the proven coherence and alignment of the outcomes, outputs, and activities defined in the global and local projects in the green economy field that are financed with the support of the Sida-ILO programme; the impact generated in improving the achievement of the output indicators defined by the ILO.

More precisely on the contribution to the relevant indicators, the evaluation notes the improvement in the number of countries that have begun to define or have deepened strategies aimed at promoting just transition in processes of transformation of environmentally sustainable production processes, as in the case of Colombia or through promoting and facilitating social dialogue mechanisms in the field of just transition, as in the case of Côte d'Ivoire. (output indicator 3.3.1).

Particularly relevant examples are also the initiatives developed in Tanzania, focused in this biennium on the promotion of the sustainable entrepreneurship ecosystem in collaboration with a local provider of business development services (output indicator 4.1.1). In addition, there has been an impact by

deepening the identification of job opportunities and a framework for professional qualifications in integrated economic sectors that facilitate the development of green jobs, such as the circular economy, in the countries subject to intervention. Examples of this can be found in the processes of support for the establishment of green jobs strategies in Ghana and Côte d'Ivoire, or the projects to define human capital gaps in sectors of the circular economy in Colombia (output indicator 4.2.1).

2.1.1 To what extent were interventions repurposed to provide a timely and relevant response to constituents' needs and priorities in the aftermath of the global pandemic?

The programme's ability to adapt to the constituents' needs at the country level has been shown at two different levels in a particularly significant way.

First, the programme has allowed for the development of local projects, with a sufficient level of flexibility to adapt the activities to the specific national dynamics of the development of strategy, policies, plans and resources in the field of the green economy in response to constituents' needs. From this point of view, adaptation to constituents' needs has been a continuous and inherent dynamic in the planning and implementation of activities at the country level.

An example of this is the support provided as a key technical partner in response to an explicit demand from local authorities, in the processes of updating the Nationally Determined Contributions (NDCs) in countries such as Ghana, Niger, and Colombia.

Secondly, the SIPP allows interventions to adapt to constituents' needs by strategically identifying the opportunity presented by the COVID-19 pandemic and, then, by incorporating environmental sustainability as a transversal principle in developing the labour market, employment, and labour relations.

The profound health, social, economic, and labour market crisis generated by the COVID-19 pandemic has created a global need for countries to develop policies focused on economic recovery and growth. This need has created the opportunity to rethink the productive system and existing value chains, generating greater openness in constituents, especially government representatives, when contemplating alternatives to stimulate economic and labour market development in their respective countries. In this context, **the SIPP has promoted this reflection and contributed to incorporating sustainability in a transversal way to generate a more resilient, qualified, and sustainable industry.**

This contribution has taken the form of supporting the identification and development of frameworks of green employment and qualifications, strengthening an approach focused on the needs of individuals and communities in contexts of productive transition and transformation, while considering the impact on employment of environmental policies. Some examples are the development of the study on green recovery from COVID-19 in West Africa or the production of a document to analyse priorities for economic recovery after the COVID-19 pandemic in Colombia.

Key highlights from the case study in Colombia

In the case of Colombia, the evaluation has identified several findings that indicate a high level of adaptation of the programme to constituents' needs. It is noteworthy that the project's agenda is based on prior identification and assessment of the needs of different stakeholders, after a consultative process to identify their priorities. This prior assessment, which was essential in building a relationship of trust with constituents at the national and local level, has made possible, among others, to do the following:

- The need for authorities responsible for the labour market and the environment to have technical support to help them incorporate the just transition as the axis of their sustainable development strategy.

- Supporting business organisations when conducting research that facilitates the identification of talent management opportunities in emerging sectors of the green economy.

Specifically focused on the response to the effects of COVID, the programme has made possible to produce and share with local authorities a document analysing the political programme of Colombia's economic recovery after COVID-19, attempting to incorporate in a transversal way the opportunities in that policy to deepen the just transition and green jobs in the country.

2.1.2 To what extent did interventions build on knowledge developed in Phase I of the 2018–19 partnership agreement?

There are various examples of knowledge and lessons learned from the 2018–2019 biennium for which a response, pilot interventions, or an activity has been carried out during this second phase of the programme.

Based on the experience in Tanzania in the 2018-2020 biennium, the environmentally sensitive market system analysis of the horticulture sector carried out under the previous phase was consolidated into a brief and fed into global capacity-building and tools on environmental sustainability and market system development. This experience allowed the ILO to reflect on the need to develop operational guides for a better approach to funders and governments by offering practical tools for designing development cooperation projects. These guides have helped specialists and technical teams at the field level contemplate the various ways in which it is possible to intervene in creating opportunities for the green economy and just transition.

Thanks to this previous experience in Tanzania, the following products were developed:

- [Market Systems Development and the Environment: A Strategic and Operational Guidance Note](#)²⁹

²⁹ [Market Systems Development and the Environment: A Strategic and Operational Guidance Note, ILO, by Isaac Cowan-Gore, December 2020.](#)

- [Sector Selection and Rapid Market Assessment for Addressing Environmental Sustainability in Value Chain Development Template for criteria and guiding questions](#)³⁰

These instruments have a high potential for application in different local interventions during the future implementation period of the programme.

In addition, during the 2019-2021 biennium there has been a continuation of interventions at the country level that were initiated during the biennium 2018–2019, as in the case of Ghana, where the work was aimed at the consolidation and monitoring of the achievements in the previous biennium, with a particular focus on the Green Jobs Strategy, to achieve effective implementation arrangements and give effect to the green jobs and environmental sustainability elements of its effective incorporation into the National Employment Policy.

2.2 Effectiveness

2.2.1 Have the Sida-ILO Partnership initiatives made sufficient progress towards their planned objectives? Did interventions yield any unexpected results, notably in responding to the COVID-19 pandemic?

The COVID-19 outbreak forced the suspension or delay of almost all activities during the pandemic's first months. Therefore, in 2021, there was an enormous concentration of initiatives, especially in the second half of the year. In addition, some activities which, under normal conditions, were expected in the period 2020–21, have been transferred to the planning for the following years. This situation shows what is perhaps the main challenge for the future in activities related to these outcomes on the green economy: the need to ensure continuity in the coming years for processes initiated in this biennium, in order to achieve a sufficient level of effectiveness and efficiency of the allocated resources and, potentially, to facilitate appropriation and sustainability, especially at the country level.

The programme suffered, both globally but especially in country-level projects, almost a complete paralysis of its activities, a period used by the technical teams to reformulate the work. In addition to this delay in the implementation of activities, especially during the less severe phase of the pandemic, the programme faced restrictions on mobility and face-to-face interventions. This created important challenges for the design and implementation of activities, since most of them were based on contact between professionals in processes and spaces of training, awareness-raising, discussion, negotiations, and advice. As the primary mechanism for responding to this challenge, the technical teams carried out intense virtualisation of activities, attempting to adapt and transform these work processes to make them viable through digital channels. Some good examples are the virtual training

³⁰ [Sector Selection and Rapid Market Assessment for Addressing Environmental Sustainability in Value Chain Development Template for criteria and guiding questions](#), ILO, Climate action 4 Jobs, Green Jobs Programme.

workshops that were carried out or activities designed through digital channels, such as the [Just Transition Forum – Energy and Jobs to Power the Future](#), carried out in December 2021.

When asked on the degree of progress achieved, the perception gathered from the ILO technical specialist teams at Headquarters (HQ) and at the decentralised level and from the constituents' representatives who participated in this evaluation process indicates a high level of satisfaction with the progress achieved given the circumstances.

Overall, the progress in the achievement of outputs and outcomes has been uneven among the activities focused on research, diagnosis, and methodological development, mainly but not only carried out within the framework of global products, in comparison to those aimed at capacity-building, advice, and support to constituents.

The first type of interventions, which by their very nature requires a lower level of participation and commitment from constituents, have had a higher rate of implementation. Regarding the second one, where the degree of participation and prominence is much greater, and where the ILO's position is very dependent on national dynamics and negotiation processes, technical development, legal and methodological capacities, among others, the degree of progress has been lower.

As a result, the interventions under this programme, notably those that were delivered virtually, faced challenges in achieving their expected effectiveness, similar to the limitations on activities carried out in practically all sectors and countries globally due to:

- The incidence of connectivity limitations of people and organisations in countries with lower levels of technological development, including the countries of intervention. Especially in the case of Africa, there were limitations linked to access to technological devices by partner entities and constituents of the programme, which caused the use of traditional analogue channels such as the use of the telephone as the primary tool for communications and meetings.
- The decreased depth and efficiency generally involved in the training, advice, negotiation, or discussion activities carried out through virtual channels, especially among people with a lower level of digital competence.

The following table includes a brief overview of the green jobs and just transitions interventions funded by the SIPP for the 2020–2021 biennium:

Table 7: Outputs 3.3., 4.1 and 4.2 interventions funded by the Sida-ILO Partnership Programme

Outputs 3.3., 4.1 and 4.2 interventions funded by the SIDA-ILO Partnership Programme	
Global	
Informality and climate change/environmental challenges	Research on care leave policies and practices for a transformative gender equality agenda.
Just Transition financing	Working paper on just transition financing and the banking sector. Working paper on just transition financing and investment. Working paper on just transition financing and the insurance sector. Concept note on technical support for just transition financing. Building Bridges event on Just Transition (November).

Market system development and environmental sustainability	Market Systems Development and the Environment: A Strategic and Operational Guidance Note.
	Sector Selection and Rapid Market Assessment for Addressing Environmental Sustainability in Value Chain Development Template for criteria and guiding questions.
Just Energy Transition	Facilitators' guide and tools for future-thinking methods on a just energy transition.
	Just Energy Transition Future Labs: workshops using future-thinking methods to envision preferred futures and identify ideas and areas of work to bring about change. These labs are organised by the ILO Just Transition Innovation Hub.
	Just Transition Forum – Energy: a global virtual conference to reflect on change in energy systems and what they mean for the world of work and social justice.
	Just Transition Energy Challenge to identify and mentor high-potential innovative solutions to promote a just energy transition.
Country level	
Ghana (GHA/20/50/SWE)	Assessment of the potential employment and economic impacts of environmental policies.
	Green jobs national strategy: validation workshop, development of the action plan for implementation. Mobilizing resources for projects/programmes supporting implementation.
Tanzania (TZA/20/50/SWE)	The ILO, with a local Business Development Service (BDS) provider, offered support to green entrepreneurs that had won the Green Business Competition organised with UN Environment in 2019, using business management training, coaching, and facilitation of access to finance and technology.
	The environmentally sensitive market system analysis of the horticulture sector carried out in Phase I was consolidated into a brief and fed into global capacity-building and tools on environmental sustainability and market system development.
Colombia (COL/20/50/SWE)	Assessment of the effect of employment in prioritised sectors, following the guidelines of the ILO.
	Training for capacity-building on just transition and green jobs for employers' and workers' organisations.
	Facilitation and promotion of the effect of employment in prioritised sectors, following the guidelines of the ILO.
African region (supported by the Green team in the regional office)	
Algeria	Submission and approval of the “Des emplois verts pour les jeunes hommes et femmes en Algérie pour une transition juste vers un futur du travail durable” RBSA project (TBC).
Madagascar	Submission and approval of an RBSA project on the “Development of an Action Plan on the promotion of decent work in fishery sector” for Comoros.
Cote d'Ivoire	Technical support for the development of the National Green Jobs Strategy Implementation programme, advocacy plan, and resource mobilisation strategy of the National Green Jobs strategy. Rapid Situational Analysis of the linkages between climate change-environment-employment in the framework of the revision of the NDCs.
Niger	Support to the design, preparation, and extension of national projects. Market system analysis to identify intervention opportunities for Nigerian refugees and host communities in the region of Maradi in Niger. Rapid Situational Analysis of the linkages between climate change-environment-employment in the framework of the revision of the NDCs.

Key highlights from the case study in Colombia

Colombia's interventions have faced the same challenges that, in general, have affected all of the interventions due to the COVID-19 pandemic.

Therefore, especially during 2020, it was impossible to hold face-to-face meetings or activities, due to the restrictions imposed by the local health authorities.

Similarly, especially in the first year of the pandemic, the possibilities of holding virtual meetings in the country were harmed by the impossibility of maintaining contact with key stakeholders who, due to the Colombian context, did not have connectivity in all cases because they could not go to their workplace.

In addition to the problem of connectivity, maintaining a sufficient level of engagement of the actors in the various awareness, negotiation, advice, or training actions was a second relevant challenge faced by the ILO team.

All this caused a concentration of activities during 2021, especially starting in August 2021, when the vaccination process in the country was more advanced.

Despite the limitations described above, virtualisation of activities offered opportunities to the programme management team. On the one hand, it provided a higher level of efficiency in the use of resources, given the lower cost of online activities than face-to-face activities. On the other hand, the use of digital channels made it possible to incorporate a higher number of stakeholders into the activities, especially in remote areas far from Bogota, the Colombian capital, whose participation due to high transport costs would not have been possible prior to the pandemic.

Finally, there is a high level of satisfaction from the constituents participating in the evaluation process concerning the progress toward their expected objectives and results in terms of the contributions of the programme.

2.2.2 How successful were ILO-SIDA-supported interventions at developing synergies between the Global Product and country-level interventions?

The SIDA-ILO Partnership 2020–21 facilitated important work for global knowledge products around four thematic axes. These axes were:

- Informality, climate change and environmental challenges
- Just transition financing
- Market system development and environmental sustainability
- Just energy transition

Various types of global products were produced. Research was conducted and products were produced aimed at understanding existing challenges and opportunities, and which consider climate change challenges, environmental sustainability, improvement of working conditions, and promotion of decent work. In addition, products were delivered on identifying opportunities and establishing

guidelines for the promotion of financing and investment, especially in the banking sector, in initiatives aimed at facilitating the transition to a low-carbon economy, with decent and quality employment as a requirement. Tools and technical guides were developed to facilitate the incorporation of environmental sustainability in market system development for decent work and the design of just energy transition initiatives.

The SIPP initiatives under Outcomes 3 and 4 led to workshops and conferences that enabled, generated and shared knowledge regarding the present and future challenges of the transition of the energy system. Some examples are the workshops conducted by the ILO Just Transition Innovation Hub and the [Just Transition Forum – Energy](#). In the framework of the above, the [ILO Just Energy Transition Innovation Challenge](#) was presented to identify and mentor high-potential innovative solutions to promote a just energy transition.

The global products developed by ILO, within the framework of the SIDA-ILO Partnership, have had numerous applications. The most relevant of these was the on-the-ground application of [Tools of Market System Development](#), and the [Rapid Situational Analysis](#) (the tools can be used together but also separately). Different examples of the application of these can be described. In Côte d'Ivoire the implementation focused on helping to define the country's Intended Nationally Determined Contributions (INDCs). In Niger, besides applying the Rapid Situational Analysis methodology of the linkages between climate change-environment-employment in the framework of the revision of the NDCs, the ILO also applied the methodology of the global products to identify intervention opportunities for Nigerian refugees and host communities in the region of Maradi. The [Green Jobs Assessment Model](#) (GJAM) developed by the ILO was applied in various countries too (such as South Africa, Nigeria, and Zimbabwe), based on the methodological framework developed by the [Green Jobs Assessment Institutions Network](#) (GAIN). Finally, the effort made to incorporate the mainstreaming of green jobs and just transition to the ILO's initiatives and approaches at the country level is significant.

The SIPP interventions under these specific outcomes worked towards raising awareness at the country level on the importance of incorporating into policies and programmes the design, objectives, specific measures, and evaluation indicators that transversally incorporate the green economy into initiatives and projects for labour relations and decent work. The work conducted in Africa is noteworthy, where strategies and policies aimed at the green economy, and especially in the field of the transition and green jobs, have a lower level of priority for local governments, given the urgent needs and shortcomings in terms of social and economic development in these countries. Regardless of this, the green jobs specialist in Abidjan, initially incorporated in the first phase thank to the SIPP, led key efforts in this area in Africa leading to the creation of awareness and capacities in the ILO's regional technical teams to promote an approach at the country level that incorporates these sensitive approaches to green jobs and just transition in all the projects and initiatives to be carried out.

The SIPP interventions under these specific outcomes worked towards raising awareness at the country level on the importance of incorporating into policies and programmes the design, objectives, specific measures, and evaluation indicators that transversally incorporate the green economy into initiatives and projects for labour relations and decent work.

Key highlights from the case study in Colombia

The transfer to a local level of the Green Jobs Assessment Model developed as a global product by the ILO constitutes a very relevant contribution to the process of designing a national measurement methodology that is already underway in the country, through the National Administrative Department of Statistics (DANE). This is a very relevant example of capacity-building in local authorities through global products developed at headquarters.

As a final product of this transfer, the methodology finally approved by DANE to carry out this statistical measurement of green jobs in Colombia incorporates a significant number of the recommendations made by the ILO.

The programme has sought to coordinate its activities jointly with the ILO's HQ-level units, thus facilitating the transfer of capacities and products from global to the national level, generating work synergies.

An example of this is the collaborative process currently taking place between the ILO office in Colombia and the Research Unit in Geneva, for research helping small and medium-sized enterprises in the country to identify their challenges and opportunities within the framework of the green economy.

2.2.3 To what extent has an M&E system been put in place and supported the overall implementation of the programme?

The Outcome 3 and 4 interventions funded by the SIPP are reported to SIDA annually as part of the accountability system to the donor. Activities are also monitored financially through the ILO's standard system (IRIS) and technically by the Green Jobs Programme (GREEN). However, **there is no systematised monitoring for the expected results; the established mechanisms focus more on monitoring activities and financial monitoring.**

The ILO outcomes-level monitoring system is channelled through output indicators. In this case, the SIPP contributes to indicators 3.3.1³¹, 4.1.1³² and 4.2.1.³³ However, no evidence was provided to the evaluation team to measure the extent the SIDA financing within the framework of this agreement contributes to the achievement of these outputs, or how much it contributes at the level of indicators. In general, there is no institutional monitoring that shows how the outcome-based funding is contributing to the overall achievement of the P&B outcomes.

³¹ Indicator 3.3.1. Number of member States with policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work.

³² Indicator 4.1.1. Number of member States with a strategy and/or action plan to improve the enabling environment for sustainable enterprises' creation and growth.

³³ Indicator 4.2.1. Number of member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability.

Key highlights from the case study in Colombia

The programme in Colombia included a monitoring system at different levels, which facilitated the planning, control, and accountability of activities.

Firstly, with the support of the programming focal point of the ILO office in Colombia, the management team generated detailed planning of activities and the outcome indicators that should allow for accurate monitoring of the results of the interventions.

Secondly, there are follow-up mechanisms of internal projects in the ILO, including periodic meetings with the ILO focal point at HQ who leads the programmes linked to green jobs and just transition.

Thirdly, there were follow-up and accountability activities with the Ministry of Labour aimed at adjusting and aligning priorities for action within the framework of the [Green Jobs and the Just Transition Pact](#).

To this end, four technical work meetings were carried out with this institution. A continuous dynamic of programme monitoring has been useful since it allows a greater appropriation of the initiatives by the country's authorities, contributes to bringing visibility to the initiatives, and reinforces trust and transparency in the work of the ILO as a critical ally.

2.2.4 To what extent did SIDA-funded interventions act as a catalyst and support the ILO's influence in the selected countries or at the HQ level and/or leverage additional resources?

The SIDA-ILO Partnership Programme 2020–21, linked to Outcomes 3 and 4, has facilitated interventions that have consolidated and broadened the ILO's presence, participation, and influence at the country level, thus reinforcing its work as a catalyst in developing strategies, policies and programmes.

First, the ILO has worked on building and consolidating relationships of trust with the representatives of the tripartite structure. This type of relationship has been forged thanks largely to the work of the ILO's technical and field specialists. The ILO's work has created spaces for dialogue where the position of neutrality as an international organisation and its technical support have contributed significantly to positioning the ILO as a reliable actor for constituents to access and participate in spaces for discussion and decision-making.

In the case of green jobs and just transition field, the evaluation notes how remarkably the ILO has achieved or strengthened its position as a key expert institution in thematic areas that have a strong technical component and in which countries are at initial stages of development. This lack of experience and knowledge of the constituents' technical teams facilitates their openness to the ILO to strengthen its capabilities and advise on the next steps and initiatives to be carried out to define strategies and execute policies and programmes.

The ILO's capacity as a catalyst has been demonstrated, in the case of Africa, in support of the mobilisation of funds to stimulate the development of initiatives in the field of green jobs and just transition. The green jobs teams started in the regional office thanks to SIPP support in the first phase of 2018–2019. Now, thanks to its resource mobilisation capacity, there is a team of six people and they have leveraged additional resources worth \$4.7M, especially in Côte d'Ivoire, Senegal, and Nigeria. Actually, African countries have technical support and there is an increase of awareness and interventions related to the green economy, as a result of the impact of the seed support from the SIPP, which funded for the first year the green jobs specialist in the regional office.

Other than that, it is worth mentioning **the effects of the participation in complex and sensitive decision-making processes that led to establish discussions around public policy strategies with very high potential impact on future development programmes and plans in the country.** Some examples are the collaboration in establishing national green jobs strategies in countries such as Côte d'Ivoire and Ghana; and the updating and validation of the [Blue Economy Strategy for African Island](#) countries. Similarly, participating in establishing sustainable development strategies in countries including the review of NDCs, in cases like Niger, Colombia, and Côte d'Ivoire.

The trust generated by the ILO at the country level can be made visible through the acceptance by constituents, mainly worker and employer representatives, of the ILO as an actor that favours communication in sensitive bipartite and tripartite negotiations and dialogue. The ILO is seen as a stakeholder and is even included in situations of labour conflict linked to the energy transition and the impact it can create on workers' employment situation, as has been seen in the case of Colombia.

2.3 Efficiency

2.3.1 In what ways have interventions used resources efficiently (funds, human resources, time, etc.)?

The SIPP funding for Outcomes 3 and 4 has contributed to support the use of global products in local initiatives. The contribution of the green jobs specialist in Africa who joined the ILO office in Abidjan is especially significant.

Overall, **the evaluation has observed an efficient use of funds.** As occurs in the interventions under the rest of the outcomes financed by the SIPP, for the green jobs and just transition activities the financing has been dedicated to implementing activities and hiring consultants, with small support for the work time of the ILO staff, as reflected in table 9 below:

Table 8: GREEN ECONOMY SIPP ILO Staff support

GREEN ECONOMY SIPP ILO Staff support		
Global	Geneva- P3	4 months
	Geneva- P2	5 months
	ROAF- P4	8 months
Colombia	National Officer	11 months
	G staff (admin)	8 months
Ghana	Admin Support	2 months
	National Officer	8 months

There is, therefore, an important amount of the ILO's working time that is funded with RB or other resources, which allows the Green Jobs Programme to expand the scope and breadth of the programme's results within its SIPP-related budget. As seen in the table 10 below, the budget of just over eight hundred thousand dollars is distributed in four projects, three at the country level and one in which global products are used. Overall, the delivery rate of this green economy component of the SIPP is almost 91%, which is adequate considering the circumstances and adaptations. According to the KIIs, the levels of efficiency are adequate, considering the delays and difficulties faced as a result of the pandemic.

Table 9: Budget and expenditure

	Budget allocation as per the DC dashboard*	Expenditure (from the ILO's DC dashboard)	Delivery rate
GREEN ECONOMY			
GLO323	\$ 459,283	\$ 410,874	89.46%
COL2050SWE	\$ 205,000	\$ 182,699	89.12%
GHA2050SWE	\$ 110,159	\$ 104,002	94.41%
TZA2050SWE	\$ 72,389	\$ 71,624	98.94%
Total Outcomes 3 & 4	\$ 846,831	\$ 769,199	90.83%

The extensive cooperation with other ILO units in the development of global products contributed to secure the SIPP budget for the development of specific products without Regular Budget or any other kind of budget support.

In addition, efforts to incorporate a mainstreaming approach linked to the green economy can contribute significantly, in the near future, to generating a multiplier effect for the inclusion of a green vision in interventions and initiatives at the local level.

Additionally, as a contribution to improving the SIDA-ILO programme's efficiency, the combined use of different sources of financing, such as the budget allocated for the Just Energy Transition Forum, was highlighted by the KIIs in the evaluation process.

In general, SIPP-funded green economy and just transition interventions, according to the KII, seem to be quite efficient as of the end of the biennium. Naturally, in 2020, with the beginning of the COVID-19 pandemic, a lot of activities were delayed and reformulated. On the one hand, the activities were reformulated to better respond to the needs arising from the health, economic and social crisis triggered by the pandemic; and on the other hand, they were delayed to continue with the planned interventions that were still relevant.

As occurs in the interventions under the rest of the outcomes financed by the SIPP, for the green jobs and just transition activities the financing has been dedicated to implementing activities and hiring consultants, with small support for the work time of the ILO staff. Efforts to incorporate a mainstreaming approach linked to the green economy can contribute significantly, in the near future, to generating a multiplier effect for the inclusion of a green vision in interventions and initiatives at the local level.

Key highlights from the case study in Colombia

The activity of the ILO technical team in the implementation of Colombia intervention has established a relational framework with local authorities and constituents aimed at ensuring an active commitment that provides efficiency to the activities.

In this way, it was possible to identify the key actors with the greatest desire and interest in orienting labour market development policies towards the just transition and green jobs.

Thus, there was a notable reduction in costs associated with the identification, awareness, and prior negotiation with these actors, providing fluidity, relevance, and speed in developing initiatives. It is relevant to note the ILO team's use of the network of institutional and professional contacts to identify the local authority of the Villavicencio region, a professional who is especially committed to the development of environmental sustainability programmes.

Thanks to this key player, it was possible to develop a diagnosis of just transition alternatives, green jobs, and decent work in Villavicencio's traditional coal mining and recycling sectors.

Another example of this is the involvement of ANDI (Asociación Nacional de Empresarios de Colombia), the main employers' association in Colombia, as a facilitator of the two diagnoses for the identification of Human Capital Gaps in the Circular Economy sector, generating synergies with similar initiatives developed in the [Pacific Alliance](#) framework, one of whose members is a group of employers' associations from Colombia, Chile, Mexico and Peru.

The virtualisation of awareness-raising, technical support, and training activities provided a greater degree of efficiency in using resources, given the lower cost of online activities compared to face-to-face ones. In addition, it allowed the participation of a more significant number of actors in the activities, who would not have been able to join the programme due to economic limitations.

However, it is important to consider the possible reduction of the impact of this type of action that had to be carried out online, despite difficulties in assessing which alternative would have been more appropriate.

2.3.2 To what extent do SIPP-funded interventions have synergies with other ILO activities to maximise efficiency and reinforce the results of Outcomes?

The evaluation process has shown that overall, global knowledge products have been produced in collaboration with other ILO units. For example, the products related to the design and tailoring of Market System Development were created in collaboration with the SME (Small and Medium Enterprises) unit of ILO. Or they were designed jointly with other ILO units of the Just Transition Innovation Hub, which developed the Just Energy Transition Future Labs initiative.

Other collaborative initiatives were found in the fields of formalisation and environmental sustainability, including the participation of focal points and the green jobs network, as well as in the products linked to just transition financing, with participation from the Social Finance Unit.

Key highlights from the case study in Colombia

The ILO technical team in charge of the project has sought to establish synergies with other initiatives in Colombia that are not directly linked to the SIPP, but where it has been possible to deepen and transversally incorporate the green jobs and just transition approach.

One example was its participation in a programme for the social-labour reincorporation of combatants from Colombian armed groups in the Colombian Amazon region, aimed at offering green jobs alternatives in the local tourism sector in small and medium-sized companies. Capacity-building of workers and employers was carried out using the methodology generated in the framework of the global [ILO SCORE PROGRAMME](#).

It is necessary to highlight the project team's work in collaboration with other areas of the ILO's work. An example of this is the preparation of the following publications:

- Industrial Symbiosis Networks and Employment, the Colombian Case (in coordination with research)
- Policy Brief: The Role of SMEs in a Just Transition towards Environmentally Sustainable Economies and Societies for All (in coordination with research): in progress (finished by late 2021)
- Just Transition in the Oil and Gas Sector of Colombia (in coordination with the sector)

Finally, the SIP programme has contributed to other initiatives to improve the labour market in Colombia, including in vulnerable environments, promoted by other institutions or international cooperation agencies, thereby contributing to incorporating the concept of just transition into the decent work development agenda. The meetings included the presentation and dissemination of some of the documents and reports prepared in the framework of the programme. An example of this collaboration is the participation in a cycle of meetings with rural communities affected by economic activities with a high environmental impact, such as intensive coal mining, promoted by one of the leading workers' associations in the country and financed by the German Cooperation Agency (GIZ).

2.4 Orientation towards impact

2.4.1 Are programmes contributing to the strengthening of the enabling environment at the country level (laws, policies, technical capacities, local knowledge, people's attitudes, etc.)?

The programme has worked intensely to develop methodologies, tools, and resources oriented to improving the capacities of constituents, mainly governments and local authorities.

The dissemination and use of these products, together with the support and advisory work of the teams in the field, made possible to initiate processes of discussion and definition of strategies that show **significant potential for transformation in the medium to long term in the policies, plans, and programmes to develop and strengthen the green economy at the country level.**

The ILO's work with constituents has used a wide repertoire of methodologies, resources, and approaches, identifying the most suitable opportunity in each country to: strengthen collaboration with key actors; participate in discussion processes; contribute knowledge products based on analysis

methodologies that guide priorities; and provide technical support for the definition of strategies, implementation of policies, or the concrete implementation of initiatives.

There is intense transversal work in the countries of intervention to raise awareness and build capacities around the links between decent work and environmental sustainability. Specifically, this contribution of the programme can be seen at various levels of action and with various levels of involvement and participation by constituents in the countries of intervention, focusing mainly on:

- Strengthening social dialogue on a just transition: Actions have been carried out to facilitate social dialogue in the field of just transition, as in the case of Côte d'Ivoire. This contributed to establishing a social dialogue mechanism on just transition while developing a briefing on social dialogue for just transition.
- Evidence-based policy definition and design of interventions: Noteworthy examples are the application of research and analysis methodologies such as Rapid Situational Analysis in Côte d'Ivoire and Niger, where the ILO facilitated the process of reviewing the NDC; in Colombia, where the ILO helped design sustainable development policies in the Villavicencio region; and intervention design tools such as the Market System Analysis in various high-priority intervention countries, such as Niger, used to identify intervention opportunities for Nigerian refugees and host communities in the Maradi region.

In addition to the countries prioritised by the programme, the ILO has applied these methodologies in other intervention settings not explicitly included in the SIDA programme, such as Zimbabwe, Nigeria, and South Africa. Diagnostic studies linked to the labour market have been implemented and financed, especially intensely in Colombia.

- Technical support for integrating the just transition and decent work objectives into the National Determined Contributions to the Paris Agreement and for the development and validation of national green jobs strategies: There was significant progress achieved in Côte d'Ivoire and Ghana in contributing to the definition and approval of a Green Jobs Strategy. Progress was made in the formalisation of a cooperation agreement that contributes to placing this strategy in specific employment policies and plans in the country. The countries involved in the NDC have defined their commitments, specifically, in countries such as Ghana, Niger or Colombia.
- Mobilisation of financial resources to facilitate initiatives and project development aimed at the production of Green Economy development policies: Specifically in Africa, various resource mobilisation initiatives have been carried out to facilitate the implementation of green jobs strategies in countries such as Ghana and Côte d'Ivoire, especially a strategy for the mobilisation of funds from public and private sources.
- Formulation of, support for, or participation in the execution of specific projects for initiatives linked to the Green Economy: The programme's work at the country level has included promotion, financing, and cooperation in various sectoral or regional projects. Initiatives have been specifically implemented for the development of the green economy, both in the promotion of green jobs and the improvement of the sustainability of value chains in specific sectors of activity. Projects were implemented in some cases in collaboration with the French

cooperation agency or the United States (USAID). In Niger, these included sustainability projects in the food industries sector and support for the needs and labour rights of migrants. In addition, the project in Tanzania was significant. There, the ILO, with the support of a local Business Development Service (BDS) provider, sought to promote training in business management, coaching, and access to finance and technology for sustainable entrepreneurship initiatives, in order to stimulate and promote the green economy in the country.

Key highlights from the case study in Colombia

The second phase of the SIP programme has made it possible to incorporate the ILO as a relevant actor in the implementation of the national transformation strategy towards the green economy in the Colombian labour market.

The intervention in the local context of Colombia has made it easier for local authorities to have active mechanisms of communication with social stakeholders, thanks to the relationship of trust that both employers and trade union associations maintain with the ILO, within the scope of the policies promoted by the Ministry of Labour and the Ministry of the Environment.

Capacity-building activities with constituents have been a central axis of the ILO's work in Colombia, given that the lack of a clear conceptual framework and the lack of a common language about green jobs and just transition was one of the main weaknesses of constituents in the country.

The best example of this work of improving constituents' capacities was a tripartite training course on a greener and fairer recovery, which will serve as a basis for the development of a roadmap.

