



ILO EVALUATION

- **Evaluation Title:** Final Independent 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)
- **ILO TC/SYMBOL:** GLO/18/61/SWE, GLO/18/63/SWE, BOL/18/50/SWE, GTM/18/51/SWE, CMR/18/51/SWE, BGD/18/50/SWE and GLO/18/55/SWE
- **Type of Evaluation:** Final Independent Evaluation
- **Country(ies) :** Global, Bolivia, Guatemala, Cameroun, Bangladesh
- **P&B:** Outcome 8
- **SDGs:** 8, 2, 5, 10
- **Date of the evaluation:** March 2020
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- **Date project ends:** March 31, 2020
- **Donor: country and budget US\$ SIDA, US2.3 million**
- **Evaluation Manager:** Nita Neupane and Patricia Vidal Hurtado
- **Key Words:** Unacceptable Forms of Work, Gender Equality and Anti-discrimination

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.

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List of Acronyms and Abbreviations

AMUCBOL	Asociación de Mujeres Constructoras de Bolivia
ASOMUC	Asociación de Mujeres Constructoras
CADECOCRUZ	Cámara de la Construcción de Santa Cruz
CCPD	Cross-cutting Policy Driver
CPO	Country Programme Outcomes
CSO	Civil Society Organization
DAC	Development Assistance Committee
DWCP	Decent Work Country Programme
EPIC	Equal Pay International Coalition
EVAL	ILO Evaluation Office
FGD	Focus group discussion
FUNDAMENTALS	Fundamental Principles and Rights at Work Branch
GED	Gender, Equality and Diversity Branch
GEND	Gender equality and non-discrimination
HRBA	Human Rights Based Approach
HQ	Headquarters
ILS	International Labour Standard
ILO	International Labour Organization
KII	Key Informant Interviews
MBO	Membership-based Organizations
OSH	Occupational Safety and Health
P&B	Programme and Budget
RBM	Results-based Management
RBSA	Un-earmarked voluntary core contributions
SCORE	Sustaining Competitive and Responsible Enterprises
SDG	Sustainable Development Goals
SEPREM	Secretaría Presidencial de la Mujer
SIDA	Swedish International Development Cooperation Agency
SIPP	SIDA-ILO Partnership Programme
TOC	Theory of Change
TOR	Terms of Reference
TOT	Training of trainers
UFW	Unacceptable Forms of Work
WIEGO	Women in Informal Employment: Globalizing and Organizing
WORKQUALITY	Conditions of Work and Equality Department

Executive Summary

The SIDA-ILO Partnership Programme (the SIPP, or the Programme) for 2018-21 is based on the objectives and principles shared between Sweden and the ILO, underpinned by a human rights-based approach and support for increased effectiveness and results-based management.

Phase I of the Programme covered the period of 2018-19, aligned to ILO's P&B for 2018-19. For this phase, SIDA provided a contribution of SEK 87 million (USD 9.7 million), from which USD 1.5 million were allocated to Policy Outcome 8 Protecting workers from unacceptable forms of work (UFW) and USD 790,409 to cross-cutting policy driver (CCPD) on gender equality and non-discrimination (GEND).

Present Situation of the Project

The SIPP supported a portfolio of integrated interventions at country and global levels under Outcome 8 and CCPD on GEND. At the country level, the SIPP supported initiatives in Bangladesh, Bolivia, Guatemala, and Cameroon. These initiatives aimed to strengthen 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). At the global level, the SIPP mainly supported the operationalization of the Equal Pay International Coalition (EPIC), the promotion of the Violence and Harassment Convention 2019 (No.190), and work in the care economy.

Purpose, scope and clients of the evaluation

This evaluation focuses on cluster interventions under Policy Outcome 8 and on the CCPD on GEND, particularly in consideration of the close alignment between their respective strategies and the close synergies between these two work streams. The evaluation covers the period from January 2018 to February 2020 to create an accurate and comprehensive picture of the SIPP's context and development. It has a dual-purpose: accountability and organizational learning. It is expected to examine the links between various country projects and global components. The primary users of this evaluation are: SIDA as the project donor, the ILO as executor of the project, project stakeholders, particularly the ILO's tripartite constituents, and other project partners.

Methodology of evaluation

The evaluation team used a combination of qualitative and quantitative methodologies to collect data. The following activities were carried out: extensive document review, field visits to Bangladesh and Cameroon, key informant interviews with 66 stakeholders, two focus group discussions, and the distribution of surveys to participants in CCPD on GEND activities.

This evaluation faced the following challenges: short timeframe and unavailability of data, coincidence with the submission of the SIPP annual report, and the outbreak of Covid-19. In

spite of all these challenges, the evaluation team still received strong support from both EVAL and the operational team at the ILO.

Main Findings & Conclusions

Relevance. The design of SIPP interventions has been closely aligned with the strategy of Outcome 8 and CCPD on GEND set in the ILO P&B 2018-19. Its interventions have focused on sectors and occupations in which women and workers from disadvantaged communities are predominantly employed, paying specific attention to indigenous workers and migrant workers who are most vulnerable to discriminatory employment practices and exploitative working conditions. The underlying country selection logic was not only to address the needs of target beneficiaries but also to address the root causes of UFW and GEND as development challenges. The SIPP interventions have been strongly relevant to the national development plan, UNDAF and SDG of the project countries. They have also contributed to the ratification and implementation of specific ILO conventions aimed at promoting employment creation, social protection, gender equality and social dialogue at the country level.

Design and Coherence. Knowledge creation and sharing was identified as a strategic focus of SIPP 2018-19. Horizontally, the SIPP interventions were anchored in strictly selected countries and sectors. It has further encouraged and facilitated cross-fertilization of ideas among different countries to allow for learning to continue beyond project-specific contexts. Vertically, the SIPP was designed from the onset to build a strong link between the global products and CPOs.

The SIPP resources allocated to each CPO was no more than US\$230,000. To address this financial restraint, the SIPP 2018-19 formed various *synergies with existing ILO funding and interventions in order to leverage* multiple resources and elevate the collective impact to a new level, particularly in the implementation of Global Products. The SIPP activities were closely aligned with those that would be supported under the ILO's regular budget priorities through RB and RBTC. This funding mechanism allowed for diversification of resources and minimized the risk of dependence on single-source funding, while broadening the coverage or in-depth of the interventions.

Gender dimension and non-discrimination considerations were important factors in selecting target sectors, in determining beneficiary groups of workers in each country project, and in designing the global products of the SIPP. A main target group of the SIPP was indigenous and tribal women, who according to a recent ILO study, are at the bottom in terms of socio-economic indicators. The programming approach and budget allocation at the country level was more fund-driven than need-driven in some cases. This has resulted in failure to meet the national priorities in Cameroon and the dispersion of limited resources in Bangladesh.

Effectiveness. According to the ToC, the SIPP's achievement can be best presented by its contribution to the indicator of Outcome 8.

Contribution to the development or revision of laws and/or policies to protect women and men workers from UFW. The SIPP provided training to constituents on national labour legislation and relevant international instruments, and advocated for the ratification of relevant ILO conventions. In Cameroon there was progress in preparing bills regulating wages and hours of work, and also in protecting domestic workers from violence and harassment. Bolivia adopted a legislation granting compulsory accident insurance to women and men workers in construction, while in Bangladesh, working conditions were enhanced for tea plantation workers, including women workers, through a collective agreement. At the global level, in June 2019, the Standard-Setting Committee on Violence and Harassment in the World of Work adopted the Violence and Harassment Convention 2019 (No. 190) and its accompanying Recommendation (No. 206), the first international labour standards on violence and harassment in the world of work. Pre- and post-Convention No.190 legal reviews and tripartite consultations supported the standard setting process and the promotion of the Convention.

Contribution to strengthening constituents' institutional capacities to protect workers from UFW, especially those in vulnerable situations. The Programme interventions aimed to enhance the capacity of constituents to apply employment and labour law provisions, increase their knowledge of the challenges faced by indigenous men and women at work, and improve knowledge dissemination so as to enable key stakeholders to influence change. All four project countries have implemented activities under this outcome area, as discussed in different sections of this report. Worker's organizations and women workers consulted by the evaluation explained that the workshops conducted by the ILO have helped women workers to better understand and defend their labour rights in sectors where these rights are often not respected.

Contribution to developing partnerships to protect workers. The SIPP supported the creation of coalitions and platforms mandated to protect workers from UFW. It sought to do so by supporting the conduct of activities such as the launch of public campaigns at national events, training to strengthen the leadership skills of indigenous women workers, and capacity building workshops to strengthen the processes and mechanisms of organizations that defend the rights of vulnerable workers. Partnerships, sometimes involving the media, have also helped amplify the outreach and better tailor awareness-raising efforts to protect the rights of domestic workers (Guatemala and Cameroon). At the global level, the Programme contributed to the establishment of several partnerships, most notably the operationalization of the EPIC and its support of Alliance 8.7.

Measured by the ToC, the SIPP has also extensively contributed to consolidation and wide promotion of the ILO centenary Women at Work Initiative under the CCPD on GEND by reinforcing the data and evidence-based knowledge that guide policy action for the future of women at work, at the global, regional, and country levels. Firstly, the Programme has contributed to raising the profile of the issue related to equal pay for work of equal value at the international level through the EPIC. Interventions in this area have focused on raising awareness, building capacity, sharing knowledge, and embracing innovation and scaling up initiatives. Secondly, in the area of providing better protection for women in the care sector, the Programme was essential to generate a dialogue at the global level on the importance of maternity protection and the need to extend such protection to workers in the informal economy. As a result, a revived attention to Convention No. 156 on Workers with Family Responsibilities and Convention No. 183 on maternity protection has been translated into actions at the country level. Finally, the Programme was of pivotal importance for the adoption of the ILO Violence and Harassment

Convention and its accompanying Recommendation through amending legislation, supporting social dialogue, producing and promoting technical briefs and awareness-raising materials, and supporting legal reviews and tripartite consultations.

Through these interventions, the SIPP has developed the ILO constituents' capacity to influence regional and national dialogues on gender equality in the world of work and capitalized on partnerships with other ILO departments, UN agencies, regional commissions, and active community-based organizations. In particular, the SIPP has been instrumental to the advocacy for the ratification and implementation of international labour standards, in particular those specifically related to gender equality and non-discrimination, i.e. Convention No. 100, Recommendation No. 090, Convention No.111, Recommendation No.111, Convention No. 156, Recommendation No. 165, Convention No. 183, Recommendation No.191, Convention No.189, Recommendation No. 201, Convention No.190, and Recommendation No. 206.

Efficiency. The SIPP interventions were conceived as activities closely connected with the mainstream agenda of the organization. This programming approach enabled the SIPP to secure support from the ILO's human resources, financed by the regular budget. At the country level, efficient use of human resources is further evidenced by the fact that the implementation of the SIPP involved ILO regular staff as technical backstopping, such as gender specialists, ILS and labour law specialists, and wage specialists. In spite of these efforts, lack of human resources specifically at the country level was identified as a serious parameter that limited Programme achievements. The overall level of development and capacity of recipient countries also introduced limitations to the efficient use of resources.

In both Bangladesh and Bolivia, the SIPP interventions were complementary with existing development cooperation projects, and resulting in economies of scale. Coordination with other development partners is less evidenced in Cameroon. At global level, partnership with the European Commission, UN Women, UNICEF, WHO and the International Leave Policy Network in the area of maternity protection, and with Women in Informal Employment: Globalizing and Organizing in the area of informality have been important to raise the profile of these issues at global level. Moreover, the interventions under global products and country interventions have reinforced each other, as can be shown in the work related to the care economy, indigenous women, and the EPIC knowledge platform.

Compared with many traditional development cooperation projects, the reporting requirements under the SIPP were very light. As the progress was only reported annually and did not require detailed analysis of performance, problems or issues impairing the project's performance, these standard annual reports themselves can only provide limited information on any required adjustments, necessary adaptations, and measurements of results.

Impact and sustainability. The interventions are well integrated into the mainstream agenda of the ILO that is carried out under the ILO regular budget. At the institutional level, long-term impact has been well considered and articulated into SIPP design, implementation, and the follow-up actions. At the country level, using relevant ILS as the guiding framework to shape the

work on the ground also generated long-term impact on improving the working and living conditions of the target beneficiary groups of the SIPP.

The SIPP has made progress but also encountered various challenges in building national ownership and capacity to achieve systemic change in project countries. Among the external factors that negatively affected the achievement of the Programme's results, limited local capacity and political instability were the two major issues. The former has been observed in most project countries, particularly from unions and beneficiary work groups. This demonstrates that capacity building interventions need to be long-term and integrated into the ILO's DWCPs rather than in ad-hoc projects. Although various knowledge products were produced under the SIPP, transformation from knowledge to value, then to policies, and eventually to actions requires a lot of conditions.

In both Bangladesh and Bolivia, sustainability consideration was built into project implementation. In Cameroon, there is also no clear plan for them to move forward together and address the issues identified under the project. It should be noted that the M&E system of the SIPP does not provide adequate tools for measuring sustainability related to GEND.

Good practices

Good practice 1: The outcome-based programming approach successfully leveraged multiple resources and ensured greater coherence among different initiatives at the ILO.

To bring about or contribute to change on social issues, such as UFW and gender discrimination, longer-term engagement is crucial. In spite of the fact that the SIPP had a limited operational budget and short implementation duration, the ILO followed an outcome-based programming approach to create synergies, in terms of both funding and activities, between the SIPP-funded interventions and other development programmes. Within the ILO, the activities funded by the SIPP were closely aligned with the mainstream interventions supported under the ILO's regular budget priorities through RB and RBTC. The implementation of SIPP activities was regarded as a collective responsibility of ILO staff as it allowed their daily work to have deeper and broader reach. This programming approach successfully reduced the risks associated with single-source funding, allowed continuity and incremental improvements over consecutive biennia for hard-to-reach groups.

In the field, building upon on-going initiatives funded by either ILO or other development partners instead of creating new, self-contained activities permitted economies of scale. For example, in Bangladesh, the ILO relied on funds from multiple sources to build a coherent multiyear programme focusing on workers from indigenous tribal groups.

Good practice 2: The SIPP effectively engaged indigenous women in the planning and implementation of project activities.

The multiple identities of indigenous women, as women, as indigenous people, as workers, as community members, and as individuals, were gradually recognized and taken into account in the design of interventions by the ILO team. During implementation, indigenous women were engaged in various ways in order to encourage ownership to project activities. Conducting field research with indigenous women was a way to research out to them. The idea behind doing research into barriers of indigenous women was to understand better whether the Programme interventions were helping to empower them.

The SIPP challenged some longstanding assumptions and ways of doing work in support of indigenous women. Instead of limiting indigenous women to the stereotype of a victimized group, the SIPP demonstrated various positive images of indigenous women, particularly those whose voices are not traditionally heard. In collaboration with UN WOMEN, the SIPP conducted an awareness raising campaign featuring the domestic workers directly telling their lives' stories. The campaign has been well received by the authorities, the development community, and most importantly, the workers themselves who were proud of the product and felt it represented them. The project has involved other constituents as well including the employers and government agencies to ensure engagement and ownership.

Good practice 3: Collaborating with diverse strategic partners, including established partnerships and networks, enabled the SIPP interventions to be more impactful.

Given the need to work on different fronts associated with the Women at Work Initiative, the ILO shaped up partnerships at the country, regional, and global levels to act in synergy to deliver global products. These partnerships and networks have been key to ensuring effective implementation of SIPP activities and elevating collective impact. They provided a space for knowledge-sharing and disseminating global products to their members. This allowed for the cross-fertilization and interaction between global knowledge and regional or country-specific knowledge. These partnerships and networks offered platforms for formal and informal consultations that enabled representatives from governments, employers', and workers' organizations to clarify their respective concerns and expectations regarding specific provisions in relevant ILO conventions and to identify possible middle grounds when views differed. They were instrumental in keeping Women at Work issues high on the development agenda and encouraging governments and other actors to take steps toward ratification and implementation. Here are few a highlights of such collaboration. In partnership with OECD and UN Women, the Programme supported the operationalization of the EPIC. Partnering with WIEGO, the Programme developed a set of policy briefs on childcare for workers in the informal economy, which was launched on International Women's Day. In addition, the SIPP partnered with the European Commission and the International Leave Policy Network to promote maternity protection.

Lessons learned

Lessons Learned 1: A weak M&E system hinders an appropriate appreciation of the full impact of the Partnership Program.

Measuring and reporting results only at the output level was identified as a weakness of SIPP's M&E system in the Evaluation of SIPP 2016-17. In that Evaluation, it was suggested that Programme indicators should not only reflect the level of implementation progress, but also result achievement. Furthermore, a fully-fledged, standardized M&E system should be developed to maintain similar levels of quality in data collection, analysis, and reporting within the Programme. This common framework would simplify the work of national offices and generate data that could be compared globally.

Weaknesses in the M&E system remains for Phase 2018-19. For instance, the Programme made an effort to identify and address root causes of UFW and discrimination against vulnerable worker groups, such as indigenous women. However, an evidence-based in-depth analysis of how the Programme interventions generated impact on these vulnerable groups is still missing. Conducting workshops and training, passing laws and policies, reaching a collective bargaining agreement; these are all important tools and building blocks in a system-based intervention approach that leads to long-term impact on vulnerable groups or workers. Nevertheless, data collection under the Programme only reflects the level of implementation progress. There are still no standardized or context-adopted tools to measure awareness

enhancement, knowledge improvement, behaviour change, or environment change at the outcome level.

Lessons Learned 2: The low capacity of beneficiary groups limited the absorption of training activities and ensured the necessity of long-term intervention.

Vulnerable workers need to be the protagonists in the demand for their rights and every effort should be made to strengthen their organizations and voice. In almost all project countries, the target beneficiary groups had a low percentage of trade union affiliation. The Program insightfully identified the need to strengthen their organizations since they could persist after the Programme completion. The target beneficiary groups need to have the capacity to self-represent and voice themselves, instead of having UN agencies or NGOs represent or speak for them. This means for workers to both increase their affiliation with organizations and speak for themselves, not just in communication campaigns but in activities with Congress, governmental institutions, and employer organizations as well. Lastly, basic literacy and language barriers have also prevented beneficiary groups from fully absorbing the content of training activities. The country project teams have to take some measures to address these issues.

Moreover, changes in attitudes and behaviour necessary to improve the working conditions of target worker groups in general will need long term commitment from national institutions and the international community. A two-year Program is too short to bring about these necessary changes.

Recommendations

Recommendation 1. Strengthen the engagement with ILO country offices

Future SIPP interventions should be focused on the priorities laid out in Outcome 6 of the new P&B 2020-21, as the initiatives funded by SIDA under current Outcome 8 has merged into Outcome 6 after the recent strategic adjustment of the ILO Policy Outcomes. A clear link should be built between the global agenda and the country agenda in order to strategically prioritize the agenda items and streamline the actions. In particular, the following aspects should be strengthened in order to further enhance the engagement with, and participation of, the country offices:

- a. Firstly, designing global products and country level interventions in parallel allows timesaving and better synergies between the two. A communication strategy should be developed at the onset with clear identification of the targeted audiences and the best means to ensure that the message reaches them.
- b. Secondly, country needs and priorities should be fully taken into account when selecting project countries. At the design stage, country offices should be better engaged in order to contribute to developing the ILO proposal to SIDA in order to ensure that country participation in the Partnership Programme is need-driven rather than fund-driven, and the proposed interventions are contextually sensitive. In particular, designing global products and country level interventions in parallel should be strengthened for time saving and better synergies in order to further enhance the engagement with, and participation of, the country offices. A communication strategy should be developed at the onset with clear identification of the targeted audiences and the best means to ensure that the message reaches them.
- c. Finally, ILO country level capacity to implement SIPP interventions should be further strengthened in order to achieve an optimal level of impact. Current recruitment and

retention of national coordinators overly depends on the availability of development cooperation funding which hinders the long-term motivation and dedication of local focal points of the SIPP. The ILO should consider national hiring coordinators, ideally, with earmarked resources from other RB, RBSA, or TC funds, as a means to increase implementation capacity and scale- up the long-term impact of limited resources provided by the SIPP. The SIDA should also consider leveraging its contribution to the ILO regular budget in order to help the ILO to make this important transition.

Recommendation 2. Build coherent monitoring and reporting systems to better appreciate the impact of the SIPP

The impact of the Partnership Programme should be understood as part of an institutional intervention at the ILO instead of being regarded as stand-alone interventions, as the SIPP activities have been integrated into the mainstream agenda of the ILO. To bridge monitoring and reporting gaps, indicators for both CPOs and global products should focus on the outcome level, not the output level. Certain tools to measure outcome level results have to be designed and regularly applied in data collection, such as pre- and post-questionnaire to measure the quality of training and workshops, covering knowledge acquisition, attitude change and potential applicability of new practices. All data collection should be disaggregated by sex. Most importantly, a result-based M&E system should entail a shared database fed by the data gathered under different interventions by different ILO work streams.

Recommendation 3. Enhance internal coordination among different work streams at the ILO

To place itself in a better position to meet the objectives outlined in the Partnership Programme, the ILO should also adjust its institutional coordination and reporting practices in order to better detect and analyze the potential impact of the SIPP interventions. A clear design of organizational arrangements for project implementation should be developed based on existing institutional capacity.

The ILO should give proper training on the interactions between UFW, gender, ethnicity, and other relevant factors to its staff and consultants involved in delivering results through an intersectoral approach to avoid inaccurate assumptions and design better informed initiatives.

Documenting and sharing experiences and strategies concerning the same sectors and groups across different countries helps identify commonalities, despite the specificity and diversity of national circumstances, and inform future activities. The ILO HQ and country office should collaborate to develop various means of communication, adapted to different audiences, such as formal reports, policy briefs, or multimedia products.

Recommendation 4. Mainstream new ILS and other instruments into the ILO's country programmes in order to consolidate and accelerate changes

The new phase of the SIPP should further strengthen partnership with various formal and informal networks to share knowledge and advocate for new norms and standards related to UFW and GEND. There is also a need and an opportunity to integrate these new norms and standards into the ILO's country programme in some ILO member states, where the

commitment and capacity is there. Depending on the specific country context, here are some examples that the ILO should consider:

1. Build on the current research on barriers preventing Indigenous women from taking part in decision making, organization, and representation; promote national level interventions to enhance stakeholders' awareness on Convention No. 169, especially in Bangladesh; and strengthen collaboration or joint action with unions and employers' organizations that are keen to support indigenous women as well as indigenous women's organizations, while also searching for a means to increase the involvement of indigenous women in activities.
2. Ensure that ILO social partners prioritize the work on care, pay equity, and prevention and protection from violence and harassment in the world of work, including the expansion of such work to the informal economy.
3. Continue working towards raising awareness of Convention No. 190 and its technical contents to ensure ratification.
4. Facilitate the constituents in developing a multisector strategy and action plan to address domestic work in order to maximize the sustainability of interventions.

I. Background

1. SIDA-ILO Partnership Programme

Sweden is one of the founding member States of the International Labour Organization (ILO), and is a key partner in promoting the Decent Work Agenda. It has a feminist foreign policy, in which ensuring that women and girls enjoy all human rights is an integral part or overarching goal of all international cooperation frameworks. Sweden's ILO strategy, defined by the government in October 2017, forms the basis for Sweden's overall collaboration with the ILO. The SIDA-ILO Partnership Programme (the SIPP, or the Programme) for 2018-21 is based on the objectives and principles shared between Sweden and the ILO, underpinned by a human rights-based approach (HRBA) and support for increased effectiveness and results-based management (RBM). The partnership builds on a close alignment between the development cooperation priorities of Sweden and the ILO's objective of realizing decent work and social justice for all. It is firmly anchored in the principles of aid effectiveness. Beyond the Programme, Swedish Embassies around the world engage with ILO offices for specific projects in line with bilateral Swedish and ILO priorities.

The SIPP contributes to the achievement of ILO results through a combination of different funding modalities. These include: fully un-earmarked, voluntary core contributions¹ and lightly earmarked thematic funding to promote employment, the protection of workers, environmental sustainability, gender equality, and workplace compliance, with a focus on social dialogue and industrial relations. Voluntary contributions are mainly channelled through the Swedish International Development Cooperation Agency (SIDA).