Through this training programme, according to the KIIs, there was impact not only in terms of the participants' knowledge and skills but also in supporting the beginning of shared work processes among the constituents through the final work of the programme.

In this regard, the programme has made it possible to provide constituents, and especially the technical units of local authorities, with precious knowledge related to policies, plans and work trends in the field of green jobs and just transition in the international arena, especially knowledge regarding initiatives in other Latin American countries.

On the other hand, the programme has made it possible to compensate for shortcomings, in terms of technical equipment and available resources, of the Ministry of Labour and the Ministry of the Environment. This was done with the help of the ILO external advisory team and resources for studies and research which, otherwise, could not have been carried out in the country.

In addition, it has made it possible to deepen public policies to promote green talent, incorporating public-private collaboration into its focus of action.

SIPP interventions in the country have also promoted opportunities for green jobs through a study on employment opportunities in collaboration with a private employment agency specialised in the sector, accredited by the Ministry of Labour.

The ILO has led two studies to identify Human Capital Gaps, aimed at two subsectors of the circular economy, including the reuse and recycling of used tires and spare parts of electronic devices. They were developed under the coordination and methodology developed by the sub-directorate of analysis, monitoring, and labour planning of the Ministry of Labour and they were the first implemented in these green jobs sector.

The preparation and publication of this type of diagnostic study have a substantial potential impact on the country. On the one hand, they facilitate the design of public and private technical training programmes to cover these gaps, and on the other hand, they provide relevant input for companies in the sector to identify their shortcomings in recruitment, selection, and training, thus allowing them to anticipate and plan their efforts in talent development today and according to future trends.

Both studies were designed and implemented with the active participation and commitment of the National Association of Entrepreneurs of Colombia (Asociación Nacional de Empresarios de Colombia, ANDI). They also attempted to give coherence to other similar initiatives that were being carried out within the framework of the Business Council of the Pacific Alliance, where ANDI leads the Circular Economy Roundtable.

The programme has allowed capacity-building related to the just transition in the framework of the oil, gas, and coal mining sector, especially in the case of workers' associations in Colombia.

At the time the evaluation was conducted, these sectors were subject to serious labour conflicts resulting from closures of companies and mines. Support was provided at various initiatives and meetings organised by these associations.

These meetings aimed to provide workers with a broader knowledge of the scope of the just transition in terms of public policies and collective bargaining, thereby deepening the need to incorporate social dialogue as an essential tool for this transition towards the economy's decarbonisation.

Finally, the programme has made it possible to promote in the public policy agenda the need to incorporate the just transition as a transversal axis in the development of the green economy in Colombia.

There has been improvement in cooperation and shared dialogue between two institutions that are part of the Ministry of Labour, the Vice-Ministry of Labour Relations and the Vice-Ministry of Employment and Social Protection.

The communication and collaboration between the two institutions, which presented opportunities for improvement, is essential to ensuring the alternative, sustainable and fair development of the territories and communities immersed in transformation processes through the decarbonisation of the productive fabric.

On the other hand, through the ILO's participation in the process of updating Colombia's Nationally Determined Contribution (NDC) in 2020, led by the Ministry of Environment, the programme facilitated coordination between institutions. It facilitated the participation of the Ministry of Labour and employers' and workers' associations in a diagnostic investigation linked to the just transition in the mining, agriculture, and transport sectors.

Additionally, in this process of defining the NDCs in Colombia, the ILO contributed to the final drafting of the just transition goal, which has foreseen that Colombia will have a national just transition strategy for the workforce in 2023, aligned with the ILO's guidelines in this area.

Finally, and still under development, the ILO has contributed to defining the roadmap for the above-mentioned National Strategy in close collaboration with the government technical team responsible for its preparation.

2.4.2 To what extent has the ILO's work under Phase II of the partnership programme contributed to advancing national sustainable development objectives, including at the level of UNSDCF and SDG targets?

The incorporation of the green economy as the focus of the programme's intervention is fully aligned with the achievement of sustainable development goals (SDG) at the country level.

The processes implemented and the outputs obtained are directly related to advances in sustainability and decent work. In this regard, SIPP interventions are clearly useful in achieving constituents' commitments to attaining SDG targets and the national priorities supported by the UN, reflected in the UNDAF (or similar frameworks) (see table below).

Areas of work funded by the SIDA-ILO Partnership Programme for green economy and just transition	
Country	Contribution to SDG and other agreements
Global	SDGs 8 (8.3 and 8.6) and 13 (13.2)
Tanzania	United Nations Development Assistance Plan 2016-2021 (UNDAP II): Outcome 1 "Economic growth and employment": The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness and improved opportunities for decent and productive employment.
Ghana	United Nations Sustainable Development Partnership (UNSDP) 2018 – 2022, Ghana: Outcome 1: Productive agriculture drives sustainable industrialization, improves livelihoods and ensures a hunger- and malnutrition-free nation; and Outcome 2: Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth.
Colombia	UNSDCF- Marco de Cooperación de las Naciones Unidas Para el Desarrollo sostenible 2020 – 2023. Strategic área 3: technical assistance for the acceleration of the SGD catalyst

Alger	<u>Cadre de Coopération Stratégique (UNDAF) 2019-2021: Outcome 1: By 2020, economic activity sectors implement growth strategies geared towards economic diversification and capacity-building for economic integration and job promotion; and Outcome 4: By 2020, the living environment and the resilience of citizens are improved through sustainable participatory management of natural and urban ecosystems.</u>
Madagascar	<u>Plan-cadre de Coopération des Nations Unies pour le Développement Durable (UNSDCF) Madagascar 2021-2023: Strategic Priorities 3 - Boost labor productivity and the creation of productive jobs for decent incomes and a competitive economy;</u> - SP4 - Strengthen sustainable, resilient and inclusive management of the environment.
Côte d'Ivoire	<u>Cadre de Coopération des Nations Unies pour le Développement Durable (UNSDP) 2021-2025. Strategic Priority 1: Acceleration of structural transformation of the economy" and Strategic priority 4: Reducing vulnerability to climate change and environmental problems.</u>
Niger	<u>Plan Cadre des Nations Unies d'assistance au Développement (UNDAF), 2019-2021, Niger. Outcome 1: By 2021, targeted rural populations have access to innovative value chains that create decent jobs, participate in mechanisms for preventing and managing food and nutrition crises and disasters and in sustainable resource management resources and energy adapted to the effects of climate change.</u>

However, the degree to which these have been implemented at the local level is limited by two variables. On the one hand, the national and international economic context can condition the level of priority that authorities and constituents grant to the development of the green economy and the level of commitment they are willing to assume. On the other hand, the effective implementation of these commitments into policies, plans, and programmes tends to occur over long-time cycles, which in many cases exceed the SIDA-ILO partnership programme's duration, making it difficult to see concrete progress over two-year periods.

Key highlights from the case study in Colombia

The programme has contributed significantly to deepening various public policy frameworks, with a strategic approach linked to the Sustainable Development Goals.

The programme, given its design and scope of intervention, has a direct impact on these objectives. One example of this is the effort to strengthen Colombia's National Circular Economy Strategy, through various situation diagnosis studies that would also facilitate the programme's agenda in the country.

The studies and publications produced in whole or in part with the funding of the programme have been:

- Just transition in the coal-mining sector of Colombia
- How to promote the creation of green jobs in the circular economy
- Bioeconomy and green jobs in Colombia.

2.5 Sustainability

2.5.1 To what extent are innovative interventions from this phase likely to continue in the future without SIDA funding?

The continuity of the interventions at the country level very much depends on achieving a high level of appropriation by constituents and incorporating other donor institutions and financing mechanisms that contribute with economic resources and technical capacities to give continuity to processes underway at the country level.

There have been various efforts by the ILO within the framework of the program in this regard, to achieve external adhesion by various institutions and organisations, contributing as a promoter or participant in initiatives shared with local authorities and other donors.

These include the activity carried out during the 2020–2021 biennium in Ghana, which continued the work from the previous period of the programme. It focused on monitoring and supporting the materialisation of the green jobs strategy in programmes and policies in the country, including participation by other agencies and institutions, such as the European Commission delegation.

Similar examples have been seen in Côte d'Ivoire and Senegal through participation by French cooperation programmes or in Colombia, with the contribution of the European Union to the development of the National Green Jobs Plan.

In addition, the evaluation identified a consistent level of appropriation by constituents, especially by local government authorities, of the processes and initiatives deployed with ILO support. These are significant examples that could ensure the continuity of activities without the necessary presence of the programme.

Thus, the implementation of internal and sometimes tripartite work teams, strategic documents approved by local governments, or even specific initiatives and projects under development may contribute to the activities and processes by maintaining their continuity over the coming years. However, based on the evidence found in the evaluation process, this continuity will likely be of lower intensity, especially in countries at an early stage of activities.

Notwithstanding the above, the role achieved by the ILO as a key partner for constituents in these countries offers an opportunity that fully justifies the maintaining and intensifying the work of the institution and the programme there.

In this regard, there are many challenges to be faced in the following years that demonstrate the importance of the continuity of the programme's support in the area of just transition and green jobs.

There is a need, among others, to follow up and support the implementation of the green jobs strategies implemented at a country level, and to continue helping the strategic agreements reached in the country enter policies and programmes. After producing the methodological guides incorporating environmental sustainability in market system development for decent work in this biennium 2020–2021, there is a concern regarding the feasibility of supporting the implementation of a project allowing for the complete application of these instruments. In addition, it would be useful to continue the interconnected work at the global and local level of developing products and promoting initiatives to specify and obtain resources mobilisation solutions within the framework of Just Transition Financing.

Finally, in the area of further development of existing global products, the following priorities have been identified by the ILO technical team at HQ:

- Advance further in the development of global products linked to market systems analysis.
- Develop a knowledge product that incorporates the gender approach in the field of just transition.
- Develop a product that effectively and systematically incorporates green jobs strategies into employment policies.

Key highlights from the case study in Colombia

The activities carried out by the ILO have made it possible to place the sustainable economy on the agenda of national skills development policies, especially through the development of two initiatives aimed at identifying human capital gaps in the green jobs sector of the circular economy sector. In this way, it has facilitated the local authorities' appropriation of this agenda for gradual, independent incorporation into their Labour Market Development Policies.

The implementation of the programme by the ILO has supported initiatives aimed at promoting new efforts to give continuity to the work carried out in 2020 and 2021. For example, in the field of just transition, participating in the design of a programme financed by German cooperation in the mining sector in the Guajira region.

The evaluation has identified numerous remaining challenges to furthering the intervention strategy in the country.

- In the first place, to significantly advance in initiatives and processes of social dialogue to promote the just transition, an area where there has been less progress than expected due to difficulties in achieving shared objectives among the constituents. This is also an especially important area given its evident impact on the living conditions of people and communities. In the initiatives and processes implemented within the framework of the programme, there have been clear limitations in promoting this tripartite dialogue, due to the remarkable complexity of achieving a shared vision and spaces of agreement among actors who initially have different priorities. Generating a relationship of trust, raising awareness, and training in medium to long-term vision on sustainability as a basis for growth are axes of work that are already underway. However, a sustained endowment of resources over time will be needed to achieve tangible results like those seen in the case of Côte d'Ivoire.
- Secondly, another challenge is to continue generating knowledge products to cover human capital gaps in other sectors linked to the green economy.
- Thirdly, there is the challenge to continue collaborating in defining a Just Transition Strategy within the framework of the update of the NDCs in Colombia. This has a potential impact that could be especially relevant in the coal mining sector and the improvement of working conditions in informal work of recycling and waste recovery.
- Finally, the last challenge identified is to expand the scope of the training processes, in order to have a more significant impact on actors with decision-making capacity among the constituents and their technical teams.

3 Conclusions

- 1. The initiatives included in the SIDA-ILO Partnership for 2020/2021 are fully aligned with the green economy–related outcomes and outputs defined in the ILO P&B.**

The adoption of an outcomes-based approach to programme conceptualisation and planning has allowed for a high level of coherence between the objectives defined by the ILO in its P&B 2020–2021 and the contribution of the SIPP to their achievement and implementation.

- 2. The programme has demonstrated a robust capacity to adapt to the needs identified in its area of intervention, both from a global perspective and considering specific needs identified by the constituents in national interventions.**

In fact, in cases such as Colombia, it can be seen that initiatives in the country have been designed and planned with a high level of flexibility throughout the programme, gradually responding to specific demands or opportunities for collaboration with constituents.

- 3. The work experience in the 2018–2019 biennium has allowed the ILO to reflect on the need to expand existing resources and tools to facilitate support and advice to constituents in developing strategies and policies.**

This is clear from the evolution of some of the global outputs carried out during the 2020–2021 biennium. New tools were generated, with a greater degree of understanding and usefulness for the ILO's field specialists and technical teams when proposing specific proposals for work at the country level.

- 4. The SIDA-ILO Partnership initiatives have shown a level of progress that is highly conditioned by the circumstances imposed by COVID-19, in terms of priorities for key actors and operational limitations on activities.**

However, a high level of satisfaction has been observed by the ILO technical teams and by the constituents' representatives participating in the evaluation process with the level of progress achieved in the different initiatives and processes at the global, regional, and national levels.

- 5. The SIDA-ILO Partnership Programme 2020–21 has allowed for essential work of development, creation, or expansion of global knowledge products with a potential impact on transformation processes at the local level.**

This knowledge development has sought to expand, complement, and give continuity to the documents and resources available in the ILO for the implementation of strategies, plans, and programmes for the development and improvement of the green economy labour market.

In addition, it has contributed to improving the dissemination, knowledge, and usefulness of some of these products through translation into official languages in certain regions, as in the case of French in West Africa.

The evaluation has seen a significant level of transfer and application at the country level of some of the global products that were developed or expanded. This was the case of the methodologies created

around the Market System Development and the Green Jobs Assessment Model. In addition, there has been a bidirectional contribution between the development of global products and country-level interventions, which has improved the usefulness of some products based on the experiences and learnings identified in the field.

6. The programme served as driver to consolidate and expand the presence, participation, and influence of the ILO at the country level, thereby contributing to improving its capacity as a catalyst for strategies, policies, and programmes.

This improvement in the ILO's positioning has been seen in three main areas:

- The generation and consolidation of relationships of trust with the representatives of the tripartite structure.
- The reinforcement of its position as a leading expert institution in thematic areas linked to green jobs and just transition.
- The ability to mobilise resources that facilitate initiatives and contribute to the sustainability of the work underway.

7. The programme budget has considerably strengthened the ILO's technical structure in the field of the green economy. This especially includes the support, thanks to the programme, of a specialist whose role has been decisive in the progress achieved at the country level in Africa.

This Programme approach has contributed, on the one hand, to the development and adaptation to the West African environment of certain global products. The specialist has led the team responsible for support to constituents in that region and has promoted strategies for mobilizing funds to strengthen programme initiatives in the context of that intervention. The specialist has mobilised resources to ensure support in the area of the green economy and just transition to African constituents.

8. The programme carried out under the SIDA-ILO Partnership, by its very nature, requires a continuous search for synergies between ILO initiatives and programmes.

Other work teams from the organisation have participated, attempting to maximise efficiency in using resources and expand the effects of the projects and initiatives.

9. The evidence identified points at a strong orientation of the programme to the development of capacities, knowledge, and the design of strategies and policies, as well as the implementation of specific action projects linked to the green economy at the country level.

One challenge is still the need to establish formal mechanisms of cooperation with local authorities and the rest of the constituents (for example, the one already developed in Ghana). These would help specify the strategic frameworks set forth in public policy programmes and plans. Where appropriate, they would be based on public-private cooperation and tripartite negotiation structures.

Regarding this pending challenge, it is relevant to highlight the effort already made to design interventions with a medium to long-term approach, which is more suitable to the dynamics generally

required by these changes at the country level, in terms of policies, projects, and effective processes of economic transformation in the industry.

In addition, there have been efforts to raise awareness and build capacities internally in the ILO teams to mainstream green jobs and just transition in the dynamics of interventions and projects, generally, at the country level.

The continuity of the interventions at the country level is very dependent on the success of two key processes: the appropriation of strategies and approaches by constituents and, especially, by national government authorities; and the involvement of other donor institutions that contribute with economic resources and technical capacities to give continuity to processes underway at the country level.

Despite the efforts and advances seen in both aspects, the dynamics of medium-term changes in this area of work and the role achieved by the ILO as a key partner for constituents clearly show the importance of maintaining and intensifying the ILO's work and the programme in these areas.

In this regard, there are a significant number of challenges pending for the following years that indicate the importance of the continuity of the programme in the area of just transition and green jobs.

4 Good practices

1. The systematic establishment and implementation of a resource mobilization strategy within the framework of the Green Jobs program has proven to be an effective tool and leverage additional resources.

Very specifically in Africa, different resource mobilization initiatives have been developed within a regional strategy framework to facilitate the implementation of the different national green jobs strategies. This resource mobilization led by the specialist in the area of green Jobs in Abidjan (Côte d'Ivoire) highlights the development of a strategy for mobilizing internal and external resources, from public and private resources.

These initiatives have resulted in the leverage of additional resources worth \$4.7 M, especially in Côte d'Ivoire, Senegal, and Nigeria.

It is crucial to ensure the following conditions:

- Involve national institutions in fund mobilization strategies to disseminate and legitimacy to other potential donors.
- Identify specific initiatives and projects that facilitate the adherence of companies and organizations to the resource mobilization strategy.

The main beneficiaries are national authorities and other institutions that promote initiatives and projects linked to the green economy.

The cause-and-effect relationship lies in the fact that identifying possible collaborating institutions and defining a process that facilitates the adhesion of the latter to specific projects and initiatives

allows a greater volume of funds available for the execution of projects and architecture of institutional relations that facilitates the sustainability of the interventions.

This initiative has a high capacity for replication in the field, previously having relationships of trust generated internally with local authorities and a profile of ILO as a specialist institution in Green Economy consolidated in the field.

5 Recommendations

- 1- The flexibility and ability to adapt to the needs and opportunities of intervention at the country level could be complemented by the definition of a theory of change that would more robustly delimit the intervention strategy and the expected links between the processes, outputs, and outcomes of the SIDA-ILO partnership programme.**

The wide range of initiatives, actors involved, processes involved, and expected results in the area of incorporating green jobs and just transition in strategies, structures, policies and programmes significantly complicates the ability to define an intervention model based on a clear Theory of Change, which will guide the work at the country level.

Therefore, responding to the needs assessed, the opportunities identified, and the demands received in each country, based on a framework of defined outcomes and outputs and a wide repertoire of available global products, is an effective way to handle national interventions.

However, this breadth of possible focuses of action within the framework of the green economy and the limits on available resources suggests advancing in the construction of a Global Theory of Change linked to the achievement of the defined outcomes. This ToC would also serve as a tool to prioritise initiatives and as a guide to clarify the optimal causal chain for greater effectiveness and sustainability of interventions.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO ENTERPRISES (Green Jobs programme), Sida	High	Short-term	Low

- 2- Further engage with the tripartite constituents when carrying out awareness-raising and capacity-building activities, thereby increasing the likelihood to materialise technical support processes at the level of policies, plans, and programmes.**

The SIPP-funded interventions on the green economy and just transition were used as an essential element to improve the ILO's relevance in order to build confidence and trust and build capacities among key stakeholders through a large number and wide variety of types of workshops, awareness-raising sessions, and training for the constituents' technical teams and other relevant institutions to achieve the programme's expected results. The participation of constituent groups was found very relevant due to their influence on the decision-making process in their institutions.

However, there have been barriers when it comes to increasing the level of participation of actors with capacity at the middle and senior levels of decision-making, which would raise the programme's capacity to influence the comprehensive transformations of regulatory changes, policies, plans, and programmes.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO ENTERPRISES (Green Jobs)	Medium	Short-term	Staff time

SECTION IV: Case Study: Skills and employment (Outcomes 3 & 5)

This document provides the case study of the final independent clustered evaluation of outcome-based Sida funding support to the ILO interventions in the field of employment and skills (Outcomes 3 and 5), for the period 2020–21.

1 Project background

In 2018, SIDA, on behalf of the Government of Sweden, approved the Agreement with the ILO on support to the Sida–ILO Partnership Programme. This outcome-based funding modality contributes to reinforcing the ILO’s work in core areas identified in its Programme and Budget for a given period, and allows for resources to be grouped in order to reach the P&B outcomes. Meanwhile, the decentralisation of funds facilitates adapting activities to each country’s needs and context. This report evaluates Phase II of the Sida-ILO programme (2020–2021), Outcomes 3 and 5. **Outcome 3** seeks economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all (EMPLOYMENT). **Outcome 5** fosters labour market skills adequacy and lifelong learning to facilitate access to and transitions in the labour market (SKILLS).

Outcomes 3 and 5 are central to both ensuring that the policy environment is conducive to sustained, inclusive and sustainable growth leading to decent jobs creation and that people benefit from the opportunities of a changing world of work. In line with the ILO strategy for Outcomes 3 and 5 mentioned above, the second phase of the partnership focused on an integrated approach to both demand and supply-side employment interventions through a new generation of employment and skills and lifelong learning policies.

Building upon the lessons learned from Phase I and related evaluation recommendations, Phase II of the partnership supported employment and skills promotion and focused on an integrated approach to both demand and supply-side employment interventions through a new generation of employment and skills and lifelong learning policies. It has also placed a strong focus on public employment services and labour market policies. Through the work on productive transformation, it also addresses gender equality and future of work issues (globalisation, demographic changes, environment, digital economy, and social upgrading).

The programme has been based on two different dimensions: global and countries. At the global level, the ILO has provided technical advisory services and has supported policy development and implementation. The Global Product has had three main focus areas: 1) Strengthening Employment Policy Diagnostic and Implementation; 2) Targeted Policies and Programmes on Youth Employment, with Focus on Vulnerable Youth; and 3) Sectoral Focus for Skills Anticipation through the Strengthening of the STED Programme. At the country level, four country initiatives have been carried out: El Salvador, Cambodia, Vietnam, and Ethiopia. In this regard, the Sida-ILO Partnership has contributed to supporting target countries in achieving inclusive structural transformation through strategic integrated interventions, combining both demand and supply-side approaches.

The biennium evaluated has been fully impacted by the global pandemic underway since the beginning of 2019. Due to COVID-19, new priorities and new ways of proceeding have been established within the programme. In this regard, the potential for flexibility and adaptation inherent to the programme and to the outcome-based approach has allowed for adjustment to the challenges posed by the pandemic. In the context of COVID-19, the Sida-ILO Partnership has been able to address critical knowledge issues in the field of EMPLOYMENT and SKILLS that have supported a broad range of countries in times of uncertainty.

2 Main findings

2.1 Relevance

Contribution to the action strategy defined in P&B

The Sida-ILO Partnership Programme 2018-2021 is consistent with Sweden's strategy for global development cooperation in sustainable economic development (established for the period from 2018 to 2022), which seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all. The Partnership Programme is also in line with the ILO's Strategic Plan for the period from 2018 to 2021, which seeks to reinforce the ILO's role in responding effectively to transformative changes in the world of work and emerging issues, and pursuing social justice through a Decent Work Agenda that reaches out to, and addresses the needs of, those most vulnerable and disadvantaged in the world of work.

The outcome-based funding has contributed to reinforcing the ILO's work in core areas identified in its Programme and Budget. Meanwhile, the decentralisation of funds has facilitated adapting activities to each country's needs and context. Likewise, actions and initiatives are well aligned with the ILO's strategic framework supporting national strategies of targeted countries towards decent work. Countries are selected at the beginning of the biennium by the different units involved, experts, specialists, and regional offices within ILO.

Impact of COVID-19 in the drafting and implementation of the programme within Outcomes 3 and 5

In this biennium, the programme, within Outcomes 3 and 5, has been impacted by the global pandemic. This made necessary to reformulate the programme in the context of the disruptive global situation. In this regard, the flexibility linked to the outcome-based funding approach of Sida-ILO has been highly valued. In contrast to a project-based funding approach, interviewers have highlighted the fact that the Sida-ILO programme makes it possible to rapidly adapt the programme to emerging needs. This asset has had special value within this biennium, when the pandemic has strongly affected the entire programme: goals, expectations, and internal and external forms of action. Regional

specialists have confirmed that the support provided by the ILO was demand-driven and followed official country requests made by national authorities based on their needs and priorities.

In this regard, due to the unexpected pandemic, the programme has required adjustments to the initial planning. As one KII stated, *“COVID changed the working scenario from one of growth to one of panic. In this new scenario, countries demanded from the ILO what had to be done at that time. Then, the programme focus went from productive transformation in a growth scenario to an operation rescue.”* However, all the KIIs affirmed that due to the outcome-based funding approach, the goals and framework (full productive transformation) of the programme haven't been affected.

In this biennium, following previous evaluation recommendations of the programme, the demand side of the employment policies has been considered one of the pillars to build upon the programme. In this regard, historically the entry point for the ILO has been the Ministry of Labour. Yet, to work with a demand-side vision, it is necessary to liaise with other ministerial bodies, such as industry, education, agriculture, etc. In this biennium, work with these bodies has been reinforced.

In this new context, the global dimension has become more relevant because, without neglecting the specificities of each country, the demand from countries was oriented to better understanding the new implications and needs that arose as a result of the pandemic (the most affected industries like tourism or hospitality, the effect of the pandemic on vulnerable groups, ways of reskilling or upskilling for those that had lost their jobs...). In this regard, the technical advisory services and support of policy development and implementation have been particularly relevant. For instance, the Sida-ILO programme, under Outcome 5, developed the [“Guidelines on Rapid Assessment of reskilling and upskilling needs in response to COVID-19”](#) (see the example explained in the box in this section), which was piloted in 11 countries (nine in Africa plus Cambodia and El Salvador). Other research (see Table 1) was conducted to diagnose opportunities and challenges associated with promoting productive employment.

The pandemic has made the ILO change its methodology for carrying out some activities to adapt them to the travel restrictions, especially the training activities. In the case of the Sida-ILO programme, for Outcomes 3 and 5, the trainings were face-to-face or classroom-based. As a consequence of the pandemic, some training activities were transformed into online activities or blended activities which combine both face-to-face actions and online actions. Internal and external meetings have been carried out online as well.

Insights from the case study: COVID-19 rapid assessment guide in Cambodia

In Cambodia, a rapid labour market and skills gap analysis was completed in cooperation with NEA and social partners. The main objective of this rapid assessment was to “collect information and conduct rapid assessment of increasing need for workers and skills in Cambodia in order to support the employment service operation of the NEA during this COVID-19 crisis, in reaching out to the displaced workers, providing the necessary support, and where there are (narrow) window of income-earning opportunities, to facilitate access to jobs including by bridging the skills gap.”

The report of the rapid assessment of emerging needs for workers and skills during the COVID-19 crisis was conducted by NEA from September 2020 to December 31, 2020, focusing on 7 sectors. The contents of the rapid assessment reports included the Labour Market; Establishments' Characteristics and Market Development; Employment Change During COVID-19 Crisis; Recruitment Situation During COVID-19 Crisis; Skills and Workforce Development During COVID-19 Crisis; Employment and Skills Outlook for the Upcoming Year; and conclusion and recommendations.

It can be highlighted that the outcome-based funding approach promoted by Sida has allowed to develop guidance tools like this in a new situation.

In general, it can be asserted that the relevant ILO's team's capacity to adapt to the new conditions generated by the pandemic has been remarkable. The ILO has developed innovative strategies, methodologies, tools and products. To a certain extent, the ILO has become a lighthouse for some countries by providing diagnosis and understanding. This has been possible, according to the vast majority of the KII, due to the outcome-based funding approach that allows swift adaptation, even in a highly disruptive context like the pandemic. An illustrative example of this can be found in Cambodia, with the labour market and skills gap analysis developed in cooperation with NEA. Another example comes from Ethiopia where higher-frequency labour market surveys on Covid-19 impact, skills assessments, and analytical studies on demand-side policies supported policy making efforts by the Jobs Creation Commission and other relevant institutions

Integration of transversal approaches

The Sida-ILO programme has contributed to linking the global employment trends involving youth, women, green employment, and digital issues to different NEPs. In general terms, work on productive transformation allows for addressing gender equality as well as future of work issues (globalisation, environment, digital economy, and social upgrading). This relates directly to the integration of transversal approaches. According to the KIIs, the ILO-Sida Partnership has been able to address critical knowledge issues that resulted in the valuable focus on Youth and Women in policy circles. At the time, the green approach was very much integrated, for example, in a wide range of actions in Cambodia such as the development and integration of skill elements into the Competency Standards of the following five occupations: Front Office, Food and Beverage, Food Production, Plumbing, and Housekeeping. Throughout the report, there are more examples of the integration of transversal approaches.

Insights from the case study: the green transition transversal approach in Cambodia

In the work in Cambodia, there has been a focus on the green transition, as follows:

- The green skill elements in the Competency Standards of four occupations (Front office, Food and Beverage, Food Production, and Housekeeping), levels 1-2, were developed. These elements have also been integrated into 16 Apprenticeship Manuals for these occupations, which were endorsed by the National Committee for Tourism Professionals (NCTP). In addition, the green skill elements in the Competency Standards of Plumbing Levels 2-4 have been developed (following the Cambodian Qualification Framework).
- Following the integration of the green skill elements into the Competency Standards of the five occupations mentioned above, 66 trainers (30% F) and three DGTVET officials were respectively trained on these skills for green Jobs.

2.2 Effectiveness

Progress towards the planned objectives

The pandemic has caused some adjustments to the expected outputs (seen throughout the section) of the Sida-ILO Programme and their adaptation to the new situation. As a consequence of these adaptations, **the Global Products, in Outcomes 3 and 5, have responded to the increasing demand by ILO constituents for support to respond to the labour market impact of COVID. The goal of this support was to generate knowledge around the new emerging challenges.** As can be seen in this report (see Table 11), the ILO has been a provider of technical guidance in the selected countries for the outcomes, involving skills and employment. These countries have been directly supported through the delivery of a range of services to governments, trade unions and employers' organisations, and TVET centres, which include technical advice, knowledge generation, capacity-building, and development cooperation.

The pandemic hasn't affected the selection of countries within the programme. Likewise, due to the pandemic, some other countries have requested the ILO's support to face their challenges. The ILO has been able to respond to this demand through the creation, and dissemination and application of global products such as the rapid labour market assessment guides.

In the context of COVID-19, the new knowledge generated also contributed to setting up the ILO's Employment Policy Action Facility for strengthened country support to employment recovery, with focus on, which was focused on ensuring gender equality through women's decent and productive employment and youth transitions to the labour market. It is also pertinent to remark that the COVID-related analytical work supported by the partnership during the reporting period has been instrumental in informing national policy dialogue and decisions on emergency and recovery measures (e.g. in Ethiopia and El Salvador)

The degree of progress concerning the goals initially defined for Phase II of the SIPP during this period must be examined on the basis of a completely new situation. In any case, ILO-Sida has been able to continue to support the implementation of comprehensive NEPs, taking into consideration the specificities of the countries. In this regard, the pandemic required a series of adjustments within the programme, but the P&B outcomes have remained the same.

The main achievements and outputs related to the Global Product and the country-level interventions are presented in the following table.