The ILO's Programme and Budget (P&B) sets out the strategic priorities of the organization and is approved by the Governing Body every two years. The delivery of P&B priorities through a biennial work programme is primarily through Decent Work Country Programmes (DWCPs) at the country level. The ILO Decent Work Agenda is structured around four objectives: promotion of employment, rights at work, social protection, and social dialogue. These objectives provided the basis for ten global Policy Outcomes, which are the foundation of the ILO's P&B 2018 – 19.²

Phase I of the SIPP 2018-21 covered the period of 2018-19, aligned to ILO's P&B for 2018-19. This Phase of the Partnership Programme supported ILO work at the global and country levels and set out to contribute to the achievement of multiple ILO Policy Outcomes: 1 More and better jobs for inclusive growth and improved youth employment prospects, 7 Promoting safe work and workplace compliance including in global supply chains, and 8 Protecting workers from unacceptable forms of work (UFW). It was also designed to support cross-cutting policy drivers (CCPDs) on gender equality and non-discrimination (GEND), and a just transition to environmental sustainability. For the phase of 2018-19, SIDA provided a contribution of SEK 87 million (USD 9.7 million), from which USD 1.5 million were allocated to Outcome 8 and USD 790,409 to CCPD on GEND.³ The table below demonstrates the thematic areas, geographic coverage, and resource allocation of the SIPP funding for 2018-19.

¹ The Regular Budget Supplementary Account (RBSA) is the ILO's Core Voluntary Funding modality. It provides ILO development partners with an efficient channel to contribute un-earmarked funding to the ILO in full compliance with the guidelines of the Committee of the Organisation for Economic Co-operation and Development.

² These ten Policy Outcomes include: (1) More and better jobs for inclusive growth and improved youth employment prospects; (2) Ratification and application of international labour standards; (3) Creating and extending social protection floors; (4) Promoting sustainable enterprises; (5) Decent work in the rural economy; (6) Formalization of the informal economy; (7) Promoting safe work and workplace compliance including in global supply chains; (8) Protecting workers from unacceptable forms of work; (9) Fair and effective international labour migration and mobility; and (10) Strong and representative employers' and workers' organizations.

³ See Evaluation Terms of Reference, page 2.

Table 1 Funding Allocation of SIPP 2018-19

P&B outcome/theme	Countries covered	Percentage of Funding (USD) ⁴
Voluntary Core Funding	Global	40%
Outcome 1 More and better jobs for inclusive growth and improved youth employment prospects	Cambodia, Guatemala, Morocco, Uganda	21%
Outcome 7 Promoting safe work and workplace compliance including in global supply chains	Global tools are piloted at country level	8%
Outcome 8 Protecting workers from unacceptable forms of work	Bangladesh, Bolivia, Guatemala, Cameroon, and global	15%
Cross-cutting Policy Drivers on Mainstreaming Environmental Sustainability	Ghana, Tanzania	8%
Cross-cutting Policy Drivers on Gender equality and non-discrimination	Global, with regional interventions	8%
	Total	100%

2. SIPP-supported Initiatives under Policy Outcome 8 and GEND

Unacceptable forms of work cause high economic, social, and political costs for society in any country. The ILO has made the protection of workers from UFW a central strand of its global policy agenda. As the ILO's P&B 2018-19 points out, work situations that deny fundamental principles and rights at work or put workers' lives, health, freedom, human dignity or security at risk, while unacceptable are widespread. ILO's previous work shows that some categories of workers are more vulnerable to being trapped in, or forced into taking on UFW compared to others. UFW occurs more frequently in high-risk sectors where there is little regulatory oversight, and workers are often poorly organized, belonging to disadvantaged communities to which the availability of data is problematic. The 'invisibility' of work in lower tiers of global supply chains – such as domestic work – puts workers at higher risk of work-related violence and harassment.

Gender equality and non-discrimination is a cross-cutting component of the ILO's strategic objectives. It is one of the four CCPDs⁵ that are linked to each of the ten Policy Outcomes. The ILO's work on GEND is guided by the ILO's fundamental Conventions and other international instruments on GEND, and its action plans and strategies on gender equality, disability inclusion, fundamental principles and rights at work, people living with HIV, and indigenous and tribal peoples. Under ILO's P&B 2018-19, the Women at Work Initiative is a vehicle for the CCPD on GEND, and will continue to be the central avenue to explore and provide visibility on new and innovative approaches to address persistent obstacles to gender equality, giving impetus to the ILO's work to fulfill its mandate to promote full and lasting equality.

The SIPP supported a portfolio of integrated interventions at global and country levels under Outcome 8 and CCPD on GEND during the phase of 2018-19, as shown in Table 2. At the country level, it supported initiatives in Bangladesh, Bolivia, Guatemala, and Cameroon. These initiatives aimed to strengthen 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

⁴ Sweden ILO Cooperation, https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_369801.pdf

⁵ The other three policy drivers are international labour standards, social dialogue, and a just transition to environmental sustainability.

(construction in Bolivia). At the global level, the SIPP mainly supported the operationalization of the Equal Pay International Coalition (EPIC), the promotion of the Violence and Harassment Convention 2019 (No.190), and work in the care economy.

Table 2. SIPP-supported initiatives under Outcome 8 and CCPD on GEND

Country/ Global	CPO Code	CPO Title	Brief Summary of Project
Bangladesh	BGD229	Capacity of constituents strengthened to prevent unacceptable forms of work among women and indigenous workers in target sectors	The project supports the Tea Workers Union in conducting collective bargaining negotiations. It entails the capacity building of women workers to better understand their labour rights and articulate their needs, as well as development of leadership and organizational skills.
Bolivia	BOL202	Building Equality, Free from violence	The project targets the protection of indigenous women builders in Bolivia, focusing on three regions (La Paz, El Alto and Santa Cruz), with a focus on gender-based violence and harassment in the workplace.
Guatemala	GTM128	Enhanced capacities to protect the labour rights of indigenous workers, domestic workers with disabilities, and to respond to HIV in the world of work	The project aims to raise awareness and improve the institutional capacity of government, employers, and workers organizations to improve the working conditions of domestic workers (the majority whom are indigenous women), and promote gender equality.
Cameroon	CMR827	Tripartite constituents take steps to improve conditions for domestic workers	The project is aimed at the adoption and implementation of legal and policy measures to improve the working environment for domestic workers in Cameroon. Special attention is paid to the elimination of child domestic work and leveraging of ongoing efforts by Alliance 8.7.
Global	GLO247	Strengthened knowledge and capacity of constituents to promote equal pay	The project supports the operationalization of the Equal Pay International Coalition (EPIC), a multi-stakeholder coalition led by the ILO, UN Women, and the OECD.
Global	GLO249	Increased capacity of constituents to engage in the standard-setting on violence and harassment	The project supports the standard-setting on ending violence and harassment in the world of work. ⁶
Global	GLO187	Gender equality and non-discrimination ⁷	The project supports several GEND related strategic components under the ILO's Women at Work Centenary Initiative. ⁸

⁶ An informal tripartite consultation was organized in March 2019 to discuss ways to find a middle ground on a few key issues, on which views still differ amongst constituents. In addition, a global multi-media campaign will be developed; the knowledge base will be strengthened through the development of a qualitative research on barriers for organization and representation facing indigenous and tribal women, including strategies for overcoming these barriers, a study will be conducted on work-related cyber-bullying, and a policy brief will be developed on gender-based violence.

⁷ GLO 187 responds to several P&B Outcomes, including Outcome 2 Ratification and application of international labour standards; Outcome 3 Creating and extending social protection floors; Outcome 6 Formalization of the informal economy; and Outcome 8 Protecting workers from unacceptable forms of work.

⁸ These strategic components include: reinforcing the data and knowledge base for policy action; building tripartite consensus around the adoption of a roadmap for transformative gender equality; supporting the ILO work on promoting the Violence and Harassment Convention, 2019 (No.190); promoting disability-inclusion in the world of work; and research, awareness-raising and dissemination of capacity-building tools.

II. Evaluation Background and Methodology

1. Evaluation Purposes and Scope

Purposes of the evaluation

The ILO Evaluation Office (the EVAL) at headquarters (HQ) commissioned several evaluations related to SIPP 2018-19 in December 2019. Among them, this evaluation focuses on cluster interventions under Policy Outcome 8 (i.e. Protecting Workers from Unacceptable Forms of Work) and on the CCPD on GEND, particularly in consideration of the close alignment between their respective strategies and the close synergies between these two work streams. In fact, the ILO EVAL commissioned a similar evaluation for the SIPP 2016-17, which also focused on Outcome 8 as well as the CCPD on GEND. The EVAL provided the final evaluation report of the SIPP 2016-17 to the evaluation team.

According to the terms of reference (TOR, attached as Annex 1), this evaluation has a dual-purpose: accountability and organizational learning. The evaluation is expected to assess the relevance, effectiveness, efficiency, coherence, impact, and sustainability of the ILO's actions taken under the Partnership Programme. It identifies how donor funding contributes to the achievement of the selected Country Programme Outcomes (CPOs) and how these CPOs contribute to the achievement of P&B outcome indicators. It seeks to ascertain what has worked, what has not worked, and the underlying reasons (both internal and external). The evaluation also identifies contributions made to the ILO's internal learning processes. The evaluation complies with UN and OECD/DAC norms and standards, and ethical safeguards are followed.

Scope of the evaluation

The evaluation covers the period from January 2018 to February 2020 to create an accurate and comprehensive picture of the SIPP's context and development. The evaluation assesses the country projects in Bolivia, Guatemala, Bangladesh, and Cameroon under Outcome Policy 8, in conjunction with the global components, with a focus on the CCPD on GEND in Latin America and the Caribbean.

The evaluation is expected to examine the links between various country projects and global components (especially the association between the interventions under Outcome 8 and the CCPD on GEND), generate findings on the evaluation criteria for country projects and the global components, as well as sum up the lessons learned and good practices.

The **primary users** of this evaluation are:

- SIDA as the project donor,
- ILO as executor of the project,
- Project stakeholders, particularly the ILO's tripartite constituents, and
- Other project partners, such as civil society organizations (CSOs) and researchers involved in the project.

2. Overall Evaluation Approach and Methodology

(1) Evaluation approach

This evaluation is undertaken in accordance with the ILO's Evaluation Policy adopted by the Governing Body in 2017, which provides for systematic evaluations of projects in order to improve quality, accountability, and transparency of the ILO's work, strengthen the decision-making process, and support constituents in promoting decent work and social justice.

Following ILO evaluation requirements, the evaluation is theory-based and follows the Development Assistance Committee criteria of relevance, coherence, effectiveness, efficiency, and evidence of impact and sustainability of contributions made through Programme support. These key evaluation criteria were used to formulate evaluation questions. Gender equality, as a key theme and objective of the SIPP interventions, was examined throughout the evaluation, covering the design, implementation and sustainability of the interventions. Relevant questions are Q2.3 “To what extent did the intervention designs take into account specific gender equality, non-discrimination concerns and how to particularly reach and include the poor and most vulnerable people?”; Q3.2 “To what extent has the capacity of ILO constituents to develop and implement effective legislation and policies concerning domestic workers been enhanced?”; and Q5.5 “Are the gender and diversity-related outcomes likely to be sustainable?”

Other cross-cutting themes of the ILO, such as fundamental principles and rights, tripartism and social dialogue, International Labour Standards (ILS) and environmental sustainability, were examined directly or indirectly under respective evaluation questions. Here are some evaluation questions examples: Q1.4 “To what extent have interventions been aligned with relevant ILS and contributed to other core ILO issues, such as employment creation, social protection, and social dialogue?”; Q5.2 “How effectively has the project built national ownership and capacity of people and institutions for systemic and sustainable change?”; and Q5.3 “To what extent do interventions have exit strategies to guarantee proper handover to tripartite constituents/development partners? Are national partners willing and able to uphold the work after funding ends?”

The approach examines the intervention’s Theory of Change (or if feasible reconstructing one if the TOC is not in place), specifically in the light of upcoming next phase of the partnership. As a cluster evaluation to examine two integrating thematic work streams: UFW and the CCPD on GEND, it seeks to determine the impact of the SIPP (2018-19) through aggregating outcomes from multiple country projects and global interventions under Outcome Policy 8 and the CCPD on GEND. It looks across a group of projects to identify common threads and themes that, with cross-project confirmation, have taken on greater significance. Two ToCs were reconstructed for interventions under Policy Outcome 8 and the CCPD on GEND, respectively, and attached as Annex 2. Data collection and analysis for this assignment was guided by an evaluation matrix (attached as Annex 3), outlining the main evaluation dimensions, key evaluation questions, indicators, and means of verification.

The evaluation follows the ILO’s evaluation policy that adheres to international standards and best practices, articulated in the OECD/DAC Principles, and the ethical safeguards and Norms and Standards for Evaluation in the United Nations System approved by the United Nations Evaluation Group (UNEG). The evaluators ensured that opinions and perceptions of women were equally reflected in the interviews and that gender-specific questions were included.

(2) Recommendations from evaluation of SIPP 2016 -17

The evaluation of the SIPP 2016 -17 proposed the following recommendations:

Recommendation 1. A fully-fledged, standardized M&E system should be developed to maintain similar levels of quality in data collection, analysis and reporting within the Programme.

Recommendation 2. The Programme should strengthen existing participation mechanisms to ensure higher levels of participation among targeted groups.

Recommendation 3. The Programme should consider alternative strategies for the disbursement of funds to timely reach projects.

Recommendation 4. All projects should count on a full-time dedicated staff.

Recommendation 5. The Programme should establish a system and define certain activities to enhance internal coordination, share information, good practices, lessons learned, case studies etc. among participant projects.

Recommendation 6. The program should implement a new phase aimed at consolidating changes in policies, capacities and deepening relations with partners in those countries where target groups face the highest levels of intersectional discrimination and UFW.

The implementation of these recommendations was taken into account in this evaluation in order to demonstrate what progress has been done and what additional improvements still need to be made.

3. Data Collection Methods

The evaluation team used a combination of qualitative and quantitative methodologies to collect data, in order to ensure the triangulation of information. It integrates gender analysis on equality other non-discrimination issues as a cross-cutting ILO concern throughout its methodology and all deliverables, including the final report. Data and information was collected, presented and analysed with appropriate gender disaggregation and where possible taking into consideration other levels of disaggregation reflecting an intersectionality approach even if project design did not take this into account. The evaluation combines a desk review of relevant project documentation to obtain an overview of the activities supported in terms of their contribution to the ILO P&B and CPOs; on-site and remote interviews; field visits to two selected countries; and compilation of information on progress in other countries through online surveys.

Desk review

Throughout the evaluation, the evaluation team received extensive documents from the key stakeholders, including bilateral agreements between SIDA and the ILO, various Programme level concept notes and reports, country project proposals and periodical reports, as well as Programme knowledge products. A list of available documents is attached as Annex 4. As a parallel evaluation was conducted in Guatemala to examine all interventions under the Partnership Programme 2018-19, the relevant findings of that evaluation were also covered by the desk review.

Field verification

Through consultation with ILO HQ and country offices, Bangladesh and Cameroon were selected for a data collection mission for the purpose of assessing achievement under Policy Outcome 8 and examining country projects' alignment and contribution to the CCPD on GEND. Cameroon is a new project country under Policy Outcome 8 for the Phase 2018-19. Bangladesh was a project country under SIPP 2016-17, but was not selected for field missions in the previous evaluation. For this phase, site visits to these two countries would provide new insights to the overall design and implementation of Policy Outcome 8 and the CCPD on GEND on the ground.

Semi-structured key informant interviews

The team conducted a total of 66 semi-structured KIIs through face-to-face meetings and Skype calls. The informants included 39 women and 27 men, who represented key stakeholders at the global, national, and local levels, including SIDA representatives, ILO personnel at HQ and national offices, representatives of social partners and project implementation partners, and other donors. A detailed list of the key informants is attached as Annex 5. The table below summarizes the breadth and depth of the data collection activities.

Table 3 Statistics on Key Informant Interviews

Institutions	Key Informants	F	M	Sub-total
SIDA representatives	SIDA HQ	1	0	1
	SIDA field office in Bangladesh	2	0	2
ILO	ILO HQ and regional offices	8	3	12
	Bangladesh project	1	2	3
	Bolivia project	2	0	2
	Cameroon project	2	5	7
Tripartite constituents and local partners	Bangladesh	2	10	11
	Bolivia	5	0	5
	Cameroon	15	7	22
Development partners	Bolivia	1	0	1
Total		39	27	65

Focus group discussions

During the field mission, two FGDs were organized with the project beneficiaries in Bangladesh and Cameroon, including 10 women and 2 men, as shown in the table below.

Table 4 Statistics on Focus Group Discussions

Country	Category	F	M
Bangladesh	Beneficiaries (tea workers who participated in capacity building workshops)	4	2
Cameroon	Beneficiaries (domestic worker who are members of the ASDAM)	6	0
Total		10	2

Survey

To assess the effectiveness of various activities related to SIPP global products, a survey (Annex 6) in English, French and Spanish was distributed to the participants to activities on equal pay for work of equal value, on standard-setting on violence and harassment in the world of work, and to other activities under Women at Work Initiatives. The survey was disseminated through the ILO staff leading the thematic activities. In total, 21 responses were received (15 from female respondents and 6 from male respondents). Survey results were incorporated into this report.

4. Evaluation limitations

This evaluation faced a number of challenges.

Short timeframe and unavailability of data. A complicated global, cluster evaluation requires thorough planning and adequate mobilization in advance. Compared to the five months allocated to a similar evaluation for SIPP 2016-17, the timeframe given for this evaluation was only two months. Against this background, the inception phase became crucial for the evaluation team to familiarize themselves with the Programme components and documents, and identify the key stakeholders, in order to plan concrete data collection activities. In spite of the support from ILO EVAL, it took about a month to receive the Programme documents and locate key ILO personnel related to Outcome 8 and the CCPD on GEND. The evaluation team was able to have KIIs with ILO programme staff only after the field missions. Due to the delay during the inception phase, the time available for designing and distributing surveys became extremely short, which negatively affected the response rate.

Coincidence with the submission of the SIPP annual report. One objective of this evaluation is to inform the next phase of the SIPP. As discussed in this evaluation report, the Partnership Programme requires only one annual progress report. Thus, there were no quarterly or semi-annual reports available to the evaluation team to assess progress and achievement of the Programme. The 2018 annual report was shared by the ILO to the evaluation team at the beginning of the evaluation. The 2019 SIPP annual report is due on March 31st, 2020, which concurs around the same time of the deadline to complete the evaluation. Several ILO stakeholders at HQ and national offices commented that they would not be able to provide a complete account of their work in 2019 before the submission of the annual report. Eventually, the annual reports of Outcome 8 and the CCPD on GEND were produced and made available to the evaluation team after the submission of the draft evaluation report.

Outbreak of Covid-19. The outbreak of Covid-19 around the world brought a significant change to the normal pace and routine of work, and affected the time that could be allocated to KIIs for this evaluation.

In spite of all these challenges, the evaluation team still received strong support from both EVAL and the operational team at the ILO. Thematic leaders and staff made themselves available for Skype interviews and provided input in writing. Without their collaboration, it would have been impossible to complete this evaluation in such a short timeframe.

III. Evaluation Findings

1. Relevance

1.1 Relevance of the ILO interventions under the SIDA-ILO Partnership Programme supportive of Outcome 8 and CCPD on GEND to the strategy outlined in the CPOs, P&B, and for the achievement of the Global Product

From the onset, the design of SIPP interventions has been closely aligned with the strategy of Outcome 8 set in the ILO P&B 2018-19. Under the ILO P&B 2018-19, the ILO takes action to protect women and men from UFW in high-risk sectors with low level of regulatory oversight and workers' organization, particularly in lower tiers of the supply chain and at the very bottom of the wage distribution, where the 'invisibility' and vulnerability of workers is high. Interventions in SIPP 2018-19 have focused on sectors and occupations in which women and workers from disadvantaged communities are predominantly employed, paying specific attention to indigenous workers and migrant workers who are most vulnerable to discriminatory employment practices and exploitative working conditions.

In all four project countries, the results identified at the country level are linked to Outcome 8. It should be noted that, compared with SIPP 2016-17, the 2018-19 country-level interventions have been deepened further. The target sectors in these project countries included both traditionally female dominated sectors (such as domestic workers in Guatemala and Cameroon, or tea workers in Bangladesh), as well as sectors in which women have recently started to enter (for instance, male-dominated construction sector in Bolivia). Although working conditions in each sector and each country can vary, they all generally reflect work that is unproductive, lacks freedom, is performed under conditions of inequality, is often insecure, or is in violation of human dignity.

The design of interventions by the SIPP 2018-19 has been well aligned with the CCPD on GEND set in the ILO P&B 2018-9, and as such, components are aimed at contributing to the Women at Work Centenary Initiative. The Initiative operates on two levels: (1) to generate

innovative and policy-oriented research and knowledge globally, and (2) to promote gender mainstreaming through direct and integrated action across selected CPOs on the ground. Knowledge and data production have been a key focus of the global partnerships and processes supported under SIPP, such as GLO 247 and GLO 249 (which report under Outcome 8), and GLO 187 (which reports under Outcome 2). The roll-out of the EPIC, together with the standard-setting on violence and harassment, provide a favourable background for strengthening the focus of interventions on women's effective enjoyment of rights and needs in the world of work.

Under the CCPD on GEND work stream, increasing the ILO's capacity at the country level to address specific gender issues was another objective of the SIPP 2018-19. The SIPP interventions were designed to build the capacity of governments, and of workers' and employers' organizations, to overcome the structural barriers that lead to persistent gender gaps in the world of work. The inter-linking components at the global and country levels were geared towards supporting the thematic priorities of the Women at Work Initiative, namely to increase women's access to quality work, to promote equal pay, to value the care economy, and to prevent and tackle discrimination, violence and harassment in the world of work.

1.2 Selection criteria of countries

The ILO has applied multiple criteria in the selection of project countries, to stay in line with the strategy of Outcome 8 and the CCPD on GEND, covering dimensions which include country, sector, and worker groups. The underlying selection logic was not only to address the needs of target beneficiaries but also to address the root causes of UFW and GEND as development challenges.

Firstly, the SIPP interventions clearly targeted low-income countries, where problems related to UFW identified under Outcome 8 are not only acute and pervasive, but difficult to address due to various capacity constraints. The government's interest and commitment to address UFW and GEND issues in a particular sector was also examined by the ILO. Countries where constituents have paid special attention to the situation of indigenous peoples and have expressed their willingness to cooperate in this area were prioritized.

Secondly, at the country level, the ILO identified specific high-risk sectors in which UFW are most prevalent. As pointed out before, these sectors include both traditionally female dominated sectors and the sectors in which women have started to enter more recently. Within the same sector, due attention was paid to different working conditions and regulatory environments of different countries in order to address the complex and diverse challenges facing the target sectors. For example, domestic work was identified as a target sector in both Cameroon and Guatemala. However, in the former it is treated as a regulated sector, while in the latter it is an informal sector.

Thirdly, the SIPP interventions targeted groups of workers exposed to multiple risks associated with discrimination and unemployment, and characterized by high incidence of child labour and forced labour. These target groups tend to work in the informal economy, in the occupations that often are not protected by laws and policies. (More discussion on target groups can be found under Question 2.3.)

Finally, in addition to the above considerations, the continuation of previous SIPP projects was also taken into account. As a result, three countries selected under the SIPP 2018-19, namely Bangladesh, Bolivia and Guatemala, were also part of the SIPP 2016-17. Moreover, Cameroon was also selected in order to strengthen the SIPP's technical support to Africa.

Many SIPP interventions were designed to gain a thorough understanding of the needs and root causes of UFW and discrimination not only in the context of specific countries, but also at the

global level. Taking standard-setting on ending violence and harassment in the world of work as an example, national studies were carried out in the four recipient countries of SIDA funding for 2018-19. The research examined indigenous women’s access to traditional organizations and social structures; identified and analysed root causes, barriers, and obstacles, including but not limited to violence and harassment, which lead to lack of access to representation and organization at multiple levels; and aimed at generating recommendations towards strengthening indigenous women’s participation in the decision making process. The findings and recommendations of four national studies were consolidated into one global study.

1.3 Relevance of ILO interventions to national frameworks (Country’s national development plan, UNDAF, SDG)

The interventions under the SIPP 2018-19 have been strongly relevant to the national development plan, UNDAF and SDG of the project countries, as shown in the table below.

Table 5 SIPP’s relevance to national frameworks⁹

	Bangladesh	Bolivia	Cameroon	Guatemala
National development plan	The project contributes to the Seventh Five Year Plan of Bangladesh (2016-2020), under the goal of “reduction of inequality and extreme poverty”. It also contributes to Bangladesh Vision 2021, under Goal 8 “to be a more inclusive and equitable society”.	The project is aligned with the 2 nd pillar of the Bolivian Economic and Social Development Plan 2016-2020. This plan focuses on economic development, including in real estate, which emphasises the construction sector.	The child labour component of the project is fully aligned with the National Action Plan for the Elimination of the Worst Forms of Child Labour in Cameroon 2018-25, particularly, Action 1.1.5: Ratifying ILO Convention No.189 on Domestic Workers.	The Project is aligned with the national policy on Promotion and Integral Development of Women and the Plan for Equity of Opportunities 2018-2023, in particular, Objective 9 “Expand the protection and fulfillment of the labour rights of women.”
UNDAF	The country project contributes to UNDAF Outcome 1.9: “number of national laws or policies revised to remove discriminatory provisions” and Outcome 3.3: “national compliance of rights at the workplace (freedom of association and collective bargaining)”.	It is aligned with UNDAF (United Nations Development Assistance Framework) of Bolivia 2018-2022, specifically in outcome 1.3.4: “reduction of the worst forms of work”.	The project contributes to UNDAF Outcome 1.1: “by 2020, women and youth will have greater and equitable access to decent employment opportunities and are economically more self-reliant” as well as Outcome 1.2: “vulnerable people benefit from increased effective and sustainable social protection measures”.	The project contributes to UNDAF Outcome: “Public institutions and civil society develop mechanisms for defense against all forms of stigma and discrimination towards LGBT persons, women, indigenous and other groups in conditions of vulnerability”.
SDG	The project contributes to SDG 2	The project contributes to SDG 5	The project contributes to SDG 5	The project contributes to SDG 5

⁹ Information in this table is summarized from country project proposals.

	on Zero Hunger, SDG 5 on Gender Equality, and SDG 8 on Decent Work and Economic Growth.	on Gender Equality, SDG8 on Decent Work and Economic Growth, and SDG 10 Reduce inequality within and among countries.	on Gender Equality and SDG 8 on Decent Work and Economic Growth.	on Gender Equality and SDG 8 on Decent Work and Economic Growth.
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1.4 Alignment with relevant ILS and contribution to other core ILO issues

The interventions under the SIPP 2018 - 19 have been aligned with the ILO fundamental principles and rights at work, which are: freedom of association and the effective recognition of the right to collective bargaining (e.g. country project in Bangladesh), the elimination of forced or compulsory labour (e.g. in all four country projects), the abolition of child labour (e.g. in country project in Cameroon), and the elimination of discrimination in respect of employment and occupation (e.g. country project in Bolivia). These rights are universal, and apply to all people in all member States of the ILO - regardless of their level of economic development and whether or not the member States have ratified the relevant Conventions. These fundamental principles and rights have served as a guiding framework for the SIPP. Specifically, the SIPP interventions and global products have promoted and enhanced ratification and application of the Conventions Nos. 87 (Freedom of Association and Protection of the Right to Organise Convention), 100 (Equal Remuneration), 107 (Indigenous and Tribal Populations Convention), 111 (Discrimination in Respect of Employment and Occupation), 169 (Indigenous and Tribal Peoples), 183 (Maternity Protection), 156 (Workers with Family Responsibilities), 189 (Domestic Workers), and 190 (Violence and Harassment Convention).

Through the creation of enabling environments and conditions, the SIPP activities were meant to address problems identified by the Committee of Experts on the Application of Conventions, which is composed of experts coming from different geographic regions, legal systems, and cultures. In this sense, the SIPP interventions have also contributed to the ratification and implementation of specific ILO conventions aimed at promoting employment creation, social protection, gender equality and social dialogue at the country level. For example, the **Bangladesh** project directly enhanced the application of ILO Convention No. 107 (Indigenous and Tribal Populations) and Convention No. 111 (Discrimination in Respect of Employment and Occupation). In alignment with the decision of the Governing Body of the ILO, and in the context of the Standards Review Mechanism, the project has encouraged ILO tripartite constituents to consider ratification of Convention No. 169 (Indigenous and Tribal Peoples). In **Cameroon**, many domestic workers and employers do not even know that domestic work is protected under the law. The country project fueled the discussion on social protection and raised the awareness of the tripartite constituents on this issue, promoted the affiliation of domestic workers to social security, as well as reviewing the ratification of the Convention No. 189 (Domestic Workers Convention). In **Bolivia**, with project support, a legislation granting compulsory accident insurance to women and men workers in the construction sector was adopted. Moreover, an outreach strategy, including in remote areas, to empower women workers in the construction sector to collectively advocate for equal pay for equal work and workplaces free from violence and harassment was implemented, and consequently, women workers' awareness of their labour rights was enhanced. In **Senegal** and in **Costa Rica**, the SIPP supported assessments aimed at promoting Convention No.156 (Workers with Family Responsibilities).

The SIPP has directly contributed to setting ILS in the Violence and Harassment Convention (No. 190), which was adopted in June 2019 at the Centenary International Labour Conference. For the

first time, the issue of violence and harassment in the world of work is reflected in ILS. SIDA funding has been instrumental in holding an informal tripartite consultation that was key to helping the tripartite delegation to obtain a better understanding of each other's concerns, and find a middle ground regarding the most sensitive and controversial issues related to violence and harassment. In addition, SIDA funding also supported the dissemination of Convention No.190 in multiple languages.

In addition to contributing to Outcome 8, the SIPP was relevant for and connected to other outcomes, in particular the promotion of sustainable enterprises, decent work in the rural economy, formalization of the informal economy, and attention to childcare needs in the informal economy. Validation workshops that were organized during the project to discuss preliminary results of various country studies were important for the promotion of social dialogue and awareness raising of ILS and gender equality.

2. Design and Coherence

2.1 Coherence and complementary with regard to P&B Outcomes

One recommendation from the evaluation of SIPP 2016-17 is that the Programme should establish a system and define certain activities to enhance internal coordination or share information on good practices, lessons learned, and case studies etc. among participating projects. Following this recommendation, knowledge creation and sharing was identified as a strategic focus of SIPP 2018-19 in the Programme Concept Notes. This strategy has been instrumental in ensuring that various project activities were coherent and complementary with regard to the vertical and horizontal elements of Outcome 8 and the CCPD on GEND.

Horizontally, the SIPP interventions under Outcome 8 were anchored in strictly selected countries and sectors, as described before. In the country projects, the SIPP has developed and tested new tools and methodologies for measuring prevalence of UFW, breaking the silence, engaging target beneficiary groups on these issues. It has further encouraged and facilitated cross-fertilization of ideas among different countries to allow for learning to continue beyond project-specific contexts. The SIPP brought the country stakeholders together on cross-cutting themes, so they can learn from each other across regions. As a result, certain improvement in information sharing and collaborative learning has been confirmed by country offices during the evaluation. However, the need for this type of cross-country and cross-region sharing and learning remains strong, there is still more that can be done in the future.

Vertically, the SIPP was designed from the onset to build a strong link between the global products and CPOs. During implementation, the Programme has generated innovative and policy-oriented research as well as knowledge related to the thematic priorities of the Women at Work Initiative. Many of its global products are used to develop action plans at the country or regional level, to build tripartite consensus on how to operationalize the ILO normative framework, and respond to persistent gender inequalities in the workplace. Concrete examples are discussed under Question 4.3.

2.2 Building on previous experiences and synergies

Among the four project countries under Outcome 8, three of them are built upon a SIPP project funded in the previous phase 2016-17 by SIDA (see discussion under question 3.5).

The SIPP resources allocated to each CPO was no more than US\$230,000. To address this financial restraint, the SIPP 2018 - 19 formed various synergies with existing ILO funding and interventions in order to leverage multiple resources and elevate the collective impact to a new level, particularly in the implementation of Global Products. A Global Product is described in the ILO's Development Cooperation Internal Governance Manual as follows: "Each global product

consists of a series of specific outputs that, taken together, deliver a major ILO product or package of services. These are global in nature and are not directed to any specific country or series of countries. A global product is costed upfront, delivered using all ILO means of action with the combined resources of Headquarters and field units, as well as those of global projects.”

As shown in the table below, the activities funded by the SIPP under Outcome 8 were closely aligned with those that would be supported under the ILO’s regular budget priorities through RB and RBTC. The SIPP provided extra-budgetary resources to enable the ILO interventions to cover more geographic areas or to deepen the reach of exiting interventions. This funding mechanism allowed for diversification of resources and minimized the risk of dependence on single-source funding, while broadening the coverage or in-depth of the interventions. The table below shows some examples of the synergies between the SIPP and other sources of ILO funding.

Table 6 Examples of global products with multiple sources of funding

CPO code	Outputs	Sources of funding
GLO 247	Global on-line knowledge-sharing platform for disseminating information, research, and tools on EPIC and equal pay for work of equal value.	SIDA funds earmarked for the CCPD on GEND
	BRICS Employment Working Group (South Africa, May 2018) and BRICS Ministerial Meeting (South Africa, August 2018).	WORKQUALITY RBTC
	Regional high-level advocacy event for Latin America and the Caribbean to promote cross-learning and sharing of experiences among stakeholders and countries in the region.	Americas RBTC, SIDA CCPD
	A new network of focal points to support the equal pay initiative in the Latin America and Caribbean region	RBTC, RB, DWT/CO-San José, SIDA CCPD on GEND
GLO 249	Qualitative comparative study on strengthening indigenous and tribal women’s participation in decision making	BGD229 and CMR827
	Policy brief on gender-based violence in the world of work	WORKQUALITY RBTC

2.3 Gender equality and non-discrimination concerns

Gender dimension and non-discrimination considerations were important factors in selecting target sectors, in determining beneficiary groups of workers in each country project, and in designing the global products of the SIPP. A main target group of the SIPP was indigenous and tribal women, who according to a recent ILO study, are at the bottom in terms of socio-economic indicators. Given such circumstances, indigenous women are often victims of intersectional discrimination based on gender, indigenous peoples’ status, and poverty.

In **Bangladesh**, the ILO conducted extensive research in the Area of Critical Importance (ACI) on “Protecting workers from unacceptable forms of work” (ACI8). The *Study on the Situation of Indigenous and Tribal Women’s Participation and Representation in the Decision-Making Bodies* led to new empirical evidence on the working and living conditions of two target groups of ethnic minority workers, with a specific focus on women and gender equality: (1) tea garden workers who belong to a range of different ethnic communities (tea garden worker component); and (2) indigenous women and men that have migrated to urban areas to work jobs in the informal economy (migrant worker component). The findings of this study were further validated at a national-level tripartite workshop organized by the ILO.

In **Bolivia**, the construction sector is highly masculinized and seen as a profession that should only be practiced by men. Considered as a secondary workforce, these women workers are underpaid compared to men doing the same job, lack equal opportunities for critical training on

injury prevention, are unwelcomed in the construction industry, and subject to harassment. The design of the project challenged social norms and seek to make this a more gender-balanced profession, notably by raising awareness of women construction workers of their rights and building their technical capacities. The construction sector is growing fast and as such has already contributed to 10% of the national GDP. For this reason, the government has a strong interest in improving the conditions of work in this sector and is committed to ratifying relevant ILO conventions.

In **Cameroon**, women make up 80% of domestic workers. Although there are several legal provisions regulating domestic work in Cameroon, employers and domestic workers wrongfully believe that domestic work is unregulated. Domestic workers are covered by the social security general regime (unlike dependent workers, agricultural workers and informal workers), yet a study conducted by the ILO revealed that only three percent of domestic workers are affiliated to Cameroon's National Social Insurance Fund. The fact that the project specially addressed the legal framework on domestic work and sought to aware awareness of the rights of women indicates that the project was highly gender responsive.

In **Guatemala**, 60% of the population is comprised of indigenous people. Compared to other countries in the region, Guatemala has a high prevalence of the rural population migrating to urban areas in search of job opportunities in different sectors, such as domestic work, which means greater supply, and therefore lower wages. The majority of domestic workers are indigenous women who come from rural areas starting at a very young age. Although the country has ratified Conventions No. 169 and 189, it encountered serious challenges with regard to implementation. The government has attached great importance to these issues and tried to create an enabling environment to improve the working conditions as required under those Conventions.

In some cases, the identification of the poor and vulnerable groups was driven by the availability of funding. In **Cameroon**, the project was first conceptualized following a demand from the government to the ILO to support the implementation of a national action plan on child labour; a priority for the government. Then, the ILO country office learned that an emphasis on domestic work was necessary to obtain SIDA funding. As a work-around, the project had to reconceptualise its primary focus to be domestic work while also integrating the aspect of child labour. At the end, due to lack of dedicated funding, the child labour component was scarcely addressed. In this sense, the project would have been more relevant to the government's priorities if it had addressed the child labour component as well.

Similarly, the availability of funding also influenced **Bangladesh's** proposal to address two distinct groups in a small project. The geographic distribution and challenges faced by tea workers and urban migrant workers are quite different. Thus, interventions for either group could be more comprehensive and address deeper issues if the project would concentrate on one group alone.

3. Effectiveness

3.1 Effectiveness in supporting the achievement of the CPOs

The table below displays how the achievement of planned outputs has supported relevant priorities of the CPOs in project countries. As will be discussed in the Lessons Learned section, the Programme monitoring and reporting system has been weak, with a focus on output level rather than outcome level results. Few follow-ups were made after training or workshops were carried out to examine the changes brought by the Programme interventions at either the individual or the institutional level. These limitations hindered the in-depth analysis of the achievements of the CPOs.

Table 7 CPOs and Programmes Achievement in Project Countries

Planned Output under CPOs		Achievement/Actual Delivery
Bangladesh		
1.	Capacity of constituents and indigenous women workers networks and organizations for social collective stand and to challenge the incidence of VAW and access of survivors in the justice system	<i>Achieved.</i> Organized one national and regional level workshops for promoting decent work in the tea plantation sector in Bangladesh.
2.	Trainings provided to tripartite constituents so they may provide effective service to tea garden and urban indigenous migrant workers	<i>Achieved.</i> Five batches of training organized for tea plantation workers and indigenous women on national labour legislation and relevant international instruments and processes.
3.	Study visits or training abroad expose and provide experience to representatives of the Tea Workers Union, and Indigenous Peoples' Organizations and concerned government officials of best practices regarding tea garden and urban indigenous migrant workers	<i>Achieved.</i> Organized study tour to Indonesia from 11-19 November 2018. Five delegates including two women from the representatives of tripartite
4.	Research, Review and Document the impact of Violence Against Women (VAW) in different economic, social and environmental situation	<i>Achieved.</i> Two national consultants conducted qualitative study on 1) the situation of indigenous and tribal women's participation and representation in the decision making bodies; and 2) violence and harassment against indigenous and tribal women workers in the world of work in Bangladesh.
5.	Capacity of the government, employers' and workers' organizations strengthened to prevent unacceptable forms of work including for indigenous peoples	<i>Achieved.</i> With improved capacity, a biennium Collective Agreement finally completed in August 2018, which included provisions on preventing UFW.
6.	Indigenous peoples' networks and organisations in Bangladesh have increased skills to monitor their rights and development, through the Indigenous Navigator framework and web portal	<i>Achieved.</i> Data collection of 10 indigenous communities completed using indigenous navigator framework and tools.
Bolivia		
1.	Policy, programme and standard promoting equal pay in the construction sector	<i>Achieved</i> – Dialogue on equal pay fostered and draft law on equal pay presented to Congress
2.	Actors in construction sector are strengthened and aware of issues of gender violence and harassment in the workplace	<i>Achieved</i> – Multi-stakeholder national platform on violence and harassment developed and tripartite dialogue fostered
3.	Economic empowerment of indigenous women builders, through the Start and Improve Your Business methodology	<i>Achieved</i> – Trainers trained through training of trainers (Tot) on IMENSUCO methodology. Women builders trained in La Paz, el Alto
4.	Protection and prevention of occupational accidents through the application of Occupational Safety and Health (OSH) methodology	<i>Achieved</i> – Trainers trained through ToT on OSH methodology and women builders trained on OSH. Tripartite advocacy on Convention167
5.	Generation of employment opportunities for women builders through virtual platforms linked to training centres	<i>Not achieved</i> – Virtual platform developed but no longer functional. The project team is exploring other solutions, such as social networks and a web page.
Cameroon		
1.	Mechanisms and tools necessary for the revision of legal texts on domestic work are elaborated.	<i>Achieved</i> – Revision of decree on domestic work drafted and presented. Gap Analysis (étude de ratificabilité) for Convention 189

		completed
2.	Conventions and recommendations linked to domestic work and the fight against child promoted	<i>Achieved</i> – Advocacy work among tripartite constituents on Conventions 189, 138 and 182, as well as Recommendation 201.
3.	Constituents have capacity and knowledge to define actions that allow for implementation of laws and regulations on domestic work	<i>Achieved</i> – Capacity building workshops conducted with CNPS and other government organization.
4.	Networks and organizations of domestic workers have the capacity to defend the right of domestic workers	<i>Achieved</i> – Capacity of SANATRAM capacitated on application of Convention 189 and Recommendation 201.
5.	Improve the affiliation of domestic workers to social security	<i>Achieved</i> – Study on barriers of affiliation completed and tripartite workshop facilitated.
6.	Task force for Alliance 8.7 and members of interministerial committee on child labor have the capacity and knowledge to further its work on children in domestic work.	<i>In progress</i> – Multi-stakeholder workshop to be held with constituents in early March 2020.
Guatemala		
1	Regional actions to support Secretaría Presidencial de la Mujer (SEPREM) in the implementation of actions to promote the improvement of working conditions for domestic workers throughout the country	Delayed due to the resignation and change of key government counterparts.
2	Awareness campaign on the rights of domestic workers aimed at specific audiences implemented, based on the results of previous studies	Delayed due to the resignation and change of key government counterparts.
3	Trade unions and organizations of domestic workers strengthened	Delayed due to the resignation and change of key government counterparts.
4	Plan for gender equality and equity in the Guatemalan trade union movement implemented, including disclosure of the rights of domestic workers	Partially achieved. A support program for the union has been planned, actions will be carried out in two regions of El Salvador.
5	Guatemalan employers' organizations and companies with greater awareness of women's labour rights and discrimination	Achieved. The training workshop on good practices in discrimination took place with the participation of the Maquiladores Association.

In addition to achievements under the country projects, a summary of the key achievements of the global products under Outcome 8 and the CCPD on GEND to which the SIPP has made significant contribution is presented under Question 4.3. The global products also delivered the following outputs in other countries. The national forum on gender equality in the world of work held on October 2019 brought together 150 people from the government, social partners, academia, technical and financial partners, and civil society to reflect on the situation of women in the world of work and the measures to be taken to reduce gender inequalities and enable women to have a better future at work in Senegal. In addition, the SIPP has contributed to (1) development and collection of evidence-based data on the prevalence and characteristics related to violence and harassment in the world of work in the health sector in Nepal; (2) responding to the request for technical assistance from the government of Costa Rica on matters related to the ILO Convention No. 156 on workers with family responsibilities; (3) conducting a qualitative research in Jordan on the impact on (for both women and men) of the maternity insurance fund established in the country in 2013.

3.2 Capacity building for the development and implementation of effective legislation and policies concerning domestic workers

Based on the TOC, the Programme expects to contribute to outcome indicator 8.1 under Outcome 8 on the development or revision of law or policies to protect women and men workers from UFW by providing constituents with the necessary mechanisms and tools to revise laws and regulations, as well as strengthening their capacity to apply international labour standards and national policies/regulations to protect workers from UFW. Domestic workers are target beneficiaries in both Cameroon and Guatemala. Overall, the evaluation found that progress was made in both countries to create an enabling legislative environment by supporting the development of draft national laws that include dispositions in alignment with ILS, such as those concerning equal pay between women and men, health and safety, paid annual and maternity leave.

In **Cameroon**, the ILO conducted a technical study on the revision of legal provisions regarding domestic work, which provided a number of recommendations that informed tripartite discussions to review the legal framework on domestic work. The discussions resulted in the revision of the outdated 1968 decree (N.68/DF/253) on domestic work for it to be in line with international convention on domestic work. The decree was submitted by the Ministry of Labor to the National Labour Advisory Committee, from which it obtained a favorable opinion. Additionally, the project conducted a gap analysis and has supported important advocacy efforts to encourage the Government to ratify Convention No. 189. ILO staff noted that the Government has shown interest in the ratification process by recently asking the ILO to provide additional forms needed for the ratification. However, the ongoing legislature change in Cameroon has halted advocacy efforts to obtain approval for the new bills.

At global level, important normative work was undertaken in areas such as violence and harassment in the workplace. This work has been particularly appreciated by SIPP stakeholders in **Latin America and the Caribbean**, where violence and sexual harassment against women workers is markedly high. ILO held global tripartite consultations during which governments as well as employer and workers' organizations discussed potential provisions for the elimination of violence and harassment in the world of work.

3.3 Creating and disseminating knowledge and results

The Programme has created a wide variety of knowledge products at both global and country levels, and has also used different means to disseminate knowledge and to raise awareness on labour rights and the obstacles to fulfill those rights among tripartite constituents and women workers more broadly.

At global level, the Programme developed knowledge products that generated new evidence in areas such as violence and harassment in the world of work, equal pay, maternity protection, as well as childcare for informal workers. Products included studies, as well as guidance notes, technical tools and multimedia packages on specific topics, and other practical materials for constituents. Knowledge platforms and repositories on the EPIC and on Alliance 8.7 were developed to make knowledge products widely available. Knowledge products were disseminated and used to fuel the discussion at global multi-stakeholder workshops and conferences on the aforementioned topics. As discussed in the next paragraph, the Programme also commissioned national studies in the four project countries, which generated new evidence on the barriers to indigenous women's participation in decision-making. These national studies were used to produce a global study whose results were shared during a global workshop in February 2020.

At country level, the Programme contributed to generating new knowledge on the situation of women working in specific sectors and the particular challenges they face in the world of work through research on the Situation of Indigenous and Tribal Women's Participation and Representation in the Decision-Making Bodies. In **Bangladesh**, the study targeted indigenous women working in tea gardens. In **Bolivia**, the focus of the study was on indigenous women working in the construction sector. These studies examined indigenous women's access to traditional organizations and social structures at the community level, local government institutions, trade unions and employers' organizations, representative organizations of indigenous peoples involved in consultation and participation mechanisms as envisaged in Convention No. 169, and other relevant organizations such as associations or cooperatives. In **Cameroon**, studies were conducted on the situation faced by women domestic workers and legal framework protecting domestic work, as well as the barriers to social insurance affiliation. Research was conducted in a highly participatory manner increasing research quality and the likeliness of its uptake. Key stakeholders were widely consulted during data collection and findings were validated during multi-stakeholder workshops involving not only tripartite constituents but also members of CSOs. To further disseminate the knowledge produced by country projects, small guides were also produced, although sometimes the budget was insufficient to print enough copies.

Country projects have also used television and newspaper to disseminate a wide variety of information to the broader public. The country project teams made good use of social media and government websites to share key messages on the rights and obligations of women workers and their employers. However, consulted stakeholders noted that more is needed to meaningfully reach the broader public, especially in countries where only a small proportion of the population has Internet access. Consulted stakeholders mentioned that partnerships with local leaders or faith-based organizations, as well as grass root CSOs, would be a good strategy to disseminate information among more vulnerable and hard-to-reach populations. In **Cameroon**, a good practice was observed, whereby a local women's association used a caravan to disseminate information door-to-door in an effort to raise awareness on the rights and obligations of domestic workers. This strategy may prove particularly effective to raise awareness among domestic workers that work in private households – as opposed to “more traditional” employers – a group that has been particularly hard to reach by the project. In **Guatemala**, the ILO launched a second awareness campaign on the rights of domestic workers in 2019, which has been rated as very good by the stakeholders. The media and the Graphic line were used as visible advertisement on billboards, bus backs, parks throughout various parts of the country, as well as postcards, with life stories of 100 domestic workers (“100 reasons to sign Convention 189”). However, it is not possible to determine with quantitative evidence, what the approximate impact of this campaign has been or will be, because there is no contemplation to conduct any studies on it.