Table 10: Sida-ILO Partnership global and country-level main achievements for Outcomes 3 and 5

Global Level
Outcome 3
<ul style="list-style-type: none"> - Technical advisory services and support for policy development and implementation at the global level. - Global products developed during the previous biennium (knowledge and advisory tools) were further disseminated to inform the 2020-2021 phase of the programme. - New studies that focus on the future of work and measures to address the impact of COVID-19 at the global and country level have been supported. In the context of COVID-19, the ILO/SIDA Partnership was able to address critical knowledge issues that resulted in the valuable focus on Youth and Women in policy circles. The new knowledge generated also contributed to setting up the Employment Policy Action Facility for strengthened country support and focused on ensuring gender equality through women's decent and productive employment and youth transitions to the labour market. The Facility introduces innovation in the ILO's needs assessment and service delivery, through larger use of modern communication/facilitation techniques, and intensified results tracking. It also interfaces with the new Action Plan for Youth Employment 2020-2030 recently endorsed by ILO GB. With a focus on Africa the Plan, it is fully in line with principles of inclusive and sustainable development. The Partnership has had important spill-over effects on ILO capacity in the employment area. - ILO Employment Policy Gateway launched in October 2021: Benefitting from SIDA's and other contributions, this global repository on national employment policies and youth employment strategies has been set to inform country/comparative analyses and decision-making in the employment area. - More than 40 officials from SIDA/ILO target countries and other nations attended the first edition of the online course on "National Employment Policies for a Job Rich and Inclusive Recovery from the COVID-19 Crisis". Participants learnt about the design and implementation of employment policy measures which draw on evidence and fit national realities in COVID times. - Global report on "Two decades of national employment policies 2000-2020 – Lessons from the past, policies for the future". - Relevant knowledge developed and shared at regional level, notably through: (i) Support to the South Africa Development Council (regional study and a related peer-learning event) on assessing how COVID-19 has impacted SADC economies, with an analysis of possible mitigation and recovery policies; (ii) Sub-regional tripartite workstream (forum and working groups) with Central American countries and Dominican Republic on design and

<p>implementation of effective COVID-19 employment recovery policies; leading to the Regional Symposium on "National employment policies for an inclusive and resilient recovery from the Covid 19 crisis".</p>	
<p>Outcome 5</p>	
<p>1. Technical Backstopping of STED-based projects</p>	<p>- The ILO-SIDA Partnership has played a catalytic role for the STED global programme by ensuring the programme coordination and technical backstopping function with continuous support to the robustness and consistency of STED-based applications in several new developing countries' projects.</p>
<p>2. In responding to COVID-19</p>	<p>- Due to the flexibility of the SIDA partnership, new initiatives were developed to be responsive to upcoming needs during the COVID-19 pandemic. Under Outcome 5, the "Guidelines on Rapid Assessment of reskilling and upskilling needs in response to COVID-19" were developed and piloted in 11 countries (nine in Africa plus Cambodia and El Salvador).</p>
<p>3. Capacity-Building Trainings on Skills Anticipation and STED</p>	<p>- The ILO-SIDA Partnership's contribution has been crucial in supporting the SKILLS work to develop and strengthen national and sectoral capacity on identifying skills mismatches and anticipating future skills needs. With the contribution of the ILO-SIDA Partnership 2018–2019, a standardised and blended Training of Trainers (ToT) course on "skills need anticipation and STED" has been developed. In the current biennium, the focus has been on delivering these courses:</p> <ul style="list-style-type: none"> • ToT course on Skills Anticipation and STED to 34 participants from STED-based project staff and ILO constituents. • Support for ToT participants to complete the ToT certification either by delivering the Skills anticipation course or leading the STED process at the country level—17 out of 34 participants obtained the ToT certification. • Development and online delivery of Skills Anticipation and STED course: 68 participants in African countries through the Skills Initiative for Africa (SIFA) project, July 13–September 5, 2020; 40 participants in Kuwait through the ILO's skills anticipation project, July 13–August 17, 2020. Webinars and courses were facilitated through trainers trained through an earlier ToT course delivered to 35 participants. • In the current context of the COVID-19 crisis, the effort has been devoted to translating into Arabic and French versions of the e-learning module of the course.
<p>4. Broader support for the strengthening of Skills Anticipation systems</p>	<p>- At the national level: mapping of existing Skills Anticipation Systems and Practices (five countries); and the development of National Action Plans on strengthening Skills Anticipation Systems.</p> <p>- At the regional level: Continental Virtual Conference in Africa on Skills Anticipation—September 2021.</p>
<p>Country-level main achievements</p>	
<p>Cambodia</p>	
<p>- Rapid assessment of emerging needs for workers and skills during the COVID-19 crisis has been conducted by the National Employment Agency of Cambodia (NEA), focusing on seven sectors and with interviews of 445 sampled establishments. The finding report was presented to stakeholders in the committee meeting of the DEY programme chaired by UNRC and the Minister of MOLVT.</p>	

- Drafting of TORs for an employment services consultancy on integration in the TVET system, for conducting a five-year skills anticipation and digital marketing promotion on employment.
- Sixty domestic migrant workers have had their competencies assessed through Recognition of Prior Learning (RPL) assessment processes and have obtained unit qualifications for the CATC certificate II (Level 1).
- Twenty-one Managers/Technical Officers of MOLVT, MOT and TVET Institutes have been trained on the E-Learning Lab on Digital TVET.
- Seven TORs with an online and blended TVET training programme, including the adaption of curriculum, training of trainers, and skill provision have been developed and will be implemented as of the second quarter of 2021.
- Continued support offered to the NEP Inter-ministerial Committee, and government and other actors trained on NEP implementation in selected provinces

El Salvador

- A coordination and consultation mechanism, diagnosis on the labour market and presentation of results to various sectors.
- The implementation of the Labour Market Information System (SIMEL) began.
- A coordination mechanism between the Ministry of Economics, the Youth Institute, and other partners was agreed upon.
- A [rapid assessment of the impact on youth employment resulting from the effects of COVID-19](#) on the labour market has been prepared ([ILO country study](#), 2021)..
- Risk and priority profiles have been classified for a Youth Employment Roadmap.
- To address a possible lack of focus, all the programs and projects are being mapped at the levels of government, employers, and international cooperation regarding youth employment and employability.
- Rapid assessment of the needs for skills, resulting from the effects of COVID-19 on the labour market, in conjunction with INSAFORP.
- Agreement on INSAFORP using the assessment to update the training offered by the institution.

Ethiopia

- To appraise the impact of the COVID-19 pandemic on the Ethiopian labour market, with support from the SIDA contribution, the ILO run a series of “rapid labour force surveys” based on innovative randomised digital dialling approaches. Four waves of the survey were completed. The data supported the definition of a new wage subsidy programme backed by national and IFI funding.
- The ILO has initiated, with SIDA funding, a review of taxation and fiscal incentives from an employment perspective together with the JCC. Preparations are also underway to launch a companion review on the central banks’ credit policy. Through this fiscal and monetary review, the aim is to maximise employment impact from Government’s fiscal and financial policies.
- Rapid Assessments of reskilling and upskilling needs due to COVID-19 have been conducted in Agro-processing and Tourism sectors in Ethiopia, with the support of the SDA contribution. The rapid assessment will be used to supplement or refine existing data and will be the basis for developing responsive skills in development interventions. It will call for more tailored action and partnerships to address sector-specific skill and labour needs arising from the impact of COVID-19, which are suited to the changing labour market.

Vietnam

- Capacity-building for the Government of Vietnam, social partners, and the Central Economic Commission of the Communist Party: Via technical meetings and discussions about informality organised in 2020, the ILO has started a comprehensive process of introducing essential concepts on informality; joint studies with MOLISA and other ministries on economic, legal, and protection aspects of formalisation.
- The interest of party leaders in informal employment is a political achievement that could further promote the process of policy design.
- Studies conducted in 2021 will provide a set of recommendations for the Employment Strategy and Employment Law, planned for review between 2021 and 2024: : (a) [Informal employment in Viet Nam: Trends and determinants \(ilo.org\)](#); (b) [Encouraging enterprises to transition from informal to formal \(ilo.org\)](#)
- The research about skills anticipation is the contribution for the VET strategy in Vietnam and the draft report was available in 2020 for consultation. The final report will be published in 2021.

Synergies between the Global Product and country-level interventions

The pandemic has stimulated the development of global advisory tools, but local interventions have also been carried out. In Cambodia, there are many examples of this, such as the 60 domestic migrant workers whose competencies have been assessed through Recognition of Prior Learning (RPL) assessment processes and who have obtained unit qualifications for the CATC certificate II (Level 1); or the 21 Managers/Technical Officers of the MOLVT, MOT and TVET Institutes who have been trained on E-Learning Lab on Digital TVET.

In both outcomes, there are synergies between the GP and country-level work. **The employment outcome has been able to adapt capacity-building actions to remote modalities and to develop innovative solutions for work towards the programme's goals. At the same time, the creation of skills tools and other initiatives has facilitated the progress and support of national and provincial/sub-regional employment strategies based on skills intelligence, such as the identification of risk sectors and skills-matching training.** At this point, **synergies between Outcomes 3 and 5 can be found.** Some tools developed by the Skills ILO unit are used by the ILO Emplab alongside constituents. Other country-level progress can be linked to reinforced national consultation mechanisms, policies, skills anticipation, training schools, and Public Employment Services (PES). Both initiatives at the strategical policy level and at the ground level have been fostered.

KIIs informed that remote methodologies and/or digital channels have been especially useful in the training processes. In this regard, one KII considered that in developing countries, the use of this sort of methodologies was less common and that the pandemic has spurred its use. This has been like an asset to be used in the future, since remote tools and methodologies broaden the scope of certain actions. The use of remote methodologies can be applied to both layers of the programme, to the global products and at country-level interventions. At the same time, other KIIs pointed out the fact that face-to-face interactions are still important and must be used (at least combined with online channels), because they are a rich source of information exchange.

However, some challenges can be pointed out. Some processes take time to be implemented, especially at the regional/local level within the countries, where one has to mobilise different stakeholders and work with them in a collaborative manner. In this regard, one KII commented that maybe the number of countries could be reduced in order to distribute more resources among the others.

Another bottleneck to be emphasised is that there has been an extreme situation in Ethiopia. The country has experienced a riot and security and human rights have deteriorated. This has interrupted the implementation of some ongoing processes foreseen in the programme.

The implementation of the programme at the local level

The implementation of innovative pilot programmes at the local level can be considered very effective, since this sort of projects can be transferred to other territories or programmes. This opens up a new way of proceeding in the ILO, since top-down forms of implementing initiatives are still predominant within the organization. However, all SIPP interventions have been designed, and services delivered with the involvement of ILO field staff and towards addressing expressed national/local needs, in consultation with constituents. An example is provided in the box of this section below.

Initiatives built on the local level have needed time and human resources to mobilise all the players involved. Furthermore, time is needed to start getting results and to be able to prototype the work carried out. In any case, this bottom-up approach is highly complementary with the top-down approach presented above, in which global products are implemented at the local field level.

Insights from the case study: the potential of local interventions as pilots to become global products: a way of boosting effectiveness

A programme developed in Cambodia, related to the digitalisation of TVET, is attracting international attention and other countries and potential donors, like New Zealand, have shown interest in funding its reproduction.

29 Cambodian TVET stakeholders (MLVT, MoT, and TVET institution officials; trainers; and representatives of private sector and workers' organisation) received intensive coaching and four e-learning courses, three of which were related to the digital transformation of TVET.

The four courses included: (i) toward blended TVET curricula and assessment packages; (ii) skills for a greener future; (iii) Recognition of Prior Learning (RPL); and (iv) digital TVET. The course and coaching programme related to the digital transformation of TVET has led to the drafting of a national guideline on the digital transformation of TVET and the design of a one-year coaching/tutoring programme which will be conducted from November 2021 to October 2022. This year-long coaching programme will allow ILO digital skills specialists and ILO ITC to build the capacities of four public and private TVET institutions. One of the TVET participants has been the École d'Hôtellerie et de Tourisme Paul Dubrule (<https://ecolepauldubrule.org/>), which has carried out a whole process of digitalisation of training, providing blended training to vulnerable youth in Cambodia.

This programme has attracted the attention of other states (New Zealand, among others) and shows how certain pilot projects can be turned into a global product. It hasn't become a global product yet, but it has the potential to do so.

System of monitoring and evaluation of programme implementation

The ILO uses different tools to report the programme, in both Outcome 3 and Outcome 5, such as: regular meetings to follow the progress of the programme and at the country level; financial controls to monitor expenditures; and follow-up to country reports. Some initiatives and products, like the STED programme, have developed a set of indicators to learn the number of beneficiaries at the country level. During the previous ILO-SIDA partnership, the STED programme has developed a STED Result-Based Management (RBM) and M&E system with an to provide a consistent framework for capturing results and to ensure a coherent approach to measuring results across the programme

Currently, the monitoring system is very focused on the output level. The follow-up actions are more oriented towards the activities than their results. The monitoring work is done mostly through the financial level and the activity level. Notwithstanding, internally, the STED RBM and M&E system focuses not only on output level but also on outcome level.

In this regard, a common monitoring framework shared by the two units (Emplab and Skills) could help to understand in greater detail the achievements attained by the programme. For instance, the

follow-up country reports are focused on results and do not examine processes, performance and other sorts of issues. These reports provide limited information and leave out important and relevant information (like information on the processes within the drafting and implementation of the activities) to better understand the programme from a holistic perspective.

2.3 Efficiency

Efficiency of resource use

The programme’s use of resources at the global level seems to be adequate. As can be seen in the next table, the budget of the project has been slightly exceeded (+3.45%). Some KIIs have commented that this adequacy has been reinforced due to limitations associated with the pandemic (less travel budget, online initiatives...).

Table 11: SIDA-ILO Partnership allocation and expenditure for Outcomes 3 and 5

EMPLOYMENT AND SKILLS			
GLO321	\$ 1,431,696	\$ 1,469,646	102.65%
ETH126 – Output 5.1	\$ 195,602	\$ 225,078	115.07%
SLV128 – Output 3.1	\$ 206,399	\$ 207,187	100.38%
KHM201 – Output 3.1	\$ 65,093	\$ 65,201	100.17%
KHM202 – Output 5.1	\$ 71,202	\$ 78,537	110.30%
VNM128 – Output 3.1	\$ 159,090	\$ 156,919	98.64%
Total Outcome 3+5	\$ 2,129,082	\$ 2,202,568	103.45%

At the country level, it has been highlighted that with more resources, the scope and impact of some actions will increase, especially when it comes to developing and implementing initiatives at the local level. In general, there is a need for more human resources, since some local initiatives can be time-consuming. Still, there has been no need to make any budgetary adjustments during this biennium.

The global approach seems to have been particularly efficient during this biennium, and the “catalytic effect” is still considered one of the main assets of the SIDA-ILO programme. This is closely linked to the need in the pandemic, which gave a lot of emphasis to the global products. These global tools have been requested and demanded from various countries that are not directly involved in the SIDA programme.

As the KIIs pointed out, sometimes it is difficult to develop global products and to share them with the main labour bodies at the country level. On this point, it is necessary to understand that the recommendations and conclusions in guides, reports and technical advisory must be implemented at the field level, and this transition is always challenging. As mentioned, in this respect, some KII interviewees have considered that the ILO should support this process to a greater extent.

Finally, STED programme is one of the main means of implementation of P&B Output 5.1 on Increased capacity of the ILO constituents to identify current skills mismatches and anticipate future skills needs. During the biennium, the ILO-SIDA partnership has played a catalytic role in helping to leverage other resources (by the ILO and other donors) for country level STED application. For instance, the STED programme has successfully provided technical backstopping and coordination to country-level STED applications funded through different donors including KOICA (Algeria, Morocco and Tunisia) and Norway (Ethiopia, Ghana, Malawi, Senega).

Management capacities and arrangements supported the achievements of results

The level of collaboration between the different ILO units involved in Outcomes 3 and 5 has been considered, in general terms, appropriate. Based on information gathered through the KIIs, the evaluation confirms that several meetings have taken place to align the initiatives in a joint manner in order to reach the outcomes. Likewise, based on the KIIs, the connection between the regional ILO offices and Geneva HQ is considered adequate.

One KII mentioned that the sharing of good practices and peer learning among the four countries involved in the outcomes could be fostered. In the previous evaluation, KIIs underlined the usefulness of videoconferencing among national coordinators to exchange information about the implementation process, challenges, best practices, and how to build in a global perspective. These sorts of exchanges could be developed while involving stakeholders at the country level.

Synergies with other ILO activities

As shown in the “Insights from the case study” box in this section, the programme is highly complementary to other ILO funding sources (in the box in this section, there is an example of this). This is considered highly valuable because these connections stimulate synergies within the actions carried out. It should be noted that not all funding sources make this sort of synergies possible. This advantage can be linked to the programme’s catalytic capacity, which has already been highlighted.

At the same time, actions carried out under Outcomes 3 and 5 are integrated within the P&B and they support the implementation of the outcomes.

Insights from the case study: the synergies of Sida with other sourcing of funding

In Cambodia, with the support of the Sida project, two ongoing interventions are carried out with the support of SDC- and China-funded projects:

- The development of a blended RPL platform and assessment packages
- The development of TVET digital marketing guidelines

Another source of efficiency has been the online trainings that can be disseminated and promoted to a larger audience. For instance, the peer-learning activities that were developed for SADC and Central America.

Promoting strategies and projects on the basis of outcomes makes it possible to align the programme to countries' internal policies. For example, in El Salvador the ministry of economy, labour, youth and vocational education and training wanted to promote youth employment. Through the ILO's work, they became aware that they were working towards the same objective and this was a shared problem. Joining them around this subject made possible to co-construct and avoid duplications and inefficiencies to try to solve this common problem. Another example of synergies of SIPP with other sources can be identified in relation to global products, notably the ILO Employment Policy Gateway which was also supported by the Government of Luxembourg as well as by the ILO through its regular budget resources.

2.4 Orientation towards impact

Contribution to strengthening the enabling environment at the country level

During this biennium, the ILO has continued to promote high-level discussions on the labour market with technical inputs that countries can adopt in different employment policies (some examples from the case study can be found in the box in this section). These relate to various topics (youth, green transition, women, etc.). In this process of adopting technical inputs, it can sometimes be difficult to locate the ILO's concrete contributions in the attribution chain. The ILO is an institution capable of bringing together different experts around employment issues on the basis of countries' needs. These inputs can be integrated directly or indirectly into policies and strategies. In general terms, it can be stated that the ILO works towards empowering constituents and stakeholders involved in those needs to attain their own solutions.

Even though it is difficult to fully understand the SIDA-ILO programme's full impact in the development of national labour market policies or related legislation, some evidence of impacts has been identified. For instance, in Vietnam, where work has been focused on capacity-building initiatives with government officials, as well as the Central Economic Commission of the Communist Party. This has been achieved through technical meetings and discussions about informality organised in 2020. Furthermore, the ILO has started a comprehensive process of introducing essential informality concepts into the government employment ministry. In El Salvador, with technical assistance from the ILO, based on an initiative at the presidential level, the Ministry of Economy started to design a road map to promote youth employment. Some other explanatory examples regarding Cambodia, the case study, can be found in the box in this section.

The impact of technical assistance provided through the SIP under Outcomes 3 and 5 can be considered one of the main values of the programme. In this biennium, it has been particularly critical because of the uncertainty caused by the pandemic. In this regard, research, guidelines, and tools have been essential for institutions to develop strategies and to address the impact of COVID-19 on labour markets. For instance, new studies focusing on the future of work and measures to address the impact of COVID-19 at the global and country level have been supported. In the context of COVID-19, the ILO/SIDA Partnership has been able to address critical knowledge issues that resulted in the valuable focus on Youth and Women in policy circles. The new knowledge generated also contributed

to setting up the Employment Policy Action Facility for strengthened country support, focused on ensuring gender equality through women's decent and productive employment and youth transitions to the labour market. Another explanatory example has been the elaboration of the "Guidelines on Rapid Assessment of reskilling and upskilling needs in response to COVID-19", which were piloted in 13 countries (Cambodia, Cameroon, El Salvador, Ethiopia, Eswatini, Ghana, Kenya, Morocco, Namibia, Nigeria, South Africa, Uganda and Zambia).

Through the Skills for Trade and Economic Diversification (STED) programme, sectoral skills strategies have been developed in key priority sectors of the target countries. STED is the ILO's development cooperation methodology to assist partner countries in identifying and meeting the skills needs of the tradable sectors that they expect to play an important role in leading economic and social development. Through applying the STED approach, the ILO have obtained positive systemic impacts at different levels:

- At the direct impact of a STED initiative in terms of the skills needs met in a target sector, and the systemic impact this has on the sector's competitiveness and employment outcomes. One good example is the horticulture initiatives undertaken in Malawi originally with support from ILO-SIDA partnership, with continuing support from Norway.
- At another level, STED has the impact through triggering implementation of recommendations by other initiatives. In Ethiopia, Norway-funded STED work on developing a skills strategy in the agro-processing sector has contributed to the design of skills development initiatives of BMZ-funded projects for the sector.
- At the next level, the integration of STED outputs into wider national policy frameworks. A good example is Senegal, which identified that it needed a digital skills strategy that is aligned with its national Digital 2025 strategy. Norway-funded STED work in Senegal has supported the ILO constituents to develop this skills strategy using the STED approach.
- The highest level of impact is indirect, where country partners come to place a high priority on meeting the skills needs of key economic sectors and mainstream the STED approach into their skills governance systems. A good example is the ILO work in Ghana through applying STED approach in its new sector skills bodies. In Ethiopia, its Job Creation Commission (JCC) has applied adapted-STED approach in their skills planning part of its national 10-year planning process.

In this respect, capacity-building can be considered another pivotal element of the programme, particularly including Training of Trainers (ToT) courses. The ToT courses, during this biennium, have reached out to 177 participants in trainings on Skills Anticipation, among others.

Contribution to the advancement of national priorities

According to several KII, outcome-based funding makes it possible to easily adapt the programme to national priorities. Country interventions are normally selected after the government's explicit request or previous work in the area. In any case, as for the P&B outcomes, SIDA-funded interventions respond or contribute to countries' priorities, generally reflected in the Assistance Framework with UN Agencies. In the table below, there is an exhaustive list of how SIDA-funded interventions are linked to strategic or priority areas that have been identified.

Table 12: Contributions of outcomes and interventions to SDG and UNDAF at the country level

Outcome 3 (EMPLOYMENT)	
Country	Planned contribution to SDG and other agreements
Global	- SDG 8 and 10 (10.2, 10.3 and 10.4)
Cambodia	<p>UNDAF 2019-2023</p> <p>Outcome 2: Expanding economic opportunities: Youth unemployment and under-employment are key challenges with an estimated 270,000 school and college-leavers joining the labour market annually³⁴. The availability of decent jobs and working conditions are also concerns.</p> <p>Sub-Outcome 2.1: More women and men have decent work both in wage and self-employment, are protected by labour standards, and have higher skills in a progressively formalizing labour market, and high levels of employment are maintained.</p>
El Salvador	<p>UNDAF 2016-2020</p> <p>Cooperation Area 2: Decent Work and Livelihoods. The population enjoys increased opportunities to access decent work with sustainable livelihoods, contributing to productive and inclusive growth.</p>
Ethiopia	<p>UNDAF 2016-2020</p> <p>Outcome 2: By 2020 private-sector driven industrial and service sector growth is increasingly inclusive, sustainable, competitive and job rich. The UN's support for industrial and service sector growth will be aligned to the national focus on increasing the share of these sectors in GDP and increasing employment opportunities for women, youth and vulnerable groups.</p>
Vietnam	<p>One Strategic Plan 2017-2021</p> <p>Outcome 3.1: New economic growth model. Provide capacity-building and research inputs to support a new economic growth model that emphasises inclusion and sustainability. Research topics include productive and decent employment, particularly for youth and women, social and green entrepreneurship.</p> <p>Outcome 3.2: Inclusive labour market and expansion of opportunities for all.</p>
Outcome 5 (SKILLS)	
Country	Planned contribution to SDG and other agreement
Global	- SDG 8 (8.1, 8.5, 8.6 and 8.b) and 9 (9.2 and 9.5)
Cambodia	<p>UNDAF 2019-2023</p> <p>Sub-Outcome 2.2: Public institutions, businesses and entrepreneurs drive improved economic productivity and competitiveness, greater innovation, adoption of new technology, and resilience to shocks. (On topics including workplace rights, skills training and regularisation of the informal economy).</p>
El Salvador	<p>UNDAF 2016-2020</p> <p>Cooperation Area 2: Decent Work and Livelihoods. The SNU will promote decent work and sustainable livelihoods, based on the economic empowerment of the population, through the development of different strategies, such as skills for small producers, women heads of households and youth.</p>

³⁴ International Labour Organization and Asian Development Bank (2013), Gender Equality in the Labour Market in Cambodia.

Ethiopia	<p>UNDAF 2016-2020</p> <p>Outcome 10: By 2020 equitable access is created and quality education and training is provided to all learners at pre-primary, primary and post-primary stages with a focus on the most disadvantaged and vulnerable children. The UN will also invest in integrated functional youth and adult education and skills training for youth and adults. Ethiopian children and youth are provided with the opportunity to access quality education and complete all levels of education while attaining the knowledge, skills and competencies that satisfy the labour market demand.</p> <p>Output 1.1: Farmers and pastoralists have strengthened technical capacity and skills to adopt improved farming practices and inputs for increased production and productivity.</p> <p>Output 2.3: Private sector enterprises have improved skills, knowledge and technological capacity for increased productivity and competitiveness.</p>
Vietnam	<p>One Strategic Plan 2017-2021</p> <p>Outcome 1.3: Equity in Quality Education, Training and Learning: Encourage shifting to a competency-based general education curriculum, which integrates topics on disaster risk reduction, climate change adaptation, gender equality, comprehensive sexuality education, global citizenship, life skills and employment orientation, and culture and heritage.</p>

Likewise, the alignment of local-level initiatives with national priorities is ensured. This is related to the possibilities of adaptation promoted by the outcome-based funding approach, which makes it easy to adjust to the country's needs. These needs can subsequently be aligned with local initiatives. In addition, during this biennium, the shared problem of the pandemic has made this connection more straightforward. In this regard, there has been a wide range of actors that can be considered the main beneficiaries, such as: governments at different levels and ministries (labour, economics, education...), some regional and local administration actors, some sectoral business organisations, TVET centres, TVET students, vulnerable groups like youth and women, and so on.

Finally, it is necessary to put on the table that there are potential impacts that are not visible yet. In a programme like this one, the medium and long-term impacts are especially relevant. The consequences and impacts of some of the research, guidance, and the field-level work will be seen in the coming years. That applies for instance in the case of the Youth Employment Roadmap being operationalised in El Salvador, which calls for further reflection on how to ensure effective monitoring and results tracking over time. One illustrative example of this could be the work in the VET centre École d'Hôtellerie et de Tourisme Paul Dubrule in Cambodia, which is immersed in a thorough process of digitalising training. Part of the impact of this process has been felt by teachers and students, but it is too soon to see the whole picture and the results of this new way of training. At the same time, this is a success case that is being shared among other centres in Cambodia. Therefore, the impact of this initiative is in many aspects still unknown. There are many examples like this one in the Sida-ILO programme that cannot be examined in detail from a two-year perspective.

2.5 Sustainability

The ILO's relationship with countries is, in many cases, long-standing and deep-rooted. This facilitates a relationship with them, fostering sustainability. The ILO is able to provide experts at the international level and is specialised in numerous fields of knowledge related to the labour market. At the same time, it is able to assess projects at the ground level. This fact, along with the outcome-based funding approach of the Sida-ILO programme, makes it easy to bring countries' policies into line with their objectives and strategies.

Underpinned by consolidated social dialogue mechanisms, the participatory and collaborative process for the ILO's initiatives is considered one of the main drivers of sustainability within the programme. The Sida-ILO Partnership Programme works on the basis of countries' needs. From there, the ILO supports the co-generation of tailored solutions to those needs. This also empowers its constituents and the stakeholders involved. With this approach, the main challenge is the fact that the empowerment process requires technical support and guidance over an extended period of time.

Even though there has been progress in this area, synergies between the global product and country-level interventions could be improved; one KII urged greater support for implementation of the recommendations on the global products. Nonetheless, the same KII mentioned that there are many recommendations from the technical advisory, reports, and tools, and it is very difficult to support implementation of all of them. In this regard, one key element of the ILO's role is to empower governments and other institutional bodies with difficulties in integrating new trends into their NEPs.

In general terms, another key element providing sustainability to the projects is the increased institutional capacities and technical expertise of stakeholders and organisations (government, employers' organisations, workers organisations, training centres, etc.) in supporting employment policy development and implementation. This is especially visible in Training of Trainers, an initiative with a multiplier effect. Similarly, involving national experts in employment diagnostics and policy review would enhance national capacities to orient future policy/programme making.

In general, from the perspective of some KIIs, local actors show a willingness to share the practices they have been involved in. They have remarked that peer learning actions are highly valued, because they allow local actors to share their own experiences and learn from other experiences. So far, this sort of initiatives, according to the KIIs, have been more oriented to international forums; the potential of fostering them at the regional and or national level could also be considered.

According to one KII, it is difficult for local actors to take ownership of initiatives that are carried out. One consideration commented by this KII is that actions where all stakeholders involved in the problem participate and co-create joint solutions tend to have long-lasting results. The problem, in this case, is related to the fact that managing and coordinating several stakeholders could be, in some cases, time demanding.

Based on the interviews, in this biennium, more work has been done at the local level compared to other biennia, which were more oriented toward higher-level political bodies.

Insights from the case study: recognition of Prior Learning in the tourism sector in Cambodia, a sustainable project.

An example of a project that not only sustains itself but grows over time can be found in Cambodia. In 2020, ILO projects (TRIANGLE, SIDA, DEY) supported a pilot activity to improve returning migrant domestic workers' access to hotel housekeeping jobs. The hotel sector offers good job opportunities for returnees. According to the Ministry of Tourism Strategic Plan 2017-2025, Cambodia's tourism sector requires about 50,000 new employees per year.

The pilot involved retraining 60 domestic workers and helping them pass the Common ASEAN Tourism Curriculum (CATC) certificate II (Level 1) through the Recognition of Prior Learning (RPL) assessment. The process involved establishment of an Assessment Committee; selecting National Assessors; developing training and assessment materials; selecting RPL candidates; reviewing the candidates' qualifications and experience; conducting training; and finally conducting the RPL assessment. Due to limited time and COVID-19 related challenges, the Assessment Committee chose to focus the RPL pilot on four-unit competences only. The skills training was organised on November 7 and 8, 2020 at the PSE Institute in Phnom Penh, followed by the RPL assessment consisting of oral tests and demonstrations. All 60 candidates passed the assessment for the selected four-unit competences and obtained unit qualifications for the CATC certificate II (Level 1).

The RPL pilot laid the foundations for further collaboration between the ILO and the Ministry of Tourism (MOT), not only within this project but in others. The ILO Skills team will support the MOT in developing online/blended RPL assessment packages for the tourism sector with financial resources mobilised from the governments of China, Sweden, and Switzerland. Both returning migrants and national workers will benefit from this future intervention.

In general terms, according to most of the KIIs, the main lines of work for the next programming period should be the same or similar to the ones followed in the current biennium. In this regard, the skills subject is considered highly relevant, since it is still at the core of economic development. The KII involved in Outcome 5 have commented that in a world immersed in three transitions (digital, green and demographic), from a demand and supply perspective, skills have emerged as a key pillar of social inclusion. Therefore, the demand for support on this subject from different countries has grown. At the same time, from the perspective of the KII involved in Outcome 3, work in employment policies has been essential during the last biennium, in which some sectors have been strongly affected as a result of the pandemic. The KIIs in both outcomes share the idea that the programme has a multiplier effect in which global products can be used in other countries. The multiplier is also associated with the bottom-up approach, since the pilot projects can be replicated in other programmes.

During the evaluation, some internal concerns around the programme were detected. They are related to the fact that a new budget distribution approach is going to be more focused on cross-cutting issues like gender equality or the green transition. It is generally considered that this could

jeopardise some of the progress achieved so far. This could weaken the effectiveness of the programme due to a loss of some of the work carried out so far. At the same time, according to some KIIs, the effectiveness of the outcome-based funding approach allows the programme to easily connect to the country's needs; with a cross-cutting issue approach, this could be weakened. Likewise, several KIIs have mentioned that these aspects could be considered to already be integrated into work with constituents, such as the work towards a green transition in Cambodia in various projects.

3 Conclusions

- 1 The actions of the Sida-ILO Partnership, within Outcomes 3 and 5, have supported NEPs in countries in a disruptive and completely new context caused by the COVID-19 pandemic. **In a moment of great uncertainty, the demand for support from different countries has increased** and the ILO has been able to respond to it in multiple ways through the SIPP, Phase II.
- 2 **The outcome-based funding is highly valued within the ILO units involved in the programme under Outcomes 3 and 5.** This systemic approach based on broad, relevant goals has made possible to easily adapt the programme to this new context and, at the same time, to countries' needs. Likewise, it is easier to link the programme to other sources of funding and to other specific projects. This is much of the essence of the catalytic nature of the Sida-ILO Partnership Programme. This kind of synergies fostered by the programme lead to its multiplier effect. Compared to project-based funding, outcome-based funding is able to generate a greater level of impact.
- 3 **Due to the pandemic, some of the recommendations of the previous evaluation were reoriented** but the goals of the programme were still unaltered.
- 4 Through the global products, **the ILO has been able to provide tools and guidance on the labour market to countries targeted by the SIPP for Phase II, by developing documents and reports to understand the new situation resulting from the pandemic.** The use of these documents, like in the case of the rapid assessment guides, has been not only theoretical but instrumental, with a clear component of developing concrete solutions to emerging problems.
- 5 **The ILO's support has been intensive in the countries selected within Outcomes 3 and 5. It has been directed to different stages of the development and implementation of their NEPs.** Cambodia has been the country where interventions have been the most thorough. Some of the initiatives carried out in this country have been developed as pilots to be exported to other programmes and countries. One main advantage of this country pilot approach is that some of the interventions can be standardised and adapted to the needs of other countries/territories. For instance, the digitalisation of the TVET centres has attracted the attention of other potential donors who are interested in similar initiatives in other countries.

- 6 **The pandemic has changed some processes in the Sida-ILO programme. As in other socio-economic spheres, due to pandemic restrictions, remote forms of working have emerged strongly.** These have been integrated into the initiatives carried out with SIPP support to Outcomes 3 and 5 during Phase II. Remote working, for instance in training activities, has made possible to increase the number of participants. Other online tools are being shared by the ILO International Training Centre for different projects, with great acceptance. At the same time, there are concerns about losing the informal information-sharing associated with face-to-face interactions in classroom-based training activities. In this regard, blended activities that combine face-to-face with online training can be a solution to maximise the benefits of both.
- 7 **Skills, currently considered part of the core of economic development in times of major socio-economic transitions, are still a key dimension to be further examined.** This can be confirmed by the increasing demand for support requested by countries around the world, received by ILO departments working on Outcomes 3 and 5. The identification and anticipation of the skills needed for key growth sectors, the development of competency standards for key occupations in target sectors, the identification of, potential skills mismatches and addressing those mismatches through developing skills initiatives, such as, recognition of prior learning assessments, and apprenticeship programmes, are still pertinent strategies to continue this line of work.
- 8 The labour market is a very complex system in which multiple relevant stakeholders at different territorial levels have a key role. Therefore, **global integrated strategies and interventions that work with both the supply and the demand side have been highly valued.**
- 9 **Some potential changes for improving the effectiveness of the programme, within Outcomes 3 and 5, have been mentioned.** Firstly, **blended actions** (combining face-to-face interactions with remote interactions) have been highly valued. Moreover, blended actions include the development of online modules that can be used and transferred to other countries. This sort of methodologies have been implemented with the ITCILO and have great potential to be more effective. Secondly, **at the country level, some projects demand an intense involvement by different stakeholders** (such as local employer companies, training centres directors, and regional and local policymakers), especially if the work is focused on both the demand and the supply side. Although work with different stakeholders normally takes more time to get results, these are generally greater and longer-lasting. Thirdly, **the linkages among countries selected within Outcomes 3 and 5 could be reinforced.** For instance, more peer learning actions could be carried out, since they are highly valued by their participants.
- 10 Another way of improving the programme, closely related to the previous ones, is **that once the assessment tools are developed, it is difficult for some countries to further implement the recommendation.** The macro-meso-micro connection needs to be developed to a greater extent; the transitional pathway from the global level to the meso/micro level could be improved in order to be more effective., taking into due consideration related time and resource requirements.

- 11 Following the recommendation from the previous evaluation, **connections and complementarity between global products and the selected countries have been reinforced. However, there are still lines of work to be strengthened.** On the one hand, there is demand for more intensive support to apply the recommendations arising from the diagnostic tools. On the other hand, with a limited amount of resources, it is very difficult to support national institutions in all recommendations from the global diagnosis or analytics tools. One proposal to solve this situation, made during the interviews, was to work with a lesser number of countries or distribute the resources to have more extensive resources at the country level. Other sources remarked that the ILO is an organisation that acts as a lighthouse for decent work all over the world, and the relevance of the global products cannot be ignored. This role has been particularly critical during this biennium, in the context of the pandemic. It seems that there is a dilemma here that has to be faced internally in the ILO-Sida Partnership, and within the ILO.
- 12 Currently, one of the **main sources for monitoring the programme is a country progress report,** along with information shared in internal ILO meetings. These reports, by outcome, are focused on results and do not require a detailed analysis of processes, performance or other sorts of issues. These annual reports provide limited information and leave out information that would help better understand the reported results. In general terms, it can be asserted that the follow-up is more oriented toward the activities than the results and the processes making their development and implementation possible.
- 13 Finally, **it must be mentioned that the evaluation team has detected internal concerns around a change in approach that the ILO wants to implement within the programme.** This change of approach consists of giving more relevance to cross-cutting issues like, for instance, gender equality and the green transition. The major concern detected is the possibility of limiting the outcome-based approach, which gives the programme the capacity to adapt. Other concerns have been mentioned. According to the interviewees, this change could put at risk some of the work carried out so far. For instance, the Skills ILO unit has developed long-standing successful programmes like STED. This programme, which started in 2010, has been improved over the years by including new aspects, creating renewed tools for use, aggregating various stakeholders, etc. At the same time, the evaluation has shown that these aspects are already integrated into work with constituents, like the work towards a green transition in Cambodia in various projects. In any case, it seems that an approach able to more comprehensively combine the outcome-based approach with a greater focus on cross-cutting issues could be a way of complementing the two ways of implementing the programme.
- 14 **Often in systemic approaches, like the funding-based approach, some results are only achieved in the medium/long term and there could tend to be a loss of focus on these results.** It is clear that in order to solve complex problems, like labour market problems, it is necessary to mobilise the various agents and actors involved, multiple departments at the ministerial level, agents related to supply (training centres, employment agencies...) and demand (employers, chambers of commerce, clusters...). Therefore, there is a clear governance and management component. Given this complexity, it is important to link the global work to concrete actions. Otherwise, there

is a risk of remaining at a high decision-making level, which may encounter difficulties in moving recommendations to the field level.

4 Lessons learned and emerging good practices

Lessons learned

- 1 **Following the recommendations and contributions from previous evaluations, the reinforcement of the transition from the global products to field initiatives can be considered successful.** In this regard, there have been some pilot projects in Cambodia with a high potential to be transferred to other territories, programmes or projects. The project piloting has been a practice with potential to develop peer learning actions at the national level as well as the international level. The scalability of the pilot projects is remarkable.
- 2 **The targeting of beneficiaries is key to enhance the multiplier effect of some of the actions.** For instance, the training of trainers reaches a higher number of beneficiaries. This sort of strategies could be applied to other international and country-level initiatives. This is a way to maximise the benefits of the actions. It could be oriented to employers, regional policymakers, etc., depending on the nature of the projects implemented.

Emerging good practices

- 1 **Some relevant projects in the case study (Cambodia) have been mentioned throughout the report, but one of them must be particularly highlighted.** A pilot project in Cambodia has made it possible to develop a global tool, a global coaching programme to be exported. This changes the ILO's traditional way of proceeding, since it started at the local level. Easy-to-understand guides and thoughtful, not theoretical reports were developed and expanded into a global product.
- 2 **Another relevant project** to be mentioned, not related to Cambodia, **was the inter-institutional coordination project created in El Salvador.** This project sought to review, update, and design a roadmap to respond to the challenges of economic reactivation and the creation of youth employment. The main asset of this project has been the gathering in a single discussion space of the Ministry of Economy, the National Institute for Youth (INJUVE), and the Presidential Commissioner for Youth Projects. The ILO-Sida work facilitated the inclusion of other important public institutions at the strategic and implementation levels, to ensure the governance of the Youth Employment Roadmap. As a result, the Ministry of Economy linked the Youth Employment Roadmap as one of the main policies for the economic reactivation of the country, together with the National Institute on Youth (INJUVE), while aligning with the national employment strategy.

5 Recommendations

7 Reorient the focus to understanding post-COVID labour market situations, in order to be prepared and responsive to the emerging needs of the new reality after the pandemic

The global product has been particularly strategic in this biennium, and it can be considered a key element in the backbone of the work carried out in ILO. Even though COVID is still affecting the world and the ILO, at the global forefront of the labour market analysis, one should start to think about post-COVID scenarios and their impact on the labour market, paying particular attention to developing countries. In this new scenario, the ILO should continue to examine general trends in specific countries' contexts, from a supply and demand perspective.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	High	Short-term	Low

8 Enhance and strengthen support for developing digital skills at the country level, and other skills demanded by constituents, notably at the field level

Skills are still considered a key element in the potential new scenarios. In the future digital economy, skills are at the core of economic development and dynamics of social inclusion. Therefore, the demand from countries for support in this field is significant and should be covered.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO SKILLS	Medium	Short-term	Medium

9 Ensure a combination of technical support with peer learning actions to boost implementation at the country level

The ILO's key messaging function should be linked to peer learning. It is important to link the recommendations to concrete practices that show the implementation of the recommendations (and the difficulties that are always associated with this process) on the ground, and their results.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	Medium	Short-term	Low

10 Increase employment related actions/projects that can cover guidance and diagnosis and, at the same time, development and implementation

The goals of the ILO cannot be limited to the generation of new knowledge, support, and guidance. The development and implementation of employment policies in concrete projects has to be continued. In this vein, during the second biennium, Cambodia emerged as a success case to be exported. To achieve this success, support was directed to both top-level political bodies and relevant regional/local players. This kind of projects, covering a "complete package" of intervention (from the diagnosis to the implementation phase), seem to have the following advantages: in many cases, they

are pilot programs that can be exported and adapted to other programmes, projects, and territories; they are attracting the attention of new donors; and they have considerable potential for dissemination at the regional/national/international level.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	High	Short-term	Medium

11 Continue to maximise the benefits arising from remote processes and online tools

Remote/online interactions have allowed to broaden the scope of some interventions (in terms of number of participants, countries, different stakeholders...), and for rapid assessment tools to be developed with webinars or other explanatory online digital solutions.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	Medium	Short-term	Low

12 Use local-level interventions as a laboratory to promote and export innovative projects to other programmes

Within Sida, and with the flexibility of outcome-based funding, local-level interventions can be taken as a laboratory for developing solutions to global problems and demands received by the ILO. This has been the case of the programme in Cambodia, related to the digitalisation of TVET. On the one hand, this can be easily intertwined with the transversal approaches to be promoted (gender equality, skills for green Jobs, and employment). On the other hand, these interventions/projects could be standardised to be exported or transferred to other similar situations or challenges in other programmes.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO EMPLOYMENT	Medium	Short-term	Low

SECTION V: Case Study: Protection for all at work, gender equality and equal opportunities (Outcome 6&7)

1 Introduction

This document provides the case study of the final independent clustered evaluation of outcome-based Swedish International Development Cooperation Agency (SIDA) funding support to ILO interventions in the field of protection for all at work, gender equality, and equal opportunities and treatment (Outcomes 6 and 7), for the period 2020–21.

1.1 Background: Sida-ILO Partnership-supported initiatives under Outcomes 6 and 7

This case study's evaluation report focuses on the interventions of Outcomes 6 and 7. While there may be complementarities and synergies between the two outcomes, each outcome has particular areas of focus and results that are specific to each of their respective strategies.

Outcome 6 of the 2020–2021 P&B provided a unique opportunity to consolidate and scale up the ILO's ongoing work on gender equality and non-discrimination at the global, regional and national levels. Outcome 6 was designed to operationalise the 2019 ILO Centenary Declaration for the Future of Work, which calls for achieving gender equality through a transformative agenda. In this regard, the important body of research and data, as well as experience on the ground, generated in the context of the [Women at Work Centenary Initiative](#), has helped move towards a transformative and measurable agenda for equality. Addressing care work, paid and unpaid, equal pay, and violence and harassment, are at the heart of the transformative agenda making sure that appropriate considerations are made to address multiple and intersecting discrimination.

The partnership with Sida, under the new Outcome 6, has worked on:

- Transformative care leave policies for better redistribution of unpaid care work and for further enhancement of the capacity of social partners to contribute to policy development and implementation for a more balanced sharing of family responsibilities. It has updated existing research and better documented care-related laws, policies and practices, supporting a better balance between work and family responsibilities, in line with Output 6.1.
- Further expand membership of and peer-to-peer policy exchanges and knowledge sharing with the [Equal Pay International Coalition \(EPIC\)](#), in partnership with the OECD and UN Women, in line with Output 6.2.
- Expand work on promoting the ratification and implementation of C.190 and R.206 through increased capacity of member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment, in line with Output 6.3.
- Strengthen the intersectionality approach to gender equality through better designing and implementing legislation, policies, institutions, and measures to ensure non-discrimination and equality of opportunity and treatment for persons in vulnerable situations, such as

persons with disabilities, indigenous and tribal peoples, ethnic minorities, persons living with HIV, LGBTI workers, and other persons in vulnerable situations, in line with Output 6.4.

Together with work at the global level, the ILO works in Senegal, South Africa, and Eastern Europe to implement the activities and actions described above.

In the table 14 below, there is a brief overview of the areas of work funded by the SIPP:

Table 13: Areas of work funded by the Sida-ILO Partnership for Outcome 6, biennium 2020–2021

Areas of work funded by the -ILO Partnership Programme for Outcome 6		
Country	Component	Outputs
OUTPUT 6.1: Increased capacity of ILO constituents to promote investments in the care economy and a more balanced sharing of family responsibilities		
Global	Global Knowledge and Policy Dialogue on Care Economy and the Future of Women at Work	Research on care leave policies and practices for a transformative gender equality agenda produced
Senegal, South Africa		Capacity-building at the regional and country levels on effective implementation of C.156 and C.183 delivered
OUTPUT 6.2: Increased capacity of the ILO constituents to strengthen policies and strategies to promote and ensure equal opportunities, participation, and treatment between women and men, including equal remuneration for work of equal value		
Global	The EPIC initiative supported at a global and regional level	EPIC annual technical, regional, and high-level visibility events delivered
		EPIC website and KSP upgraded
Output 6.3. Increased capacity of member States to develop gender-responsive legislation, policies, and measures for a world of work free from violence and harassment		
Montenegro, Serbia, Bosnia Herz., Moldova	Ratification and implementation of C.190 promoted	Comprehensive Comparative Analysis of the Current Legislation on Violence and Harassment with the Provisions of the ILO Convention no. 190 in several countries

Global		A global communications campaign on C.190 delivered
Output 6.4.. Increased capacity of ILO constituents to strengthen legislation, policies, and measures to ensure equal opportunities and treatment in the world of work for persons with disabilities and other persons in vulnerable situations		
Global	Advancing equal opportunities among all diverse employees	Global Survey on "Diversity and inclusion in the workplace."

Also anchored in the ILO Centenary Declaration for the Future of Work, Outcome 7 aimed at promoting adequate and effective protection for all those who work through the realisation of fundamental principles and rights at work in tandem with decent working conditions. The SIDA-ILO Partnership Programme (SIPP) contributed to Outcome 7 with the following components:

- There has been a continued effort to build up the evidence base for establishing the minimum wage and/or to reach agreement among governments and social partners on national institutional reforms. A global review of wage negotiations through collective bargaining has been produced. Thematic country-level interventions in Mongolia, Morocco, and Vietnam were carried out.
- Government-mandated lockdowns have fast-tracked the use of teleworking arrangements with lasting effects and triggered a wave of legal and policy reforms. Through the rapid assessments of the impact of COVID-19 on the informal economy and on domestic work, constituents garnered insights for immediate responses to COVID-19, while also contributing to or reviving longer-term processes of formalisation.
- The results under indicator 7.4.1 on diverse forms of work arrangements relate mostly to digital platforms. SIPP funding has supported in-depth analysis of existing challenges on ensuring decent work in the platform economy and country assistance in this area, in Ecuador and Colombia. This work has been done in parallel with the WESO report 2021 on [The role of digital labour platforms in transforming the world of work.](#)
- Supporting domestic workers' organisations has facilitated the timely delivery of services to domestic workers who had lost their jobs, due to the pandemic, and have been often invisible to public relief measures. In addition, research was then conducted on legal frameworks that address violence and harassment in domestic work, including services and remedies for victims. On the basis of this research, a diagnosis of social norms and behavioural drivers of violence and harassment in the sector was conducted in Argentina. Using the results of the diagnostic, two pilots were carried out to change social norms of what is acceptable and unacceptable behaviour in domestic work, and to train domestic workers on how to address situations of violence and harassment.
- Activities at the country level funded by the SIPP included work in Guatemala, Sri Lanka, and Zambia, with the objective of promoting formalisation of domestic work through the extension of law and policy, the promotion of registration in social security, and increasing voice and representation.
- Finally, in supporting the transition of workers in informal employment to formal enterprises, a rapid assessment of the impact of COVID-19 has been carried out in many countries by the

ILO and by other stakeholders. SIPP funding has permitted interventions in two countries (Madagascar and Cabo Verde) in different sectors to improve and facilitate work formalisation.

Outcome 7 SIPP interventions are organised internally at INWORK in separate projects (global and country-level projects). The table below shows a detailed list of work in Outcome 7 funded by the SIPP:

Table 14: Areas of work funded by the SIDA-ILO Partnership for Outcome 7, biennium 2020–2021

Areas of work funded by SIDA-ILO Partnership Programme for Outcome 7		
Country	GP/CPO	Title
OUTPUT 7.3		
GLO/20/56/SWE		
Global	GLO363	Increased capacity of member States to set adequate wages and promote decent working time: <ul style="list-style-type: none"> - A global review of the setting of wages through collective bargaining. - A Practical Guide on Telework has been prepared and released and then translated into six languages; dissemination, training and communication events related to this.
Mongolia	MNG154	Collective wage bargaining processes are improved in line with international labour standards, with a particular focus on specific economic sectors. Support to social partners and government in the joint development of a gender-sensitive performance-based wage system in selected sectors, which has been developed and will be the basis for collective wage bargaining.
Vietnam	VNM101	Effective industrial relations systems built, in line with international labour standards and fundamental principles and rights at work. Support has been provided to social partners in the development of a guide on the negotiation of wages and two studies as a basis for policy advice towards the development of collective wage bargaining.
Morocco	MAR151	Le dialogue social au Maroc est renforcé et institutionnalisé: Support has been provided with the aim of strengthening the skills of the Ministry of Labour and of social partners, in order to facilitate social dialogue.
OUTPUT 7.4		
GLO/20/53/SWE		
Global	GLO364	Increased capacity of constituents to provide adequate labour protection to workers in diverse forms of work arrangements, including on digital labour platforms and informal employment.
Cabo Verde	CPV901	Protection des travailleurs et travailleuses en emploi informel dans les secteurs du travail domestique et dans les entreprises formelles du tourisme, de l'hôtellerie et de la restauration.
Madagascar	MDG202	Les mandants tripartites disposent de capacités renforcées pour l'élaboration et la mise en œuvre des politiques et stratégies de SST.

Guatemala	GTM129	La OIT apoya el fortalecimiento de los sectores para su incidencia en los espacios bipartitos y tripartitos para definir las políticas y estrategias salariales.
Sri Lanka	LKA132	Laws and policies are modernised to respond to diverse and evolving forms of work.
Zambia	ZMB134	Formalisation of the informal economy through the extension of social protection and improved working conditions, particularly for vulnerable groups.
Colombia	COL154	Se refuerza el sistema de administración y la inspección de trabajo para promover el cumplimiento de las normas en el lugar de trabajo.
Ecuador	ECU177	Se habrá fortalecido la capacidad de la inspección de trabajo para promover el cumplimiento de las normas en el lugar de trabajo.
North Macedonia	MKD102	Improved effectiveness of the Economic Social Council and the labour dispute settlement mechanisms.
Cameroon	CMR827	Les conditions des travailleurs et travailleuses domestiques améliorées.

This biennium has been marked by COVID-19 and by responding to needs and requests from constituents, targeting high-risk sectors and the most vulnerable workers. As will be seen in this report, the SIPP's contributions have been crucial in responding to these demands.

2 Main findings

2.1 Relevance and coherence

2.1.1 The SIPP's alignment with the ILO's programme of work

In the biennium 2020–2021, the Sida-ILO Partnership initiatives have been pertinent and appropriate to support the ILO in implementing the strategy outlined in the P&B. They have been very relevant to ILO's response to the COVID-19 pandemic.

The Programme proposed eight policy outcomes, including (6) involving gender equality and equal opportunities and treatment for all in the world of work; and (7) involving adequate and effective protections at work for all. The design of SIPP interventions is consistent and aligned with the strategy of Outcomes 6 and 7 set in the ILO P&B 2020–21.

The SIPP is not a stand-alone development cooperation project. Its interventions are well integrated into the mainstream agenda of the ILO, which is carried out under the ILO's work in core areas. At the institutional level, the long-term impact has been well considered and articulated into the design, implementation, and follow-up actions of the SIPP. In this regard, the Strategic Note³⁵ at the beginning of the biennium established the proposed strategy's use of the SIDA funds for each outcome and associated outputs, as a guide for SIDA funding allocation.

³⁵ Strategy Note on Outcome/Output Allocations for 2020-21. SIDA-ILO Partnership.

SIDA funding supports the four outputs of Outcome 6 and two of Outcome 7 (7.3 and 7.4). The ILO has applied multiple criteria in the selection of the interventions. The underlying selection logic was to ensure and reinforce P&B achievement and to reinforce the ILO's capacities to address the current and upcoming needs of constituents. In certain areas, the criteria included continuing the work carried out in the previous phase of the biennium to consolidate results and pilot research studies.

SIPP interventions are designed to focus on the most at-risk forms of works, where the 'invisibility' and vulnerability of workers is high and where women are predominantly employed (like domestic work and informality). Women, regardless of their age, are most susceptible to suffering violence and harassment in their place of work, and interventions from Outcomes 6 and 7 are addressing the issue, sometimes in a coordinated way, as will be seen in section 2.2.5 below. Women generally have worse working conditions than men, including lower wages for similar work; support the majority of their families' burdens; and are responsible for care work.

Country-level interventions are also relevant and well aligned with national priorities. This will be further explained in section 2.4, especially on interventions identified in the strategic assistance frameworks agreed to by the United Nations Agencies and the country host.

In the biennium 2020–2021, the SIDA-ILO Partnership initiatives have been pertinent and appropriate to support the ILO in implementing the strategy outlined in the P&B.

CASE STUDY: Domestic work: Background

Anchored in the [ILO Centenary Declaration for the Future of Work](#), Outcome 7 aims at promoting adequate and effective protection for all those who work through the realisation of fundamental principles and rights at work in tandem with decent working conditions. There are 75.6 million domestic workers in the world who are 15 years old or more. They represent 4.5 percent of employees in the world. The weight of domestic work as a source of employment varies across the globe. Domestic work represents the largest share of employees in the Arab States (14.8 percent), followed by Latin America and the Caribbean (8.4 percent), Africa (7.3 percent), and Asia and the Pacific (4.6 percent). In contrast, domestic work represents only 1 percent of Europe and Central Asia employees.

2021 marks the 10th anniversary of the adoption of the Domestic Workers Convention, 2011 (No. 189) and its accompanying Recommendation (No. 201). And to mark the anniversary, the ILO, supported by Sida funds, planned a global report on the impact of C.189 on the lives of domestic workers for the 2020–2021 biennium. A worldwide campaign was also planned. This deliverable would be complemented with a brief on the role of employers in formalizing domestic work and a working paper on how to design social norms to change the behaviour of employers of domestic workers. There were also plans to continue to support country-level interventions from the previous partnership, including interventions in a new country not previously supported with Sida funding.

Interventions on domestic work are completely aligned with the P&B outcomes. Their activities mostly fall into Outcome 7, but they are also in line with Output 6.3, since domestic workers usually suffer violence and harassment in their workplace; and Output 6.1, since domestic workers are part of the care sector. Because these workers are not well organised and employers are households, social dialogue is very difficult and there is great need for assistance (Outcome 1). Finally, the need for social protection makes work on domestic work also aligned with Outcome 8.

Domestic work initiatives are consistent with relevant international norms and standards, as they are almost part of its DNA. These interventions focus on including domestic work as a recognised and protected form of work to benefit from all labour laws at the national and at the global level.

2.1.2 Response to COVID-19

In this biennium, the SIPP has been marked by the pandemic that the world has suffered. This made necessary to reformulate the SIP Programme in this disruptive global situation. In this regard, the flexibility linked to the outcome-based funding approach of SIDA-ILO has been highly valued. In contrast to a project-based funding approach, interviewees have highlighted that the SIDA-ILO programme allows for quickly adapting the Programme to emerging needs.

The COVID-19 pandemic broke out at the beginning of the biennium (starting March 2020), which gave sufficient time to adapt the interventions. In this sense, the ILO had already adapted the strategy for the SIPP funds by the end of April 2020. For Outcome 7, INWORK carried out a formal reformulation, while GEDI adapted its implementation through a learning and adaptive process in collaboration with the stakeholders involved in the planned interventions. Therefore, while staying within the framework identified in the Strategic Note on SIDA Allocations for the biennium,³⁶ some work areas became very important and prominent because of COVID, like telework, which was not contemplated initially but is still under the framework of 7.3 (decent working time) and 7.4 (work arrangements).

The pandemic, especially in its first months with global confinement, brought the need to understand the impact of COVID on workers, especially on the most vulnerable (informal and domestic workers). Under Outcome 7, thanks to SIDA's repurposed allocation, constituents garnered insights for immediate responses to COVID-19 through the rapid assessments of the impact of COVID-19 on the informal economy and domestic work. For instance, the ILO benefited from the already existing SIPP country interventions to implement a rapid assessment of informal economy workers in formal sector enterprises in sectors heavily impacted by the COVID-19 pandemic in Cabo Verde and Madagascar. For example: A validated diagnostic of workers in informal employment in formal enterprises in the tourism, hotel and restaurant sectors and among domestic workers in households covered the pre- and covid-19 period and provide information about the impacts on workers particularly at risks in the sectors considered. The national capacity to analyse data and information on the informal economy has been strengthened.

The pandemic revealed or increased women's vulnerability and the burden of care work. It is known and documented how women's teleworking hours were longer, and they are the ones that bear the most significant weight in caring for the family. The vulnerability conditions of domestic employees exposed them to a greater risk of contagion, where they had to choose between losing their livelihoods or exposing themselves to the virus without protective measures.

2.1.3 International Labour standard and cross-cutting issues compliance

³⁶ Strategy Note on Outcome/Output Allocations for 2020-21. SIDA-ILO Partnership

The SIDA-ILO Partnership's interventions for Outcomes 6 and 7 include international labour standards (ILS) and social dialogue as cross-cutting issues across global-level interventions and CPOs.

Through SIDA funded interventions, the main ILS promoted have been: Conventions No. 1,³⁷ No. 81,³⁸ No. 98,³⁹ No. 100,⁴⁰ No. 131,⁴¹ No. 144,⁴² No. 156,⁴³ No. 189,⁴⁴ No. 190,⁴⁵ and Recommendation 4,⁴⁶ among others. A few examples:

- Through SIDA-funded interventions in Colombia, a tripartite dialogue in Colombia regarding workers in the platforms economy.
- Convention 1 underlies all the work done under Output 7.3.
- In Madagascar, SIDA interventions focused on non-declared informal economy workers, by promoting Convention 81.
- Most of the work funded under Outcome 6 and Output 7.4 is advocating for Convention 189 and 190.
- Telework cannot be disassociated from ILS Occupational Safety and Health,⁴⁷ which is very closely linked and integrated.
- : Decent working conditions are central to the development and implementation of telework policies and regulations, which may be informed by ILO Conventions No. [30,95](#), [106](#), [132](#), [171](#), [175](#), and the [ILO Code of Practice on Protection of Workers' Personal Data](#)

Gender equality and non-discrimination, international labour standards, social dialogue, and a just transition towards environmental sustainability have been fully embedded in the policy outcomes of the Programme and budget for 2020–21. They were reflected in the outcome strategies and outputs to be delivered in the biennium, with accompanying indicators to track progress more effectively.

Outcome 6 is dedicated to gender equality and equal opportunities and treatment for all in the world of work. Gender equality and non-discrimination is strongly addressed in all Outcome 7 SIDA-funded interventions, where the newly introduced marker is systematically observed. Nonetheless, the inclusion of the environmental sustainability, green economy, and just transition approach in Outcomes 6 and 7 interventions remains a challenge for the ILO.

Key highlights from the case study on domestic work

A large share of the 75.6 million domestic workers in the world, 76.2 percent of whom are women, and many of whom are migrants, remain outside of the scope of labour protection, working in the informal economy, out of reach of the public authorities, exposed to a high risk of exploitation and abuse, including violence and harassment. Domestic workers are affected by gender discrimination,

³⁷ Hours of Work (Industry) Convention, 1919 (No. 1)

³⁸ Labour Inspection Convention, 1947 (No. 81)

³⁹ Right to Organise and Collective Bargaining Convention, 1949 (No. 98)

⁴⁰ Equal Remuneration Convention, 1951 (No. 100)

⁴¹ Minimum Wage Fixing Convention, 1970 (No. 131)

⁴² Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)

⁴³ Workers with Family Responsibilities Convention, 1981 (No. 156)

⁴⁴ Domestic Workers Convention, 2011 (No. 189)

⁴⁵ Violence and Harassment Convention, 2019 (No. 190)

⁴⁶ R004 - Lead Poisoning (Women and Children) Recommendation, 1919 (No. 4)

⁴⁷ [International Labour Standards on Occupational Safety and Health \(ilo.org\)](https://www.ilo.org/)

earn very low wages, are exposed to excessive working hours, lack access to social security and represent the largest share of people estimated to be in forced labour.

To address this issue that affected almost 76 million people, there is one specialist in ILO. These vulnerable workers seem invisible and overlooked by most of the legal systems in the world. There is a need for social justice to tackle the situation of these unprotected workers, most of them women. However, there is not much interest from most donors and, therefore, it is a very underbudgeted area. More than 97 percent of the work done by the ILO in the field of domestic work is funded by the Sida-ILO partnership. Therefore, this area of work chosen for Sida support is highly relevant to bring social justice to a group of workers, mostly women, who have been historically neglected.

2.2 Effectiveness

2.2.1 Effectiveness in supporting the achievement of outputs

One of the essential characteristics of the Swedish funding under the SIDA-ILO Partnership is that lightly earmarked outcome-based funding allows the ILO to reinforce or make possible P&B institutional interventions. The effectiveness of the SIPP's interventions under Outcomes 6 and 7, funded by the SIPP, have been adequate and in line with the objectives of the outputs identified for the biennium under evaluation.

According to the latest [UN Secretary General Report](#)⁴⁸ on implementation of the Beijing Declaration, more girls are now in schools than ever before, maternal mortality has declined by almost 40 percent, participation of women on boards has doubled, reproductive health conditions have improved, and labour force participation of women has also increased. However, there remains plenty of areas where the situation is still far from ideal, including the undervaluation of unpaid care and domestic work, low representation of women in politics, and high prevalence of gender-based violence. SIDA has especial interest in support to contribute to tackle these issues, as is underlined in the new partnership for 2022-2024.

The SIPP's work supporting Outcome 6 includes work on equal pay, violence and harassment in the world of work, care work, and diversity and integration.

On violence and harassment in the world of work, financed by this partnership, a worldwide communications campaign was carried out that contributed to raising awareness on this issue and led to an increase in capacities, awareness, and knowledge about Convention C.190. The awareness raised has facilitated a partnership between the ILO and [Gallup](#) and [Lloyd's Register Foundation](#) to produce a global survey on violence and harassment at work, which will be published in 2022. Furthermore, three comprehensive Analyses of Legislation on Violence and Harassment have been produced in Eastern European countries to analyse regulation at the country level and propose active measures to create conditions for implementing the solutions foreseen by Convention no. 190.

In Argentina, some interventions were designed to link the component of violence and harassment with domestic work. Firstly, in collaboration with other organisations within the framework of the [Spotlight Initiative](#), a qualitative study (focus groups and in-depth interviews) was carried out in the Metropolitan Area of Buenos Aires (AMBA). The aim was to provide an understanding of violence and harassment in domestic work, by obtaining information on the forms, incidences, and drivers of

⁴⁸ UN (2020) Review and appraisal of the implementation of the Beijing Declaration and Platform for Action and outcomes of the twenty-third special session of the General Assembly

violence and harassment and analysing how social conditions, risk and protective factors, norms and social perceptions of violence and harassment in domestic work interact. The results obtained have served in two ways. On the one hand, the association of domestic workers is using it as advocacy material with the authorities and within the framework of social dialogue. On the other hand, it has contributed to the design of an intervention aimed at changing behaviours and social norms regarding violence and harassment in domestic work, which at the time of this evaluation is in its initial phase without observable results yet.

The [Equal Pay around the World database](#) has been completed through SIPP funds, and there have been events held in collaboration with FUNDAMENTALS, training materials, and EPIC meetings. During the pandemic, the need for "equal pay for equal work" social justice grew even more, and the ILO, supported by SIDA funds, with EPIC raised awareness at the global level.

SIPP's work was also focused on indigenous women, and in the specific case of diversity, there was an opportunity to cross-fertilise with initiatives run by the disability team and the Office of the Employers. A combination of funds, including SIDA funds, financed a major survey on diversity and inclusion in the workplace, which will be finished and published in 2022.

Finally, on care work, the SIDA funds have mostly supported the work on Senegal, which consisted of research at the country level, mostly directly with women in the informal economy looking at their needs in terms of balancing work and family responsibilities. The research involved the social partners in a participatory, comprehensive consultation process. SIDA funds provided the seed money to open a day-care service to support women in the informal economy and its success has helped raise funds to continue the service after the first year. The impact of these interventions and the awareness raised in the country, especially in the Dakar region, has brought attention to the need to support work-life balance and improve services for families, mostly women, in the informal economy. For example, local authorities are discussing the possibility of institutionalising it and replicating it in other areas. In addition, the labour union in the fisheries sector is taking the pilot experience and replicating it in another area of Dakar.

The table below summarises the achievements and related activities according to the relevant outputs they are supporting.