3.4 Effectiveness of the project in countries which benefitted several times from the SIDA-ILO partnership support

One recommendation from last evaluation was that “The program should implement a new phase aimed at consolidating changes in policies, capacities and deepening relations with partners in those countries where target groups face the highest levels of intersectoral discrimination and UFW.” The evaluation found that country projects that have benefitted from the Partnership Programme for more than one project cycle have managed to consolidate results and successfully position themselves for scaling up.

In Bangladesh, Bolivia, and Guatemala, a first phase of the project was implemented in 2016-17. The second phase has allowed to build on results achieved during the first phase. In **Bangladesh**, during 2016-17, the ILO worked with constituents and indigenous peoples'

organizations to build and disseminate knowledge about UFW in the tea garden industry and the urban informal economy. Interventions, through collaboration with diverse stakeholders such as the Ministry of Chittagong Hill Tracts Affairs, trade unions, employers' organizations, and indigenous peoples' organizations, enhanced synergies with their ongoing work as well as contributed to resource mobilization. This solid foundation allowed the project to increase support for constituents and partners to strengthen their capacity and to take and follow-through on concrete initiatives in the phase of 2018-19. For example, the interventions in the new phase continued to promote ILO standards with regard to indigenous peoples, and also provide technical support to the Parliamentary Caucus on Indigenous Peoples and the Bangladesh Indigenous Peoples Forum with regard to the promotion of the Indigenous Peoples Rights Bills prepared by the Caucus with ILO technical support during the last biennium.

In **Bolivia**, the first phase of the project was mostly concentrated in the department of La Paz, where the first 'women builder's encounter was held'. In the second phase, a second encounter was organized with support from the project, this time in the Department of Santa Cruz. Actors with national reach, such as but not limited to Cámara de la Construcción de Santa Cruz (CADECOCRUZ, namely the construction chamber of Santa Cruz, whose objective is to affiliate with construction-enterprises, advocate for the rights of workers, and build the capacities of construction workers), were invited as well as women builders from several departments. This allowed CADECOCRUZ to establish linkages with women builders and replicate training on OSH in all departments using the ToT methodology that the ILO had shared with them during the first and the second phases. Notwithstanding the notable progress made in scaling up results during the second phase, women beneficiaries noted that additional support is needed to further consolidate results achieved in this second phase to have a meaningful impact in the world of work at national level.

In **Guatemala**, during the previous biennium, the ILO supported studies on the working conditions of indigenous, domestic workers and the profile of employer households. Based on this information, the SEPREM issued public policy guidelines for the promotion and protection of the labour rights of domestic workers. The ILO also provided support to promote the ratification of Convention No. 189, through training actions, awareness campaigns, and regional forums and meetings to exchange experiences with other countries on the ratification process. However, no progress was made regarding the implementation of the SEPREM public policy guidelines or regarding the ratification of the Convention. During the Phase 2018-19, the country project has focused its efforts on further raising awareness and strengthening the capacities of government institutions and social partners to design, apply, and monitor policies and regulations to prevent UFW and protect the rights of domestic workers, as a necessary preliminary step leading to the country's ratification of Convention No. 189.

In **Cameroon**, where the country project has only received one phase of support, important progress was observed in reforming the legislative framework, with further advocacy needed once the new legislature is in place to ensure the adoption of the proposed legislation. As tripartite constituents pointedly underlined, the project planted a seed by fostering policy debate and raising awareness on the problematic of women domestic workers in Cameroon, but acknowledged that more concerted and concrete actions are needed to address the issue and achieve meaningful results. All stakeholders interviewed, including ILO staff, agreed that further action is needed to raise awareness on the rights of women domestic workers among the population more broadly. Additionally, stakeholders noted that the project has worked in three of the ten regions in Cameroon, but that there is now a need to scale up efforts across the country.

3.5 Key factors of success and obstacles

The evaluation identified several internal and external factors that have facilitated or hindered the achievement of results. Key enabling factors include:

- **Convening power and normative mandate (internal factor):** The ILO's strong convening power to gather constituents and foster policy dialogue, as well as its expertise in norms and standards-setting, were identified as key contributing factors in the drafting of legal proposals that consider the interest of tripartite constituents and civil society.
- **Support among ILO staff (internal factor):** Despite the low resources available for the SIPP projects, collegial relationship among ILO staff has meant that national project coordinators have been able to draw upon the expertise of their colleagues when needed, facilitating the achievement of results.
- **Strong expertise of ILO consultants (internal factor):** In general, ILO staff and constituents praised the expertise of consultants hired by the ILO to conduct studies and facilitate workshops. The high quality of the studies produced by these consultants generated a strong evidence base upon which tripartite constituents were able to engage in fruitful discussions.

Factors that have hindering the achievement of results include:

- **Low technical capacity of women workers (external factor):** The programme has made important contribution in raising awareness over labour rights in sectors that are considered informal or where women are not recognized as legitimate workers. However, limited access of these women to formalized education and language barriers have prohibited them from fully benefiting from the interventions introduced by the country projects.
- **Government change / political instability (external factor):** Three project countries, namely Bolivia, Cameroon and Guatemala are currently transitioning into a new government administration, which has affected the approval of draft legislation presented to congress. There is a desire from the constituents to resume advocacy efforts among Parliamentarians once the new administrations are in place.
- **Short timeframe of the project cycle (internal factor):** The short timeframe of the project cycle constituted some challenges, aside from those linked to government changes. Firstly, the time allocated for qualitative research was relatively short compared to the time used for academic research. Secondly, the timeframe to conduct workshops aimed strengthen the leadership and public speaking skills of women workers was compressed.
- **Crises – humanitarian, health emergencies, etc. (external factor):** The Cameroon project originally anticipated to intervene in the city of Bamenda, located in the north-west region of Cameroon, where the majority of domestic workers are concentrated. However, due to high levels of insecurity, it was not possible to conduct any activities in Bamenda. COVID-19 has also delayed technical work and consultations on violence and harassment and on paid and unpaid care work in Senegal, Albania, and Nepal.

4. Efficiency

4.1 Management of programme resources

Given the broad thematic and geographic coverage of the SIPP interventions, the budget provided under the SIPP was limited. Thus, using the limited resources efficiently to maximize its impact is crucial to the success of the Programme. The efficient use of financial resources along with the synergies created between the SIPP and other sources of ILO funding has been

discussed under Question 2.2. The discussion under this question focuses on the use of human resources.

At the programme level, the ILO did not design the SIPP interventions to solely be development cooperation activities under a stand-alone donor-funded project. Instead, these interventions were conceived as activities closely connected with the mainstream agenda of the organization. As a result, these interventions were not considered the responsibility of development cooperation staff, who were only recruited for one or two years, but rather in fact seen as a collective responsibility of the organization. This programming approach enabled the SIPP to secure support from the ILO's human resources, financed by the regular budget. The evaluation team was not able to obtain a clear description of organizational arrangements for Programme implementation during data collection. However, it is clear that many activities related to the global products under GLO247, GLO249, and GLO187 were integrated into the daily responsibilities of ILO staff from the following departments and units: Conditions of Work and Equality Department (WORKQUALITY), Gender, Equality and Diversity Branch (GED), and Fundamental Principles and Rights at Work Branch (FUNDAMENTALS), allowing for these staff to make beneficial synergies with other ongoing work.

At the country level, efficient use of human resources is further evidenced by the fact that the implementation of the SIPP involved ILO regular staff as technical backstopping, such as gender specialists, ILS and labour law specialists, and wage specialists. As the participation of these specialists was not financed by the SIPP budget, the resources conserved have allowed the SIPP to carry out more activities in the field. Additionally, for global products, a big amount of SIPP funds was used to cover the costs for national and international consultants, which included fees relating to travel and payments to research assistants. Moreover, to mitigate financial constraints, some country offices also explored various co-financing arrangements with strategic partners, as discussed in the next question.

In spite of these efforts, lack of human resources specifically at the country level was identified as a serious parameter that limited Programme achievements, according to some stakeholders during the evaluation. In each project country, the national project coordinator took the overall responsibility of implementation and coordination of the project at local and national levels. They conducted regular remote monitoring and physical visits in the field to ensure good quality of training, workshops, meetings, and discussions with key stakeholders. Some of these coordinators did not have previous experience with the ILO, so as a result needed to undergo a steep learning curve to equip themselves with the necessary institutional knowledge from the moment they first assumed position. Due to lack of resources, the national coordinators did not have an assistant and so, had to perform a lot of administrative work. This sometimes led to the use of human resources non-optimally. Moreover, there has also been some confusion regarding the roles and responsibilities of staff. For example, in a country project, the backstopping expert allegedly took on more than just backstopping duties, taking on some decision-making that may be within the purview of the project coordinator. In fact, the previous evaluation already recommended that "All projects should count on a full-time dedicated staff. When not possible, the person responsible should adapt realistically his/her time among tasks to avoid work overload. In the CCPD on Gender equality and non-discrimination, fund allocation for staffing should be proportionally distributed between HQ and country offices." Similar recommendations will be re-raised in this evaluation.

The overall level of development and capacity of recipient countries also introduced limitations to the efficient use of resources. For example, Skype calls were not always accessible in Cameroon due to poor telecommunication infrastructure, so face-to-face meetings including travel were inevitable. In Bangladesh, the limited capacity of targeted beneficiary groups, such

as female tea garden workers, prevented them from fully absorbing the benefits of training or applying them in their daily work and lives.

4.2 Coordination with strategic partners

Other development agencies, including UN agencies, have been important strategic partners for the ILO in the selected project countries. ILO country projects have effectively coordinated with these partners to implement SIPP interventions, and in some cases, successfully catalyze broader support for target sectors and vulnerable groups in the country.

In both Bangladesh and Bolivia, the SIPP interventions were complementary with existing development cooperation projects, building synergies and achieving greater coherence among different initiatives, and resulting in economies of scale. In the case of **Bangladesh**, under the SIPP there was no budget allocation for the National Project Coordinator, and so instead, the salary of the coordinator was allocated from the EU funded Indigenous Navigator Project. In **Bolivia**, the SIPP interventions enhanced the gender dimension of another ILO development cooperation programme: Sustaining Competitive and Responsible Enterprises (SCORE¹⁰), funded by the Swiss State Secretariat for Economic Affairs and the Norwegian Agency for Development. This move well complemented the Bolivian government's commitment to effective implementation of ILO Convention No. 162 (*Asbestos Convention*), by addressing the UFW, such as injuries, mistreatment, and underpaid wages of women who are disproportionately represented in the construction sector. The addition of SIPP funding was used to co-finance the SCORE coordinator, enabling the coordination of these two related projects with distinct components.

The SIPP interventions have created significant catalytic effects in **Bangladesh**. The country project played a key role in promoting the labour rights and working conditions of tea workers, who are mostly indigenous women, as no other UN agencies had worked on these normative issues before the project. This strong footprint in the past four years (2016-17 and 2018-19) has eventually enabled the ILO to take a lead role in the new project in the country supported by the UN SDG Joint Fund, "Enhancing social protection for female tea garden workers and their families in Sylhet Division". With a budget of 2 million US Dollars, covering the period of 2020-22, this new project will be jointly carried out by partnering agencies ILO, UNICEF, UNFPA, and UN Women with substantive support and coordination from the UN Resident Coordinator's Office.¹¹

Coordination with other development partners is less evidenced in **Cameroon**. At the design stage, partnerships had been foreseen with UNICEF and UNHCR, as well as other relevant actors including UN Women and OIM, which implemented projects on domestic work in the country. However, the country project did not end up working in collaboration with these partners, which was acknowledged by the ILO country office as missed opportunities to reach particularly vulnerable groups. For example, the ILO had interactions with tripartite constituents at national/regional levels but not at the community level. In order to reach children – especially girls – working as domestic workers, a strategic partnership with UNICEF is preferable.

At global level, partnership with the European Commission, UN Women, UNICEF, WHO and the International Leave Policy Network in the area of maternity protection, and with Women in Informal Employment: Globalizing and Organizing (WIEGO) in the area of informality have been

¹⁰ The SCORE Project promoted productivity in small and medium enterprises to become more sustainable through being cleaner, more productive and more competitive and by providing more sustainable and decent employment.

¹¹ Through this joint programme of the Government of Bangladesh and four UN agencies, female tea garden workers and their families in Sylhet Division, one of the most left behind population groups of the country, will enjoy strengthened and more coordinated access to national social protection coverage and local social services, in a more empowering and non-discriminatory environment contributing to decent work.

important to raise the profile of these issues at global level. Likewise, partnerships with UN Women and the OECD are important for the visibility of the EPIC.

4.3 Synergies among the interventions

As discussed before, the SIPP was designed from the onset to build a strong link between global products and CPOs. Under the interventions of Outcome 8, there was a strong synergy between the activities in the four project countries and the global interventions of GLO247, GLO249, and GLO187, on the issues of equal pay for work of equal value, and violence and harassment in the world of work. In many cases, these activities were of complementary nature and contributed to the same goals. They shared a coordinated agenda, with participation by the same stakeholders, and were operationally connected. Below are some examples of how the interventions under global products and country interventions have reinforced each other.

The care economy

To achieve better protection for women in the care sector, the SIPP established a strategic partnership with WIEGO, a global network focused on securing livelihoods for the working poor, especially women, in the informal economy. WIEGO brings together membership-based organizations (MBOs) of informal workers, with outreach in 12 countries in both the global South and North. Under this partnership, the SIPP produced the policy resource package on childcare for workers in the informal economy, and disseminated them to WIEGO's MBOs and national stakeholders, such as trade unions, in order to promote childcare in the national agendas, including of countries such as Ghana, Peru, Thailand and India. Synergies were created with the research and policy work on the National Crèche Scheme in India, led by the ILO DWCT in New Delhi. In **Latin America and the Caribbean**, the knowledge creation around the *Care Work and Care Jobs Report* has reinforced country-level work on the development and testing (e.g. in Dominican Republic and possibly El Salvador) of a costing tool for care policies developed by the ILO DWCT in Costa Rica, in collaboration with the UNDP and UN Women. Moreover, additional resources on care work were leveraged under the Joint SDG Fund on Social Protection, including for the country proposals of Argentina, Chile, Costa Rica, Ecuador, and Mexico. In addition, research on Maternity Insurance Fund, in effect since 2013, is being conducted to assess the impact on women's labour force participation both in terms of employers' recruitment of women and women's and men's experience of using the Fund. The research will also provide recommendations on other complementary services to redistribute unpaid care that could be covered by the Fund, for example childcare subsidy vouchers.

Research on Indigenous Women

The SIPP consisted of research on the possible barriers indigenous women face in terms of organization, representation, and participation. This study covered all target sectors of four project countries under Outcome 8, where the lack of respect of ILS of women has been prevalent within the tea plantation sector, the construction sector, and domestic work among others. All activities conducted in the four countries were supported by ILO Country offices, as they were relevant for their own mandates. There was effective and regular communication between ILO HQ and ILO country offices on the progress made in preparation of the final report. The ILO staff working in areas of great relevance for indigenous women (including employment, gender, and ILS) were invited to the final workshop in Geneva to contribute ideas for the preparation of the final report, which included policy recommendations for project countries in critical areas.

In countries that have ratified ILO Convention No. 169, such as **Bolivia** and **Guatemala**, the research conducted has helped to identify gaps in the national legislation concerning indigenous peoples' rights, gender equality, and the implementation of Convention No. 169. The research

has contributed to developing and mainstreaming mechanisms for participation and consultation that ensure the involvement of indigenous women, investing in the establishment of institutions for participation and representation of indigenous women. In countries that have not ratified Convention No. 169, such as in **Cameroon** and **Bangladesh**, the research helped to raise awareness and generate government action to recognize and protect indigenous women's rights.

EPIC knowledge platform

With SIPP support, a web portal of the EPIC was launched in September 2018. The portal provides resource materials on equal pay for work of equal value and information on EPIC governance and structure. It also displays EPIC members' profile, information on the latest EPIC events and a knowledge-sharing space for EPIC members. Between 2018 and 2019, EPIC organized five launches and regional events introducing the coalition to ILO constituents and beyond in Latin America, Asia and the Pacific, Eastern Europe and Western Africa. The EPIC was launched regionally in Western Africa in December 2018 and in the Arab States in December 2019. It organized a side event in New York during the UN General Assembly in September 2019. Moreover, it has hosted two global technical meetings in 2019 and 2020 respectively to deepen knowledge on indicators, statistics and data on the gender pay gap and on effective measures to reduce the gender pay gap with special focus on wage transparency policies. As a result of these events, the EPIC collected 60 pledges from all sorts of entities, in particular the private sector, which are actively engaging in changing the status quo on the gender pay gap.

In addition, the EPIC has produced the following knowledge products: (1) Technical report on the pay gap between men and women in Latin America (Technical Report /16), (2) 2019 Thematic Labour Overview of Latin America and the Caribbean, *Women in the world of work*, and (3) *Pending challenges towards effective equality in Latin America and the Caribbean*, which includes detailed information on the gender pay gap by country, including the average gap and details of the gaps in different labour market segments. The newly-established Asociación de Mujeres Constructoras de Bolivia (AMUCBOL) is implementing an outreach strategy, including in remote areas, to empower women workers in the construction sector to collectively advocate for equal pay for equal work and workplaces free from violence and harassment.

4.4 Monitoring and reporting

At the Programme level, the overall TOC for the Outcome 8 has been used as a guiding framework for the SIPP. A dedicated coordinator has been responsible for monitoring and reporting on Outcome 8. According to the ILO staff, the monitoring system is user friendly, as an excel-based monitoring tool was shared with all the actors involved in implementation of SIDA-funded activities. The sheet was updated on a quarterly basis, not only on activities and outputs, but also on obstacles and counter measures. That allowed for regular monitoring of essential information and introducing urgent interventions to mitigate the risks in the case where the original activities could not be implemented as planned. In addition, there have been effective and regular communications between ILO HQ and ILO colleagues in the field on the progress made in the research assignments, which helped to adapt the methodology to the different realities of the countries, sectors and target worker groups.

Compared with many traditional development cooperation projects, the reporting requirements under the SIPP were very light. Traditional development cooperation projects are usually supported by earmarked project-based funding, with a clear timeline and a pre-defined geographic and thematic focus, while many SIPP interventions were supported by outcome-based lightly earmarked funding, with the work undertaken being dedicated to a global product

or CPOs. The Concept Notes provided that for lightly earmarked thematic support, the ILO shall provide Sweden with a consolidated annual results-oriented report on progress within the different outcomes and CCPDs. The template for this annual report required information on the following items: (1) Outcome/CCPD strategy, (2) SIDA's contribution to ILO's results, (3) Story from the field, and (4) Brief overview of the project. Thus, the country projects submitted to the ILO HQ progress reports annually, then the ILO HQ consolidated that information into an annual technical report for SIDA. As the progress was only reported annually and did not require detailed analysis of performance, problems or issues impairing the project's performance, these standard annual reports themselves can only provide limited information on any required adjustments, necessary adaptations, and measurements of results. On one hand, the workload required to fulfill this reporting obligation was reasonable, given the limited human resources the project had, and allowed the field staff to focus on implementation of project activities.

At the same time, the SIPP needed to report on the indicators of ILO CPOs each biennium. The country projects also updated the risk register on a regular basis for necessary actions and adjustments required. Funds were allocated for these regular monitoring activities. In practice, as long as the country projects could meet CPO indicators, the projects had room to adjust activities and partners in response to the evolving country context. Many stakeholders identified this flexibility as a strength of the SIPP. For example, following the national elections in the country, the Guatemala project team grasped the new opportunity to work with the Ministry of Labour that was supportive of project mandates. The approval process was not burdensome and facilitated a swift formation of the new partnership.

At the programme level, there were a couple of budget revisions in terms of allocations, but not in terms of changes to outcomes and deliverables.

5. Impact and Sustainability

5.1 Long-term impact

As discussed before, the SIPP is not a stand-alone development cooperation project. Its interventions are well integrated into the mainstream agenda of the ILO that is carried out under the ILO regular budget. At the institutional level, long-term impact has been well considered and articulated into SIPP design, implementation, and the follow-up actions.

At the country level, using relevant ILS as the guiding framework to shape the work on the ground is an effective way of showing the practical utility of such standards. This acts as an incentive to improve the ratification and implementation of ILS by the ILO member States, which will also generate long-term impact on improving the working and living conditions of the target beneficiary groups of the SIPP.

The close connection between global products and country level initiatives is strategic in the Programme design, which can facilitate the long-term impact of the Programme. Knowledge products were produced and disseminated globally under the SIPP. Such knowledge has equipped the ILO and its constituents with the evidence and arguments to position the thematic priorities of Women at Work Initiatives in the country level agenda. This has validated the design assumptions underpinning global products of the SIPP, demonstrating that knowledge work is not only transformative to research participants, but also can be operationalized to mobilize political actions. With the knowledge tools created and the elements identified to action on, it is expected that ILO constituents will lead the specific country agenda and put knowledge into practice in order to transform their structure. Many stakeholders stated that, in this sense, the real work in critical areas related to UFW and GEND has just started, and on the path to generate long-term impact.

5.2 National ownership and capacities for systemic and sustainable change

The Partnership Programme has made progress but also encountered various challenges in building national ownership and capacity to achieve systemic change in project countries.

In **Bangladesh**, the capacity building trainings and awareness raising workshops enabled the leaders of tea garden workers, women representatives, and indigenous peoples to better understand their rights and obtain basic skills to manage their organizations. The project successfully established two Dhaka-based platforms for indigenous people to share information about their rights and to communicate with unions (at the national level), human rights institutions, and other indigenous networks. Such informal partnership will continue after the project. Collective bargaining is a key labour market institution. A highlight of the Bangladesh project is that it enhances the capacity of unions and employers in the tea industry to conduct collective bargaining over labour conditions. Strong national ownership of the project is also reflected by the fact that the new leadership in the Ministry of Chittagong Hill Tracts Affairs and also the Ministry of Labour after the 2018 national election has continued their strong commitment to the project. The Ministry of Chittagong Hill Tracts Affairs will further support advocacy activities by the ILO and the CSOs concerning indigenous and tribal peoples' issues.

However, literacy level and language barriers limited the participation of indigenous women at the grassroot level into training activities, as many of them could only function in their own indigenous languages. In general, the Cha Shramik Union actively engaged in the outreaching and advocacy activities, although they also admitted to the evaluation team that such involvement sometimes placed an additional strain on their limited and over-stretched human resources.

Almost all the new networks established under the SIPP stated that they are committed to sustaining the momentum created by the project and continuing relevant work after the project is completed. At the same time, they voiced the need for developing their management skills and leadership to guide their members and families, as well as financial support to ensure daily operation. For more established partners, such as the Bangladesh Indigenous Peoples Forum and Parliamentary Caucus on Indigenous Peoples, they confirmed their capacity to continue their national level advocacy work, but still need external support for their secretariats so that continued policy advocacy can bring positive change.

In **Bolivia**, project beneficiaries confirmed that the capacity building workshops on health, safety, and security enhanced their awareness of entitlement to safety equipment, such as boots, casques, or harnesses, and improved their self-protection behaviours in the workplace. They reported that they have a higher self-esteem and feel that they are in a better position moving forward to defend their rights. On the employer side, the project has built the capacities of CADECOCRUZ. After participating in a TOT workshop on health and security in the workplace, CADECOCRUZ was able to deliver a similar training to several women construction workers in eight departments (provinces) of Bolivia by using ILO training materials.

Informal networks were established through the encounter of women construction workers. The AMUCBOL was created as an association of women construction workers and is now a recognised entity in La Paz. AMUCBOL has focal points in the relevant government departments, with the objective of supporting the development of departmental associations of women construction workers. The SIPP has been essential in helping AMUCBOL gain visibility.

Political instability has negatively affected national ownership of the project. The project had to keep seeking new openings for collaboration with relevant government agencies, such as the Ministry of Labour, after the national election. The change of political leadership also places

uncertainties on the extent to which work on the legislative framework is likely to lead to impactful results.