Table 15: Main achievements by area of work for Outcomes 6

Areas of work funded by SIDA-ILO Partnership Programme for Outcome 6	
Country	Activities/Outputs
OUTPUT 6.1:	
Global	<p>Research on care leave policies and practices for a transformative gender equality agenda produced</p> <p>The Care Report, "Care at work: Investing in care leave and services for a more gender equal world of work". Even though the report was officially launched on International Women Day 2022, it was developed during the course of the project with substantive support from the project. It is a major output of the project.</p>

Senegal	<p>Activities: Capacity-building at the regional and country levels on effective implementation of C.156 and C.183 delivered</p> <p>Study on Family Responsibility Sharing in the informal economy in Senegal (Étude Partage des responsabilités familiales dans l'économie informelle)</p> <p>Creation of a community daycare with the AMJOB association of Bargny, which is also open to adolescent girls after school to keep them from being in the street:</p> <ul style="list-style-type: none"> - Local authorities are willing to replicate the community day-care in other neighbourhoods. - A labour union is going to replicate the daycare for the fisheries sector. - Adolescent girls who have gone to a day-care centre for after-school support have passed and improved their academic performance. - Community daycare continues after seed funds from SIDA. <p>Discussion workshop on childcare services (March 4-6, 2021).</p> <p>Brainstorming workshop "Work-life balance in health structures", Local Social Dialogue Committee of the Abass Ndao Hospital Centre (CHAN), April 6-7, 2021.</p> <p>Skills-building workshop for members of the CHAN Social Dialogue Sub-Committee, July 12-15, 2021.</p> <p>Journée Internationale des travailleurs et travailleuses domestiques. Dakar, June 16, 2020.</p> <p>Raising awareness of national ministries and Senegalese institutions on family responsibility and care needs, in both the formal and informal economy.</p>
OUTPUT 6.2:	
Global	<p>EPIC annual technical, regional and high-level visibility events delivered.</p> <ul style="list-style-type: none"> - Further expand membership of and peer-to-peer policy exchanges and knowledge sharing with the Equal Pay International Coalition (EPIC), in partnership with the OECD and UN Women. - EPIC website and KSP upgraded: Completion of the Equal Pay around the World database — Delivery of International Equal Pay Day, September 18, 2021. - Delivery of the EPIC Steering Committee annual meeting. - Co-hosting of a series of events, including: 1) Pay transparency: the not so hidden road to equality; 2) Equal pay cannot wait another day; 3) Job comparison in relation to pay equity; 4) Guidance for gender equality

	<p>and non-discrimination for employers in Ukraine; 5) Fair pay political round table at CSW; 6) Thank you doesn't pay the bill. For all these meetings, the team has worked together with FUNDAMENTALS and has provided technical support.</p> <p>- Developed a package of awareness-raising materials for social media and contributed to total videos and interviews to bring attention to the issue of pay equity.</p> <p>- Delivery of four sessions of the EPIC annual technical meeting (fall 2021).</p>
Output 6.3.	
Global	<p>- Global communications campaign on C.190 delivered. A partnership with Gallup and Lloyd's Register Foundation was established to produce a global survey on violence and harassment at work (data collection ongoing), to be published in 2022. Technical support provided to numerous field offices to deliver legal gap analyses and tripartite validation workshops on C190 in coordination with NORMES. Participation in at least 60 technical and awareness-raising events to disseminate C190. Delivery of a global action week on C190 with a series of events (5) culminating with a global ILO event on C190 to celebrate its entering into force in June 2021. Publications: Violence and harassment in the world of work: A guide on Convention No. 190 and Recommendation No. 206. Work in progress: A global interactive and user-friendly portal on the ILO C190 Guide to be delivered by the end of the year. Translation of the C190 Guide in at least three more languages and finalisation of French and Spanish. Delivery of an internal consultation on the ILO Strategy on the ratification and implementation of C190.</p>
Montenegro	<p>- Comprehensive Comparative Analysis of the Current Montenegro Legislation on Violence and Harassment with the Provisions of ILO Convention no. 1.</p>
Serbia	<p>Comprehensive Comparative Analysis of the Current Serbian Legislation on Violence and Harassment with the Provisions of ILO Convention no. 2.</p>
Moldavia	<p>- Legal Assessment Report concerning Convention No. 190: Assessment of the compliance of current Moldovan legislation with the provisions of ILO Convention No. 190.</p>
Bosnia and Herzegovina	<p>COMPARATIVE ANALYSIS OF LABOUR RELATIONS of Convention no. 190 of 2019 of the International Labour Organization and national laws, regulations and other measures concerning violence and harassment and gender-based violence and harassment in the world of work in the Republic of Srpska and the Brcko District of Bosnia and Herzegovina.</p>

Output 6.4.

Global

Global Survey on "Diversity and inclusion in the workplace".

Outcome 7 has also been quite effective, and according to ILO staff, in some areas the SIPP has contributed to Output 7.3 and 7.4. Specifically, work has been done on the following areas: setting wages through collective bargaining, working time and work organisation, the platform economy, the informal economy and domestic work.

Regarding the work on wages through collective bargaining, the SIPP supported work at the global level and the country level in Vietnam and Morocco.

One of the most successful achievements of this biennium with a short-term impact has been "[the Practical guide on teleworking](#)" developed to provide a timely response to an urgent request of constituents in the first months of COVID. This document was prepared and released in record time with a great reception by constituents, and it was quickly translated into six languages. Workshops and webinars were organised in all regions, with a high rate of participation.

In Mongolia, with the support of the Government of Sweden, the ILO supported the production of an international comparative study on the introduction of gender-sensitive performance-linked wages in the public sector, in particular in the health and education sectors, which was completed in June 2021. This study is a crucial tool for the government and social partners in discussions and in exploring a model and implementation mechanism appropriate for the Mongolian context. SIPP also funded the development of a methodology handbook on defining and establishing gender-neutral performance-based pay system as well as the preparation of a provisional proposal of such a system on the basis of the joint deliberation and negotiations process in bipartite wage committees.

In Vietnam, aiming at providing a basis to make policy advice for the development of wage bargaining two studies were commissioned with the support of SIDA funds. The first study analysed the impacts of minimum wages including in collective bargaining and the second study reviewed wage practices in the garment industry. Both studies covered the gender pay gap dimension and were shared with the social partners and with the tripartite National Wage Council under the support of MOLISA to foster discussions about measures to develop national guidelines on collective wage bargaining. SIDA also supported the joint development of a manual on collective wage bargaining together with trade unions to strengthen their capacity in the negotiation of wages.

In this biennium in Morocco, with the SIPP support, the ILO strengthened the capacities of the Ministry of Labour by conducting a study on the practice of collective bargaining in Morocco. The study promotes greater use of evidence-based criteria and makes recommendations on how the information system and indicators could be used by social partners to inform and strengthen wage negotiations. In addition, the study presents key indicators that have not been estimated yet. In the field of gender equality, the study calls for the dissemination of information on the gender pay gap (the latest estimate of which includes national-level 2011 data). In addition SIDA supported the strengthening of skills of social partners from six regions to better understand and use economic indicators and company level financial information in their negotiation of wages and about strategies to close gender pay gaps through collective bargaining.

Regarding the work on the platform economy, the ILO has facilitated INWORK's work in two countries: Ecuador and Colombia.

In Colombia, the ILO promoted and provided technical assistance to social dialogue spaces for the validation of the contents of the document, the discussion and design of a roadmap for the implementation of the recommendations, and the dissemination of the study in public policy spaces. It also supported approval of related national regulations, which took place in August 2021. Likewise, during the second half of 2021, and also thanks to the support of the Government of Sweden, the ILO provided technical assistance for the preparation of the diagnosis on the improvement of labour and social protection of platform workers, which included a survey of the main social actors concerned (Ministry of Labour and Union of Platform Workers [Unidapp], among others); a survey of digital platform workers; and conducting focus groups. This diagnosis has established policy recommendations to improve working conditions and social protection in the sector and is the first link in the roadmap for work in this direction during the next biennium. The potential impact of these interventions will be seen in the following years, but they have already been a contributing factor to alleviating social conflict in the platform economy sector.

In Ecuador, between August and November 2021, the ILO provided technical assistance for the preparation of the diagnosis on work in digital transport and delivery platforms. The ILO organised a validation workshop in December 2021, together with representatives of employers and workers' associations. The situation between the two partners had grown to a crisis, near the breaking point of conflict, and the ILO's intervention was crucial to facilitate and intermediate during the consultation processes with the constituents. This intervention made it possible to subsequently include in the public agenda a debate on how to promote the growth of the sector while ensuring respect for fundamental labour rights and improving the health and safety conditions of workers in the platform economy. Ecuador's interventions were not originally planned because of a lack of resources, despite the support request from the country. However, due to COVID-19 and travel restrictions that made it impossible to carry out field work for HQ staff and face-to-face technical support and assistance, the savings from Colombia's interventions made it possible to enlarge and expand support to this country and increase effectiveness and efficiency.

In North Macedonia, with SIPP support, the ILO carried out a national diagnosis of diverse forms of work arrangements, including policy recommendations for ensuring effective labour and social protection for the workers concerned, and it facilitated their tripartite validation. The diagnosis was prepared based on both legal and economic studies of diverse forms of employment in the country, as well as a qualitative survey. These constituted a solid ground for the preparation of policy recommendations, which were then submitted to the government for validation in consultation with social partners. The diagnosis and its recommendations will be again discussed in 2022 in the framework of the Economic and Social Council, which should pave the way to follow-up action to implementation the recommendations.

In Madagascar, with SIDA funds, the ILO supported the process of defining and conducting an informal economy diagnostic study. ILO action has made it possible to define the methodology used by the ONEF (National Employment and Training Office). The ILO ensured the participation in the study (collection of information) of the main institutions involved in the improvement of working conditions and access to protection for workers. Due to this process, the tripartite constituents have enhanced their capacities for the formulation and implementation of OSH policies and strategies.

In Cabo Verde, however, SIP-funded interventions have been less effective and have been the least successful component of the partnership in the framework of Outcome 7. Interventions in informality or undeclared workers are quite delayed. Because SIDA funds have been decentralised, they are no

longer under HQ approval and have remained, instead of being reallocated to another area under Output 7.4 with a higher rate of delivery.

On domestic work, see the main achievement in the case study box at the end of this section.

The table below summarises the achievements and related activities according to the relevant outputs they are supporting.

Table 16: Main achievements by area of work for Outcomes 7

Areas of work funded by the SIDA-ILO Partnership Programme for Outcome 7	
Country	Activities/Outputs
OUTPUT 7.3	
Global	<ul style="list-style-type: none"> ▪ Setting wages through collective bargaining: <ul style="list-style-type: none"> - A global review of various data sources, indicators, and other information used by social partners in wage negotiations through collective bargaining. This global review has been used in activities at the country level that support social partners to better understand and be better prepared to negotiate wages across the economic cycle, including in contraction periods such as the COVID pandemic. ▪ Working time and work organisation: constituents have tools to deal with teleworking situations that have emerged as a necessity due to the COVID-19 lockdowns. <ul style="list-style-type: none"> - A Practical Guide on Telework has been prepared and released and then translated by several ILO offices into Arabic, French, Italian, Portuguese, Russian, Spanish, and Turkish. - Policy and technical advice have been provided to Member States, notably through webinars organised with ILO tripartite constituents in parts of the world from which the greatest demands were coming: Asia and the Pacific, Eastern Europe, the Arab States, and Latin America. - A self-directed e-learning module on working time and teleworking was developed in 2020, and currently a complete training course on these topics, in collaboration with the ILO ITC, is under development.
Mongolia	<p>“In Mongolia (MNG154), work was carried out in the education sector, to design “performance-related pay” (PRP) component for the very first time at country level in an ILO supported participatory process that included the government as well as employers and workers representatives. The preliminary conclusion of the negotiations paved the way for the consolidation of existing “allowances” into the base pay and introduction of a gender-sensitive performance-related pay system where performance of all the workforce including low-paid workers in the ancillary services would be effectively assessed and rewarded. To support those discussions, bipartite wage committees were created by the government in the education sector and members from workers’ and employers’ representatives were nominated. Those members’ capacity was developed through several workshops that supported them in the adoption of a work plan and a working method and in identifying and understanding the issues and challenges in the development of PRP.</p>
Vietnam	<p>Support has been provided to social partners in creating a guide about the negotiation of wages and carrying out two studies as a basis for policy advice on collective wage bargaining.</p> <p>In consideration of the new 2019 labour code and international labour standards, the Prime Minister issued Decision 449/QD/Ttg on May 2021 to restructure and expand the duties of the National Wage Council (NWC), to strengthen the technical capacity for minimum wage setting by adding two independent experts among its 13 members.</p>

	<p>The Government also took measures to improve the evidence base for minimum wage setting by issuing decision # 28 on Feb. 2021 for developing and publishing the first-ever National Wage Report. This will provide new indicators and methodologies to set adequate minimum wages, taking into account the needs of workers and their families and economic factors in Vietnam. The evidence base for minimum wage setting has been further strengthened through the NWC annual report on the minimum wage.</p> <p>The Government established a technical working group to carry out an in-depth assessment for the ratification of ILO convention number 131 on the minimum wage.</p> <p>The Ministry in charge of labour (MOLISA) has initiated measures to support social partners and the National Wage Council in making stronger use of evidence-based criteria and improved mechanisms to collect and share relevant data to inform collective wage bargaining.</p>
Morocco	<p>Social dialogue in Morocco has been strengthened and institutionalised: Support has been provided with the aim of strengthening the skills of the Ministry of Labour and of social partners.</p> <p>A national study on the practice of collective bargaining, was developed with the participation of the government, which includes recommendations about the dissemination of information on various components of employment and the labour market that are helpful in carrying out collective bargaining: data on average wages and the evolution of productivity at the sector level; information on the gender pay gap; information on the structure of remuneration; information on the dynamics of wage negotiations; and other information related to international competitiveness (e.g., wage costs in trading partners or the sectors most exposed to competition, working hours, etc.) which are used in wage negotiations in other countries and which can be used as benchmarks for improving the practice of collective bargaining.</p>
OUTPUT T 7.4	
Global	<ul style="list-style-type: none"> ▪ Domestic work: <ul style="list-style-type: none"> - Tenth-anniversary report on progress and prospects since the adoption of C189. - Dissemination of the report through partnership with the International Domestic Workers' Federation and other regional and national-level presentations/meetings. - A new campaign to change the way people think about domestic work using behavioural science, in an effort to mobilise more resources. - Advancing research on violence and harassment in domestic work. - Response to COVID-19: mapping of challenges and responses to the pandemic, measuring the impact of COVID-19 on domestic workers, design of a tool to conduct rapid assessments of the impact of COVID-19 on domestic workers. ▪ Platform Economy: <ul style="list-style-type: none"> - Report on access to decent work in the platform economy. - Technical assistance to countries. - Statistical measurement of digital platform work. - Analytical paper of existing challenges on ensuring decent work in the platform economy in China and a review of case law on the employment relationship in the platform economy. - Comparative legal study on the protection of the personal data of workers and their right to privacy in light of the ILO Code of Practice on the protection of workers' personal data.
Cabo Verde	Protection of workers in informal employment in the domestic work sectors and in formal tourism, hotel and restaurant businesses.
Madagascar	The tripartite constituents have enhanced capacities for the formulation and implementation of OSH policies and strategies.

	<p>The country finalised and validated the report on the diagnosis of the informal economy with a focus on informal employment in formal companies in the construction sector, as well as “disguised” self-employment, which is particularly widespread in this sector. The validated results and recommendations served as a basis for the definition and extension of measures aimed at improving working conditions and the transition to formality.</p> <p>A validated diagnostic of workers in informal employment in formal enterprises in the tourism, hotel and restaurant sectors and among domestic workers in households covered the pre- and covid-19 period and provide information about the impacts on workers particularly at risks in the sectors considered. The national capacity to analyse data and information on the informal economy has been strengthened.</p> <p>Training modules for labour inspectors on social legislation have been developed</p> <p>A strategic plan for labour inspection covering the aspects of formalisation of workers and, the recognition and declaration of their employment relationship and registration to social security have been developed that will be validated in 2022</p> <p>A simplified employer's guide on social legislation which have been reviewed and validated by the employers' organizations.</p> <p>Collaboration with the Vision Zero Fund (VZF) Project of the ILO's Safety and Health for All Flagship Programme has also enabled the implementation of project activities. A sectoral strategy (Construction, garment, lychee) aiming to strengthen the access of informal and seasonal workers to occupational health services has been adopted. Labour inspectorate implemented a strategic plan for the formalization of informal employment in formal enterprises, in collaboration with occupational health services and the national social security services. Labour inspectors and controllers conducted interventions in 325 companies from four sector of activities (call center, mining, security services and trade) in five regions (Analamanga, Atsinanana, Alaotra-Mangoro, Vakinankaratra and Anosy). Through, control, visit and raise awareness campaigns at the workplaces, nearly 47 604 workers have been reached and supported. With SIDA and VZF funds, the CO in Antananarivo supported the Ministry of Labour through provision of Personal protective equipment to 100 labour inspectors and controllers. The dotation facilitated the implementation of the strategic plan on formalization of informal employment.</p>
Guatemala	<ul style="list-style-type: none"> - Focus: formalisation of domestic work through social security registration; - use of behavioural science to diagnose and promote formal employment; - building capacity of trade unions to advocate and assess the impact of COVID-19 on domestic workers.
Sri Lanka	<ul style="list-style-type: none"> - Focus: extension of labour protections to domestic workers and ratification of C189; - support to trade unions for organising domestic workers; - providing humanitarian assistance in the wake of COVID-19; and - promoting awareness of rights and responsibilities to drive formal employment.
Zambia	<p>The Government established a Tripartite Technical Working group (TTWG) on domestic work in line with national policy (April 2021), including workers' associations, employers' associations and the Labour Institute of Zambia. The Ministry of Labour and Social Security (MLSS) coordinates the TTWG, which adopted recommendations to ratify C189 (September 2021). These were then approved by the Tripartite Consultative Labour Council.</p> <p>The MLSS validated a rapid assessment of the impact of COVID-19 on the informal economy and domestic work (August 2021), leading to a TTWG campaign on COVID-19 measures in domestic work (August 2021).</p> <p>The Ministry of Finance and Development Planning integrated the findings into the COVID-19 Recovery Needs Analysis (CRNA), as part of the National Development Plan (January 2022).</p>

	The TTWG validated a further qualitative assessment of the impact of COVID-19 on domestic work. TTWG developed and undertook an action plan and communications plan to promote formalisation; validated a gender-responsive diagnosis of the behavioural drivers of informality in domestic work; and made recommendations to formalise domestic work (December 2021, to be confirmed).
Colombia	The Ministry of Labour validated a coordinated diagnosis with employers' and workers' organisations in the last quarter of 2021 that contains the characterisation of platform workers. It also prepared a set of recommendations for actions and policies, including the creation of an observatory of work on platforms to have reliable and up-to-date information on the number and working conditions in the sector, as well as the promotion of respect for the fundamental rights of platform workers. On the basis of this, a roadmap was drawn up for its implementation, to start in the next biennium. The first step on this roadmap was the coordination, in November 2021, of the diagnosis entitled "Improvement of labour and social protection of platform workers", which established the recommendations for public policies aimed at strengthening labour protection of platform workers and their inclusion in the social protection system. These recommendations will serve as a guide for the work to be carried out in this area in the next biennium.
Ecuador	The Ministry of Labour (MDT) of Ecuador has a diagnosis that characterises the working conditions of those who work in the digital platforms of home delivery and transportation in Ecuador. This emphasises the need for expanded labour and social protection of workers in the sector. The study was carried out in consultation with and validated by the MDT and organisations of employers (Chamber of Industry and Production [CIP]) and workers (United Workers Federation of Ecuador [CUT], Ecuadorian Labour Parliament [PLE], and Unitary Front of Workers [FUT]). It promotes social dialogue to create mechanisms that guarantee the exercise of fundamental labour rights, safe and healthy conditions, and improvement of the labour and social protection of platform workers in Ecuador.
North Macedonia	National diagnosis of diverse forms of work arrangements, including policy recommendations for ensuring effective labour and social protection for the workers concerned. The diagnosis was discussed and validated by the government in consultation with social partners. The diagnosis encompasses the diverse forms of employment that are either regulated or in use in North Macedonia, in particular temporary employment, part-time work, contractual arrangements involving multiple parties, disguised employment, and dependent self-employment. Further discussion will take place in 2022 in the framework of the Economic and Social Council in view of the possible implementation of follow-up measures.
Argentina	<ul style="list-style-type: none"> - New methodologies for addressing violence and harassment in domestic work, using behavioural science methods to diagnose drivers of violence and harassment. - Designing and piloting interventions to train domestic workers on how to respond to violence and harassment, and to create a new social norm of what is acceptable behaviour.

All key informants interviewed (KII) positively recognised the flexibility of the SIPP funding, as it allows them to be responsive to constituents' needs and implement interventions that are planned in the P&B outcomes but are underfunded and overlooked.

Some of the topics in Outcomes 6 and 7 are very much connected to COVID, in the sense that the pandemic has put in the spotlight already unfair and vulnerable situations: care (6.1), working time and work organisation (7.3), domestic work and platform economy (7.4). Making these connections, analysing the implications, and providing the data has required much research, thinking, and consultation within and outside the ILO. Consultation and collaboration with field offices, countries' ministries, UN agencies, and other organisations have been crucial to delivering appropriate responses to global requirements.

Global products like the Care report ([Care at work: Investing in care leave and services for a more gender equal world of work](#))⁴⁹, the platform economy research, and the global survey on violence and harassment at work have been affected and delayed because of COVID-19. However, they also benefited from the research on COVID, which has enriched the data and the analysis, including the approach to crises. This has created a new narrative, which the ILO is willing to follow in the future. One of the KIIs summarised the experience in these terms: "you can say 'yes, COVID affected us', but it also created an opportunity to do better."

The ILO took advantage of this opportunity to work in innovative areas and with innovative approaches, thanks to SIDA funding and its catalyst effect, as shown in section 3.1.4 of this report.

COVID-19 has had uneven effects on planned activities. Most planned activities have been implemented, and others have been introduced and prioritised. However, COVID-19 affected implementation at various levels. During the pandemic, especially in the first months (March-May 2020), interventions were affected because work at the country level was suspended and because of the vast amount of ILO staff's time invested in producing new knowledge and new knowledge data. Countries were demanding support and data to address new issues (like teleworking) and to bring support to the most vulnerable workers (domestic workers, informal workers, etc.), and ILO supplied them as much as it could.

⁴⁹ This report has been published and released on March 8, 2022

Key highlights from the case study on domestic work

Effectiveness

In general, the delivery of the planned interventions in domestic work has been effective. At the global level, a report after the adoption of the Domestic Workers Convention (No. 189) was produced and disseminated through a partnership with the International Domestic Workers' Federation and other regional and national-level presentations/meetings. A global campaign using behavioural science has been designed and implemented to change the way people think about domestic work to change perception and, secondarily, to mobilise more resources. Working with GEDI, there has been global research on violence and harassment in domestic work. The COVID-19 outbreak put on the table new needs. With SIDA funds, it was possible to map challenges and responses to the pandemic and design a tool to conduct rapid assessments to measure the impact of COVID-19 on domestic workers

There are three CPOs with SIDA funding at the country level in Guatemala, Zambia, and Sri Lanka. They have similar objectives, which is basically to formalise domestic work. However, in each country the focus was slightly different, because the context is also slightly different. The first and necessary step for formalisation is protection by the laws. Most domestic workers are excluded from the law around the world. A first step to formalisation is simply their inclusion and the recognition of domestic work as a form of work under the Labour Code. In Sri Lanka, this first step was very necessary; domestic work is excluded and is not covered by labour laws. With SIDA funding in the previous biennium, the ILO produced a diagnostic to understand the extent to which the national labour laws were in line with Convention 189. And in this biennium, the ILO supported trade unions to formalise domestic work by advocating for new laws and policies on domestic workers. In Guatemala and in Zambia, the focus was more on Social Security registration. In both countries, there are legal mechanisms in place and laws that recognise, include, and protect domestic workers. Domestic workers have rights, yet the rate of registration is very low. Therefore, without formal registration, domestic workers have no access to any benefits. This has been very difficult during the COVID-19 pandemic, because without the possibility of going to work, they did not have anything to rely on. In both countries, the ILO also supported and built capacity of the domestic workers unions and employers' associations, focusing social dialogue on domestic work.

In the case of Guatemala, with the support of Swedish cooperation, the ILO provided technical and financial support for the development and implementation of a public campaign. This included the design, production, and placement of the campaign on buses and public banners, as well as the preparation of informational materials distributed to members of parliament on C. 189. In addition, the ILO provided a grant to ATRAHDOM (Association of domestic workers at home and in maquilas) to support its members during the pandemic in legal services and the defence of their rights.

The ILO developed a rapid assessment on the impact of COVID on domestic workers, which made it possible to provide information to key actors to promote rights. Support was provided to ATRAHDOM so that they could support and respond to their members during the crisis.

The ILO carried out the diagnosis on social norms and behaviours associated with domestic work in Guatemala and a behavioural intervention to increase the rate of social security registration. It also technically supported the development of a roadmap for the expansion of social security coverage for domestic workers.

On the other hand, in the case of Zambia, the Government established a Tripartite Technical Working group (TTWG) on domestic work in line with national policy (April 2021). The Ministry of Labour and Social Security (MLSS) coordinates the TTWG, which includes: Workers Compensation Fund Control Board (WCFCB), National Pension Scheme Authority (NAPSA), Zambia Congress of Trade Unions (ZCTU), Domestic Workers Union of Zambia (DWUZ), United House for Domestic Workers Union of Zambia (UHDWUZ), Association of Employers of Domestic Workers in Zambia (AEDWZ), Zambia Federation of Employers (ZFE), and Labour Institute of Zambia.

With support from Sweden, the ILO facilitated and provided technical assistance to TTWG meetings on the legal framework and possibility of ratifying C189; and assistance in the design, production, and distribution of TTWG communication materials.

Jointly, with UNDP, the ILO conducted a rapid assessment of the impact of COVID-19 on the informal economy, including domestic work, and commissioned further qualitative research on the impact of COVID-19 on domestic workers and their employers. The ILO produced and submitted recommendations based on a summary of the findings of both assessments to the TTWG for validation.

The ILO also coordinated and provided internet data bundles for a virtual National Planning Workshop on Domestic Work (May 2021) and conducted a media strategy meeting to sensitise the media on the rights of domestic workers and ratification of C189. Fourteen media outlets attended, of which nine produced radio and print content on the formalisation of domestic work and continue to act as change agents.

The ILO provided technical assistance to the ZCTU monthly community meetings with domestic workers and training for maid centres, on the NAPSA and WCFCB registration processes. It also facilitated media coverage of the maid centre training, which aired on ZNBC radio 2 and Millennium Radio.

Finally, the ILO commissioned a behavioural diagnostic and experiment to generate insights on the behavioural drivers of informality and recommendations to formalise domestic work through registration to social security, in line with the work done in Argentina and Guatemala.

2.2.2 The effectiveness of SIPP funds as a catalyst

According to the key informants interviewed who were involved in the implementation of Outcomes 6 and 7, one of the main advantages of the SIDA lightly-earmarked funds is that they are used for interventions to leverage other sources of funds. The funds' flexibility is a crucial component that allows the ILO to allocate according to the identified needs, whether planned or not.

In this regard, SIDA funds make great changes in the ability of GEDI and INWORK to work on the P&B outcomes approved by the constituents in the Governing Body. Thanks to the SIPP funding, the ILO can make a difference and serve constituents in a timely and relevant fashion in some areas of work that could not have been done otherwise. Moreover, SIDA funds provide an opportunity and a starting point for new approaches, emerging areas of work, or mobilising resources at the country and the global (HQ) levels. The SIPP made a significant impact in the ILO's capacities to address the most urgent requests from constituents in targeting the responses to COVID-19 for high-risk sectors and the most vulnerable workers.

Thanks partially to the invaluable support of the SIDA-ILO Partnership, results under indicator 7.3.1 are above target, according to INWORK (outcome leader). For instance, a global review on setting wages through collective bargaining was concluded in December 2020. This review has been used in country-level activities that support social partners and governments to increase the use of evidence-based criteria and information that can support collective wage bargaining. In Mongolia, Morocco, and Vietnam, SIDA made interventions in this area possible. Those experiences have been used by the ILO team to mobilise other donors' support, and the same kind of work has been extended to other countries like Egypt.

Also in activities related to Output 7.3.1, SIDA supported the COVID-19 response that created essential demands for assistance regarding work arrangements and working time. The use of telework grew exponentially to keep workers employed and businesses functioning. Due to limited policy and regulatory measures on telework, requests for related technical assistance increased significantly. By repurposing allocation of SIPP funds, a [Practical Guide on Telework](#) was prepared and released and then translated by several ILO offices into Arabic, French, Italian, Portuguese, Russian, Spanish, and Turkish. Regional webinars with tripartite constituents were successfully held in Asia, the Arab States, Europe, and Latin America, with a vast number of participants. In countries like Argentina, Chile, Mexico, Peru, and the Russian Federation, the ILO provided technical and legal assistance in developing regulations on telework. INMORK leveraged the momentum leading to the inclusion of a new indicator (indicator 7.3.2) on working time and working time arrangements in the 2022-23 P&B. According to KIIs, the SIPP was the catalyst to work developed on this topic, which gave the ILO a privileged position to provide a relevant and timely response to a global issue during the pandemic.

The SIPP also contributed to mobilizing willingness and increasing knowledge and awareness on the working conditions of platform workers. The SIDA-funded technical assistance provided by the ILO in Ecuador and Colombia, to support social partners in understanding, managing, and alleviating the conflict and tension in the platform economy sector, has begun a process impacting labour legislation at the country level. The ILO produced a diagnosis of the countries' sectors and proposed measures to guide the process of developing public policies to give social protection and labour protections to platform workers. Both countries, especially Colombia, will continue the work begun and are willing to mobilise resources internally or from international support.

Another innovation area of work begun with SIPP support is negotiated wages through collective bargaining. Paradoxically, the ILO has had long-term work in collective bargaining without including wage bargaining. Therefore, SIDA has allowed the ILO to work on the subject for the first time in its history. Consequently, the ILO has extended the approach of establishing the minimum wage not only as statutory but as a result of collective bargaining. This approach is especially relevant for Sweden, as it is the way minimal wages are settled in this Scandinavian country, which is why it pushed to introduce it in the 2020–2021 P&B.

As a final example, through these lightly earmarked funds, in Argentina, new methodologies were piloted for addressing violence and harassment in domestic work. Using behavioural science methods and a diagnosis of drivers of violence and harassment, the ILO designed and piloted interventions to train domestic workers on how to respond to violence and harassment and create a new social norm of acceptable behaviour.

According to the KIIs, without SIDA contributions, these interventions would not have been possible, at least in a timely manner.

Key highlights from the case study on domestic work

Effectiveness

SIDA funds have been a catalyst for supporting this innovative use of behavioural science to change perceptions about domestic work and workers. Domestic workers have been registered with Social Security using behavioural science and behavioural insight. Using related tools, the ILO has achieved a much clearer diagnosis of the real problem and was able to measure the impact of the interventions.

2.2.3 Synergies between the Global Product and country-level interventions

Work conducted as part of SIPP Phase II under Outcomes 6 and 7 has entailed a solid link between global and country-level work. In this regard, the work at the global level is meant to inform work at the country level and be informed by lessons and experiences gained at the country level. The work done globally also provides guidance to operationalise and implement it locally.

Global Products or global research generate knowledge and tools to adapt them to the field. The diagnoses of labour relations in the platform economy in Colombia and Ecuador would not have been possible without the previous global research⁵⁰ and the experiences and [comparative policies study in other countries](#) (for instance, Chile and Paraguay). Senegal's experiences in the care pilot project have been an essential input for implementing the Global Care research report (ongoing during this evaluation, to be published in March 2022).

⁵⁰ Some examples: - [World Employment and Social Outlook 2021: The role of digital labour platforms in transforming the world of work](#) International Labour Office – Geneva: ILO, 2021

- [Platform labour in search of value: A study of worker organizing practices and business models in the digital economy](#) - Geneva: ILO, 2021
- [Platform work and employment relationship](#)

[Violence and harassment in the world of work: A guide on Convention No. 190 and Recommendation No. 206](#), and the work of the [global campaign to enforce it](#), are fed by comparative studies in the Eastern European countries funded by the SIDA-ILO Partnership, among other country-level research.

As a final example, in Argentina, with SIDA support, an app for online training and self-diagnosis has been designed and piloted to train domestic workers on how to identify and respond to violence and harassment and to create a new social norm of what is acceptable behaviour. This work has been developed in close collaboration with GEDI, INWORK, and other partners in the [Spotlight initiative](#). The short-term objective for the ILO is to translate the app into English and other languages and expand the scope of the training.

In general, the ILO's work under Phase II of the SIP aimed to be implemented and used at the country level, where public policies can make a difference to protect and defend workers' rights. However, in order to create awareness and put a subject on the global and national agendas, data and research are needed. SIDA-funded interventions are responding to this logic and are used accordingly. Nevertheless, all of the interactions and the scope of the SIPP activities are not always included in the yearly progress reports and are not systematised or recorded. In this sense, annual reports are quite synthetic and reports mainly focus on actual results, leaving out all the synergies and collaborations that were accomplished to reach the results presented.