In **Cameroon**, the project has only operated for one and a half years in the country, and it is still early to measure its long-term impact on women beneficiaries. However, it is well acknowledged that the project was successful in raising awareness of issues related to domestic work in the country. Much more needs to be done to reach domestic workers in communities, and raise awareness on their rights for any impact to occur. When inviting stakeholders to training, the ILO tried to request that the focal point of the institutions be present, assuming that participants would return back to their institutions and share knowledge learned. In practice, the further dissemination of knowledge did not always happen. While tools were produced and handed out, ILO staff agreed that there may be room to adopt a TOT approach to further ensure institutional capacity building.

In terms of the legal framework, there is strong ownership by the Ministry of Labour to update the Decree on domestic work and also to advocate for the Government to ratify Convention No. 189. The ongoing change of legislature has postponed the advocacy efforts on these issues, but the Ministry of Labour confirmed that they will resume advocacy to Parliamentarians even after the ILO project ends.

In **Guatemala**, the project has worked with domestic workers organization, such as SITRADOMSA, to provide training on Conventions 189 and 190, as well as technical and logistical assistance so that they can carry out actions in different departments of the country, to make the authorities, other organizations, and domestic workers themselves aware of their labour rights. This has contributed, according to SITRADOMSA, to increasing the number of their affiliates (when it was created in 2011 they had 20 and now currently have 550) and to promoting a greater presence in the media. In 2017, an Institutional Action Plan on gender equality in the trade union movement was created and a Women's Trade Union Table was also created, but no further progress was made in the implementation of the Plan, possibly because they depended a lot on the technical and financial support of the ILO, which is to say, they are not sustainable. In the case of employers, training has been carried out in collaboration with the Clothing and Textile Association, and has contributed to the development of a policy against discrimination in the workplace.

5.3 Exit strategies and stakeholders' willingness to uphold results

The Bangladesh team communicated the project plan and implementation timeframe with tripartite constituents in two components at the beginning of the project in order to avoid over-expectation among stakeholders. When this evaluation was conducted, the tea garden worker component successfully acted as a catalyst to develop the new UN SDG Joint Programme on "Enhancing social protection for female tea garden workers and their families in Sylhet division, Bangladesh (2020-22)". This new initiative leverages the participation of other UN agencies, including UNICEF, UNFPA, and UN Women. The Ministry of Labour and Employment, the Bangladesh Tea Association, and the Bangladesh Cha Shramik Union were engaged in the design phase of this new initiative, and confirmed their endorsement in the Project Concept Note. This Joint Programme will continue the policy and legislative advocacy under the SIPP for enhancing the social protection coverage for tea garden workers.

Unfortunately there is no follow-up project developed under the migrant worker component. However, the two phases of the SIPP (2016-17 and 2018-19) has created new space for trade union leaders and indigenous peoples' organizations to carry out their mandates. During the evaluation, these implementing partners, i.e. Indigenous Peoples Development Services,

Bangladesh Indigenous Peoples, and Parliamentary Caucus on Indigenous Peoples, all expressed their commitment to continue the project activities on a regular basis. At the same time, as member-based organizations, they expressed concerns on serious financial constraints. Particularly, they stressed the importance of further support to maintain the momentum for policy advocacy.

In **Bolivia**, sustainability consideration was built into project implementation. During the second phase of the project, the employers' organization, CADECOCRUZ, has used its own funding for the replication of training on health and security. They also confirmed to the evaluation team that it has funding to continue this training after project completion. During implementation, the project team supported la Asociación de Las Mujeres Constructoras (ASOMUC, the Association of Women Builders) to develop its annual work plan, including strategies for fundraising. Although without confirmed funding at the time of evaluation, the ASOMUC developed a proposal to obtain funding from a women's fund in Bolivia. They are waiting to see if the proposal will be approved. As for another employees' organization, AMUCBOL, they also noted that they do not have any funding going forward to continue implementing their activities. The creation of AMUCBOL was not planned by the project – it was an unexpected result; nonetheless, ILO staff mentioned that it would have been good to support AMUCBOL if there was more funding to do so.

In **Cameroon**, fostering the creation of networks is one of the main strategies for the project to ensure the sustainability of its results. For example, the project resulted in greater synergy between the workers' organizations and the employers' organizations. In terms of tools, a handbook of the rights and obligations of domestic workers and their employers has recently been finalized and will be distributed to employees and employers. However, limited resources are hindering the project from producing the number of copies originally anticipated. Moreover, in spite of strong willingness to continue, the government partners lack funding and capacities to continue project work. There is also no clear plan for them to move forward together and address the issues identified under the project. It would be helpful moving forward for ILO to use its convening power to gather all relevant institutions and help them put together a multi-sectoral strategy with concrete action to address the issue of domestic work.

5.4 Sustainability of gender and diversity-related outcomes

It should be noted that the M&E system of the SIPP does not provide adequate tools for measuring sustainability related to GEND. There is almost no data on gender participation into training activities and no post-training record on capacity enhancement related to GEND. As a result, this evaluation can only use anecdotal evidence for discussion.

Ensuring the sustainability of results achieved under the SIPP can be a challenge. As discussed before, the close alignment of the SIPP interventions with the mainstream agenda of the ILO is a solid guarantee of continuous technical and financial investment on the gender and diversity-related thematic topics. Various networks and partnerships established or facilitated during the generation and dissemination of global products can continue serving as a knowledge-sharing infrastructure and platform. The ILO's strong convening power helps to maintain the momentum and keep these subjects high on the discussion agenda at the international level. Moreover, as a normative organization, the ILO can develop ILS to guide national partners to implement them.

However, the transformation from knowledge to value, then to policies, and eventually to actions requires a lot of conditions. Short timeframes for project cycles are a big threat to the sustainability of outcomes at the country level. A common challenge to sustainability is the lack of capacity to absorb project benefits by the target beneficiaries, especially indigenous women. Changes to their working and living environment requires comprehensive interventions from development partners, which go beyond the scope of the SIPP. Other factors, such as political

instability, unexpected humanitarian and health crises in a project country, also cast uncertainties to sustaining Programme results. At this point, the Bangladesh project has shown a stronger sustainability than other countries, due to its successful scale-up to a UN SDG Joint Programme, strong ownership by the government, as well as a stable political environment.

IV. Conclusions

The Partnership Programme should not be regarded as an individual donor-funded development programme. Its underlying design and approach to implementation has demonstrated a strong alignment and synergy with the strategies and objectives set in the ILO P&B 2018-19. As a result, the relevance, results, and impact of the SIPP interventions have to be examined against its contribution to the overall achievement of Outcome 8 and the CCPD on GED of the ILO P&B 2018-19. This should be the guiding principal of this cluster evaluation.

In terms of relevance, the ILO applied multiple dimensions to the design of interventions, taking into account specific contexts of high-risk sectors in low-income countries, as well as the particular needs of vulnerable worker groups in both traditionally female-dominant sectors and newer labour markets for women. Government commitment was also factored into the country project selection as part of the sustainability strategy. This approach was fully coordinated with the objective of Outcome 8 to lower the obstacles encountered by women at the bottom of the social pyramid, where they experience intersecting discrimination, face barriers to organizing and representing themselves. A parallel focus on particular sectors and social groups has proven to be effective in developing well-tailored strategies and approaches to address the needs of targeted beneficiaries, such as indigenous women in the sector of domestic work, tea plantation, and construction.

The SIPP achieved strong coherence in providing support to the vertical and horizontal elements of the ILO P&B Outcomes, as the Programme was developed based on a strong link between global products and CPOs. Knowledge and data production have been a key focus of global partnerships and processes supported under the SIPP. The Programme has clearly demonstrated a multi-pronged approach at the national, regional, and international levels in addressing issues related to UFW and GEND. Its interventions included, but were not limited to: 1) promoting ratification and application of the fundamental Conventions and other relevant ILS; 2) supporting the implementation of the multi-stakeholder global equal pay initiative; 3) helping constituents to develop integrated, gender-responsive, and context-specific approaches to protecting workers from UFW; 4) advancing gender equality in the world of work, particularly in the areas of paid and unpaid care work; and 5) promoting the empowerment of non-organized workers and those in vulnerable situations.

According to the ToC, the SIPP's achievement can be best presented by its contribution to the indicator of Outcome 8.

Contribution to the development or revision of laws and/or policies to protect women and men workers from UFW. The SIPP provided training to constituents on national labour legislation and relevant international instruments, and advocated for the ratification of relevant ILO conventions. In Cameroon there was progress in preparing bills regulating wages and hours of work, and also in protecting domestic workers from violence and harassment. Bolivia adopted a legislation granting compulsory accident insurance to women and men workers in construction, while in Bangladesh, working conditions were enhanced for tea plantation workers, including women workers, through a collective agreement. At the global level, in June 2019, the Standard-Setting Committee on Violence and Harassment in the World of Work adopted the Violence and Harassment Convention 2019 (No. 190) and its accompanying Recommendation (No. 206), the first international labour standards on violence and harassment in the world of

work. Pre- and post-Convention No.190 legal reviews and tripartite consultations supported the standard setting process and the promotion of the Convention.

Contribution to strengthening constituents' institutional capacities to protect workers from UFW, especially those in vulnerable situations. The Programme interventions aimed to enhance the capacity of constituents to apply employment and labour law provisions, increase their knowledge of the challenges faced by indigenous men and women at work, and improve knowledge dissemination so as to enable key stakeholders to influence change. All four project countries have implemented activities under this outcome area, as discussed in different sections of this report. Worker's organizations and women workers consulted by the evaluation explained that the workshops conducted by the ILO have helped women workers to better understand and defend their labour rights in sectors where these rights are often not respected.

Contribution to developing partnerships to protect workers. The SIPP supported the creation of coalitions and platforms mandated to protect workers from UFW. It sought to do so by supporting the conduct of activities such as the launch of public campaigns at national events, training to strengthen the leadership skills of indigenous women workers, and capacity building workshops to strengthen the processes and mechanisms of organizations that defend the rights of vulnerable workers. Partnerships, sometimes involving the media, have also helped amplify the outreach and better tailor awareness-raising efforts to protect the rights of domestic workers (Guatemala and Cameroon). At the global level, the Programme contributed to the establishment of several partnerships, most notably the operationalization of the EPIC and its support of Alliance 8.7.

Measured by the ToC, the SIPP has also extensively contributed to consolidation and wide promotion of the ILO centenary Women at Work Initiative under the CCPD on GEND by reinforcing the data and evidence-based knowledge that guide policy action for the future of women at work, at the global, regional, and country levels. Firstly, the Programme has contributed to raising the profile of the issue related to equal pay for work of equal value at the international level through the EPIC. Interventions in this area have focused on raising awareness, building capacity, sharing knowledge, and embracing innovation and scaling up initiatives. Secondly, in the area of providing better protection for women in the care sector, the Programme was essential to generate a dialogue at the global level on the importance of maternity protection and the need to extend such protection to workers in the informal economy. As a result, a revived attention to Convention No. 156 on Workers with Family Responsibilities and Convention No. 183 on maternity protection has been translated into actions at the country level. Finally, the Programme was of pivotal importance for the adoption of the ILO Violence and Harassment Convention and its accompanying Recommendation through amending legislation, supporting social dialogue, producing and promoting technical briefs and awareness-raising materials, and supporting legal reviews and tripartite consultations.

Through these interventions, the SIPP has developed the ILO constituents' capacity to influence regional and national dialogues on gender equality in the world of work and capitalized on partnerships with other ILO departments, UN agencies, regional commissions, and active community-based organizations. In particular, the SIPP has been instrumental to the advocacy for the ratification and implementation of international labour standards, in particular those specifically related to gender equality and non-discrimination, i.e. Convention No. 100, Recommendation No. 090, Convention No.111, Recommendation No.111, Convention No. 156, Recommendation No. 165, Convention No. 183, Recommendation No.191, Convention No.189, Recommendation No. 201, Convention No.190, and Recommendation No. 206.

In spite of all the above-mentioned achievements, the Partnership Programme has encountered various internal and external challenges, which threaten its long-term sustainability and impact.

The risks associated with the overreliance on a single source of funding was identified and addressed during carrying out the global products of GLO247 and GLO249. Many interventions were co-funded by the SIPP and the regular budget at the ILO, such as RB and RBTC. This practice has effectively broadened and increased the depth of SIPP interventions, as well as enabled the ILO regular staff to build synergy between the SIPP and other ongoing endeavours in their respective portfolio related to UFW and GEND.

However, the programming approach and budget allocation at the country level was more fund-driven than need-driven in some cases. This has resulted in failure to meet the national priorities in Cameroon and the dispersion of limited resources in Bangladesh. The country offices have made an effort to build synergy between SIPP interventions and other development initiatives. On one hand, good practices have already emerged from projects in Bolivia and Bangladesh. On the other hand however, this would not fundamentally solve the limitations caused by short-term funding, such as ensuring an authentic commitment from local partners. Recruitment and retention of staff is another ensuing challenge at the country level, as short-term positions could not motivate long-term career commitment, and subsequently jeopardize the institutional knowledge and implementation capacity of country offices.

Among the external factors that negatively affected the achievement of the Programme's results, limited local capacity and political instability were the two major issues. The former has been observed in most project countries, particularly from unions and beneficiary work groups. This demonstrates that capacity building interventions need to be long-term and integrated into the ILO's DWCPs rather than in ad-hoc projects. In both Bolivia and Cameroon, political instability and frequent turnover among government representatives has hindered the achievement of outcome level results, especially in law and policy development, while longer-term support is needed to continue the advocacy process among newer administration to ensure the approval of draft laws and regulations.

Learning from previous lessons, the Programme has made an effort to identify the root causes of UFW and discrimination, as shown by various research and knowledge outputs. However, measurement and demonstration of the expected impact is still insufficient. This is caused by several factors. Firstly, the resources available under the SIPP was limited and prioritized to implementation rather than monitoring and reporting. Secondly, as many interventions were co-financed by the SIPP and other resources, sometimes, isolating the analysis of the SIPP's contribution to ILO-specific, institutional-level impact would be unrealistic and not comprehensive. That being said, certain improvement can still be made, such as collecting sex-disaggregated data, generating in-depth analytical reports reflecting the achievement of major regional and global interventions, as well as conducting follow-ups to monitor intermediate- and long-term changes as a result of these interventions. Lastly, the donor and the ILO should conduct open discussion on this issue in order to set reasonable expectations and devise practical and mutually agreeable tools to address this shortcoming.

V. Good Practices and Lessons Learnt

Good practices

Good practice 1: The outcome-based programming approach successfully leveraged multiple resources and ensured greater coherence among different initiatives at the ILO.

To bring about or contribute to change on social issues, such as UFW and gender discrimination, longer-term engagement is crucial. In spite of the fact that the SIPP had a limited operational budget and short implementation duration, the ILO followed an outcome-based programming approach to create synergies, in terms of both funding and activities, between the

SIPP-funded interventions and other development programmes. Within the ILO, the activities funded by the SIPP were closely aligned with the mainstream interventions supported under the ILO's regular budget priorities through RB and RBTC. The implementation of SIPP activities was regarded as a collective responsibility of ILO staff as it allowed their daily work to have deeper and broader reach. This programming approach successfully reduced the risks associated with single-source funding, allowed continuity and incremental improvements over consecutive biennia for hard-to-reach groups.

In the field, building upon on-going initiatives funded by either ILO or other development partners instead of creating new, self-contained activities permitted economies of scale. For example, in Bangladesh, the ILO relied on funds from multiple sources to build a coherent multiyear programme focusing on workers from indigenous tribal groups.

Good practice 2: The SIPP effectively engaged indigenous women in the planning and implementation of project activities.

The multiple identities of indigenous women, as women, as indigenous people, as workers, as community members, and as individuals, were gradually recognized and taken into account in the design of interventions by the ILO team. During implementation, indigenous women were engaged in various ways in order to encourage ownership to project activities. Conducting field research with indigenous women was a way to research out to them. The idea behind doing research into barriers of indigenous women was to understand better whether the Programme interventions were helping to empower them.

The SIPP challenged some longstanding assumptions and ways of doing work in support of indigenous women. Instead of limiting indigenous women to the stereotype of a victimized group, the SIPP demonstrated various positive images of indigenous women, particularly those whose voices are not traditionally heard. In collaboration with UN WOMEN, the SIPP conducted an awareness raising campaign featuring the domestic workers directly telling their lives' stories. The campaign has been well received by the authorities, the development community, and most importantly, the workers themselves who were proud of the product and felt it represented them. The project has involved other constituents as well including the employers and government agencies to ensure engagement and ownership.

Good practice 3: Collaborating with diverse strategic partners, including established partnerships and networks, enabled the SIPP interventions to be more impactful.

Given the need to work on different fronts associated with the Women at Work Initiative, the ILO shaped up partnerships at the country, regional, and global levels to act in synergy to deliver global products. These partnerships and networks have been key to ensuring effective implementation of SIPP activities and elevating collective impact. They provided a space for knowledge-sharing and disseminating global products to their members. This allowed for the cross-fertilization and interaction between global knowledge and regional or country-specific knowledge. These partnerships and networks offered platforms for formal and informal consultations that enabled representatives from governments, employers', and workers' organizations to clarify their respective concerns and expectations regarding specific provisions in relevant ILO conventions and to identify possible middle grounds when views differed. They were instrumental in keeping Women at Work issues high on the development agenda and encouraging governments and other actors to take steps toward ratification and implementation. Here are few a highlights of such collaboration. In partnership with OECD and UN Women, the Programme supported the operationalization of the EPIC. Partnering with WIEGO, the Programme developed a set of policy briefs on childcare for workers in the informal economy, which was launched on International Women's Day. In addition, the SIPP partnered with the

European Commission and the International Leave Policy Network to promote maternity protection.

Lessons learned

Lessons Learned 1: A weak M&E system hinders an appropriate appreciation of the full impact of the Partnership Program.

Measuring and reporting results only at the output level was identified as a weakness of SIPP's M&E system in the Evaluation of SIPP 2016-17. In that Evaluation, it was suggested that Programme indicators should not only reflect the level of implementation progress, but also result achievement. Furthermore, a fully-fledged, standardized M&E system should be developed to maintain similar levels of quality in data collection, analysis, and reporting within the Programme. This common framework would simplify the work of national offices and generate data that could be compared globally.

Weaknesses in the M&E system remains for Phase 2018-19. For instance, the Programme made an effort to identify and address root causes of UFW and discrimination against vulnerable worker groups, such as indigenous women. However, an evidence-based in-depth analysis of how the Programme interventions generated impact on these vulnerable groups is still missing. Conducting workshops and training, passing laws and policies, reaching a collective bargaining agreement; these are all important tools and building blocks in a system-based intervention approach that leads to long-term impact on vulnerable groups or workers. Nevertheless, data collection under the Programme only reflects the level of implementation progress. There are still no standardized or context-adopted tools to measure awareness enhancement, knowledge improvement, behaviour change, or environment change at the outcome level.

Lessons Learned 2: The low capacity of beneficiary groups limited the absorption of training activities and ensured the necessity of long-term intervention.

Vulnerable workers need to be the protagonists in the demand for their rights and every effort should be made to strengthen their organizations and voice. In almost all project countries, the target beneficiary groups had a low percentage of trade union affiliation. The Program insightfully identified the need to strengthen their organizations since they could persist after the Programme completion. The target beneficiary groups need to have the capacity to self-represent and voice themselves, instead of having UN agencies or NGOs represent or speak for them. This means for workers to both increase their affiliation with organizations and speak for themselves, not just in communication campaigns but in activities with Congress, governmental institutions, and employer organizations as well. Lastly, basic literacy and language barriers have also prevented beneficiary groups from fully absorbing the content of training activities. The country project teams have to take some measures to address these issues.

Moreover, changes in attitudes and behaviour necessary to improve the working conditions of target worker groups in general will need long term commitment from national institutions and the international community. A two-year Program is too short to bring about these necessary changes.

VI. Recommendations

This evaluation has witnessed the effort and progress that the ILO has made in order to achieve strategic objectives under the SIPP. As discussed in the previous sections, there is still a lot of room for improvement in aspects of planning, implementation, and reporting. Given the nature of this evaluation as part of a cluster evaluation, the following recommendations mainly focus on

the key structural barriers of the ILO that hinder the achievement of optimal impact of the Partnership Programme funded by SIDA. As a result, some of these recommendations center around long-term institutional improvement, thus not necessarily the SIPP per se, or limited to the two-year timeframe of the next phase of the Partnership Programme, but also applicable to the overall ILO operation.

Recommendation 1. Strengthen the engagement with ILO country offices

Future SIPP interventions should be focused on the priorities laid out in Outcome 6 of the new P&B 2020-21, as the initiatives funded by SIDA under current Outcome 8 has merged into Outcome 6 after the recent strategic adjustment of the ILO Policy Outcomes. A clear link should be built between the global agenda and the country agenda in order to strategically prioritize the agenda items and streamline the actions. In particular, the following aspects should be strengthened in order to further enhance the engagement with, and participation of, the country offices:

- a. Firstly, designing global products and country level interventions in parallel allows timesaving and better synergies between the two. A communication strategy should be developed at the onset with clear identification of the targeted audiences and the best means to ensure that the message reaches them.
- b. Secondly, country needs and priorities should be fully taken into account when selecting project countries. At the design stage, country offices should be better engaged in order to contribute to developing the ILO proposal to SIDA in order to ensure that country participation in the Partnership Programme is need-driven rather than fund-driven, and the proposed interventions are contextually sensitive. In particular, designing global products and country level interventions in parallel should be strengthened for time saving and better synergies in order to further enhance the engagement with, and participation of, the country offices. A communication strategy should be developed at the onset with clear identification of the targeted audiences and the best means to ensure that the message reaches them.
- c. Finally, ILO country level capacity to implement SIPP interventions should be further strengthened in order to achieve an optimal level of impact. Current recruitment and retention of national coordinators overly depends on the availability of development cooperation funding which hinders the long-term motivation and dedication of local focal points of the SIPP. The ILO should consider national hiring coordinators, ideally, with earmarked resources from other RB, RBSA, or TC funds, as a means to increase implementation capacity and scale- up the long-term impact of limited resources provided by the SIPP. The SIDA should also consider leveraging its contribution to the ILO regular budget in order to help the ILO to make this important transition.

Responsibility	Priority	Timeframe for follow up	Resource implication
ILO HQ, ILO country offices and SIDA	Intermediate	Medium term	Internal time and effort needed

Recommendation 2. Build coherent monitoring and reporting systems to better appreciate the impact of the SIPP

The impact of the Partnership Programme should be understood as part of an institutional intervention at the ILO instead of being regarded as stand-alone interventions, as the SIPP

activities have been integrated into the mainstream agenda of the ILO. To bridge monitoring and reporting gaps, indicators for both CPOs and global products should focus on the outcome level, not the output level. Certain tools to measure outcome level results have to be designed and regularly applied in data collection, such as pre- and post-questionnaire to measure the quality of training and workshops, covering knowledge acquisition, attitude change and potential applicability of new practices. All data collection should be disaggregated by sex. Most importantly, a result-based M&E system should entail a shared database fed by the data gathered under different interventions by different ILO work streams.

Responsibility	Priority	Timeframe for follow up	Resource implication
EVAL and work streams at the ILO HQ	High	Immediately	Internal time and effort needed

Recommendation 3. Enhance internal coordination among different work streams at the ILO

To place itself in a better position to meet the objectives outlined in the Partnership Programme, the ILO should also adjust its institutional coordination and reporting practices in order to better detect and analyze the potential impact of the SIPP interventions. A clear design of organizational arrangements for project implementation should be developed based on existing institutional capacity.

The ILO should give proper training on the interactions between UFW, gender, ethnicity, and other relevant factors to its staff and consultants involved in delivering results through an intersectoral approach to avoid inaccurate assumptions and design better informed initiatives.

Documenting and sharing experiences and strategies concerning the same sectors and groups across different countries helps identify commonalities, despite the specificity and diversity of national circumstances, and inform future activities. The ILO HQ and country office should collaborate to develop various means of communication, adapted to different audiences, such as formal reports, policy briefs, or multimedia products.

Responsibility	Priority	Timeframe for follow up	Resource implication
ILO HQ and country offices	Intermediate	Medium term	Internal time and effort needed, unless it is externally commissioned

Recommendation 4. Mainstream new ILS and other instruments into the ILO's country programmes in order to consolidate and accelerate changes

The new phase of the SIPP should further strengthen partnership with various formal and informal networks to share knowledge and advocate for new norms and standards related to UFW and GEND. There is also a need and an opportunity to integrate these new norms and standards into the ILO's country programme in some ILO member states, where the commitment and capacity is there. Depending on the specific country context, here are some examples that the ILO should consider:

1. Build on the current research on barriers preventing Indigenous women from taking part in decision making, organization, and representation; promote national level interventions to enhance stakeholders' awareness on Convention No. 169, especially in Bangladesh; and strengthen collaboration or joint action with unions and employers' organizations that are keen to support indigenous women as well as indigenous women's organizations, while also searching for a means to increase the involvement of indigenous women in activities.

2. Ensure that ILO social partners prioritize the work on care, pay equity, and prevention and protection from violence and harassment in the world of work, including the expansion of such work to the informal economy.
3. Continue working towards raising awareness of Convention No. 190 and its technical contents to ensure ratification.
4. Facilitate the constituents in developing a multisector strategy and action plan to address domestic work in order to maximize the sustainability of interventions.

Responsibility	Priority	Timeframe for follow up	Resource implication
ILO country offices	High	Immediately	Internal time and effort needed, unless it is externally commissioned

Annex 1 Terms of Reference

Sida-ILO Partnership Programme, 2018-19 Outcome-based funding

Final Independent Clustered Evaluation Terms of Reference

Project Title:	Final Independent Clustered Evaluation of policy outcome 8: Protecting workers from unacceptable forms of work and Cross-cutting policy driver: Gender equality and non-discrimination
DC Codes	GLO/18/61/SWE, GLO/18/63/SWE, BOL/18/50/SWE, GTM/18/51/SWE, CMR/18/51/SWE, BGD/18/50/SWE (GLO/18/05/SWE_8) and GLO/18/55/SWE
Type of Evaluation:	Final independent clustered evaluation
Countries:	Bolivia, Guatemala, Bangladesh, Cameroon; Global, with a regional intervention (Latin America and the Caribbean)
Project End:	31 March 2020
Evaluation Manager:	Nita NEUPANE
Technical Unit:	Conditions of Work and Equality Department (WORKQUALITY) Gender, Equality and Diversity Branch (GED)
P&B outcome(s)	Outcome 8
SDG(s)	SDGs 5, 8, 10

1. CONTEXT and OUTCOME STRATEGY

The Sida-ILO Partnership Programme for 2018-21 is based on the objectives and principles shared between Sweden and the ILO, underpinned by a rights-based approach and support for increased effectiveness and results-based management. It is firmly anchored on the principles of aid effectiveness. For Phase I of the Partnership Programme (2018-19), Sida provided a contribution of SEK 87 million (US\$ 9.7 million), from which USD 1.5 million were allocated to outcome 8 and USD 790,409 to the cross-cutting policy driver (CCPD) on gender equality and non-discrimination.

The actual programming of funds is derived from the ILO's results-based management systems and the priorities flowing from Decent Work Country Programmes.

Sida-ILO Partnership Programme, Phase II (2018-19)	
P&B outcome/theme	Countries covered
Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects With a focus on employment promotion and special emphasis on youth employment	Cambodia, Guatemala, Morocco, Uganda
Outcome 7: Promoting safe work and workplace compliance including in global supply chains	Global tools are piloted at country level
Outcome 8: Protecting workers from unacceptable forms of work	Bangladesh, Bolivia, Guatemala and Cameroon
Mainstreaming Environmental Sustainability In line with ILO's Green Centenary Initiative and with a focus on green jobs related Outcomes	Ghana, Tanzania
Cross-cutting Policy Driver on Gender equality and non-discrimination In line with ILO's Women at Work Centenary Initiative and with a focus on gender and women's empowerment related Outcomes	Global, with regional interventions

Outcome 8: Protecting workers from unacceptable forms of work

Work situations that deny fundamental principles and rights at work or that put at risk the lives, health, freedom, human dignity or security of workers are unacceptable. They have high economic, social and political costs for society in any country. Across all regions, some categories of workers are more vulnerable to being trapped into taking on unacceptable forms of work (UFW) than others. UFW are sometimes difficult to address because they occur more frequently in high-risk sectors where there is little regulatory oversight and where workers are poorly organized and belong to disadvantaged communities.

The ILO supports constituents to put in place policies and regulations that more effectively reach UFW-affected workers. This involves stronger workers' organization and representation, as well as innovative partnerships with employers' organizations, the private sector and diverse governmental authorities. Ratification and monitoring of application of relevant international standards, and the provision of

technical support to overcome implementation hurdles where they arise, are key means to ensuring transformative processes. Global partnerships and processes are building a positive momentum, which is leveraged to carry forward transformative and sustained interventions in target countries where national stakeholders are committed to taking action.

Sida's contribution to ILO's results

The Sida-ILO Partnership Programme supported a portfolio of interventions at global and country levels.

In Bangladesh, Bolivia, Guatemala and Cameroon, interventions aimed to strengthen the protection of workers from indigenous communities, with a focus on indigenous women in female-dominated sectors and occupations (domestic work, tea leave picking in tea plantations, among others), in the urban informal economy and in traditionally male-dominated sectors (construction). Across continents, indigenous workers share common experiences of high exposure of UFW. This is linked to the historic and persisting discrimination and marginalization of their communities in social, economic, cultural and political life. Leveraging an integrated approach that promotes equality and non-discrimination, freedom of association and the right to collective bargaining, safe and healthy working environments, including freedom from violence and harassment, and fair wages and working conditions, the Programme aimed to raise indigenous women's voice and to empower them economically. In so doing, it took into account the rights of indigenous peoples, while addressing gender inequalities also within their own communities.

At the global level, Sida's contribution supported the operationalization of the Equal Pay International Coalition (EPIC) and the preparatory work and follow-up to the standard-setting on eliminating violence and harassment in the world of work. High-level events were organized in which governments, the private sector, trade unions and civil society pledged to take concrete action towards closing the gender pay gap by 2030. A web portal containing resource materials on equal pay for work of equal value; information on EPIC governance structure and EPIC members' profile and commitments; information on latest events, and a knowledge-sharing space for its members were developed. The Office carried out work that culminated with the adoption of Convention No. 190 and Recommendation No. 206 on eliminating violence and harassment in the world of work. Following the adoption of the instruments, a high-level event with representatives from ILO's constituency, the private sector, foundations, civil society and academia took place on the margins of the UN General Assembly in September 2019 to build on the momentum generated by the adoption of C.190 and encourage governments and other actors to take steps towards ratification and implementation.

Cross-cutting policy driver: Gender equality and non-discrimination

Interventions carried out to contribute to gender equality and non-discrimination build on previous ILO-Sida partnerships and supported the Women at Work Centenary Initiative. They include a set of specific outputs that cut across policy outcomes and reflect key aspects of the 2030 Sustainable Development Agenda (SDGs 5, 8 and 10), namely:

- Increasing women's access to quality work;
- Making work pay women;
- Work and care; and
- Combatting violence and harassment in the world of work.

This work operates at global, regional and country level through reinforcing data and knowledge base for policy action for the future of women at work. It builds capacity of constituents to influence regional and national dialogue on gender equality in the world of work. It capitalizes on partnerships with other ILO departments, UN agencies, regional commissions and active community based organizations.

Sida's contribution to ILO's results

1. Visibility of the Equal Pay International Coalition (EPIC) increased at the international level through:
 - EPIC website, multimedia materials, and rich presence on social media;
 - High Level Event “Demonstrating commitment and leadership on equal pay – an EPIC Pledging Event” (UN General Assembly, September 2018);
 - EPIC membership increase;
 - Partnership with the UN Global Compact with activities planned for 2019; and
 - EPIC launched in 8 African countries and in the MENA region
2. Promotion of findings of the ILO report “Care work and care jobs for the future of decent work” and a revitalizes global discussion on the future of maternity protection, and overall care leave policies
3. Tools on care policies extended to the informal economy developed in collaboration with WIEGO.
4. ILO regional initiative in Latin America on violence and harassment in supply chains. It consists of a regional web portal to disseminate information, existing materials, initiatives and practical tools; support to the ITUC/CSA to create information materials on the ILO instruments on violence and harassment in the world of work.
5. An official “Decision” on equality of opportunity and treatment in the world of work adopted by the Labor and Social Dialogue Council in the West Africa Economic and Monetary Union (WAEMU). The decision incorporates the principles of the core international labour standards relating to equality in the world of work. It suggests to governments and the social partners to take effective measures to reduce gender inequalities with attention to the economic and social needs of the most vulnerable people working in the informal and rural economies, cross-border women traders, migrant women, and people living with disabilities and/or HIV-AIDS. Adopted intentions include to pay attention to work on violence and harassment, pay equity, strengthening of labour inspectors to identify gender-based violence and wage inequalities, incorporate in the labour code provisions for violence and harassment in the world of work.
6. A series of national legal reviews towards the ratification of C.190.
7. An international symposium on the future of maternity protection.

In 2018, the ILO conducted an independent final evaluation of the SIDA's support to outcome 8 and CCPD gender, with a focus on Phase II (2016-17) of the ILO-SIDA Partnership Agreement (2014-2017). The final evaluation covered the work carried out in Bangladesh, Bolivia, Cambodia, Côte d'Ivoire, Guatemala, Jordan, Ukraine, and the Inter-American Region. The evaluation report will be made available to the evaluator.

2. RATIONALE FOR THE EVALUATION

The ILO entered into a partnership agreement with Sweden, through an outcome-based funding agreement, aligned to ILO's Programme and Budget for 2018-19. The partnership programme for 2018-19 supports ILO work at the global and country levels and sets out to contribute to the achievement of

ILO policy outcomes 1, 7 and 8, the cross-cutting policy drivers on gender equality and non-discrimination, and on a just transition to environmental sustainability.

This evaluation will, in particular, focus on policy outcome 8 on protecting workers from unacceptable forms of work and on the cross-cutting policy driver on gender equality and non-discrimination, particularly in view of the close alignment between their respective strategies and the close synergies between them.

3. PURPOSE AND CLIENTS OF THE EVALUATION

The evaluation has a dual-purpose: accountability and organizational learning. The evaluation will assess the relevance, effectiveness, efficiency, coherence, impact and sustainability of the ILO's actions taken under this project. It will seek to ascertain what has worked, what has not worked, and the underlying reasons (internal and external). The evaluation will also identify contributions made to the ILO's internal learning processes. The evaluation will be undertaken in accordance with the ILO's Evaluation Policy adopted by the Governing Body in 2017, which provides for systematic evaluations of projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support constituents in promoting decent work and social justice. The evaluation will comply with UN and OECD/DAC norms and standards, and ethical safeguards will be followed.

The key evaluation clients will be:

- Sweden as project donor
- Project stakeholders
- ILO as executor of the project
- Project management and staff

4. SCOPE

Following ILO evaluation requirements, the evaluation will be based on the Development Assistance Committee (DAC) criteria of relevance, efficiency, effectiveness and evidence of impact and sustainability through contributions of ILO support. The evaluation will identify how donor funding contributes to the achievement of the selected CPOs and how these CPOs contribute to the achievement of P&B outcome indicators.

The evaluation will cover the period from January 2018 to February 2020 to create an accurate and comprehensive picture of the global project's context and development. The evaluation will assess the project components in Bolivia, Guatemala, Bangladesh, Cameroon, and the Global components, with a regional intervention (Latin America and the Caribbean).

The evaluation is expected to look at the linkages between the various country projects and the global components, and linkages between the interventions under Outcome 8 and CCPD gender, generate findings on the six evaluation criteria for all country projects and the global component and compare lessons learned and good practices.

5. EVALUATION QUESTIONS

All aspects of this evaluation shall be guided by the ILO evaluation policy, which adheres to the OECD/DAC Principles and the UNEG norms and standards. The evaluation will be based on the OECD/DAC criteria of relevance, efficiency, effectiveness, and evidence of impact and sustainability through the analysis of the project implementation and outputs.

In analyzing the evaluation data compiled, and drawing evidence-based conclusions the following questions have been identified. The evaluator, upon completing his/her initial desk review, may refine or propose further key questions in the inception report. The final key evaluation questions will be agreed upon between the evaluation manager and the evaluator.

Relevance

- To what extent is the design of the ILO interventions under the ILO-Sida Partnership Programme support to Outcome 8 and CCPD gender relevant to the strategy outlined in the CPOs and P&B for the Outcome it aims to support, and for the achievement of the Global Product and CPOs it aims to support?
- Were the criteria for the selection of countries relevant and demand and needs based through a thorough analysis of the specific context, to address the root causes of the development issue it is aiming to solve/contribute to solving?
- Have ILO interventions under the ILO-SIDA Partnership Programme support to Outcome 8 and CCPD gender been relevant to national frameworks (Country's national development plan, UNDAF, SDG)?
- Have interventions been aligned with relevant international labour standards?

Validity of intervention design and coherence

- To what extent are the various activities in the project's implementation strategy coherent and complementary (in its design and implementation) with regard to the vertical and horizontal elements of P&B Outcomes which the project supports?
- How do current efforts build on previous experience (other projects or regions, previous phases funded by the donor), and/or the synergies realized with other ILO interventions and sources of funding (i.e. RB, RBTC, XBDC, RBSA)?
- How does outcome-based funding contribute to achieving progress towards the selected Global Product and CPOs in line with the indicators identified in the logical framework?
- Do the interventions contribute to core ILO issues such as labour standards, employment creation, social protection and social dialogue?
- To what extent did the intervention designs take into account specific gender equality, non-discrimination concerns and how to particularly reach and include the poor and most vulnerable people?

Effectiveness

- Have the project outputs been effective in supporting the achievement of the CPOs? (Examine if the best approach was taken, and if it was optimally executed). Were there any unexpected results?

- To what extent has the capacity of ILO constituents to develop and implement effective legislation and policies concerning domestic workers been enhanced through project initiatives? What changes have been observed by constituents?
- To what extent have these initiatives contributed to relevant action, notably for UFW-affected workers and for increased gender equality and non-discrimination?
- What means have been used to create, share/disseminate and ensure that the project-generated knowledge and results have a meaningful impact in the world of work?
- To what extent have the principles of results-based management been used, including monitoring and reporting, identification of risks and assumptions, and sustainability strategies?
- What can be said of the effectiveness of the project in countries which benefitted several times from the ILO-Sida partnership support as opposed to the others?
- What were the key factors of success and obstacles?

Efficiency

- In what ways has the project used the ILO managed programme resources efficiently (funds, human resources, etc.)? How has the internal coordination worked? Could things have been done differently?
- Have project funds and activities been delivered by ILO in a timely manner?
- How well did the ILO coordinate with strategic partners and other relevant initiatives to support the implementation of the programme of work under review?
- To what extent, and how, did Sida funded interventions in the targeted countries act as a catalyst and support ILO influence in the country and/or leverage additional resources?
- What were there synergies among the interventions (global product and country interventions) under review? How did they mutually reinforce each other?
- To what extent have management capacities and arrangements supported the achievements of results, including the promotion of knowledge dissemination, design sustainability strategies and manage risks, and gather gender-responsive information and conducting gender analysis?
- Is the project systematically and appropriately monitoring and documenting information to allow for adjustments, adaptation, measurement of results, including on gender, at the country and global level? What can be improved?

Impact orientation and sustainability of the interventions

- How effectively has the project built national ownership and capacity of people and institutions for systemic and sustainable change?
- How is intended long-term impact expressed in relation to the design, implementation and follow-up of the interventions?
- Does the project have a sustainability strategy that involves tripartite constituents and development partners to establish synergies that could enhance impact and sustainability?
- Provide recommendations and a clear articulation of lessons learned and good practices to inform future project development and contribute to knowledge development of the ILO and project stakeholders.
- Are national partners willing and able to uphold the work after funding ends (technical and institutional sustainability)?
- Are the gender and diversity-related outcomes likely to be sustainable?

6. EVALUATION METHODOLOGY

The evaluation will apply a set of mixed-methods analysing both quantitative and qualitative data, and ensure triangulation of information. It will integrate gender analysis on equality other non-discrimination issues as a cross-cutting ILO concern throughout its methodology and all deliverables, including the final report. Data and information should be collected, presented and analysed with appropriate gender disaggregation and where possible taking into consideration other levels of disaggregation reflecting an intersectionality approach even if project design did not take this into account. The evaluator will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

The methodology should include examining the intervention's Theory of Change (or if feasible reconstructing one if the TOC is not in place), specifically in the light of upcoming next phase of the partnership. The final independent evaluation will combine a desk review of relevant project documentation to obtain an overview of the activities supported in terms of their contribution to the ILO P&B and CPOs; get briefing through skype calls from EVAL, Project backstopping team in Geneva and the Evaluation Manager; field visits to two selected countries which will be decided by the evaluation team in coordination with the evaluation manager; and compilation of information on progress in other countries through other methods (e.g. phone/skype interviews, questionnaires, online surveys).

Key questions to be posed to all relevant country offices will be prepared by the evaluator and once agreed with the evaluation team, a questionnaire will be prepared and sent out to key programme staff, to be combined with telephone interviews if felt appropriate. This will be established in the evaluation inception report. The evaluator will then undertake a study visit to selected country(s) to conduct the field evaluation mission to gather country-level case studies and undertake consultations with constituents and partner organizations. Where possible, a sample of beneficiaries will be interviewed to determine their views on the impact of interventions. The evaluator will submit a draft report which will be circulated for comments to all relevant stakeholders. The comments will be consolidated by the Evaluation Manager. A final evaluation report, incorporating the comments (if/when applicable) will be submitted by mid-March 2020. All deliverables will be approved by the evaluation manager and the ILO's Evaluation Office.

The evaluation will follow the ILO's evaluation policy that adheres to international standards and best practices, articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the United Nations System approved by the United Nations Evaluation Group (UNEG).

7. MAIN OUTPUTS/DELIVERABLES OF THE EVALUATION

The evaluation process will yield the following outputs:

1. An **inception report** with an agreed evaluation design (methodology, evaluation questions).
2. A **draft report**.
3. A **final report including lessons learned, emerging good practices and recommendations**.

4. An **Executive Summary** according to the ILO guidelines and template.

An inception report – upon the review of available documents and an initial discussion with the project management (EVAL Guidelines –Checklist 3)

The inception report will:

- describe the conceptual framework that will be used to undertake the evaluation;
- elaborate the methodology proposed in the TOR with changes as required;
- set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, data collection methods, sampling and selection criteria of respondents for interviews
- detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- set out outline for the final evaluation report

First draft of Evaluation Report (Checklist 5) - to be improved by incorporating Evaluation manager's, stakeholders' and EVAL's comments and inputs. Evaluation manger and EVAL approve this draft.

Final draft of evaluation report incorporating comments received of ILO and other key stakeholders. The report should have about 30-35 pages excluding annexes with executive summary (as per ILO standard format for evaluation summary). The quality of the report will be assessed against the EVAL checklist 5, 6 and 7 (see annexes). Any identified lessons learnt and good practices will also need to have standard annex templates (1 lessons learnt per page to be annexed in the report) as per EVAL guidelines. The report should also include a section on output and outcome level results against indicators and targets. Evaluation manger and EVAL approve this report.

Suggested content for the report (Checklist -5):

- **Cover page** with key project data (project title, project number, donor, project start and completion dates, budget , technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report). EVAL's template for the cover page is available (see annex 1)
- Executive Summary
- Brief background on the project and its logic
- Purpose, scope and clients of evaluation
- Methodology
- Review of implementation
- Presentation of findings
- Conclusions
- Recommendations (including to whom they are addressed)
- Lessons Learnt
- Good practices
- Possible future directions

- Annexes

Evaluation summary – according to ILO standard format – will also be drafted by the evaluation team leader after the evaluation report is finalized. The evaluation manager will assess it against EVAL checklist 6.

The report and all other outputs of the evaluation must be produced in English. All draft and final report including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for windows. Ownership of the data from the evaluation rests jointly between ILO and ILO consultant. The copy rights of the evaluation report rests exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

8. MANAGEMENT ARRANGEMENTS

The evaluation will be managed by an Evaluation Manager. The Programme Officer of CO-Kathmandu has been selected for this purpose. The evaluation manager will work in close collaboration with the ILO Evaluation Office, which will review and sign off on all deliverables. The evaluation team will comprise an international evaluation consultant (Team Leader) and another one member to provide expertise in cross cutting issues. The Team Leader will have the sole responsibility for the timely and submission of deliverables, including the final evaluation report which should comply with ILO evaluation policy guidelines.

Specifications:

- The evaluation report should include specific and detailed recommendations solidly based on the evaluator’s analysis and, if appropriate, addressed specifically to the organization/institution responsible for implementing it. The report should also include a specific section on lessons learned and good practices that could be replicated or should be avoided in the future.
- Ownership of data from the evaluation rests exclusively with the ILO. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of the ILO.
- All deliverables must be prepared in English, using Microsoft Word, and delivered electronically to ILO. ILO will have ownership and copyright of all deliverables.
- Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and EVAL and confirmed acceptance of them.
- Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process, and incorporate or reflect consideration of amendments proposed by ILO.

Roles of Key Stakeholders

All stakeholders particularly those relevant ILO staff, national Steering Committee, the donor, tripartite constituents, relevant government agencies, media organizations and professionals, research institutes, training providers, NGOs and key other partners – will be consulted throughout the process and will be

engaged at different stages during the process. They will have the opportunities to comment and provide inputs to the TOR and to the draft final evaluation report.

Roles of the Project Teams in the Countries-

Country project teams will facilitate the evaluation process and provide necessary Administrative and logistic support. Especially, the Project will:

- provide relevant documentations, administrative and logistic support to the evaluation,
- assist in organizing a detailed evaluation mission agenda;
- facilitate and accompany the field missions;
- coordinate and organize meetings/interviews and stakeholders' workshops;
- ensure that all relevant documentations are up to date and are easily accessible for the review by the evaluation team;
- review and provide inputs on evaluation TOR, inception report and draft evaluation reports

9. PROPOSED TIMEFRAME AND WORKPLAN

The timeline of the evaluation process from the desk review to the submission of the final report will be January-March 2020. It is proposed that the desk review will take place in January 2020 and the field work will take place in February and early March of 2020, with a draft report by mid-March 2020 and the final report by the end of March 2020.