2.2.4 M&E system

The 2018–2019 evaluation report suggested that the ILO should develop a Monitoring & Evaluation (M&E) system with outcome-level indicators instead of the current outputs-level system. In the management response, the recommendation was accepted and the answer was given that “CPOs and global products better focus on outcome -- not output -- levels, (and) all data collection should be disaggregated by sex”. However, this evaluation team did not have access to this kind of data or a confirmation by any KII.

On one hand, like the people interviewed, this evaluation agrees that the “impact of the Partnership Programme should be understood as part of an institutional intervention”, and it is reported this way. However, the SIPP does not track expected results in a way to understand to what extent SIPP interventions contribute to the outcome, or any indicators. Moreover, this kind of mechanism would go against the spirit and logic of the SIDA-ILO Partnership, with the lightly earmarked or un-earmarked funds that are meant to support ILO interventions in specific areas or outcomes without specific measurement and with open flexibility that aims to be the more efficient and contribute as best as possible.

In general, all outcome leaders report progress against the “projects” funded by the SIPP through the Integrated Resource Information System (IRIS). However, the system does not consolidate summaries of the entire SIDA-ILO Partnership-funded interventions, impacts, or results. In this sense, the projects are atomised in the system and cannot be seen in a cohesive way as part of a single programme.

Still, each ILO branch/department has its own monitoring mechanism. GEDI, the Outcome 6 leader, uses IRIS as the main monitoring system, which is the strategic management application designed to support management in planning, implementing, monitoring, and reporting within a results-based framework. On the other hand, INWORK, the leader of Outcome 7 (and 1), has an internal monitoring

system besides IRIS: an Excel-based monitoring tool was shared with all the actors involved in implementing SIDA-funded activities.

The SIPP established a yearly progress report as a standard monitoring tool, besides the information and monitoring meetings between the ILO and SIDA. These annual reports, by outcome, are focused on results and do not require a detailed analysis of processes, performance, problems, or issues. Thus, these annual reports provide limited information and leave out relevant information to better understand the results reported and how they were achieved. For instance, there are many collaborations among ILO branches and HQ and decentralised offices, or among decentralised offices, that are not really included and are the operationalisation of one recommendation from the previous biennium evaluation report to "enhance internal coordination among different work streams at the ILO". During the data collection process, this evaluation team found that, depending on the topic, there is a lot of collaboration within ILO branches, especially with GEDI (Outcome 6 leader). However, internal coordination is institutionalised and systematic but depends more, according to the KIIs, on people and personalities.

Finally, despite lasting for four years, the SIDA-ILO Partnership is evaluated biannually. However, many of the interventions, whether or not they work in innovative areas or approaches, have a longer-term projection and do not generate impacts, sometimes even results, in the evaluation timeframe. On the other hand, the evaluation exercises are limited in resources and time, which limit their scope, and depth, and poses a risk to the usefulness of results.

2.2.5 Using knowledge from the previous phase

The SIDA-ILO Partnership is a long-standing agreement that has evolved over the last twelve years. Each biennium, new areas of work have come along, but others have remained. Most of the interventions in this 2020–2021 biennium are built on the knowledge developed on Phase I of the partnership (2018–2019), especially for Outcome 6 and its field-level interventions in Guatemala and Senegal.

As already established, the SIDA-ILO Partnership funds are embedded in the ILO's regular work. Therefore, the continuation depends on the trends and priority areas identified in each P&B.

Two out of four recommendations from the evaluation report in the previous phase have been partially or totally completed. HQ has strengthened ILO country offices' engagement (recommendation 1), partially because of the COVID situation. However, country offices are understaffed and overloaded; therefore, this is not an easy path or a matter within the scope of the SIPP.

According to the KIIs, there is unequal coordination among different work streams at the ILO (recommendation 3). For example, GEDI, the Outcome 6 leader, has continued and increased coordination with other ILO departments or branches. During this biennium, GEDI has worked, in addition to field offices, with: the Social Protection Department (SOCPRO) and the ILO's Communication and Public Information (DCOMM), for the research on care leave policies and practices for a transformative gender equality agenda; with FUNDAMENTALS (the ILO's Fundamental Principles and Rights at Work Branch) and INFOTEC (the ILO's Information and Technology Management) with the EPIC initiative; and with STATS (the ILO Department of Statistics), NORMES (the ILO's International Labour Standards Department), Labour Law, ACTRAV (the ILO's Bureau for

Workers' Activities), ACTEMP (the ILO's Bureau for Employers' Activities); and finally with WORKQUALITY, linking domestic work and violence and harassment in the workplace.

Outcome 7 also has collaborated with other ILO units, mostly with STATS, FUNDAMENTALS, NORMES and SOCPRO, to implement SIPP interventions. For instance, the work on domestic work and informality is very closely linked to work under Outcome 4 and Output 4.3, which covers informal enterprises. It is also very closely linked to Outcome 8, led by SOCPRO, because the work is really about social protection.

However, the informants for this evaluation have acknowledged that it is not a generalised or systematised practice in the Organisation. Collaboration between units depends significantly on the people responsible for each issue and their time, willingness, and availability to work in a coordinated way or, as much as possible, to expand the scope of their interventions.

2.3 Efficiency

2.3.1 Efficient use of resources

The OECD defines efficiency as “the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way”. In this sense, SIPP interventions are adequately efficient, as seen in the findings from the effectiveness section above. For instance, some of the new areas of work, like negotiated wages or telework, with small funding, have impacted or are about to substantially impact workers' lives.

Most of the SIDA-ILO interventions are designed to maximise available funding, and as a result, in general, the financial resources of SIPP interventions are quite efficient.

Table 17: SIP Budget for Outcomes 6 and 7

Sida allocation earmarked for 2020–21	
Outcome 7:	\$ 1,538,944
Outcome 6:	\$ 1,011,713 \$
TOTAL Outcomes 6 and 7:	\$ 2,550,657 \$

Regarding the available financial information (table 19 below) and after triangulation with the KIIs, this evaluation can conclude that given the exceptional circumstances of COVID-19, and considering that almost all the expected interventions were implemented, the available Sida funds have been used quite efficiently.

Table 18: Budget and expenditure Outcomes 6 and 7

	Budget allocation *	Expenditure **	Delivery rate
GENDER EQUALITY			
Total Outcome 6	\$ 1,011,713	\$ 989,865	97.84%
PROTECTION FOR ALL AT WORK			
OUTPUT 7.3	\$ 384,291	\$ 321,432	83.64%
Global	\$ 260,859	\$ 220,844	84.66%
Mongolia	\$ 40,000	\$ 21,411	53.53%
Vietnam	\$ 40,807	\$ 40,835	100.07%
Morocco	\$ 42,625	\$ 38,342	89.95%
OUTPUT 7.4	\$ 1,154,653	\$ 914,204	79.18%
Global	\$ 552,095	\$ 441,414	79.95%
Cabo Verde	\$ 105,000	\$ 31,717	30.21%
Madagascar	\$ 105,000	\$ 102,179	97.31%
Guatemala	\$ 86,380	\$ 60,245	69.74%
Sri Lanka	\$ 73,196	\$ 70,088	95.75%
Zambia	\$ 90,982	\$ 88,793	97.59%
Colombia	\$ 45,000	\$ 39,807	88.46%
Ecuador	\$ 15,000	\$ 13,000	86.67%
North Macedonia	\$ 60,000	\$ 55,360	92.27%
Cameroon	\$ 22,000	\$ 11,601	52.73%
TOTAL OUTCOME 7 SIP 2020–2021	\$ 1,538,944	\$ 1,235,636	80,29%

* Budget allocation as per the DC dashboard. February 2022 (no differentiated information available for ET).

** Expenditure (from the ILO's DC dashboard), February 2022.

In terms of resource expenditure between Outcome 6 and Outcome 7, which, as mentioned above, have differentiated implementation mechanisms. In Outcome 6, the funds are administered and implemented from headquarters, and there is almost 98% execution of funds. Outcome 7, with its policy of decentralizing funds to the field offices, has a lower level of expenditure. of around 80% with a level of implementation of more than 90% demonstrates a high level of efficiency. It must be taken into account, as has been mentioned, that travel restrictions, with the resulting savings and the implementation of many activities through digital channels, have been a determining factor in terms of efficiency.

From the point of view of human resources, the SIPP usually does not have associated staff costs, except for a few months. Still, the cost associated with consultants are included. The evaluation echoes the finding identified in the evaluation of Phase I for these outcomes, noticing that most of the activities, if not all of them, are integrated into the daily responsibilities of the involved department, allowing for these staff to forge beneficial synergies with other ongoing work. Quoting the evaluation from the previous phase: "*At the programme level, (...) the SIPP interventions (...) were conceived as activities closely connected with the mainstream agenda of the Organisation. As a result, these interventions were not considered the responsibility of development corporation staff, who*

were only recruited for one or two years, but rather in fact seen as a collective responsibility of the Organisation. This programming approach enabled the SIPP to secure support from the ILO's human resources, financed by the regular budget."

At the decentralised level, the logic is the same; SIDA-financed interventions are included as part of the activities of the regular programme and as part of the duties of the ILO staff. In general, the KIIs at HQ feel that they are understaffed and overloaded, which has compromised ILO's capacities to deliver and expand. For example, as explained earlier, there is only one person at the HQ level specialised in and dealing with domestic work.

Outcome leaders 6 and 7 have developed different strategies for the use of the allocated funds and their delivery. GEDI has implemented the planned interventions and adapted the methodologies to COVID. INWORK has used the flexibility of the SIPP to strategically utilise some funds for new emerging issues that have become urgent priorities, like teleworking, while also trying to implement the planning interventions.

2.3.2 Management arrangements

Within the SIDA-ILO Partnership document, there is no indication on how to allocate the available funds or manage them. There is an internal decision of the ILO, which allocates the amounts by outcome, and then each outcome leader distributes according to internal criteria. The way each outcome leader manages their SIDA funds is also its own prerogative.

The criteria of efficiency and effectiveness seem to be the reason for the management arrangement in place, even though there are contradictions. INWORK, the Outcome 7 leader, manages the global components at HQ, but for the country-level work, they have decided to decentralise the funds and, therefore, administrative responsibility. In **Error! Reference source not found.**, there is a list of the country projects "opened in IRSIS" for decentralised implementation of the SIPP funds. For INWORK, this is the best way to manage programmatically and financially, increase efficiency, eliminate transaction costs, and strengthen ownership and responsibility at the field level, as they are held accountable for the delivery. In general, this arrangement generates good results, but it also has some inconveniences. For example, the country-level delivery and interventions in Cabo Verde have been quite delayed regardless of the pressure from HQ.

The Outcome 6 leader GEDI retains the administrative management and responsibility of the SIDA funds. Therefore, HQ must approve any activity funded with these funds at the country level. However, depending on the field office responsible for the approval, it is sometimes faster. For example, regarding Senegal interventions, the KIIs said that getting the IRIS authorisation from HQ is sometimes more effective and smoother than from the regional office.

With the data available for this evaluation, it cannot conclude which is the best and most efficient management arrangement. According to all the KIIs, everybody is quite satisfied with the implementation arrangements. These seem to fit the needs and purposes of the interventions at the country level and at the HQ level and are appropriate for supporting the achievement of the actual results.

Key highlights from the case study on domestic work

Efficiency

Since Convention 189 in 2011, INWORK has lead responsibility on the Convention. However, domestic work became an Office-wide strategy because addressing and trying to make decent work a reality for domestic workers requires input from across the ILO from many different departments.

At the HQ level, there is a technical working group on domestic work, coordinated by INWORK's domestic work specialist, with staff from different technical units and from decentralised offices who contribute to advancing knowledge on the subject and who support constituents. When technical units have an assistance request on how to address their topics to domestic workers, for instance, if a country wants to extend social protection to domestic workers, they ask for support from the technical working group.

Knowledge sharing and transfer is a fundamental component of any intervention on domestic work within the ILO. In this sense, there is a positive, constructive dependency on one another to implement any intervention. This dependency is reflected in the design and the means of delivery of the activities. For example, to address violence and harassment, a structural problem of domestic workers, the specialist in INWORK works closely with GEDI branch colleagues to define a Theory of Change. These colleagues are the main technical experts and lead Convention 190. The colleagues from the Occupational Safety and Health department participated and, finally, the colleagues from Labour Law were more focused on disputes, access to justice, etc. Argentina was chosen to be the place of the pilot because of the ILO's capacities in the field and because of the interest and capacities of the tripartite constituent with representatives from domestic workers unions and employers. The pilot targeted the legal and social aspects of violence and harassment against domestic workers, on how to make this violence socially and legally unacceptable.

2.4 Orientation towards impact and Sustainability

Firstly, SIDA-ILO Partnership interventions are designed to strengthen the enabling environment at the country level (laws, policies, technical capacities, local knowledge, people's attitudes, etc.). Therefore, SIPP interventions can be managed as individual projects or as the ILO's core work at the country level. Country interventions are normally selected after the government's explicit request or previous work in the area. In any case, as for the P&B outcomes, SIDA-funded interventions respond or contribute to countries' priorities, generally reflected in the Assistance Framework with UN Agencies. In the table below, there is an exhaustive list, prepared by the evaluation team, of how SIDA-funded interventions are linked to identified strategic or priority areas:

Table 19: Interventions contributing to Outcomes 6 and 7 for SDG and UNDAF at the country level

Outcome 6	
Country	Planned contribution to SDG and other agreements

Global	- SDG 5 (5.4) and 8 (8.3 and 8.8).
Senegal	- United Nations Development Assistance Framework (UNDAF) 2019-2023 : Strategic Priority 1, "inclusive and sustainable economic growth", and Priority 2, "Quality Basic Social Services and Social Protection".
Montenegro	- Integrated UN Programme for Montenegro 2017–2021 : Results Group / Focus Area: Social Inclusion "By 2021, the population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work".
Serbia	Development Partnership Framework (PDF) for Serbia 2016-2020 : Outcome 1, "By 2020, people in Serbia, especially vulnerable groups, have their human rights protected and have improved access to justice and security"; Outcome 3, "By 2020, state institutions and other relevant actors enhance gender equality and enable women and girls, especially those from vulnerable groups, to live lives free from discrimination and violence", and Outcome 7, "By 2020, there is an effective enabling environment that promotes sustainable livelihoods and economic development, focused on an inclusive labour market and decent job creation".
Bosnia and Herzegovina	2015-2020 United Nations Development Assistance Framework (UNDAF) : Outcome 9, "targeted legislation, policies, budget allocations and inclusive social protection systems are strengthened to pro-actively protect the vulnerable".
Areas of work funded by the SIDA-ILO Partnership Programme for Outcome 7	
Country	Planned contribution to SDG and other agreements
Global	SDG 1 (indicator 1.3.1), SDG 5 and 8.
Mongolia	United Nations Development Assistance Framework (UNDAF) 2017-2021 : Outcome Area 2. Enhancing social protection and utilization of quality and equitable social services.
Vietnam	One Strategic Plan 2017-2021 : Outcome 3.2, Inclusive labour market and expansion of opportunities for all.
Cabo Verde	Cabo Verde UNDAF 2018-2022 : Outcome 3.1, "By 2022, the population of Cabo Verde of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, that leads to more sustainable and inclusive economic development."
Madagascar	United Nations Development Assistance Framework (UNDAF) Madagascar 2015-2019 (extended): Outcome 3, The populations of the intervention areas, particularly vulnerable groups, access and use basic, long-lasting and quality social service.
Guatemala	United Nations Strategic Framework for Cooperation for Sustainable Development (MC) 2020–2025 : PROGRAMMATIC AREA: Safe society free of violence. Outcome: The prioritised populations have better systems for the protection and prevention of violence in their public and private environment.
Sri Lanka	United Nations Strategic Framework for Cooperation for Sustainable Development (MC) 2018-2022 : Driver 3, Human security and socio-economic resilience. Driver statement: "By 2022, people in Sri Lanka, especially the vulnerable and marginalised

	groups of children, youth, women, migrants, elderly and disabled, benefit equitably from dynamic and responsive social protection systems”.
Zambia	Zambia–United Nations Sustainable Development Partnership Framework (2016-2021) : Outcome 1.1, "By 2021, Government and partners deliver equitable, inclusive, quality and integrated social services"; Outcome 1.2, "By 2021, marginalised and vulnerable populations in Zambia demand and utilise quality and integrates social services"; Outcome 2.2, "By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods"; and Outcome 3.1, "By 2021, the national statistical system generates and disseminates disaggregated data for evidence-based national development”.
Ecuador	UNDAF- Marco de Cooperación de las Naciones Unidas Para el Desarrollo sostenible 2019-2022 . Direct effect 1: By 2022, people, especially priority attention groups and historically excluded, in exercise of their rights, increase their access to quality services and social protection and improve their resilience capacity, promoting gender equality and the reduction of violence. Direct effect 2: "By 2022, Ecuador has policies and regulations that favor the diversification of the productive structure, the generation of decent work and sustainable livelihoods, and the economic inclusion of people, with equal opportunities for women and men."
Colombia	UNDAF- Marco de Cooperación de las Naciones Unidas Para el Desarrollo sostenible 2020 – 2023 : Outcome 3.4, "The national government, through the national orange economy policy and the Shake yourself strategy, strengthens its capacities to consolidate the ecosystem of entrepreneurship, innovation, cultural transformation and productive inclusion and formal employment".
North Macedonia	United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 : Outcome 1, “By 2025, the living standard of all people in North Macedonia is improved through equal access to decent work and productive employment generated by inclusive and innovative business ecosystem”; and Outcome 2, “By 2025, have universal access to rights-based quality social services – healthcare, education, and necessary social and child protection”.
Cameroun	UNDAF Cameroun 2018-2020 : Pillar I: Decent Job Opportunities and Social Inclusion.
Argentina	UNDAF- Marco Estratégico de Cooperación de las Naciones Unidas 2021-2025 : Outcome 2: By 2025, the most vulnerable population will have improved their conditions of access to the labor market, as well as measures will have been implemented towards the progressive formalisation of informal work and the prevention of the destruction of formal employment and the elimination of forced labor and child labor, and employment, education and training policies will have been strengthened, with a focus on gender, life trajectory and human rights.

The SIDA funding interventions’ impact is closely linked to the achievement of P&B Outcomes 6 & 7. The assessment of such impact is beyond the scope of the evaluation since proper outcome harvesting analysis was not foreseen. However, during the data collection phase of this evaluation, the KIIs have outlined some interventions that had a substantial short-term impact and others with considerable impact potential but that were not yet measurable. For example, as already mentioned, for Outcome 7, one of the interventions that was the most efficient, the most effective, and had the greatest impact is the work on Teleworking (guidance, webinars, and training courses). In addition,

the platform economy diagnoses in Colombia and Ecuador have opened the path to public policy development. Other initiatives need more time to produce a clear impact, and without SIDA support some of them might not continue. Therefore, the potential impact is less probable.

This evaluation has identified several elements that contribute to the sustainability of the SIPP intervention: knowledge produced, national and global/national ownership, and capacities developed.

Thanks to the contribution of SIDA funds to Outcomes 6 and 7, the ILO has developed knowledge products whose potential impact in the medium and long term is excellent, which have shown essential results in the short term. The [Practical Guide on Telework](#) has had a wide distribution and success. This guide was developed with high levels of quality, despite the rush. Nevertheless, according to information sources, it is a guide that is still in “working progress”. It is expected to be updated and extended in the upcoming years. For a large number of countries, this guide made an instant impact as a first tool to start legislating on teleworking issues.

The [Report on access to decent work in the platform economy](#) has set the basis for continuing in this new area of work. And a pilot project on “Statistical measurement of digital platform work in Morocco” provides recommendations on statistical measurements for the platform economy sector. In the same industry, the diagnoses and the related proposed measures have given the first inputs to Colombia and Ecuador to start a roadmap of the public policy process to protect and secure digital platforms workers.

In terms of capacity-building, an uneven result can be seen at two levels: internally within the ILO, and externally, especially at the level of national social partners.

In the first place, the SIPP has provided an opportunity to open lines of work on new issues and approaches, such as collective wage bargaining, labour relations in the economy of digital platforms, teleworking, or the application of behavioural sciences. This has led to an increase in the ILO’s capacity to respond to constituents’ needs. A timely response to these requests and the need for new paths of knowledge have shown the great capacity of the Organisation and its staff for adaptation, research, and learning. And yet, limited in-house resources do not always permit further development of these capacities.

At the national level, it is difficult to assess the real impact of SIDA interventions, and this evaluation relies on interviews with ILO staff. Furthermore, few follow-ups were made after training or workshops to analyse the changes brought by the interventions at either the individual or the institutional level. As previously discussed, there are output-based monitoring exercises without systematised outcome analysis or records. However, according to the KIIs, some examples of interventions where national capacities have been strengthened have encouraged the country’s government and/or its social actors to ensure sustainability. This is the case in Madagascar, Ecuador, and Vietnam.

Nevertheless, other interventions would probably no longer continue without SIDA-ILO support. For example, in Guatemala, there is an Institutional Action Plan on Gender Equality in the trade union movement, and a Women’s Trade Union Roundtable was created. However, no further progress was made in the implementation of the Plan, possibly because they greatly depended on the technical and financial support of the ILO, which is to say, they are not sustainable.

There is concern among key informants regarding the continuity of innovative interventions initiated in this biennium that are still in the learning phase. This is the case of work started in labour relations

on the digital platforms sector or the behavioural sciences approach that seeks attitudinal changes towards domestic workers. The changes in the Partnership's priorities and allocation strategy have been very sudden and recent, during the current evaluation process, so the involved ILO teams still did not know what would happen. According to many of those interviewed, this situation has catalysed an increased interest in resource mobilisation and a search for alternative solutions to SIDA funding. In Ecuador and Colombia, with so many issues, the continuation of ILO support for the process is at risk without SIDA funding. There is interest in the countries. The processes will probably continue, but without ILO support, it would be slower and less, especially because the ILO has no specialist outside HQ, at the field level, as an innovative area of work.

Key highlights from the case study on domestic work

Orientation toward impact and sustainability

SIDA funds more than 97 percent of the ILO's work on domestic work at the HQ level. For years, the ILO has been advocating for and trying to mobilise resources for domestic work specifically, and it is incredibly difficult.

SIDA created an important opportunity to advance knowledge: the global report on the 10-year anniversary of the Convention measures the impact of the Convention, how much has been done, and how huge gaps remain to be filled. This report is going to be used as a tool to mobilise resources. However, donor agencies of governments show an interest in financing work when it's on migration that can include domestic workers or on child labour that can include domestic workers. Yet to date, the ILO has not successfully secured funding, technical cooperation, or development cooperation funding for domestic work specifically, and the ILO's own regular budget resources are nowhere near enough, about \$50,000 in the last biennium.

The knowledge produced and the use of behavioural science to change the view of domestic workers with specific campaigns completely relies on SIDA funding.

3 Conclusions

- 1 The partnership's interventions are **highly relevant and embedded within the ILO's institutional activity**. They should not be regarded as an individual donor-funded development programme. Their nature and logic contribute to the overall achievement of Outcomes 6 and 7 of the ILO's P&B 2020–2021.
- 2 The strategies and the allocation of the SIPP funds are **strongly aligned and relevant to the ILO's priority areas and are aligned with the country programme framework** at the country level.
- 3 **The ILO's response to COVID has been reinforced and adequate thanks to the SIPP's interventions and nature**. The flexibility and adaptability of the agreement have allowed for a timely and adequate response to emerging needs.
- 4 **The role of the SIPP has been a catalyst for implementing Outcome 6 and Outputs 7.3 and 7.4, especially during the COVID crisis, providing funds to create results in emerging areas**

and mobilise resources. During the disruptive reality that started in March 2020, the ILO found in the SIPP an ally to address countries' needs and requests to protect the most vulnerable workers and give assistance to national business networks. Outcome-based funding is highly valued within the ILO units involved in the programme. This systemic approach, based on broad and relevant goals, has made possible to easily adapt the programme to the new context of the COVID-19 pandemic and, at the same time, to countries' needs. **Likewise, it is easier to embed it in another source of funding as well as other specific projects. This is much of the essence of the catalytic nature of the SIDA-ILO Partnership Programme. These synergies fostered by the programme lead to the multiplier effect associated with it.** Compared to project-based funding, outcome-based funding is able to generate a greater level of impact in the outcomes' P&B level.

- 5 The connection and complementarity between global products and the selected countries have been reinforced, following the previous evaluation's recommendation.** Nevertheless, there are still lines of work to be strengthened, supported, and integrated in a more systematised way in all of the areas of the SIPP's interventions.
- 6 The SIDA-ILO Partnership's interventions are contributing to strengthening the enabling environment at the country level and the global level, notably to promote the ILO's international norms, social dialogue, and key ILO cross-cutting issues, especially gender.** However, just transition and green economy are still mostly missing, without any clear cross-cutting strategy within Outcome 6 and 7 interventions.
- 7 Global products and country-level interventions are interlinked and designed to provide feedback to each other.** SIPP-funded interventions ensure a solid link between global and country-level work, which has become more relevant in the pandemic, where field visits have been discontinued and personal interactions have been limited to digital channels.
- 8 The SIDA-ILO Partnership's M&E system is embedded within involved ILO departments and within the P&B mechanism in general.** Because of the nature and logic of the outcome-based funding, there is no need for an individual M&E system for SIPP interventions. However, the donor reports mechanism could be improved to include relevant information related to processes and possible impact, other than actual results. The evaluation mechanisms, opened every two years for a four-year partnership, restrain the scope, the resources, and time of the evaluation processes, with much room for improvement.
- 9 The efficiency of the SIPP's interventions is regarded based on their design and is quite adequate to contribute to the outcome identified.** The crisis due to the COVID-19 pandemic has affected the timing more than the financial efficiency of the interventions.
- 10 The implementation arrangements obey the internal management mechanism of each ILO department or branch involved.**
- 11 Internal concerns exist around the change in the approach of the new SIDA-ILO Partnership.** This change of approach consists of giving more relevance to cross-cutting issues like, for instance, gender equality and the green transition. The major concern detected is limiting the outcome-based approach that gives the programme the capacity to adapt and the contribution to the P&B expected results. According to interviews, this change could put at risk some of the work carried out so far.

12 Innovative approaches and work areas have been implemented thanks to SIDA funding. However, a biennium is not enough time to develop capacities and sufficient research in innovative interventions to serve tripartite constituents properly.

4 Lessons learned and emerging good practices

- 1 The development of research at a global level and the development of tools and instruments for diagnosis and measurement facilitate its adaptation at the national level and enrich the organization's work. It also legitimizes ILO's role before the Constituents and reinforces and improves its visibility and relevance in the world of work in the 21st century.**

The ILO's work and support in Colombia and Ecuador in the digital platforms sector benefits directly from the flagship report "World Employment and Social Outlook 2021: The role of digital labour platforms in transforming the world of work". There is a relatively new issue and ILO produces the first comprehensive report globally, which encourages countries to request ILO's assistance.

The development and validation of a research methodology applied to several countries within the framework of a global product draw on different contexts and labour markets. Adapting this methodology to other national labour legal contexts facilitates comparison and allows a more informed starting point.

- 2 Incorporating a multidisciplinary and strategic approach when handling a problem/ issue improves the response's quality, relevance, and impact.**

Two examples during this biennium clearly illustrate this good practice. In the first place, the work on domestic work, where a technical group of experts from different areas tries to respond by incorporating innovative approaches to their traditional work areas. Second, work on violence and harassment also involves social, legal, and attitudinal aspects to provide answers to a multi-causal problem and in very disparate contexts.

5 Recommendations

Most of the recommendations are included in the aggregated report of Section I

2- Continue with the support and financing of the work carried out in domestic work.

In this last biennium, an approach has begun to be developed that could bear fruit in the medium and long term. If it can be scaled up, it could change the reality of millions of people who have historically been unprotected socially and at work. Domestic work enters into the logic of the new partnership and is aligned with SIDA's technical priorities (creation of productive and decent employment; decent working conditions and rights at work; social dialogue, including sound industrial relations in line with the objectives of the Global Deal; and Social Protection) and target groups (workers in the informal economy, women, youth, and migrant workers).

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO-WORKQUALITY, PARDEV, Sida	High	Short-term	Medium

Annex 1: Terms of Reference

1. Background

1. The International Labour Organization (ILO) is a unique United Nations (UN) specialized agency that brings together governments, employers' and workers' representatives of 187 member States. The aim of the ILO is to work with its constituents to achieve full and productive employment, rights at work, extension of social protection and the promotion of social dialogue, with just transition to environmental sustainability as a cross-cutting objective.
2. The ILO engages strongly with the broader UN Development System, as set out in the resolution of repositioning the United Nations development system adopted on 31 May 2018. Sweden is one of the founding member States of the ILO, as a long-standing partner in promoting the ILO's Decent Work Agenda through the Swedish International Development Cooperation Agency (SIDA).
3. In 2018, SIDA, on behalf of the Government of Sweden, approved the Agreement with the ILO on support to the SIDA – ILO Partnership Programme. This outcome-based funding modality contributes to reinforcing ILO's work in core areas identified in its Programme and Budget for a given period, and allows for resources to be grouped in order to reach the P&B outcomes while the decentralization of funds facilitates adapting activities to each country's needs and context. More specifically, the overall objective of the Partnership Programme is to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity.
4. The SIDA-ILO Partnership Agreement covers the period 2018-2021, with specific themes receiving lightly earmarked SIDA financial support in addition to a contribution to ILO's fully un-earmarked core voluntary funding modality (RBSA). The strategic SIDA support to ILO policy outcomes for the biennium 2018-19, and 2020-21 is provided below. A summary is presented in table 1.

Table 1. SIDA-ILO Partnership Programme support to ILO's strategic programming, 2018 – 21

Area of intervention	Policy Outcome or Cross-cutting Policy Driver in P&B 2018-19	Policy Outcome in P&B 2020 – 21
Employment (and Skills)	Outcome 1	Outcome 3 & Outcome 5 (Skills)
Social dialogue and labour relations	Outcome 7	Outcome 1
Protection for all at work	Outcome 8	Outcome 7 (and outcome 6)
Gender equality and non-discrimination	Cross-cutting Policy Driver on Gender equality and non-discrimination	Outcome 6
Just transition to environmental sustainability	Cross-cutting Policy Driver on Just transition to environmental sustainability	Outcome 4 & Outcome 3

1.1 SIDA-ILO Partnership Programme, 2018 – 2019

5. The allocations for 2018-19 were based on the corresponding results framework as set out in the [ILO Programme and Budget for 2018-19](#). The policy outcomes for this period were designed as integrated responses to key employment, social and labour policy issues facing the world of work. The policy outcomes were guided by four cross-cutting policy drivers: 1) respect for international labour standards; 2) gender equality and non-discrimination; 3) social dialogue and tripartism and 4) just transition to environmental sustainability.
6. For Phase I of the Partnership Programme (2018-19), SIDA contributed SEK 87 million. The light year marked thematic funding part of the Partnership included support to the following Outcomes/Cross-cutting policy drivers.
 - **Outcome 1:** More and better jobs for inclusive growth and improved youth employment prospects (EMPLOYMENT and SKILLS)
 - **Outcome 7:** Promoting safe work and workplace compliance including in global supply chains (SOCIAL DIALOGUE AND LABOUR RELATIONS)
 - **Outcome 8:** Protecting workers from unacceptable forms of work (PROTECTION FOR ALL AT WORK)
 - Mainstreaming **Environmental Sustainability**, with a focus on green jobs
 - Cross-cutting Policy Driver on **Gender equality and non-discrimination**
7. A detailed overview of initiatives carried out in Phase I is provided in the section below.

1.1.1 Overview of the SIDA-ILO Partnership initiatives in Phase I

➤ SIDA-ILO Partnership Programme support to Outcome 1 (2018-2019)

8. SIDA-ILO PP to O1 was organized around two components: 1) Global Product; and 2) country-level interventions. The Global Product aimed at promoting a pro-employment macro-economic framework and address constraints to attaining full, productive and decent employment in countries that achieved different levels of development. It also considered new and emerging policy areas in the context of a fast-changing labour market landscape due in part to new technologies, demographic shifts and climate change to support export enhancement in countries' selected sectors.
9. The ILO-SIDA Partnership under O1 operated in four target countries: Cambodia, Guatemala, Morocco and Uganda. The ILO's work in Cambodia aimed at enhancing the employability of men and women through improved skills development and public employment services. In Guatemala the ILO worked on developing and implementing policies to generate employment and productive development, and improve employment prospects for young people, on the basis of tripartite consultations. Strengthening of the constituents' capacities to develop and implement national and regional strategies for decent employment and to improve labour market information and governance was the main objective in Morocco. ILO's work under this initiative in Uganda aimed at enhancing the capacities for evidence-based pro-employment macro-economic policies and employment policies and programmes that place youth employment and decent work at the center of national development.