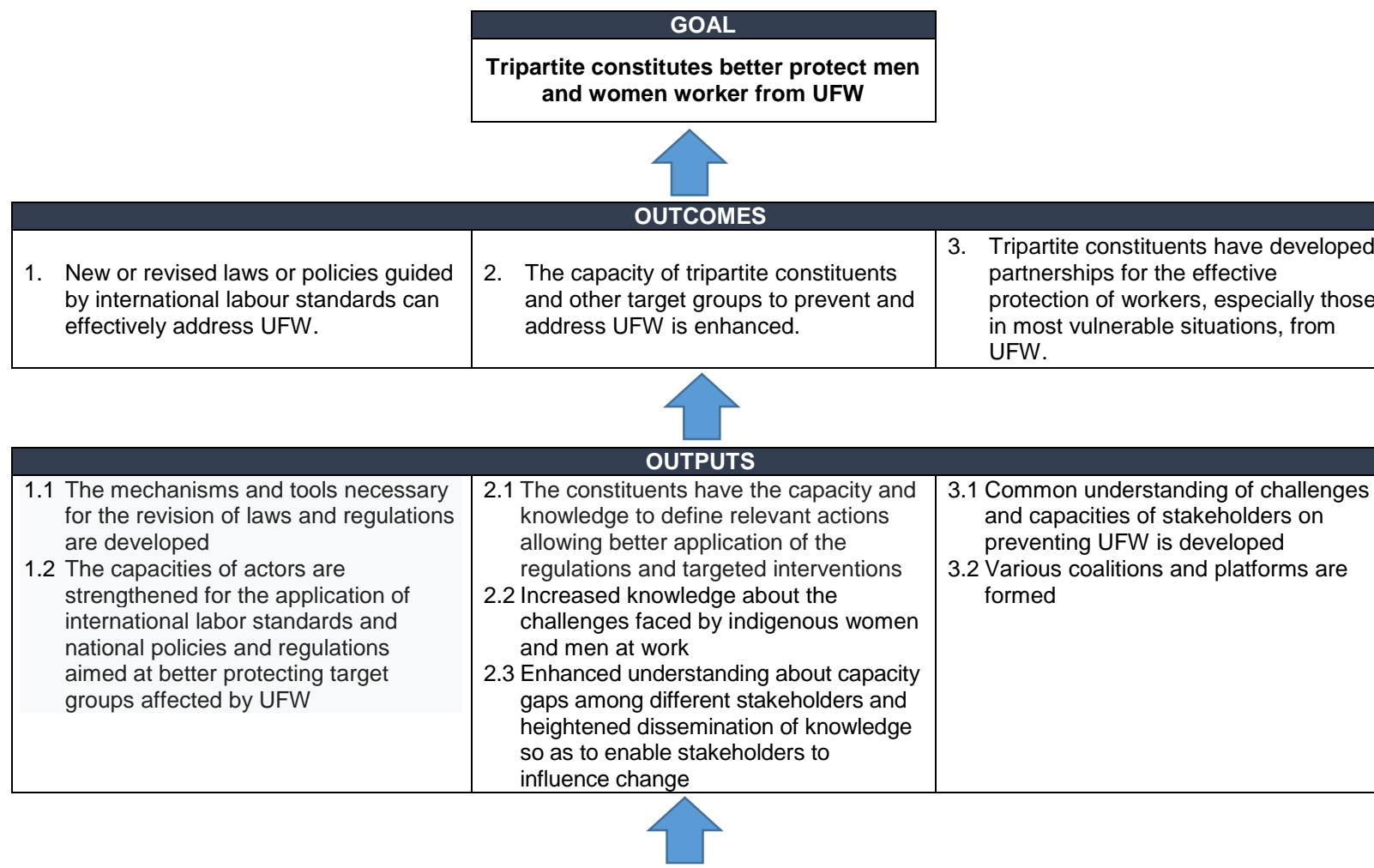
The evaluation team consists of 2 international consultants (Team Leader and a member). The assignment will require total 52 workdays (2 consultants, each for 28 work days), of which 10 days are for conducting field visits to selected 2 countries covered by the project to be decided by the evaluation team in consultation with the evaluation manager and EVAL.

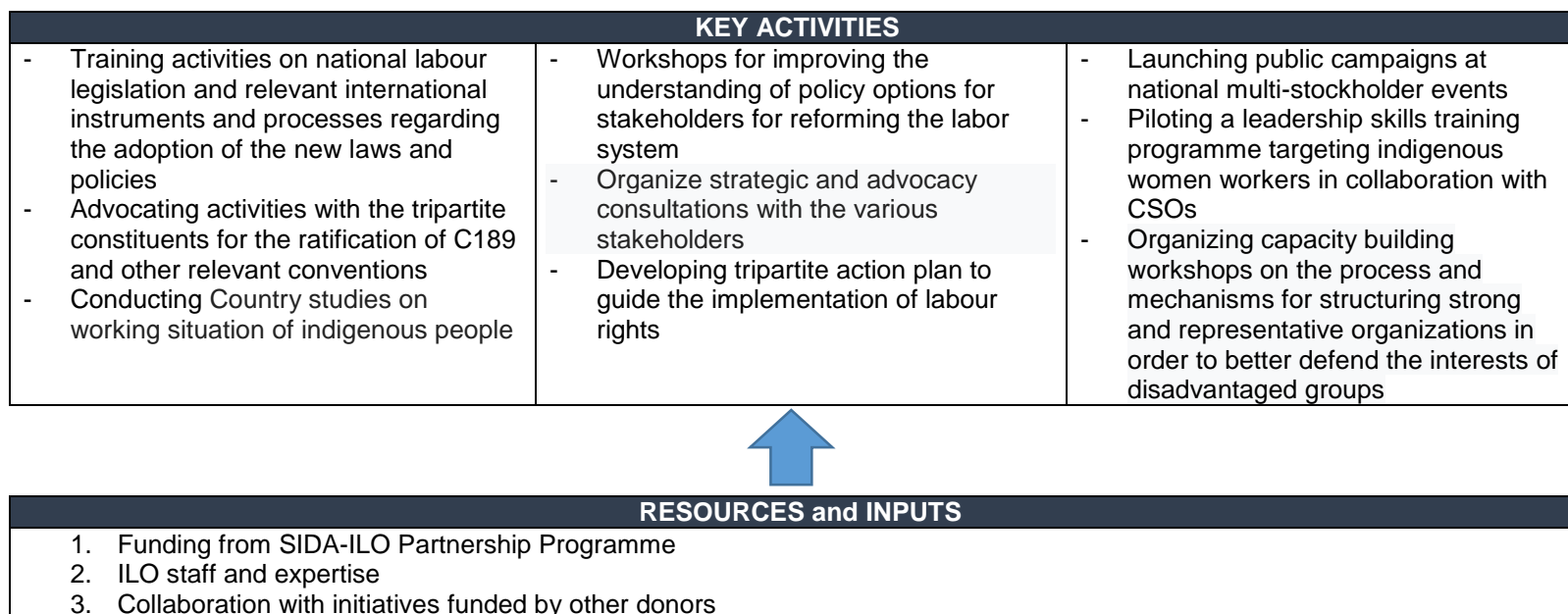
LEGAL AND ETHICAL MATTERS

The evaluation will comply with UN Norms and Standards. The TOR is accompanied by the code of conduct for carrying out the evaluation. The Evaluation team will follow the UNEG ethical guidelines. It is important that the consultant does not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Annex 2 Theory of Change

Theory of Change: Policy Outcome 8

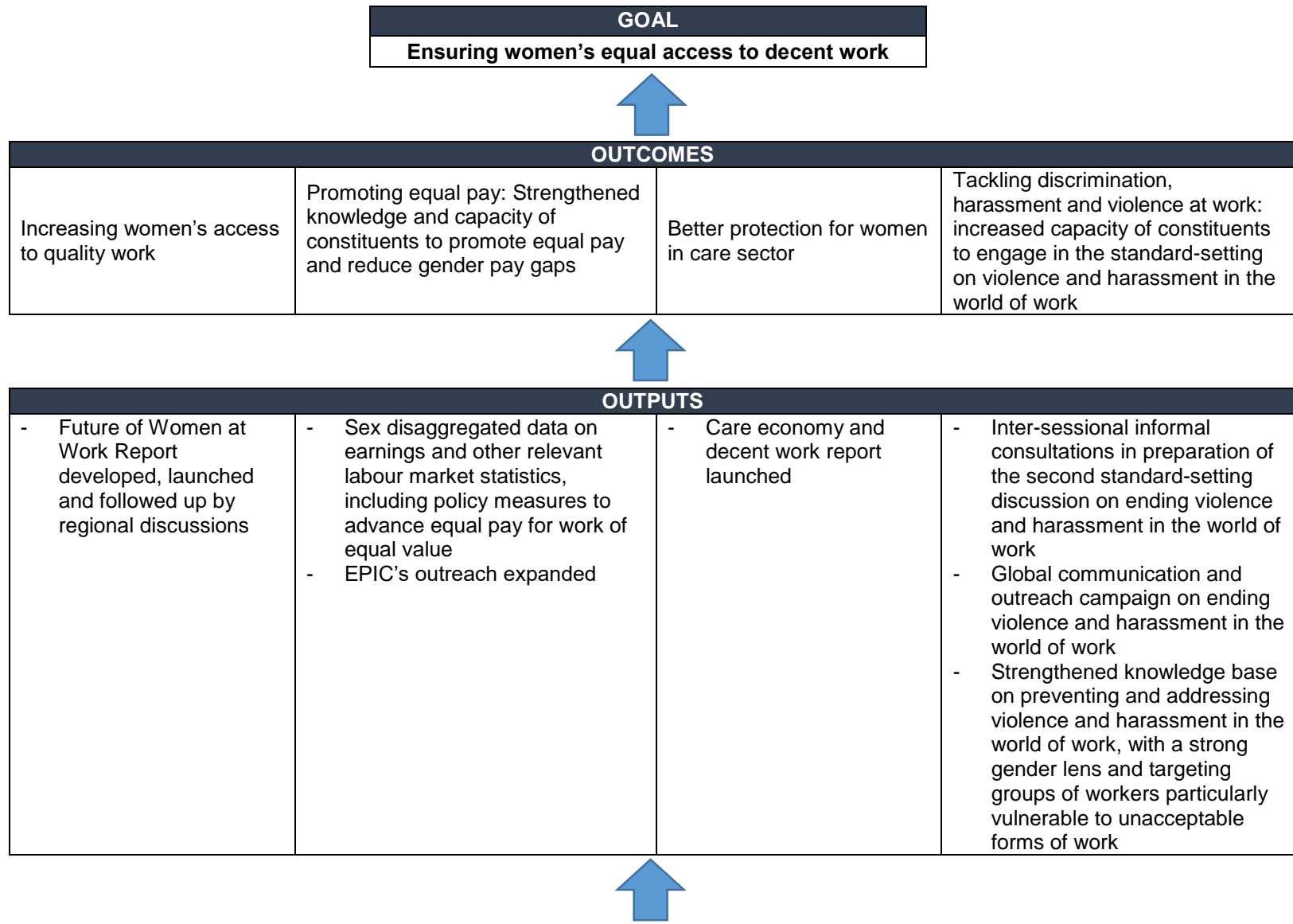


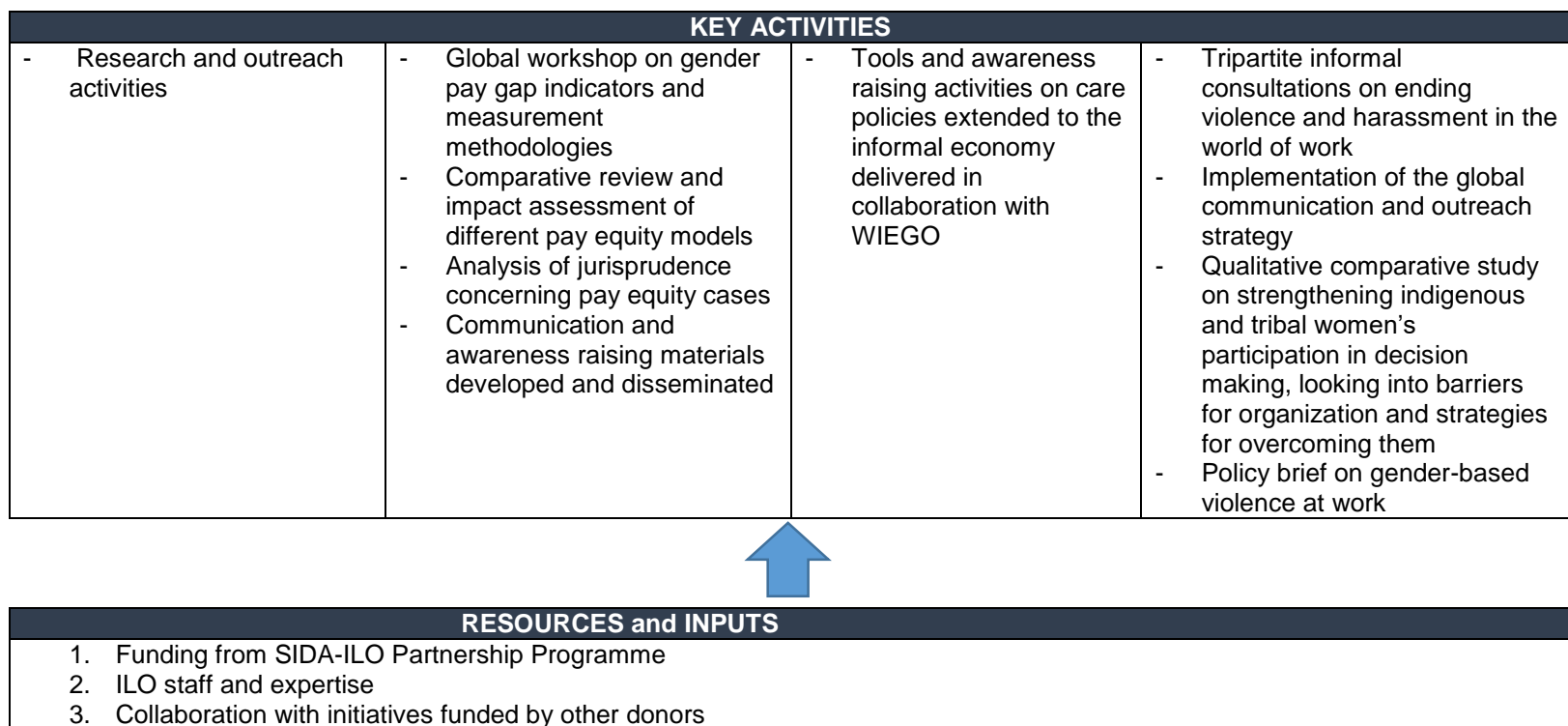


Assumptions

1. The tripartite constituent or social dialogue structure is established in the project countries supported under the SIDA-ILO Partnership Programme.
2. Collaboration and cooperation with other donors is available.
3. All relevant interventions under SIDA-ILO Partnership Program take steps to mainstream gender equality. A proper monitoring and reporting system is in place to collect gender-disaggregated data.

Theory of Change: CCPD on GEND





Assumptions

1. The tripartite constituent or social dialogue structure is established in the project countries supported under the SIDA-ILO Partnership Programme.
2. Collaboration and cooperation with other donors is available.
3. All relevant interventions under SIDA-ILO Partnership Program take steps to mainstream gender equality. A proper monitoring and reporting system is in place to collect gender-disaggregated data.

Annex 3 Evaluation Matrix

Question	Indicator	Data source	Stakeholders
Relevance			
1.1 To what extent is the design of the ILO interventions under the ILO-SIDA Partnership Programme support to Outcome 8 and CCPD gender relevant to the strategy outlined in the CPOs and P&B for the Outcome it aims to support, and for the achievement of the Global Product and CPOs it aims to support?	Degree of alignment with CPOs Degree of alignment with P&Bs	Desk review of ILO strategic documents and P&B KIIs with ILO informant at global, regional and country levels	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country directors Country project coordinators
1.2 Were the criteria for the selection of countries relevant and demand and needs based through a thorough analysis of the specific context, to address the root causes of the development issue it is aiming to solve/contribute to solving?	Evidence that countries respond to vulnerability criteria Evidence of needs analysis (incl. the needs of the poor, the most vulnerable groups) Evidence of gender analysis	Desk review of project proposals and KIIs	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country directors Country project coordinators SIDA country representatives
1.3 Have ILO interventions under the ILO-SIDA Partnership Programme support to Outcome 8 and CCPD gender been relevant to national frameworks (Country's national development plan, UNDAF, SDG)?	Degree of alignment with national policies and strategies (i.e., labour, gender, etc.) Degree of alignment with UNDAF outcomes Alignment between intervention outputs with SDG targets	Desk review of DWCPs, UNDAF, SDGs, country level development plans KIIs	Representatives of tripartite constitutes ILO Country directors ILO Country project coordinators Tripartite representatives
1.4 To what extent have interventions been aligned with relevant international labour standards and contribute to other core ILO issues, such as employment creation, social protection and social dialogue?	In-country interventions are linked to one or more ILO fundamental conventions or International Labour Standards Degree of alignment with ILO conventions/international standards	Desk review of project documents and ILO strategic documents KII with ILO staff	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country project coordinators Tripartite representatives

Question	Indicator	Data source	Stakeholders
Design and Coherence			
2.1 To what extent are the various activities in the project's implementation strategy coherent and complementary (in its design and implementation) with regard to the vertical and horizontal elements of P&B Outcomes which the project supports?	Level of alignment between the ToCs of the SIDA-ILO Partnership Programme with relevant P&B Outcomes, particularly Policy Outcome 8 Level of alignment between outputs of the SIDA-ILO Partnership Programme and their CPOs	Document review Assessment of TOCs KIIs Observation during in-country visits	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country teams Tripartite representatives
2.2 How do current efforts build on previous experience (other projects or regions, previous phases funded by the donor), and/or the synergies realized with other ILO interventions and sources of funding (i.e. RB, RBTC, XBDC, RBSA)?	The extent (quantitatively and qualitatively) to which current interventions draw lesson learned from last evaluation (2016 – 2017), from other programmes, and synergies incorporated into the different CPOs.	Document review KIIs	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country directors Country project teams of this project and other relevant project teams
2.3 To what extent did the intervention designs take into account specific gender equality, non-discrimination concerns and how to particularly reach and include the poor and most vulnerable people?	Evidence that design integrates elements of intersectionality by addressing the needs of vulnerable groups (PLHIV, elderly, disabled, etc.) Evidence that design integrates elements of women's economic empowerment Evidence that design integrates elements of gender transformation (e.g., by addressing harmful gender social norms, etc.)	Document review KIIs	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country directors Country project teams of this project and other relevant project teams SIDA Representatives
Effectiveness			
3.1 Have the project outputs been effective in supporting the achievement of the CPOs? (Examine if the best approach was taken, and if it was optimally executed). Were there any unexpected results?	Level of achievement of the expected outputs and outcomes, measured against the defined targets in the CPOs	Review of country project documents KIIs FGD (in Bangladesh and Cameroon)	Country directors In-country project team Tripartite representatives Project beneficiaries
3.2 To what extent has the capacity of ILO constituents to	Evidence of policy debates concerning domestic	Review of country	Country directors

Question	Indicator	Data source	Stakeholders
develop and implement effective legislation and policies concerning domestic workers been enhanced through project initiatives? What changes have been observed by constituents?	workers Evidence that new legislation have been drafted and/or approved Perception of constituents on changes in capacities to develop legislation Perception of constituents on changes in capacities to implement legislation	project documents KII	In-country project team Tripartite representatives
3.3 What means have been used to create, share/disseminate and ensure that the project-generated knowledge and results have a meaningful impact in the world of work?	Quantity and quality of knowledge products of the project, of the dissemination activities, such as the workshops, high-level global and regional events, particularly in Latin America Evidence of changes as a results of the knowledge and events, including the usage of such knowledge by ILO constituents, development partners, CSOs, etc	Document review KII Surveys	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Researchers and NGOs Tripartite representatives
3.4 To what extent have the principles of results-based management been used, including monitoring and reporting, identification of risks and assumptions, and sustainability strategies?	Evidence of use of RBM principles (e.g., use of SMART indicators, periodic reporting on outputs and outcomes, etc.) Evidence of a risk register with mitigation strategy Evidence that planning integration mitigation strategies Evidence of exit strategies	Document review KII	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country teams Tripartite representatives
3.5 What can be said of the effectiveness of the project in countries which benefitted several times from the SIDA-ILO partnership support as opposed to the others?	Evidence of consistent and progressive achievement in countries supported by the SIDA-ILO partnership for more than one time, namely Bangladesh, Bolivia, and Guatemala.	Document review KII FGDs	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country teams Tripartite representatives Beneficiaries
3.6 What were the key factors of success and obstacles?	External factors (i.e., contextual, institutional, environmental, etc.) enabling and hindering effectiveness Internal factors enabling and hindering	KII FGDs Document review	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country teams Tripartite representatives

Question	Indicator	Data source	Stakeholders
	effectiveness		
Efficiency			
4.1 In what ways has the project used the ILO managed programme resources efficiently (funds, human resources, etc.)?	Staff workload Staff retention/turnover Timeliness of activity execution Timeliness of disbursement Use of cost-effective tools to achieve results (e.g., virtual meetings, etc.) Clear division of roles and responsibilities Regular communication among ILO staff (in-country and at different levels of the organization)	Desk review KIs	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country teams ILO backstopping experts
4.2 How well did the ILO coordinate with strategic partners to support the implementation of the programme of work under review? To what extent, and how, did Sida funded interventions in the targeted countries act as a catalyst and support ILO influence in the country and/or leverage additional resources?	Evidence of strategic partnerships on UFW Clear definition of comparative advantage on UFW among partners Evidence that interventions are part of joint initiatives Frequency and fluidity of communication among partners	KIs Surveys	Country project team Tripartite representatives Sub-contractors, researchers, CSOs, etc UN and other development partners
4.3 What were there synergies among the interventions (global product and country interventions) under review? How did they mutually reinforce each other?	Evidence of communication among ILO project country teams and HQ thematic teams and experts (from design throughout implementation) Evidence that global products (esp. CCPD outputs) are used to inform country level interventions Evidence that country interventions feed into global products Evidence of the application of good practices/innovations among interventions	Desk review of project documents and knowledge products KIs Survey	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country teams ILO backstopping experts
4.4 To what extent is the project systematically and appropriately monitoring and documenting information to allow for	Evidence of reporting on output and outcome-level results (with clear linkages between outputs and outcomes) Quality of reporting (judgement of evaluators,	KIs Desk review	SIDA representatives ILO team leaders for Policy Outcome 8 and CCPD

Question	Indicator	Data source	Stakeholders
adjustments, adaptation, measurement of results, including on gender, at the country and global level? What can be improved?	perception of donor) Timeliness of reporting Evidence that performance data is used to adjust programming Quality of indicators (SMART) Availability of disaggregated data (sex, age, ethnicity, etc.) Evidence of knowledge dissemination and sharing of good practices		Regional coordinators Country teams ILO backstopping experts
Impact and Sustainability			
5.1 How effectively has the project built national ownership and capacity of people and institutions for systemic and sustainable change?	Evidence that interventions are designed and implemented in collaboration with tripartite constituents (ownership) Number and type of individuals trained Use of Training of Trainers (TOT) approach and Number and type of individuals trained Institutionalization (among tripartite constituents) of guidelines, SOPs, etc.	KIIs Desk review Survey	ILO team leaders for Policy Outcome 8 and CCPD Country teams Tripartite representatives
5.2 How is intended long-term impact expressed in relation to the design, implementation and follow-up of the interventions?	Quantity and quality of achievement related to Policy Outcome 8 and CCPD as a result of the interventions, measured against the reconstructed ToC Evidence of consistency and progress in pursuing long-term impact through design, implementation and follow-up	Document review KIIs FDGs Surveys	ILO team leaders for Policy Outcome 8 and CCPD Regional coordinators Country directors Country project coordinators Tripartite representatives
5.3 To what extent do interventions have exit strategies to guarantee proper handover to tripartite constituents/development partners?	Evidence of exit strategies Timeline for handover to tripartite constituents/development partner Use of Training of Trainers (TOT) approach and Number and type of individuals trained Tools/guidelines developed and adopted that can be used by constituents even beyond the project period. Institutionalization (among tripartite constituents)	Document review KIIs FDGs	Tripartite representatives In-country project team Beneficiaries of project activities, such as training participants, trainers trained under project

Question	Indicator	Data source	Stakeholders
	<p>of guidelines, SOPs, etc.</p> <p>Integration of gender considerations into exit strategies</p>		
<p>5.4 Are national partners willing and able to uphold the work after funding ends?</p>	<p>This will be answered under Question 16 and Question 17.</p> <p>Key elements of UFW integrated into the planning of national partners (including integration of gender-related elements)</p> <p>Availability of funding to maintain/scale up interventions</p>	<p>Document review</p> <p>KIIs</p>	<p>Country teams</p> <p>Tripartite representatives</p>
<p>5.5 Are the gender and diversity-related outcomes likely to be sustainable?</p>	<p>Evidence that national partners willing and able to uphold the work after funding ends.</p> <p>Evidence that national legislations and policies have institutionalize gender and diversity-related outcomes</p>	<p>Document review</p> <p>KIIs</p> <p>FDGs</p> <p>Surveys</p>	<p>Relevant ILO specialist in HQ and in regional offices</p> <p>Tripartite representatives</p> <p>In-country project team</p> <p>Beneficiaries of project activities, such as training participants, trainers trained under project</p>