➤ SIDA-ILO Partnership Programme support to Outcome 7 (2018-2019)

10. The overall strategy of the SIDA partnership contribution to O7 was to develop global tools to assist the ILO Tripartite Constituents to improve the effectiveness of their Social Dialogue institutions and to develop sound industrial relations practice at national, sectoral and workplace levels. The work of the ILO aimed to advance ILO's strategy under Outcome 7 of the 2018-2019 of the P&B, and deliver results under three objectives as follows:

- Objective 1: Knowledge generation and knowledge management: Updating and expanding [IRLex](#) and [IRData](#) (database on Industrial Relations statistics)
- Objective 2: Technical and policy advice by developing an online assessment tool for national Tripartite Social Dialogue institutions
- Objective 3: Capacity development and training, and more concretely by developing an Industrial Relations Toolkit.

11. The support to O7 targeted a number of countries linked to Outcome 7, to which the outputs of this support contributed. These included Myanmar, Indonesia, Sri Lanka, Bangladesh, Ethiopia and Georgia.

➤ SIDA-ILO Partnership Programme support to Outcome 8 and gender equality and non-discrimination (2018-2019)

12. The SIDA support to O8 and gender equality and non-discrimination led to a set of integrated interventions at global and country levels during the phase of 2018-19. At global level, initiatives aimed at strengthening the knowledge and capacity of constituents to promote equal pay; increasing the capacities of constituents to engage in the standard-setting on violence and harassment (Convention No.190); and supporting strategic components under the ILO's Women at Work Centenary Initiative.

13. At the country level, SIDA-ILO partnership supported initiatives in Bangladesh, Bolivia, Guatemala, and Cameroon. These initiatives aimed at strengthening the protection of workers from indigenous communities, with a focus on indigenous women in female-dominated sectors and occupations (i.e. domestic work in Cameroon and Guatemala, and tea leaves picking in tea plantations in Bangladesh), in the urban informal economy (in Bangladesh), and in traditionally male-dominated sectors (construction in Bolivia).

➤ SIDA-ILO Partnership Programme support to
Mainstreaming Environmental Sustainability, with a focus on green jobs

14. The component on Just Transition to a Green Economy of the SIDA-ILO Partnership had the following objectives:

- i. to support countries in creating green employment, ensuring social well-being, and protecting natural resources; and,
- ii. building an intervention model and best practice examples for other countries wishing to follow

the just transition guidelines and adopt green jobs strategies.



1.1.2 Evaluations of the SIDA-ILO Partnership Programme initiatives in Phase I

15. As part of the SIDA-ILO Agreement, the ILO Evaluation Office conducted separate independent evaluations of the Phase I interventions by policy outcome or policy driver. In some instances these evaluations of SIDA-funded projects were clustered with other related on-going initiatives. Overall the integrated planning of evaluations permitted to convert 16 due evaluations (including interventions at global and country level) into 4 clustered evaluations that allowed the effective gathering of evidence beyond the output level.
16. The evaluations were conducted between December 2019 and March 2020 to ensure comprehensive assessments of completed activities and timely evaluation results fed into the planning of initiatives in Phase II. Evaluations had the dual-purpose of accountability and organizational learning and sought to determine how well planned outcomes were achieved, how they were achieved and under what conditions. The evaluation also identified strengths and weaknesses at the level of the interventions' design, strategy, and implementation. All assessments provided information on lessons learned and emerging good practices to inform future ILO strategies within the relevant policy outcomes supported by Phase I of the SIDA-ILO Partnership Programme.
17. The evaluation reports can be consulted in the public database of ILO evaluations ([i-eval Discovery](#)) through the links below:
 - [Clustered Evaluation of the SIDA-Funded Interventions under Outcome 1 \(2018-2019\), Phase I ILO-SIDA Partnership Programme, 2018-2021](#)
 - [SIDA-ILO Partnership Programme 2018-2019 Outcome-based funding to Outcome 7 with a focus on Social Dialogue, Industrial Relations and Collective Bargaining \(Phase I\)](#)
 - [Clustered Evaluation of Policy Outcome 8: Protecting workers from unacceptable forms of work and Cross-cutting policy driver: Gender equality and non-discrimination](#)
 - [SIDA-ILO Partnership Programme \(phase I\) - Cross cutting policy driver environmental sustainability and the Partnership for Action on Green Economy - Clustered evaluation](#)

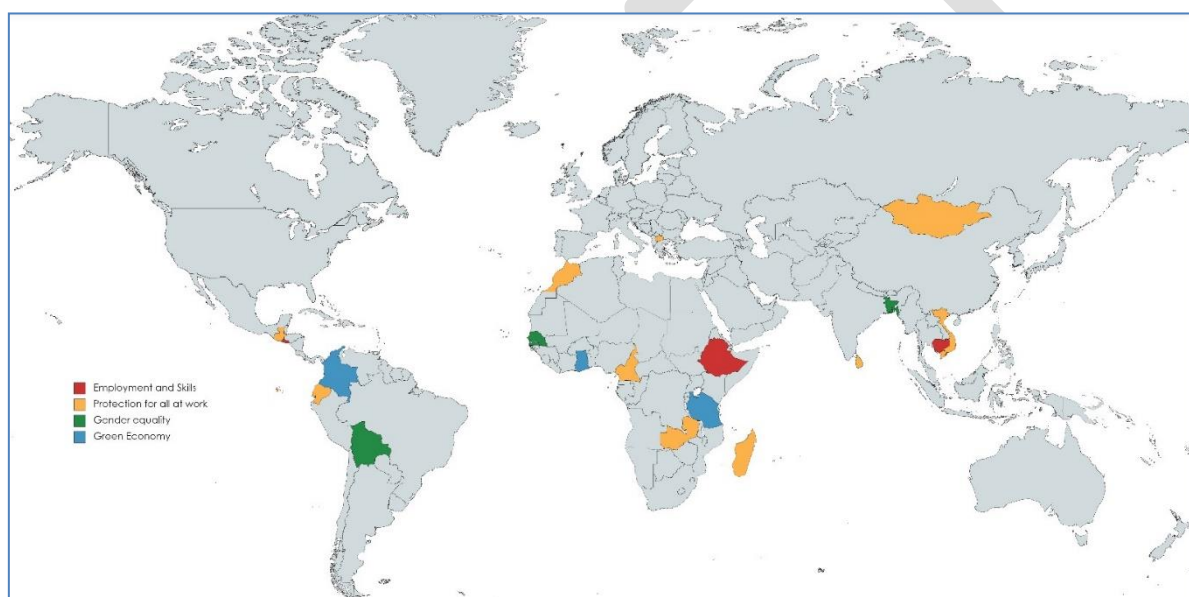
1.2 ILO-SIDA Partnership Programme, 2020 – 21

18. Based on the current Swedish development cooperation priorities, the proposed [ILO Programme & Budget for 2020-21](#), the [ILO's Centenary Declaration for the future of work](#) adopted by the International Labour Conference in June 2019, and the learning from evaluations of Phase I, interventions from Phase II were slightly reprogrammed to support the relevant ILO's results framework.
19. The programming structure of the SIDA-ILO Partnership programme for 2020 – 21 supports:
 - **Outcome 1** - Strong tripartite constituents and influential and inclusive social dialogue (SOCIAL DIALOGUE AND LABOUR RELATIONS)
 - **Outcome 3** - Economic, social and environmental transitions for full, productive and freely

chosen employment and decent work for all (EMPLOYMENT) and **Outcome 5** - Skills and lifelong learning to facilitate access to and transitions in the labour market (SKILLS)

- **Outcome 4** - Sustainable enterprises as generators of employment and promoters of innovation and decent work (with a focus on the GREEN ECONOMY)
- **Outcome 6** - Gender equality and equal opportunities and treatment for all in the world of work
- **Outcome 7** - Adequate and effective protection at work for all (PROTECTION FOR ALL ATWORK)

20. Overall, the SIDA contribution for this period amounts close to USD 6 million, at both global and country level. Figure 1 below depicts the geographical coverage of interventions of the SIDA-ILO Partnership Programme in Phase 2. An overview of the work carried out in support of each policy outcome is presented below.



Source: ILO Evaluation Office

1.2.1 Overview of initiatives in Phase II

- SIDA-ILO Partnership Programme support to Outcome 1 on Social Dialogue, labour relations and collective bargaining (2021 - 21)
21. Building on the results achieved in 2018-19, and taking into account the lessons learned identified in the evaluation of phase I, the SIDA contribution for 2020-21 supports the ILO in promoting sound labour relations and strengthening social dialogue, including in:
- Delivering targeted policy advice, technical assistance and capacity building, notably using the IR Toolkit that was developed, launched, and piloted during Phase I.

¹ Note that the ILO has worked in Colombia on interventions related to the protection for all at work and the green economy. In the case of Viet Nam, the ILO has worked on interventions related to employment promotion and skills, and the protection for all at work.



- Advancing the development and expansion of critical knowledge products, notably the Industrial Relations Database (IRData) and the Comparative Legal Database on Industrial Relations (IRLex).
- Improving the inclusiveness and effectiveness of national social dialogue institutions.

<p>1.4.1. Number of member States with newly developed or strengthened institutions, mechanisms or regulatory frameworks for social dialogue, labour relations or dispute prevention/resolution that address current and emerging challenges in the world of work.</p> <p>1.4.2. Number of member States with improved policies or practices to promote collective bargaining and/or workplace cooperation.</p>

Table 2. Relevant P&B indicators to measure the SIDA support to Outcome 1

➤ **SIDA-ILO Partnership Programme support to Outcome 3 and 5 on Employment and Skills(2021 - 21)**

22. Building upon the learning from Phase I and related evaluation recommendations, Phase II of the partnership support to employment and skills promotion focuses on an integrated approach to both demand and supply side employment interventions through a new generation of employment and skills and lifelong learning policies. It also places a strong focus on public employment services and labour market policies. Due attention is given to youth and women as well as securing inclusion of those likely to be left behind.
23. At the global level, the ILO provides technical advisory services and support policy development and implementation. At country level, interventions have targeted constituents in El Salvador, Cambodia, Viet Nam, and Ethiopia. Work on productive transformation also addresses gender equality as well as future of work issues (globalization, demographic changes, environment, digital economy, and social upgrading).

Table 3. Relevant P&B indicators to measure the SIDA support to Outcome 3 and 5

<p>3.1.1 : Number of member States with new generation of national employment policies addressing country-specific future of work challenges.</p> <p>3.1.2 : Number of member States with a national strategy for youth employment, as a distinct strategy or as part of a national employment strategy (based on SDG indicator 8.b.1).</p> <p>3.1.3. Number of member States with an integrated strategy towards formalization in line with Recommendation No. 204.</p> <p>5.1.1. Number of member States that have applied ILO approaches to measure skills mismatches and/or anticipate future skill needs at national and/or sectoral level.</p> <p>5.1.2. Number of member States with institutionalized national or sectoral mechanisms to measure skills mismatches and anticipate future skill needs.</p>

➤ **SIDA-ILO Partnership Programme support to Outcome 3 and 4 with a focus on the green economy (2021 - 21)**

24. In Phase II of the Partnership, the ILO pursues and brings to a completion the work that it started in

Ghana and Tanzania on just transition during Phase I of the Partnership Agreement. This entails supporting a policy and political validation of a national strategy for green jobs, and providing assistance towards a set of policy recommendations and intervention model to



promote greener jobs at sectoral level. In addition, the ILO works with tripartite constituents to promote social dialogue and lay the foundations for raising the ambition on climate action, while putting jobs and human needs at the center. In addition to Ghana and Tanzania, the ILO works in Colombia under this Partnership support to the Green Economy.

Table 4. Relevant P&B indicators to measure the SIDA support to Outcome 3 and 4

3.3.1. Number of member States with policy measures to facilitate a just transition towards environmentally sustainable economies and societies through decent work.

4.1.1. Number of member States with a strategy and/or action plan to improve the enabling environment for sustainable enterprises' creation and growth.

4.2.1. Number of member States with effective interventions to support productivity, entrepreneurship, innovation and enterprise sustainability.

➤ **SIDA-ILO Partnership Programme support to Outcome 6 on Gender equality and equal opportunities and treatment for all in the world of work (2021 - 21)**

25. Echoing the [ILO Centenary Declaration for the Future of Work](#) (2019) and its specific references to achieving gender equality at work through a transformative agenda, Phase II of the Partnership with SIDA, under the new Outcome 6, works towards:

- Continue the focus on transformative care leave policies for better redistribution of the unpaid care work and for further enhancement of the capacity of social partners to contribute to policy development and implementation for a more balanced sharing of family responsibilities.
- Further expand membership of, and peer-to-peer policy exchanges and knowledge sharing through the Equal Pay International Coalition (EPIC).
- Amplify work on promoting the ratification and implementation of C.190 and R.206 through increased capacity of member States to develop gender-responsive legislation, policies and measures for a world of work free from violence and harassment.
- Strengthen the intersectionality approach to gender equality through better designing and implementation of legislation, policies, institutions and measures to ensure non-discrimination and equality of opportunity and treatment for persons in vulnerable situations, such as persons with disabilities, indigenous and tribal peoples, ethnic minorities, persons living with HIV, LGBTI workers, and other persons in vulnerable situations.

26. Together with work at the global level, the ILO works in Senegal, Bolivia and Bangladesh to implement the activities and actions above described. All of the P&B indicators for outcome 6 are relevant to these initiatives.

- 6.1.1. Number of member States with gender responsive macro-economic policies or strategies to finance the expansion of care related infrastructure, social protection or public care services, that support the creation of decent employment.
- 6.1.2. Number of countries with policies to improve labour rights and working conditions in one or more care sectors.
- 6.1.3. Number of countries that have measures aimed at more balanced sharing of family responsibilities between women and men.

Table 5. Relevant P&B indicators to measure the SIDA support to Outcome 6

6.2.1. Number of member States with policies to promote substantive equality of opportunity and treatment between women and men in the world of work, and strategies for their implementation.

6.2.2. Number of member States with policies to promote the effective realization of the right to equal remuneration for work of equal value between women and men, and strategies for their implementation.

6.3.1. Number of member States that have reviewed relevant laws and policies in the light of Convention No. 190 and Recommendation No. 206, identified gaps, and taken measures to address them.

6.4.1. Number of member States that have measures to ensure equality of opportunities and treatment for persons with disabilities and for at least one of the following groups: indigenous or tribal peoples; ethnic minorities; persons living with HIV; or LGBTI persons

6.4.2. Number of countries with strategies for strengthening collection and analysis of labour market data disaggregated by at least one of the following: disability status; HIV status; ethnicity; indigenous or tribal identity

➤ **SIDA-ILO Partnership Programme support to Outcome 7 on the protection for all at work (2021 - 21)**

27. Through the SIDA-ILO Partnership, the ILO works towards the enhanced protection of vulnerable workers and their families who are especially subject to decent work deficits. Special attention is paid to women in the lower end of the wage distribution who are particularly at risk of discrimination, face barriers to organization and representation and also are disproportionately subject to low earnings, excessive working hours and informal employment. More concretely, initiatives of the SIDA-ILO support to O7 relate to:

- Setting adequate wages
- Limiting excessive working hours
- Improving protection for workers in new forms of work
- Improving protection of domestic workers
- Ensuring adequate protection to workers in undeclared work

28. The ILO works at global level, as well as in Cameroon, Madagascar, Cabo Verde, Zambia, Colombia, Ecuador, Guatemala, Sri Lanka, North Macedonia, Morocco, Mongolia, and Viet Nam.

Table 6. Relevant P&B indicators to measure the SIDA support to Outcome 7

7.3.1. Number of countries in which constituents have adopted evidence-based policies or measures to set or update statutory or negotiated minimum wages

7.4.1. Number of countries with a validated diagnosis of diverse forms of work arrangements, including on digital platforms, that identifies possible measures to ensure effective protection of the workers concerned

7.4.2. Number of countries with a validated diagnosis of the informal economy and/or policies, regulations or compliance mechanisms to support the transition to formality of informal workers in formal enterprises or in households

1.3 Management arrangements

29. Initiatives of the Phase II of the SIDA-ILO Partnership Programme are managed by the Outcome leads for Employment (Outcome Lead Outcome 3 and 5), INWORK (Outcome Lead Outcome 1 – Output 1.4), WORKQUALITY (Outcome Lead Outcome 7), GREEN JOBS (Outcome Lead

Outcome 3 – Output 3.3 & Outcome 4 – Output 4.1 and 4.2), and GEDI (Outcome Lead Outcome 6), in ILO headquarters in Geneva. Global components of the SIDA/ILO Partnership in Phase II are managed by these Units / Departments. The decentralized country level initiatives are



within the responsibility of the respective country offices. Cooperation with PROGRAM, PARDEV, BUD/CT and EVAL has been maintained throughout the duration of the partnership programme to ensure consistency and alignment with the offices' internal procedures.

2. Purpose, scope and clients of the evaluation

2.1 Purpose

30. The evaluation will be conducted at the end of the current phase II of the ILO-SIDA Partnership Agreement (2018-2021). Managed by EVAL, it will consider the outcome-based funding support to ILO policy outcomes in the field of employment and skills, social dialogue and labour relations, protection for all at work, gender equality and equal opportunities, and just transition to the green economy for the period 2020 – 21.
31. The purpose of the evaluation combines summative and formative aspects. While there are no distinct thematic or geographic commonalities for one cluster evaluation, operationally the evaluation will be managed using a clustering approach. This is made possible because the evaluation budget for the projects is pooled in one fund managed allowing EVAL to conduct the evaluation as one exercise, thus gaining efficiency and reducing evaluation fatigue (see section 4 below). The evaluation will assess the relevance, coherence, effectiveness, efficiency, orientation towards the impact and sustainability of ILO's approach and interventions at global and country levels (summative) and will also be forward looking by providing findings, lessons learned and emerging good practices to inform future interventions (formative). The exercise will ensure evaluation findings, lessons and recommendations are organized by outcome to ensure an optimal contribution to accountability as well as on-going improvement and organizational learning.
32. The specific objectives of the clustered evaluation are to:
 - Assess the results achieved through the outcome-based funding support to the ILO outcomes 1, 3, 4, 5, 6, and 7 by evaluating the relevance, effectiveness, efficiency, orientation towards impact and sustainability of the SIDA-ILO partnership initiatives, including assessing the results for the beneficiaries.
 - Measure progress of the outcome-based funded programme components against the P&B outcomes, and Global products and CPOs stated results frameworks.
 - Assess the connection and interaction between global products and country initiatives.
 - Examine if the best approaches were taken, and if they were optimally executed.
 - Assess achievement of expected results and current likelihood of impacts and sustainability of the activities; and
 - Provide recommendations for future work.

2.2 Scope

33. The evaluation will cover the period 2020 – 21, coinciding with Phase II of the SIDA-ILO Partnership Programme. It will also lay its focus on previous outcome-based funded initiatives from Phase I, notably

using the relevant evaluations of the initiatives presented in section 1.1.2



of this TOR. This will ensure the evaluation incorporates a longitudinal assessment of results achieved and sustained (whenever applicable) under this Partnership.

34. The evaluation will look at all projects components including the global products and country- level actions that will ensure a comprehensive assessment of outcome-based funding support and its contribution to relevant policy outcomes.

2.3 Clients and main audience of the evaluation

35. The primary clients of the evaluation are the ILO (notably the Policy Department (DDG/P), and in particular Employment, INWORK, WORKQUALITY, GREEN JOBS, GEDI), as well as PROGRAM and PARDEV Departments, and SIDA. Key clients of the evaluation are also the ILO Field Offices responsible for the implementation of initiatives under this Partnership Agreement. The evaluation findings and recommendations will be useful to support future decisions regarding outcome based-funding. Secondary clients are the constituents of the relevant countries.

3. Evaluation criteria and questions

36. The evaluation will follow the OECD/DAC evaluation criteria of: relevance and coherence, effectiveness, efficiency, sustainability and orientation towards impact. The key evaluation questions are included below:

Table 7. Evaluation Criteria and Questions²

OECD/DAC Criteria	Evaluation Questions
Relevance	<p>A1) To what extent was the design of the SIDA/ILO partnership initiatives relevant to the strategy outlined in the P&B for Outcomes 1, 3, 4, 5, 6, and 7?</p> <p>A2) Were the SIDA/ILO partnership initiatives designed adequately to contribute to the objectives of the Global product and CPOs they aim to support?</p> <p>A3) Was the ILO’s work relevant to the needs expressed by the tripartite constituents?</p> <p>A4) To what extent were interventions repurposed to provide a timely and relevant response to constituents’ needs and priorities in the aftermath of the global pandemic?</p> <p>A5) Was the ILO’s work relevant to the various national and international development frameworks, including UNSDCF’s, and relevant SDG targets?</p>

² Questions highlighted in light blue are those intended to yield findings on higher-order performance results of this funding modality and its contribution to ILO's strategic framework



<p>Coherence</p>	<p>B1) To what extent did the SIDA/ILO partnership initiatives complement and create synergies with other work of the ILO to achieve the objectives of the P&B for Outcomes 1, 3, 4, 5, 6, and 7? To what extent interventions contributed to a coherent response to COVID-19?</p> <p>B2) To what extent were the various activities within each umbrella programme coherent and complementary to support the achievement of its overarching objectives?</p> <p>B3) To what extent did interventions build on knowledge developed in phase I of the 2018-19 partnership agreement?</p> <p>B4) To what extent were the SIDA/ILO partnership initiatives consistent with and promoted the relevant international norms and standards to which the ILO adheres, and ILO’s cross-cutting issues as well as a human rights based approach?</p>
<p>Effectiveness</p>	<p>C1) Have the SIDA/ILO partnership initiatives made sufficient progress towards their planned objectives? Did interventions yield any unexpected results, notably in responding to the COVID-19 pandemic?</p> <p>C2) To what extent have the SIDA/ILO partnership initiatives been instrumental for the achievement of country results and realization of Outcome 1, 3, 4, 5, 6, and 7 objectives?</p> <p>C3) How well did the results contribute to promote the ILO’s international norms and standards, social dialogue, and key ILO cross-cutting issues?</p> <p>C4) To what extent has an M&E system been put in place and supported the overall implementation of the programme?</p> <p>C5) What can be said of the effectiveness of interventions in countries which benefitted several times from the ILO-SIDA partnership support as opposed to the others?</p>
<p>Efficiency</p>	<p>D1) In what ways have interventions used resources efficiently (funds, human resources, time, etc.)? Could implementation have been done more efficiently?</p> <p>D2) To what extent have management capacities and arrangements supported the achievements of results?</p> <p>D3) Has the establishment of a global component and parallel country interventions contributed to create synergies among interventions and an efficient use of resources? Were synergies realized with other sources of funding (i.e. RB, RBTC, XBTC, RBSA)?</p> <p>D4) To what extent did SIDA-funded interventions in the targeted countries act as a catalyst and support ILO’s influence in the country and/or leverage additional resources?</p> <p>D5) To what extent did the SIDA/ILO partnership initiatives apply innovative approaches for an effective and timely ILO action to mitigate the immediate effects of the pandemic on the world of work?</p>
<p>Orientation towards impact</p>	<p>E1) Are programmes contributing to the strengthening of the enabling environment at country level (laws, policies, technical capacities, local knowledge, people’s attitudes, etc.)?</p> <p>E2) To what extent has ILO’s work under Phase II of the partnership programme contributed to advance national sustainable development objectives, including at the level of UNSDCF and SDG targets?</p>

Sustainability	<p>F1) Do initiatives have an implementation strategy that involves tripartite constituents and development partners (including from other ILO interventions) to establish synergies that could enhance sustainability?</p> <p>F2) Which conditions exist to promote subsequent efforts to preserve the results of interventions?</p> <p>F3) In comparison to countries that only benefitted one time from the ILO-SIDA partnership, to what extent have results at institutional and individual level been sustained in countries which benefitted several times?</p> <p>F4) How is the COVID-19 pandemic affecting the likelihood for sustaining results? Has the ILO implemented mitigation actions?</p>
Lessons learned and good practices	<p>G1) What are the good practices and lessons learned that could be relevant for future interventions?</p> <p>G2) What lessons can be learned for future voluntary funding and integrated resource management?</p>

37. The evaluation questions may be refined by the evaluation team during the inception report phase. Specific evaluation sub-questions for each of the thematic case studies will be identified during inception phase (see section 4 below). When designing the questions, the evaluation team will consider availability and reliability of data, and if the data are regarded as credible.

4. Evaluation approach and methodology

38. The evaluation will be conducted in line with the ILO's evaluation policy and procedures, which adhere to international standards and best practices, articulated in the OECD/DAC Principles for Evaluation of Development Assistance and the Norms and Standards for Evaluation in the United Nations System of the United Nations Evaluation Group (UNEG) from 2016. The evaluation will comply with the UNEG ethical guidelines (2020).

39. The evaluation will follow an Outcome-based Evaluation approach to determine whether initiatives have achieved or are likely to achieve the intended outcomes. To this end, the evaluation will seek to determine the degree to which the initiatives carried out in 2020 – 21 under the SIDA-ILO Partnership have actually translated into desired results and contribute to identified ILO P&B policy outcomes. The clustered evaluation modality will allow for the provision of an in-depth assessment of the SIDA/ILO partnership initiatives under each P&B policy outcome, while providing a systemic assessment that yields higher-order performance results of this funding modality and its contribution to ILO's strategic framework³.

40. In line with ILO's evaluation policy guidelines and related guidance notes⁴, the evaluation will pay specific attention to ILO's cross-cutting issues, notably the ILO's normative and tripartite mandate, environmental sustainability, and disability inclusion. Contribution of the ILO to the

³ This will relate to the evaluation questions highlighted in light blue in table 7

⁴ [ILO EVAL, ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.](#)

[ILO EVAL, Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate](#)
[ILO EVAL, Guidance Note 3.1 Integrating gender equality in monitoring and evaluation](#)
[ILO EVAL, Protocol on collective evaluation evidence on ILOs COVID-19 response measures through project and programme evaluations](#)



relevant targets set in the 2030 Agenda for Sustainable Development, and the global pandemic response will also be considered by the evaluation. The gender equality dimension will be a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. This implies involving both men and women in the consultation, evaluation analysis and evaluation team as possible. Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender and disability inclusion related strategies and outcomes within the purview of ILO's work. Specific measures to reflect gender and inclusion concerns should be elaborated in the inception report, in line with the UN GEEW-SWAP guidance in this regard.

41. All data will be triangulated. It is expected that the evaluation team will apply mixed methods, which draw on multiple lines of evidence (both quantitative and qualitative) and apply multiple means of analysis. The evaluation will be participatory. Consultations with the donor, other member States, international and national representatives of trade union and employers' organizations, ILO staff at headquarters and in the field, United Nations partners, and other stakeholders will be done through online interviews, meetings, focus group discussions, and electronic communication. The evaluation will follow the [practical guidelines](#) issued by EVAL on conducting evaluations during the COVID-19 pandemic.

Thematic case studies

42. The clustered evaluation will encompass 4 in-depth thematic case studies related to the SIDA- ILO Partnership initiatives on:
 - EMPLOYMENT and Skills (outcome 3 and 5) - [Case study 1](#)
 - Social Dialogue and labour relations (outcome 1) – [Case study 2](#)
 - Adequate and effective protection for all at work, with a specific focus on gender equality and equality opportunities (Outcomes 6 and 7) – [Case study 3](#)
 - Green Jobs and the green economy (outcomes 3 and 4) – [Case study 4](#)
43. The purpose of the thematic case studies is to conduct in-depth analysis of initiatives under the SIDA-ILO Agreement as means of action that contribute to the goals outlined in the strategic policy outcomes of the ILO. The case studies will seek to determine the result of ILO's interventions on the ground, and if these interventions had any observable immediate impacts. To the extent possible the case studies will also determine the links between the observed impacts and the ILO interventions. The case studies may also highlight any specific achievements, good practices or emerging lessons with reference to key intervention models being used. Specific evaluation questions for each case study will be identified during the inception phase.
44. The case studies will consist of a combination of methods:
 - Desk review of relevant documents, including:
 - Strategic Frameworks of the ILO and P&B strategies for the period 2020-21, and 2018-19.
 - Implementation planning, management and reporting related documents of Phase I interventions.
 - Review of financial and human resource portfolio that could inform efficiency

- related analysis within the scope of the evaluation.
 - Decent Work Country Programmes (DWCP) and country programme reviews, as relevant, and review of alignment to SDG targets and indicators.
 - The evaluations of interventions carried out in Phase I of the SIDA-ILO Partnership Programme, and review of evidence of follow up to relevant evaluation recommendations.
 - Interviews with key stakeholders in a manner that reflects diversity and representation within the Office and of the constituents and relevant partners and institutions.
 - Conduct of online surveys, as needed.
 - Field consultation can be foreseen by the evaluation if health regulations permit at the time, and through national consultants. No travelling is expected as part of this evaluation⁵.
 - Life stories can be applied as means to get information on the impact of development initiatives at individual level.
45. The thematic case studies will identify a representative sample of a maximum of 2 countries for in-depth review, taking into account delivery rates, budgetary expenditure, synergies with other interventions (including those funded with RB, RBSA, RBTC and DC), geographical representation and other selection criteria to be decided in discussion with key stakeholders and the evaluation team. Selected countries for in-depth review will be decided by the evaluation team in coordination with the evaluation manager at inception phase. The rest of countries will be desk-reviewed as part of the thematic case studies.
46. Evidence drawn from the case studies, along with triangulated information on higher-order performance results will be aggregated and synthesized into a separate summary document. Separate thematic case studies reports will also be produced and will have detailed sections of findings, conclusions and recommendations (see section 5 below).
47. The details of the methodology will be elaborated by the selected evaluation team on the basis of the ToR and documented in the proposal and the inception report, which are subject to EVAL's approval.

5. Main outputs

48. The evaluation team will provide the following verbal and written outputs:
- An inception report with an agreed evaluation design (methodology, evaluation questions, and country selection for in-depth review) to be submitted in line with the quality and format standards stipulated in [EVAL checklist 4.8: Writing the inception report](#)
 - 4 draft thematic case studies presenting findings, conclusions and

recommendations and not exceeding 30 pages each (excluding annexes), and a draft report summarizing higher-order performance results (of not more than 10 pages). All reports have to be submitted in line with the quality and format standards stipulated in [EVAL checklist 4.2: Preparing the](#)

⁵ The current COVID-19 pandemic severely restricts the mobility of staff and consultants. Based on the [matrix](#) developed by the ILO EVAL on the constraints and risks as measured against the criticality of the evaluation to the ILO, the evaluators will conduct this evaluation remotely relying on online methods such as online surveys, telephone or online interviews. The evaluation can conduct hybrid face to face/remote approach for collecting data with national consultants.

[evaluation report](#).

- Final thematic case study reports including lessons learned, emerging good practices and recommendations to be submitted in line with the quality and format standards stipulated in [EVAL checklist 4.9: Rating the quality of an evaluation report](#). Relevant templates for [lessons learned](#) and [good practices](#) will be followed. The final report on higher-order performance will also be submitted at this stage.
 - For each thematic case study an evaluation executive summary will be produced according to the ILO's template.
49. All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with the software Microsoft Word for Windows. Ownership of the data from the evaluation rests solely with the ILO. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

6. Management arrangements, work plan and competencies of the evaluation team

6.1 Responsibilities

50. The ILO Evaluation Office will be responsible for the overall oversight of the evaluation. EVAL will also recruit the evaluation team ensuring no prior links to the initiatives under review.
51. The evaluation team will be responsible for conducting the evaluation and shall:
- review project background materials (desk-review);
 - review/refine the evaluation questions and identify sub-questions for each thematic case study in collaboration with the evaluation manager as necessary;
 - identify the sample of countries for in-depth and desk review;

- prepare an inception report, including the matrix of evaluation questions matrix and country selection, and submit it to the evaluation manager for review;
- develop and implement an evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions;
- design semi-structured interview guides and surveys, as needed;
- Manage the consultation process, conducting online interviews, FGD, and administering surveys, as needed;
- coordinate with national consultants the field consultation process, whenever applicable;
- prepare initial drafts for the thematic case studies and summary report and submit it to the evaluation manager;
- prepare final reports, with executive summaries, reflecting revisions made in light of comments or additional inputs received.

52. On the ILO's side, the evaluation team will be supervised by the evaluation manager who will:

- prepare, circulate and finalize the ToR for the evaluation and liaise with the ILO departments, the donor and other relevant stakeholders as necessary;
- conduct an initial briefing with the evaluation consultant;
- review and circulate the inception report;
- oversee the data collection schedules;
- review and circulate the draft thematic case studies and summary report;
- review revised products and submit it to EVAL for review and clearance;
- ensure that the evaluation is conducted in accordance ILO's evaluation policy and guidelines and international evaluation standards.

53. Background documentation on the 2020 – 21 ILO-SIDA partnership and the projects included as well as logistical support for the data collection stage will be provided by the relevant ILO department and the project staff deployed to the field.

6.2 Work plan

54. The total duration of the evaluation will be from September to December 2021. The expected level of effort is of 100 working days spread over a team. A general timeline of the evaluation process can be found below. The inception report will feature a detailed work plan.

Phase	Responsible Person	Tasks	Timeframe
I	Evaluation manager, ILO, SIDA	<ul style="list-style-type: none"> - Draft, circulate, revise and finalize TORs - Recruit evaluation team - Initial briefing of consultant 	August – September 2021

II	Evaluation team, with support from the evaluation manager and ILO departments	<ul style="list-style-type: none"> - Desk review of thematic programme related documents - Inception report 	October 2021
II	Evaluation team with logistical support by ILO HQ and field offices	<ul style="list-style-type: none"> - Data collection 	October – November 2021
III	Evaluation team	<ul style="list-style-type: none"> - Triangulation of information and drafting of thematic case studies and summary report 	November - December 2021
IV	Evaluation team, evaluation manager, ILO, SIDA	<ul style="list-style-type: none"> - Draft report circulated for comments - Revised documents 	December 2021

6.3 Evaluators' code of Conduct and Ethical considerations

55. The [ILO Code of Conduct](#) for independent evaluators applies to all evaluation team members. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service to which all UN staff is bound. UN staff is also subject to any UNEG memberspecific staff rules and procedures for the procurement of services. The selectedteam members shallsign and return a copy of the code of conduct with their contract.

Annex 2: Evaluation Matrix

Criteria	Question	level	Indicator	Source of information
Relevance & coherence	A.1. To what extent was the design of the SIDA/ILO partnership initiatives relevant to the strategy outlined in the P&B for Outcomes 1, 3, 4, 5, 6, and 7?	Global & cases study	A.1.2 Numbers of P&B outputs supported by SIIP	Desk review Interviews in HQ and the field ILO team leaders for Outcome 1,3,4,5,6, and 7 Regional coordinators Country directors Country project coordinators
			A.1.3. Level of adequacy of the formulation process of the SIIP	
			A.1.2. The initiatives aim at promoting Outcomes' objectives	
			A.1.2.a The initiatives objectives aim at promoting of Social Dialogue, Industrial Relations and Collective Bargaining (outcome 1)	
			A.1.2.b The initiatives objectives aim at promoting of Adequate and effective protection for all at work, with a specific focus on gender equality and equality opportunities (Outcomes 6 and 7)	
			A.1.2.c: The initiatives objectives aim at promoting of Green Jobs and the green economy (outcomes 3 and 4)	
			A.1.2.d The initiatives objectives aim at promoting of Productive and freely chosen Employment and decent work for all (outcome 3) & Skills and lifelong learning to facilitate access to and transitions in the labour market (Outcome 5)	
			A.1.4. Perception of ILO-SIDA programme staff and internal and external stakeholders regarding the relevance of interventions to their needs	

Criteria	Question	level	Indicator	Source of information
	A.2. To what extent were interventions repurposed to provide a timely and relevant response to constituents' needs and priorities in the aftermath of the global pandemic?	All cases studies	A.2.1. Degree of adaptability of interventions to respond to needs raised due to the pandemic A.2.2. Level of satisfaction of the constituents and ILO staff to the ILO responsive capacities of COVID-19 supported by SIIP	
	A.3. To what extent were the SIDA/ILO partnership initiatives consistent with and promoted the relevant international norms and standards to which the ILO adheres, and ILO's cross-cutting issues (gender equality, just transition to env sustainability, and non-discrimination)?	Global	A.3.1. Degree to which international labour standards have been integrated in the SIDA- ILO partnership funded interventions A.3.2. Adequacy and type of participatory approaches adopted to involve a relevant constituents and other stakeholders, including beneficiaries, in SIDA- ILO partnership funded interventions design A.3.3. Degree of alignment of SIDA- ILO partnership funded interventions with ILO Action Plan for Gender Equality 2018-2021	
Effectiveness	B.1. Have the SIDA/ILO partnership initiatives made sufficient progress towards their planned objectives? Did interventions yield any unexpected results, notably in responding to the COVID-19 pandemic? To what extent has SIDA funding allowed to support new and innovative approaches and áreas of work?"	All cases studies	B.1.1. Level of expected result achieved B.1.2. Level of satisfaction of the constituents and ILO staff to the ILO responsive capacities of COVID-19 supported by SIIP	Desk review Interviews in HQ and at country level

Criteria	Question	level	Indicator	Source of information
	B.2. How successful were ILO-SIDA-supported interventions at developing synergies between the Global Product and country-level interventions?	All cases studies	B.2.1. Level of success of Global Products at building evidence-based knowledge to support country-level interventions B.2.2. Number of Global Product developed in collaboration with countries and regional levels B.2.3. Number of Global products tested at national level	
	B.3. To what extent has an M&E system been put in place and supported the overall implementation of the programme?	All cases studies	B.3.1. Adequacy of the monitoring system to support the identification of evidence-based results	
	B.4.. To what extent did SIDA-funded interventions act as a catalyst and support the achievement of country results and realization of Outcome 1, 3, 4, 5, 6, and 7 objectives in the selected countries or at HQ level, including promoting the ILO's international norms and standards, social dialogue, and key ILO cross-cutting issues?	Global	B.4.1. Numbers of activities/projects with funding mobilized from other donors based on the results achieved by the SIDA funded activities	
	B.5. To what extent did interventions build on knowledge developed in phase I of the 2018-19 partnership agreement?	All cases studies	B.5.1 Level of integration of the recommendations and lessons learned from the previous ILO-SIDA Partnership integrated into the planning and implementation of the current partnership B.5.2. Evidence of a follow-up on the recommendations stemming from the final evaluation of Phase I (2018-2019)	

Criteria	Question	level	Indicator	Source of information
efficiency	C.1. In what ways have interventions used resources efficiently (funds, human resources, time, etc.)?	All cases studies	C.1.1. Adequacy of the resources distribution to achieved the expected results C.1.2. Bottle neck identified C.1.3. Level of increase of ILO capacity to fulfil P&B 2020-2021 outcomes	Desk review IRIS information Interviews in HQ, at regional and a country level
	C.2. To what extent have management capacities and arrangements supported the achievements of results?	All cases studies	C.2.1. Established clearly defined management arrangement by outcomes SIPP funded C.2.2. Degree of efficiency in the decision process C.2.3. Perception of the level of adequacy regarding SIDA funded interventions management arrangement	
	C.3. To what extent SIPP funded intervention have synergies with other ILO activities (funded with RB, RBTC, XBTC, RBSA)?	All cases studies	C.3.1. Number and level of synergies among SIDA funded interventions and with others ILO interventions at global and at national level C.3.2. Adequacy of the coordination mechanism with strategic partners	
Orientation towards impact	D.1. Are programmes contributing to the strengthening of the enabling environment at country level (laws, policies, technical capacities, local knowledge, people's attitudes, etc.) notably to promote the ILO's international norms, social dialogue, and key ILO cross-cutting issues?	All cases studies	D.1.1. Level of satisfaction of national partners with the capacity- building activities D.1.2. Perceptions of national stakeholders regarding the usefulness and adequacy of tools and guidelines developed to support policy development D.1.3. Type of tools and approaches fostering stronger gender mainstreaming	Desk review Interviews in HQ and the field ILO team leaders for Outcome 1,3,4,5,6, and 7

Criteria	Question	level	Indicator	Source of information
	D.2. To what extent has ILO's work under Phase II of the partnership programme contributed to advance national sustainable development objectives, , including at the level of UNSDCF and SDG targets?	Global	<p>D.2.1. Degree of alignment with ILO's and national developmental frameworks, DWCP priorities and national development plans</p> <p>D.2.2. Degree of alignment with UNDAF and SDGs</p> <p>D.2.3. Perception of ILO-SIDA partnership staff and stakeholders regarding the approach and strategic fit</p>	<p>Regional coordinators</p> <p>Country directors</p> <p>Country project coordinators</p>
Sustainability	C.1. To what extent innovative interventions from this phase are likely to continue in the future without SIDA funding?	Global	<p>C.1.1. Number of other resources funding interventions in the same issue</p> <p>C.1.2. Level of perception of continuity among ILO staff</p> <p>C.1.3. Degree of the extent the COVID-19 pandemic affected the likelihood for sustaining results</p> <p>C.1.4. COVID-19 mitigation actions supported or facilitated by SIDA-ILO Partnership</p>	

Annex 3: People interviewed

Name	Position / Role	
M. Tomei	Department Director	WORKQUALITY
P. Marcadent	Branch Chief,	INWORK
C. King	Branch Chief,	GED
R. Tabbara	Administrator/Programme Analyst,	WORKQUALITY
Ambra Migliore	Project Technical Officer, Labour Relations & Collective Bargaining/Focal Point	INWORK
Caroline O'Reilly	Senior Technical Expert	DIALOGUE
Youcef Ghellab	Unit Head	DIALOGUE
Pablo Arellano	Labour Law Specialist	LABOURLAW
Elizabeth Echevarria Manrique	Labour Law Officer	LABOURLAW
Catarina Braga	Labour Relations & Collective Bargaining Officer	INWORK
Dora Sari	Technical Specialist Freedom of Association & Collective Bargaining	INWORK
Quentin Mathys	Junior Statistician	STATS
Andrea Franconi	Social Protection, Governance and Tripartism Team,	ITC-ILO (Turin)
Paola Campuzano	National Project Coordinator,	ILO COLOMBIA
Fernando Garcia	Specialist Social Dialogue and Labour Law	San Jose, Costa Rica Regional Office
Randall Arias	Senior Specialist Employers' Activities	San Jose, Costa Rica Regional Office
Oscar Valverde	Senior Specialist Workers' Activities	San Jose, Costa Rica Regional Office
Sukti Dasgupta	Branch Chief, EMPLAB	EMPLOYMENT
Srinivas Reddy	Branch Chief, SKILLS	SKILLS
JF. Klein	Sr Administrator, EMPLOYMENT	EMPLOYMENT
Josée-Anne Larue	Global Coordinator HQ	EMPLOYMENT
Bolormaa Tumurchudur-Klok	Coordinator STED HQ	EMPLOYMENT

Socheata Sou	Project Officer, CO-Bangkok	Cambodia
Julien Magnat	Skills specialist	Cambodia
Mauricio Dierckxsens	Youth Employment Specialist	EMPLOYMENT
Valter Nebuloni	Head Youth Employment Programme	EMPLOYMENT
MK. Gueye	GREEN JOBS, chief	Outcome lead
Camilla Roman	Policy Specialist, Green Jobs Programme,	GREEN JOBS
Faycal Boureima	Technical Specialist Green Jobs	Regional Bureau Africa (Abidjan) / Cote d'Ivoire)
Blanca Patino	National Project Coordinator	
Camilo Sarmiento	Profesional, Grupo de políticas Activas de Empleo	
Yanet Peña	Profesional, Subdirección de Análisis, Monitoreo y Prospectiva Laboral	
Juan Andrés Casas	Profesional en Género y Cambio Climático, Dirección de Cambio Climático	
Victoria Avendaño	Directora del Departamento de Recursos Naturales de la CUT	
J. Casas		
Emanuela Pozzan	Senior Specialist Gender Equality and Non-Discrimination	
Fatime Christiane Ndiaye	Senior Specialist Gender	DWT/CO-Dakar,
Claire Hobden	Technical Officer Vulnerable Workers	INWORK
Florence Bonnet	Labour Market Specialist,	INWORK
Naj Ghoshesh	Sr Spec, Working Conditions	INWORK
Maria Arteta	Subregional Gender Specialist	CO- Guatemala
Juana del Carmen Britez	Vice-president of the International Federation of Domestic Workers (FITH) and Representative of the Auxiliary Personal Union of Private Houses (UPACP) of Argentina.	Argentina
Elva López Mourelo	Funcionaria en Instituciones del Mercado de Trabajo Inclusivo Technical Officer	CO- Argentina
Maria Luz Rodrigues	Spec. Labour market institutions	INWORK
Meijboom, Elma	SIDA FOCAL POINT, Junior Professional Officer,	PARDEV

Peter Rademaker

Unit Head, Development Partners Relations, DPRU

PARDEV



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Annex 5: Lessons learned



International
Labour
Organization

Evaluation Office



▶ Template 4.1: Lessons learned

▶ DATE MARCH 2021

<Project title>

Project DC/SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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

Access the Word version [here](#) to copy and paste in the evaluation report.

LESSON LEARNED ELEMENT	TEXT
------------------------	------

Brief description of lessons learned (link to specific action or task)

The ILO has played a pivotal role in supporting and guiding governments and other institutions in the context of COVID. The ILO-Sida Partnership has had a key role as it has developed global tools with reports of high impact, which have provided insights around the new context. In general terms, it can be asserted that the ILO is one of the international bodies that has been at the forefront of the global labour market discourse. It is necessary to take into consideration that some of the countries that the ILO works with have few resources to develop this sort of knowledge. Therefore, the ILO's work at the global level is key

Context and any related preconditions

The organization's ability to mobilize human resources at the country level, in addition to the decentralized structure in the field and current technological development, has enabled relatively rapid needs analysis and a highly effective response capacity.

Targeted users/ Beneficiaries

ILO technical units
ILO Constituents

Challenges/ negative lessons – Causal

To have available funds with enough flexibility to adapt to emerging situations.

factors Success/ Positive Issues - Causal factors

ILO's team has a great capacity and willingness to face challenges and enough creativity to adapt to changing contexts as those created because of the COVID-19 pandemic and lockdown.

ILO Administrative Issues (staff, resources, design, implementation)

ILO's administrative procedures and financing mechanism are not always adapted to crisis and emerging situations



► Template 4.1: Lessons learned

► DATE MARCH 2021

<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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

Access the Word version [here](#) to copy and paste in the evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The outcome-based approach is highly responsive in a crisis. It allows for adapting the initiatives carried out within a programme without putting the goals at risk. This applies to global-level products and to the actions implemented at the country level.
Context and any related preconditions	The Swedish Cooperation funds within the framework of the partnership are un-earmarked, whose main purpose is to contribute to the achievement of the expected results identified in the P&B. These funds are not tied to specific interventions or activities, which allows their rapid mobilization to adapt them to unforeseen needs while maintaining their objective.
Targeted users/ Beneficiaries	IILO HQ, SKILLS, INWORK, DIALOGUE; GEDI and EMPLAB ILO National project coordinators ILO Constituents
Challenges/ negative lessons – Causal	Despite the fact that the funds are not earmarked, the technical units do feel tied to the plans made at the beginning of the biennium and do not take advantage of the adaptability of the funds such as those of the SIPP. In addition, The results and the attribution of them to the programme are often difficult to be measured. That is the case, for instance, of the impact that the programme sometimes can have in NEPs.
Success/ Positive Issues - Causal factors	The high level of ILO staff to adapt and to research new mechanisms and methodology to respond Constituents needs. The adaptation possibilities inherent to the Outcome based approach brings the opportunity to link the initiatives to cross cutting issues or transversal approaches (gender equality, green transition...) easily.
ILO Administrative Issues (staff, resources, design, implementation)	ILO's administrative procedures and financing mechanism are not always adapted to crisis and emerging situation



▶ Template 4.1: Lessons learned

▶ DATE MARCH 2021

<Project title>

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

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 1)

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

Access the Word version [here](#) to copy and paste in the evaluation report

LESSON LEARNED ELEMENT

TEXT

Brief description of lessons learned (link to specific action or task)

The experience of developing training projects in the context of the COVID-19 pandemic showed the need to develop learning resources that could be channelled into a dual modality.

In the first place through training actions programmed with a group of participants and the teacher's active and continuous tutoring, either face-to-face or in distance mode through digital channels.

Secondly, through processes or open calls for self-learning, tutored or not, which allow the autonomous approach of knowledge by people interested in the subjects and areas of knowledge.

After the identification of this need for change in the way of designing and producing training resources, an important number of new training modules were developed during the past biennium in IRTToolkit including learning resources for facilitators or teachers to develop classroom experiences, either virtual or face-to-face, along with materials suitable for their development autonomously. by the participants, including interactive activities or the use of audio-visual resources to generate greater engagement and thereby reduce the dropout rate of the training processes.

Context and any related preconditions

It is important to ensure the following conditions:

- Understand the need to respond to the different learning modalities required by users.
- Understand that the COVID-19 pandemic has contributed to normalizing digital channels as a tool for communication and learning.
- Develop materials that favor engagement and avoid desertion for participants who autonomously access learning resources, such as interactive or audiovisual activities.

Targeted users/ Beneficiaries

ILO INWORK

Beneficiaries (All people participating in learning processes linked to ILO global products)

Challenges/ negative lessons – Causal

The existence of an emergency context such as the case of COVID-19 shows that the dependence on face-to-face training processes or that necessarily requires a guided, and traditional training process limits the ability of training proposals to adapt to the times, needs, and learning expectations for people, who in many cases require access to digital content according to their own rhythms and training intensities.

Factors Success/ Positive Issues - Causal factors

Diversify the type of learning resources, allowing the autonomous development of the learning process, allowing the scope of the training processes to be considerably increased in terms of people trained and generating a significant increase in impact in terms of knowledge and dissemination of these global products.



▶ Template 4.1: Lessons learned

▶ DATE MARCH 2021

<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 1)

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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

Access the Word version [here](#) to copy and paste in the evaluation report.

LESSON LEARNED ELEMENT	TEXT
<p>Brief description of lessons learned (link to specific action or task)</p> <p>Incorporate a holistic intervention approach in the interventions design, especially a country level, to promote the integrated use of global products</p> <p>The experience in developing local interventions over the past few years and especially in this biennium, in a mixed way between field specialists and HQ teams, has led to a widely shared reflection on the need to incorporate a more holistic intervention approach.</p> <p>This approach should contemplate in a global way, on the one hand, the previous diagnosis of the situation of the local context to design an intervention and, in addition, promote the integrated use of the different global products.</p> <p>In any case, it is proposed that this integration of resources and methodologies is always carried out in a contextualized way to the field and ensures to take advantage of each resource depending on the opportunities generated at the local level to establish stable and long-term intervention processes.</p>	
<p>Context and any related preconditions</p> <p>It is important to ensure the following conditions:</p> <ul style="list-style-type: none"> • Ensure in-depth knowledge by field specialists of global products and their ability to strengthen capacities in constituents and stimulate the development of interventions. • Carry out a preliminary diagnosis of global opportunities for intervention to improve social dialogue and industrial relations. • Define intervention opportunities that can be generated through a combined use of the portfolio of existing global knowledge products. 	
<p>Targeted users/ Beneficiaries</p> <p>ILO technical teams in the field</p> <p>Team of specialists in HQ in collective bargaining, legal support and statistics.</p>	
<p>Challenges/ negative lessons – Causal</p> <p>The isolated use of global products, without the adequate prior diagnosis and without knowing and incorporating the different products in the intervention, depending on each case, generates isolated interventions that present less capacity to provide stability to the support work in the various local contexts.</p>	
<p>Factors Success/ Positive Issues - Causal factors</p> <p>Developing a global diagnosis of the opportunities for intervention in a local context makes it possible to optimize from the beginning the use and impact of global products in the face of field support needs, where the products have a high degree of complementarity in the face of technical-legal or technical reform processes. capacity building of the ILO's Constituents.</p>	



▶ Template 4.1: Lessons learned

▶ DATE MARCH 2021

<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 3 & 5)

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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

Access the Word version [here](#) to copy and paste in the evaluation report

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	<p>ILO has had a pivotal role in supporting and guiding governments and other institutions in the context of Covid. The role of the ILO-SIDA partnership has had a key role as it has developed global tools and reports of high impact that have provided insights around the new context. In general terms, it can be asserted that the ILO is one of the international bodies that has been at the forefront of the global labour market discourse.</p>
Context and any related preconditions	<p>A highly disrupting situations like the generated by the pandemic. The demand of insights to better understand the consequences in the labour market increased and ILO was able to respond to them.</p>
Targeted users/ Beneficiaries	<p>SIDA-ILO partnership core constituents and other countries with similar demands.</p>
Challenges/ negative lessons – Causal	<p>It is important not only to provide with insights to better understand the labour market situation in a crisis context, but to provide with guidance to the countries to develop and implement the insights. This second step demands more resources.</p>
factors Success/ Positive Issues - Causal factors	<p>It is necessary to take into consideration that some of the countries ILO work with have few resources to develop this sort of knowledge, therefore the ILO's work at global level in this complicated situations is key.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>ILO should have to optimize the integration of the ILO units involved in the outcome to generate co-built solutions to the context that arise.</p>



▶ Template 4.1: Lessons learned

▶ DATE MARCH 2021

<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 3 & 5)

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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

Access the Word version [here](#) to copy and paste in the evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Following the recommendations and contributions from previous evaluations the reinforcement of the transition from the global products to the field initiatives can be considered successful. In this regard there have been some pilot projects in Cambodia with a high potential to be transferred to other territories, programmes or projects.
Context and any related preconditions	This sort of initiatives can be found in Cambodia, the case study. A programme there, related to the digitalization of TVET, is attracting international attention and other countries and potential donors, like New Zealand.
Targeted users/ Beneficiaries	ILO National project coordinators ILO Constituents
Challenges/ negative lessons – Causal	This sort of initiatives, at the beginning are more demanding as at ground level the mobilisation and management of stakeholders takes more time than, for instance, the reporting. Likewise, they need more follow up..
factors Success/ Positive Issues - Causal factors	The project piloting has stood out as a practice with potential to be transferred and to develop peer learning actions at national level but at international level, as well. The scalability of the pilot projects is remarkable.
ILO Administrative Issues (staff, resources, design, implementation)	ILO should seek, where possible, the engagement with potential allies that can develop/facilitate the work at ground level.



► Template 4.1: Lessons learned

► DATE MARCH 2021

<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 3 & 5)

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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

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LESSON LEARNED ELEMENT

TEXT

Brief description of lessons learned (link to specific action or task)

The targeting of the beneficiaries is key to enhance the multiplier effect of some of the actions. For instance, the training of trainers allows to reach out to a higher number of beneficiaries. This sort of strategies could be applied to other international and countries initiatives...

Context and any related preconditions

Within the Outcome 5, a standardized and blended Training of trainers course on “skills need anticipation and STED” has been developed.

Targeted users/ Beneficiaries

HQ ILO (Geneva)
ILO Country offices
International Training Centre of the ILO
Main beneficiaries depends of the nature of training carried out

Challenges/ negative lessons – Causal

No negative lessons linked to this lesson learned

Success/ Positive Issues - Causal factors

This is a way to maximize the benefits of the actions that could be oriented to employers, regional policymaker, depending of the nature of the projects implemented.

ILO Administrative Issues (staff, resources, design, implementation)

Within the Outcomes, it should be determined what are the main topics in which develop the next training actions and set the beneficiaries properly.



► Template 4.1: Lessons learned

► DATE MARCH 2021

<Project title>

Project DC/SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 6 & 7)

Name of Evaluator: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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

Access the Word version [here](#) to copy and paste in the evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	<p>The development of research at a global level and the development of tools and instruments for diagnosis and measurement facilitate its adaptation at the national level and enrich the organization's work. It also legitimizes ILO's role before the Constituents and reinforces and improves its visibility and relevance in the world of work in the 21st century.</p> <p>The ILO's work and support in Colombia and Ecuador in the digital platforms sector benefits directly from the flagship report "World Employment and Social Outlook 2021: The role of digital labour platforms in transforming the world of work". There is a relatively new issue and ILO produces the first comprehensive report globally, which encourages countries to request ILO's assistance.</p>
Context and any related preconditions	<p>It is important to ensure the following conditions:</p> <ul style="list-style-type: none"> • Ensure in-depth knowledge by field specialists of global products and their ability to strengthen capacities in constituents and stimulate the development of interventions. • Carry out a preliminary diagnosis of national context and needs to implement and adapt a global product. • Define intervention opportunities that can be generated through a combined use of the portfolio of existing global knowledge products.
Targeted users/ Beneficiaries	<p>ILO HQ, ILO decentralized offices</p>
Challenges/ negative lessons – Causal factors	<p>The results at country level must be jeopardized by internal conflict and ILO must be seen as an impartial and knowledgeable part in the national social dialogue process.</p>
Success/ Positive Issues - Causal factors	<p>The development and validation of a research methodology applied to several countries within the framework of a global product draw on different contexts and labour markets. Adapting this methodology to other national labour legal contexts facilitates comparison and allows a more informed starting point.</p>

Annex 6: Emerging good practices



<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme

Name of Evaluator: Possible Lab: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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 ELEMENT	TEXT
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Brief summary of the good practice

Global products and country-level interventions designed and implemented in collaboration and coordination among different ILO units have a more comprehensive approach and provide a more tailored solution to the problem targeted. The reality is complex, as they are the issues and problems of workers, employers, and countries. Collaboration between different ILO departments, despite not being systematised, has been a good practice in many of the interventions within the framework of the SIP programme, without differentiating by Outcome

Relevant conditions and Context:

The reality is complex, as they are the issues and problems of workers, employers, and countries. Collaboration between different ILO departments, despite not being systematised, has been a good practice in many of the interventions within the framework of the SIP programme, without differentiating by Outcome

Establish a clear cause- effect relationship

The cause-effect relationship identified lies in the fact that the most successful interventions have been the results of proactive and delivered collaborations. Expert from different areas see the needs and require the expertise of others colleagues to better respond and address any complex issue.

Indicate measurable impact and targeted beneficiaries:

Measurable indicators:

- Number of collaborative interventions among ILO technical units and decentralized offices
- Number of knowledge product jointly done among ILO technical units and decentralized offices

Beneficiaries:

- ILO Constituents
- General knowledge
- ILO´s technical units.

Potential for replication and by whom:

It is potentially replicable by most of ILO interventions



Project DC/SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 1)

Name of Evaluator: Possible Lab: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

GOOD PRACTICE ELEMENT

TEXT

Brief summary of the good practice :

The design and delivery of a training program that incorporates a collaborative work approach among the participants, with the ultimate goal of developing a final product in a cooperative way, has a potential direct impact on improving some dimensions of labor relations, especially relevant to attendees.

In the case of Honduras, the training program included a mixed approach based on joint sessions together with bipartite and tripartite workshops that allowed the joint development of guidelines on the treatment of complaints and claims in companies, with the aim that they can be validated by national authorities and transferred to labor relations practices within companies

Relevant conditions and Context:

To realize this good practice is important to ensure the following conditions:

- Achieve a bipartite and, preferably, mixed tripartite participation.
- Ensure that attendees have the highest possible level of decision to facilitate the future transfer.
- Design the program, including a sufficiently broad calendar that incorporates small working groups to develop the final defined products.
- Define jointly with the institutions participating in the training the critical dimension of labor relations and the final product that, potentially, can have the most significant impact and effective transfer.

Establish a clear cause- effect relationship

The cause-effect relationship identified lies in the fact that the development by the group of participants of the instrument, resource or methodology to improve some dimension of labor relations has as a direct consequence a higher level of legitimacy of that final product, a higher level of appropriation, a greater degree of contextualization to the needs of the field and, where appropriate, a greater facility to be elevated where appropriate to internal validation and appropriation in the country

Potential for replication and by whom

It is potentially replicable by most of ILO interventions

Template 4.2: Emerging good practices



Project DC/SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 3 & 4)

Name of Evaluator: Possible Lab: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

GOOD PRACTICE ELEMENT

TEXT

Brief summary of the good practice :

The systematic establishment and implementation of a resource mobilization strategy within the framework of the Green Jobs program has proven to be an effective tool and leverage additional resources.

Very specifically in Africa, different resource mobilization initiatives have been developed within a regional strategy framework to facilitate the implementation of the different national green jobs strategies. This resource mobilization led by the specialist in the area of green Jobs in Abidjan (Côte d'Ivoire) highlights the development of a strategy for mobilizing internal and external resources, from public and private resources.

These initiatives have resulted in the leverage of additional resources worth \$4.7 M, especially in Côte d'Ivoire, Senegal, and Nigeria.

Relevant conditions and Context:

It is crucial to ensure the following conditions:

- Involve national institutions in fund mobilization strategies to disseminate and legitimacy to other potential donors.
- Identify specific initiatives and projects that facilitate the adherence of companies and organizations to the resource mobilization strategy.

Establish a clear cause- effect relationship:

The cause-and-effect relationship lies in the fact that identifying possible collaborating institutions and defining a process that facilitates the adhesion of the latter to specific projects and initiatives allows a greater volume of funds available for the execution of projects and architecture of institutional relations that facilitates the sustainability of the interventions.

Indicate measurable impact and targeted beneficiaries:

Impact indicators:

- Number of institutions that provide additional funds
- Total amount of contributions received from affiliated institutions

Beneficiaries:

- National authorities and other institutions that promote initiatives and projects linked to the green economy.

Potential for replication and by whom

This initiative has a high capacity for replication in the field, previously having relationships of trust generated internally with local authorities and a profile of ILO as a specialist institution in Green Economy consolidated in the field.



<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 6 & 7)

Name of Evaluator: Possible Lab: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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 ELEMENT

TEXT

Brief summary of the good practice (

Some relevant projects in the case study (Cambodia) have been mentioned though the report but one of them must be particularly highlighted. The pilot project in Cambodia that has made it possible to develop a global tool, a global coaching programme to be exported. The project is related to the digitalization of TVET Centres. This sort of approach includes not only to work at national policies level but at regional/provincial levels too ensuring that policies respond to local needs. Even though, ILO has acted as global lighthouse providing knowledge and guidance during the pandemic, this sort of intervention have attracted relevant opportunities to get more funding resources.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability

This changes the ILO's traditional way of proceeding as it started at the local level, developing easy-to-understand guides and not theoretical thoughtful reports that has been escalated to a global product

Establish a clear cause- effect relationship

This provides a potential solution to issues surrounding effective VET centres digitalisation interventions

Indicate measurable impact and targeted beneficiaries

If it is escalated, this could have a significant impact in the promoting the digital transition at VET centres level.

Potential for replication and by whom

This is, besides, a highly pertinent project un which new donors can be engaged

Upward links to higher ILO Goals :

This "good practice" is linked to ILO's core value of promoting decent jobs through quality education



▶ Template 4.2: Emerging good practices

▶ DATE: MARCH 2021

<Project title>

Project DC/ SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 6 & 7)

Name of Evaluator: Possible Lab: Mikel Albizu, Raquel Cabello, Miguel Galbis

Date: February 2022

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 ELEMENT

TEXT

Brief summary of the good practice (

The inter-institutional coordination project created in El Salvador. This project was aimed to review, update and design of a roadmap to respond to the challenges of economic reactivation and youth employment creation..

Relevant conditions and Context: limitations or advice in terms of applicability and replicability

The main asset of this project has been the gathering in a single discussion space of the Ministry of Economy, the National Institute for Youth (INJUVE) and the Presidential Commissioner for Youth Projects

Establish a clear cause- effect relationship

The ILO-SIDA work facilitated the inclusion of other important public institutions at the strategic and implementation level to ensure the governance of the Youth Employment Roadmap

Indicate measurable impact and targeted beneficiaries

As a result, the Ministry of Economy linked the Youth Employment Roadmap as one of the main policies for the economic reactivation of the country, together with the national Institute on youth (INJUVE), while aligning with the national employment strategy.

Potential for replication and by whom

Another constituents with the aim of developing any sort of Youth Employment Strategies

Upward links to higher ILO Goals :

This initiative is related to the main aim of the ILO, to promote rights at work, encourage decent employment



► Template 4.2: Emerging good practices

► DATE: MARCH 2021

Project DC/SYMBOL: Independent clustered evaluation on the SIDA-ILO Partnership Programme (Outcome 6 & 7)
 Name of Evaluator: Possible Lab: Mikel Albizu, Raquel Cabello, Miguel Galbis
 Date: February 20

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 ELEMENT

TEXT

Brief summary of the good practice (

Incorporating a multidisciplinary and strategic approach when handling a problem/ issue improves the response's quality, relevance, and impact.

The complex world requires complex response, a multidisciplinary approach is more likely to address any problem with a holistic approach that would fit better Constituents needs

Relevant conditions and Context: limitations or advice in terms of applicability and replicability:

Establish a clear cause- effect relationship

Two examples during this biennium clearly illustrate this good practice. In the first place, the work on domestic work, where a technical group of experts from different areas tries to respond by incorporating innovative approaches to their traditional work areas. Second, work on violence and harassment also involves social, legal, and attitudinal aspects to provide answers to a multi-causal problem and in very disparate contexts.

Indicate measurable impact and targeted beneficiaries

Measurable indicators:

- Number of collaborative interventions among ILO technical units and decentralized offices
- Number of knowledge product jointly done among ILO technical units and decentralized offices

Beneficiaries:

- ILO Constituents
- General knowledge
- ILO' s technical units.

Potential for replication and by whom

Another constituents with the aim of developing any sort of Youth Employment Strategies.

Upward links to higher ILO Goals :

This initiative is related to the main aim of the ILO, to promote rights at work, encourage decent employment