Annex 4 List of Documents Consulted

ILO POLICY DOCUMENTS
Area of critical importance: Protecting workers from unacceptable forms of work
ILO Action Plan for Gender Equality 2018 – 2021
Outcome 8: Protecting workers from unacceptable forms of work
Indigenous peoples' rights for inclusive and sustainable development
PROGRAMME DOCUMENTS
Programme and Budget for 2018-19
PARDEV minute sheet: Sida-ILO Partnership Programme 2018-2020, Phase I – Outcome 8
SIDA- ILO PARTNERSHIP PROGRAMME 2014–17, Phase II 2016 – 2017 Final Report
IR CPO Report under Outcome 8
Outcome 8: Protecting workers from unacceptable forms of work
Most significant outputs
Outcome strategy and achievements (2018-19)
Outcome 8: Protecting workers from unacceptable forms of work
Outcome 8 - Monitoring CPOs_30.6.2019
Outcome 8 - Outcome-Based Workplan
Sweden-ILO Programme Support 2018-2020 GLO/18/05/SWE : Concept note
ILO (2017) Programme and Budget for the Biennium 2018-19
Increased capacity of constituents to engage in the standard-setting on violence and harassment in the world of work and its follow-up
Strengthened knowledge and capacity of constituents to promote equal pay and reduce gender pay gaps, including through partnerships (EPIC)
Budget ILO-SIDA-EPIC GLO247_v.02
Budget ILO-SIDA-V+H GLO249
GLO 187 FINAL 18.4.2018
EPIC (3 April 2019) Second Meeting of the Steering Committee
EPIC (02-02 April 2019) Promoting better indicators, statistics, data and policies to reduce the gender pay gap, <i>Technical Meeting Notes</i>
PROGRAMME REPORTS
SIDA-ILO Partnership Programme 2018 -2021 Progress Report 2018-2019
Annual Report: Sida-ILO Partnership Programme 2018-2021
Evaluation of the SIDA-ILO Partnership Programme (Phase II) 2016-2017. (Policy outcome 8: Protecting workers from unacceptable forms of work; Cross-cutting policy driver: Gender equality and non-discrimination)
ILO (n.d.) Statement of Income and Expenditure as of 31-Dec-2018 for Sweden, Swedish International Development Cooperation Agency for Agreement GLO/18/05/SWE_8
BANGLADESH
Work plan 2018-2019 – rev2
Output Based Budget- ILO-SIDA-OBF-Bangladesh 2018
Monitoring and Evaluation Matrix SIDA May 2018 FINAL
BGD229 Sida Proposal_17.05
PARDEV Minute Sheet
Final Report Bangladesh 11.11.2019
BOLIVIA
Mejora de las oportunidades de empleo, condiciones laborales y prevención de violencia de género y acoso en el lugar de trabajo para mujeres indígenas del sector de la construcción en Bolivia, Project Proposal
<i>Template for preparing information on country results to be entered in SM/IR – 2018-19</i>
Approval: Sida-ILO Partnership Programme 2018-2020, Phase I – Outcome 8
Budget: Construyendo Igualdad libre de Violencia_REVISED
DRAFT Final report Construyendo igualdad
Plan de trabajo para establecer un balance de los resultados logrados durante el proyecto, y poder

trazar lineamientos para un futuro trabajo
SIDA Template for Annual Report Bolivia EN Version
Draft TOC con mapeo de actores
Barreras para la participación y representación de las mujeres trabajadoras indígenas y campesinas en la toma de decisiones y sus estrategias en Bolivia.
CAMEROON
Profil national travail decent cameroun
DIAGNOSTIC ET AXES STRATEGIQUES DE LA POLITIQUE NATIONALE DE L'EMPLOI
Rapport MeO axé sur les résultats du projet Sida-ILO partnership
Plan Travail initial budgétisé
Overview of CMR827 : <i>Les mandants tripartites prennent des mesures pour améliorer les conditions des travailleurs et travailleuses domestiques</i>
Rapport de mise en oeuvre CMR 827 Travail domestique Revisé ok
DWCP Outcome IP 2018 – 2019, SIDA PROPOSITION OUTCOME8_CM 827
ILO (2020) Cahier des droits et obligations des travailleuses et travailleurs domestiques et de leurs employeurs.
ILO (2019) Étude technique sur l'état des lieux du travail domestique au Cameroun
ILO (2018) Étude technique sur l'élaboration d'un projet de révision des dispositions organisant le travail domestique au Cameroun.
ILO (2019) Etude technique sur l'élaboration d'un projet de révision des dispositions organisant le travail domestique
ILO (13-15 Novembre 2019) GENERALITES SUR LA PROTECTION SOCIALE : Renforcement des capacités des acteurs judiciaires sur les mécanismes du contentieux des prestations sociales, Douala (PowerPoint)
ILO (Aout 2019) Atelier de renforcement des capacités des acteurs judiciaires sur les mécanismes du contentieux des prestations sociales, Douala (PowerPoint)
Compte-rendu de la réunion d'installation de la représentation régionale de l'Adamaoua du syndicat national des travailleurs(euses) de maison du Cameroun (SYNATRAMAC) le 28 novembre 2019
Prestations servies par la CNPS au Cameroun (PowerPoint)
MINTSS (n.d.) National Action Plan for the Elimination of the Worst Forms of Child Labour in Cameroon (PANETEC) (2018-2025)
GUATEMALA
DWCP Outcome IP 2018 – 2019 SIDA Proposal
Allocation of funds: Sida-ILO Partnership Programme 2018-2020, Phase I – Outcome 8
Presupuesto _GTM9
FLACSO Guatemala. (2019). "Fortalecimiento de la participación de las mujeres indígenas y tribales en la toma de decisiones: Un estudio cualitativo sobre las barreras para la organización y estrategias para superarlas".
Summary of Evaluation Findings
KNOWLEDGE PRODUCTS
"System needs update": Upgrading protection against cyberbullying and ICT-enabled violence and harassment in the world of work
Estudo sobre o Gender Pay Gap em Portugal
Trends and policy action to tackle the gender pay gap in Italy
Les résultats des négociations sur l'égalité professionnelle entre les femmes et les hommes en France
Care work and care jobs for the future of decent work
Strengthening indigenous and tribal women's participation in decision making: A qualitative study into barriers for organization and strategies for overcoming them Methodological note
TOR: Strengthening indigenous and tribal women's participation in decision making: A qualitative study into barriers for organization and strategies for overcoming them
TOR: Workshop on Exploring the barriers to the participation of indigenous women in decision-making
EPIC (2020) Effective measures to reduce the gender pay gap.

ITC – ILO (2020) Knowledge sharing on how to prevent and address violence and harassment in the world of work: a contribution to the implementation of the ilo's strategy on the elimination of violence and harassment in the world of work

ILO (2020) "System needs update": Upgrading protection against cyberbullying and ICT-enabled violence and harassment in the world of work.

Annex 5 List of Key Informants

Category	Name, Title	F	M
Headquarters and Regional Offices			
SIDA	Ms. Therese Andersson, SIDA	F	
ILO	Ms. Manuela Tomei, Director, WORKQUALITY	F	
	Mr. Martin Oelz, Senior Specialist on Equality and Non-discrimination, GED		M
	Mr. Rishabh Dhir, Research Officer		M
	Ms. Emanuela Pozzan, Senior Specialist on Gender Equality and Non-Discrimination, GED	F	
	Ms. Rasha Tabbara, Programme Analyst, WORKQUALITY	F	
	Ms. María Victoria Cabrera, Technical Officer, Gender, Equality and Diversity Branch	F	
	Ms. Laura Addati, Policy Specialist Women's Economic Empowerment	F	
	Ms. Maria Arteta, Gender Specialist in Central America	F	
	Mr. Rodrigo Mogrovejo, OSH Specialist in Global Supply Chains		M
	Ms. Patricia Vidal Hurtado, Evaluation Office, EVAL	F	
	Ms. Nita Neupane, Evaluation Manager	F	
Sub-total		9	3
Bangladesh			
ILO	Mr. Tuomo Poutiainen, Country Director		M
	Mr. Alexius Chicham, National Programme Coordinator		M
	Ms. Khadija Khondker, Programme Officer	F	
Donor	Her Excellency Ms. Charlotta Schlyter, Ambassador, SIDA	F	
	Ms. Johanna Jönsson, First Secretary, Democracy, Human Rights and Gender Equality, SIDA	F	
Tripartite constituents	Mr. Abdul Awal, Vice-Chairman, Bangladesh Tea Association		M
	Mr. Altamash Hasan, Committee Member, Bangladesh Tea Association		M
	Mr. Dr. Kazi Muzaffar Ahammed, Secretary, Bangladesh Tea Association		M
	Mr. Makhhan Lal Karmakar, President, Bangladesh Cha Shramik Union		M
	Mr. Ponkaj Kondo, Vice-President, Bangladesh Cha Shramik Union		M
	Mr. Bijoy Hajra, Organizing Secretary, Bangladesh Cha Shramik Union		M
	Mr. Nahidul Islam, Deputy Director & Registration of Trade Union Department of Labour, Ministry of Labour and Employment		M
	Ms. Abdus Sattar, Additional Secretary, Ministry of Chittagong Hill Tracts Affairs	F	
Local partners	Mr. Sanjeeb Drong, General Secretary, Bangladesh Indigenous Peoples' Forum		M
	Mr. Ripon Chandra Banai, Project Coordinator, Indigenous Peoples Development Services		M
	Ms. Tuly Labonno Mrong, Executive Member, Bangladesh Indigenous Peoples Forum	F	
	Mr. Pari Chingtham, Manager, Research and Development Collective (RDC), Secretariat for Parliamentary Caucus on Indigenous Peoples		M

		Sub-total	5	12
Bolivia				
ILO	Ms. Tania Sossa, Project Assitant		F	
	Ms. Cecilia Ramos, Consultant		F	
Tripartite constituents and local partners	Ms. Yessenia Romero, Cámara de la Construcción de Santa Cruz		F	
	Ms. Lidia Romero, Executive Secretary, Asociación de Mujeres Constructoras		F	
	Ms. María del Carmen Cáceres, Executive Secretary, Asociación de Mujeres Constructoras de Bolivia		F	
	Ms. Sonia Quispe, Project Secretary, Asociación de Mujeres Constructoras and Asociación de Mujeres Constructoras de Bolivia		F	
	Ms. Reyna Quispe, Second Project Secretary, Asociación de Mujeres Constructoras and Asociación de Mujeres Constructoras de Bolivia		F	
Development partners	Ms. Luisa Chipana, United Nations Office on Drugs and Crime		F	
		Sub-total	8	0
Cameroon				
ILO	Mr. François Murangira, Country Director			M
	Ms. Arlette Salome Bwaka, DWT/CO-Yaounde		F	
	Mr. Paul Nigiri, Programme Administrator			M
	Ms. Amanda Mejía-Cañadas, International Labour Standards and Labour Law Specialist		F	
	Mr. Serge Bouopda Guechou, DWT/CO-Yaounde			M
	Mr. Jean-Marie Tchakhoua, Consultant			M
	Mr. Mbozo'o Landry, Consultant			M
Tripartite constituents	Ms. Angelique Salomé Ahanda Epse Abah, Chef de Division, Division of Standards and International Labour Cooperation, Ministry of Labour and Social Security		F	
	Ms. Elizabeth Nkono, Director of professional Relations, Ministry of Labour and Social Security		F	
	Mr. Souaïbou Bagoura, Director, National Social Insurance Fund			M
	Mr. Michel Eric Ava Edang, National Social Insurance Fund			M
	Ms. Mbele Née Bella Annie, National Social Insurance Fund		F	
	Ms. Chantale Epse Ningini, National Social Insurance Fund		F	
	Mr. Bruno Herve Nkanjo, Sub-Director, Ministry of Social Affairs			M
	Mr. Athanse Monglo, Principal Administrator, Ministry of Employment and Vocational Training			M
	Ms. Edith Messa, Focal Point for Domestic Work, Ministry of Employment and Vocational Training		F	
	Ms. Marie Hawa Koulagna, Ministry of Employment and Vocational Training		F	
	Mr. Paul Bernard Ndjock, Ministry of Women's Empowerment and the Family			M
	Ms. Rufine Ngosso, Ministry of Women's Empowerment and the Family		F	
	Ms. Béatrice Zeck Nadoye, President Association pour l'encadrement et la défense des employés de maison		F	
	Ms. Claudine Lucie Mboudou Mballa, Promoter, President, ASDAM		F	
	Ms. Felicité Mbida Bekada, President; Réseau National des Associations d'Appui aux Travailleurs Domestiques		F	
	Ms. Laure Dikongue, Head of the Legal and Tax Department, Inter-Patronal Grouping of Cameroon		F	
Ms. Linda Naguo, President; Vocational Training Center in Hotels and Restaurants		F		
Mr. Jean Bart Ella Mba, Secretary General; Confédération des			M	

	Syndicats Autonomes du Cameroun		
	Ms. Christine NGO BASS, President	F	
Local partners	Mr. Cédric Noumbissie, Responsible for Communications, Horizon Femmes		M
	Ms. Amédee Kengni Djonkoun, Responsible for Community Mobilization, Horizon Femmes	F	
	Ms. Etoung Joséphine, President; Family Care'n Hope	F	
	Sub-total	17	12
	Total	39	27

Annex 6 Survey

Cross-cutting Policy Driver: Gender Equality and Non-discrimination

SURVEY INSTRUMENT

Welcome to this survey! We aim to use this survey to better understand the effect of the ILO's activities related to its Gender Equality and Non-discrimination Policy Driver funded under the SIDA-ILO Partnership Program (2018 – 2019). This survey is anonymous. Please make sure not to provide your name. We encourage you to provide explanation and comments after selecting the answers to the questions. This way we will better understand your perspectives.

1. Background Information

Please identify your country: _____

Please identify your gender: _____

1. Female
2. Male
3. Other or prefer not to indicate

Please identify your primary affiliation for the purpose of this survey: _____

1. ILO Staff
2. Government agencies
3. Employers' organization
4. Employees' organization
5. Civil society organization
6. Other

Please identify the activities you have participated in

1. Activities related to equal pay for work of equal value

Please specify what activities.

_____.

2. Activities related to the standard-setting on violence and harassment in the world of work
- Please specify what activities.

_____.

3. Other activities under the Women at Work Centenary Initiative, including those related to care leave policies.

Please specify what activities.

_____.

4. Survey questions

Please answer the questions in the category that is relevant to you. Please select the answer that best reflects your perception from “strongly disagree” to “strongly agree”.

Do you agree with the following statements?	Strongly disagree	Disagree	Agree	Strongly agree	Don't know or N/A
Category I. Questions related to equal pay for work of equal value					
The activity has contributed to raising awareness on the importance of equal pay at the global level					
The activity has contributed to raising awareness on the importance of equal pay at the regional level					
The activity has contributed to fueling policy dialogue on equal pay among constituents in countries					
The activity has effectively contributed to member states to taking steps towards the ratification of the Equal Remuneration Convention (1951)					
The activity has effectively contributed to developing or improving national policies on equal pay					
The activity has effectively contributed to generating evidence-based research on equal pay					
The activity has effectively contributed to generating statistics and sex-disaggregated data on equal pay					
The activity enabled countries to share experiences, good practices and innovations in equal pay					
Guidance and tools developed as part of the activity have been useful in helping constituents address gender equality in collective agreements					
Workshops and training have strengthened the capacities of constituents to apply international labour standards on equal pay					
Category II. Questions related to standard-setting on violence and harassment in the world of work					
The activity has fuelled meaningful discussions at the 107th and/or 108th Sessions of the International Labour Conference with a view to the adoption of (an) instrument(s) on violence and harassment in the world of work					
The global communication and outreach campaign on ending violence and harassment in the world of work effectively raised awareness of the issue among targeted audiences					
The activity has effectively contributed to generating knowledge on preventing and addressing violence and harassment against indigenous and tribal women					
The study that was conducted in my country on strengthening the participation of indigenous and tribal women in decision-making has fueled policy dialogue among constituents					
The activity generated new evidence on cyber-bullying at work					
Category III. Questions related to other activities under Women at Work Initiatives					
The Women at Work Centenary Initiative has fostered global and regional dialogues on care economy and decent work.					

Do you agree with the following statements?	Strongly disagree	Disagree	Agree	Strongly agree	Don't know or N/A
The activity has effectively generated knowledge on the challenges faced by vulnerable groups of workers (i.e., ethnic minorities, workers with disabilities, workers living with HIV or AIDS, LGBT workers, informal workers)					
The activity has effectively raised awareness among constituents of the challenges faced by vulnerable groups of workers (i.e., ethnic minorities, workers with disabilities, workers living with HIV or AIDS, LGBT workers, informal workers)					
The activity has effectively disseminated capacity building tools to help constituents respond to challenges faced by vulnerable groups of workers (i.e., ethnic minorities, workers with disabilities, workers living with HIV or AIDS, LGBT workers, informal workers)					

5. Please identify the positive and negative factors affecting the application of what you have learned from these activities. (up to 100 words)

6. Please describe up to three results achieved as a result of the implementation of the activities.

Result #1 (up to 100 words)

Result #2 (up to 100 words)

Result #3 (up to 100 words)

7. Please provide any recommendations you may have for how to improve future activities. (up to 250 words)

Thank you for your participation!

Annex 7 Good Practices and Lessons Learned

- **Good Practices #1**

ILO Emerging Good Practice Template	
<p>Project Title: Clustered Evaluation of Policy Outcome 8 and Cross-cutting Policy Driver: Gender Equality and Non-discrimination Project TC/SYMBOL:</p> <p>Name of Evaluator: Sadie Xinxin Yang Date: March 29, 2020 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.</p>	
GP Element	Text
Brief summary of the good practice	The outcome-based programming approach successfully leveraged multiple resources and ensured greater coherence among different initiatives at the ILO.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	To bring about or contribute to change on social issues, such as UFW and gender discrimination, longer-term engagement is crucial. The Programme had a limited operational budget and short implementation duration. At the programme level, the ILO did not design the SIPP interventions to solely be development cooperation activities under a stand-alone donor-funded project. Instead, these interventions were conceived as activities closely connected with the mainstream agenda of the organization.
Establish a clear cause-effect relationship	The ILO followed an outcome-based programming approach to create synergies, in terms of both funding and activities, between the SIPP-funded interventions, and other development programmes supported by the ILO and development partners.
Indicate measurable impact and targeted beneficiaries	Impact can be measured by the broadened and deepened coverage of interventions, synergy with other initiatives. Targeted beneficiaries are ILO tripartite constituents and end beneficiaries of these interventions.
Potential for replication and by whom	This programming approach is applicable for interventions at similar scale by the ILO and other development agencies.
Upward links to higher ILO Goals	The overall objective of ILO P&B 2018 -19, namely to maximize the Organization's influence in promoting decent work opportunities for all, both through its direct support to, and cooperation with, its member States, and its contribution to, and advocacy in, the multilateral system and international policy arena.
Other documents or relevant comments	N/A

- **Good Practices #2**

ILO Emerging Good Practice Template

Project Title: Clustered Evaluation of Policy Outcome 8 and Cross-cutting Policy Driver: Gender Equality and Non-discrimination
 Project TC/SYMBOL:

Name of Evaluator: Sadie Xinxin Yang Date: March 29, 2020

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

GP Element	Text
Brief summary of the good practice	The SIPP effectively engaged indigenous women in the planning and implementation of project activities.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The multiple identities of indigenous women, as women, as indigenous people, as workers, as community members, and as individuals, were gradually recognized and taken into account in the design of interventions by the ILO team.
Establish a clear cause-effect relationship	The SIPP challenged some longstanding assumptions and ways of doing work in support of indigenous women. Instead of limiting indigenous women to the stereotype of a victimized group, the SIPP demonstrated various positive images of indigenous women, particularly those whose voices are not traditionally heard.
Indicate measurable impact and targeted beneficiaries	Impact can be measured by the improvement of self-confidence, awareness of their rights, and other positive changes of the beneficiaries, namely indigenous women.
Potential for replication and by whom	Replicable in other projects targeting vulnerable groups by the ILO and other development partners.
Upward links to higher ILO Goals	The overall objective of ILO P&B 2018 -19, namely to maximize the Organization's influence in promoting decent work opportunities for all, both through its direct support to, and cooperation with, its member States, and its contribution to, and advocacy in, the multilateral system and international policy arena.
Other documents or relevant comments	N/A

- **Good Practices #3**

ILO Emerging Good Practice Template

Project Title: Clustered Evaluation of Policy Outcome 8 and Cross-cutting Policy Driver: Gender Equality and Non-discrimination
 Project TC/SYMBOL:

Name of Evaluator: Sadie Xinxin Yang

Date: March 29, 2020

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

GP Element	Text
Brief summary of the good practice	Collaborating with diverse strategic partners, including established partnerships and networks, enabled the SIPP interventions to be more impactful.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Given the need to work on different fronts associated with the Women at Work Initiative, the ILO shaped up partnerships at the country, regional, and global levels to act in synergy to deliver global products. These partnerships and networks have been key to ensuring effective implementation of SIPP activities and elevating collective impact. They provided a space for knowledge-sharing and disseminating global products to their members.
Establish a clear cause-effect relationship	These partnerships and networks offered platforms for formal and informal consultations that enabled representatives from governments, employers', and workers' organizations to clarify their respective concerns and expectations regarding specific provisions in relevant ILO conventions and to identify possible middle grounds when views differed. They were instrumental in keeping Women at Work issues high on the development agenda and encouraging governments and other actors to take steps toward ratification and implementation.
Indicate measurable impact and targeted beneficiaries	Impact can be measured by attitude and policy changes as a result of dissemination of knowledge and advocacy activities. Targeted beneficiaries are mainly ILO tripartite constituents.
Potential for replication and by whom	This programming approach is applicable for interventions at similar scale by the ILO and other development agencies.
Upward links to higher ILO Goals	The overall objective of ILO P&B 2018 -19, namely to maximize the Organization's influence in promoting decent work opportunities for all, both through its direct support to, and cooperation with, its member States, and its contribution to, and advocacy in, the multilateral system and international policy arena.
Other documents or relevant comments	N/A

- **Lessons Learned #1**

ILO Lesson Learned Template

Project Title: Clustered Evaluation of Policy Outcome 8 and Cross-cutting Policy Driver: Gender Equality and Non-discrimination
 Project TC/SYMBOL:

Name of Evaluator: Sadie Xinxin Yang Date: March 29, 2020

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.

LL Element	Text
Brief description of lesson learned	A weak M&E system hinders an appropriate appreciation of the full impact of the Partnership Program.
Context and any related preconditions	Measuring and reporting results only at the output level was identified as a weakness of SIPP's M&E system in the Evaluation of SIPP 2016-17. Weaknesses in the M&E system remains for Phase 2018-19. Measurement and demonstration of the expected impact is still insufficient.
Targeted users / Beneficiaries	Donor, the ILO, development partners
Challenges /negative lessons - Causal factors	This is caused by several factors. Firstly, the resources available under the SIPP was limited and prioritized to implementation rather than monitoring and reporting. Secondly, as many interventions were co-financed by the SIPP and other resources, sometimes, isolating the analysis of the SIPP's contribution to ILO-specific, institutional-level impact would be unrealistic and not comprehensive.
Success / Positive Issues - Causal factors	Learning from previous lessons, the Programme has made an effort to identify the root causes of UFW and discrimination, as shown by various research and knowledge outputs.
ILO Administrative Issues (staff, resources, design, implementation)	Limited resources and light reporting requirements.

- **Lessons Learned #2**

ILO Lesson Learned Template

Project Title: Clustered Evaluation of Policy Outcome 8 and Cross-cutting Policy Driver: Gender Equality and Non-discrimination
 Project TC/SYMBOL:

Name of Evaluator: Sadie Xinxin Yang

Date: March 29, 2020

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.

LL Element	Text
Brief description of lesson learned	The low capacity of beneficiary groups limited the absorption of training activities and ensured the necessity of long-term intervention.
Context and any related preconditions	Vulnerable workers need to be the protagonists in the demand for their rights and every effort should be made to strengthen their organizations and voice. In almost all project countries, the target beneficiary groups had a low percentage of trade union affiliation. Basic literacy and language barriers have also prevented beneficiary groups from fully absorbing the content of training activities.
Targeted users / Beneficiaries	Vulnerable groups
Challenges /negative lessons - Causal factors	The Program insightfully identified the need to strengthen their organizations since they could persist after the Programme completion. The target beneficiary groups need to have the capacity to self-represent and voice themselves, instead of having UN agencies or NGOs represent or speak for them.
Success / Positive Issues - Causal factors	Changes in attitudes and behaviour necessary to improve the working conditions of target worker groups in general will need long term commitment from national institutions and the international community.
ILO Administrative Issues (staff, resources, design, implementation)	As discussed above, long-term interventions need to be in place.