



ILO EVALUATION

- **Evaluation Title:** Final Independent Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 (2018-2019), Phase I ILO-Sida Partnership Programme, 2018-2021
- **ILO TC/SYMBOL:** GLO/18/05/SWE (from Partnership agreement, including: GLO/18/56/SWE; KHM/18/50/SWE; UGA/18/51/SWE; MAR/18/50/SWE and GTM/18/52/SWE
- **Type of Evaluation:** Final independent and Clustered evaluation
- **Country(ies):** Cambodia, Guatemala, Morocco, Uganda and Global Product
- **P&B outcome assessed:** Programme and Budget 2018-19 – outcome 1
- **SDG(s) assessed:** SDG 4, SDG 5, SDG 8
- **Date of the evaluation:** January to April 2020
- **Name of consultant(s):** Maryvonne Arnould and Paul McAdams
- **ILO Administrative Office:** DWT/CO-Bangkok; CO-Dar es Salaam; EMPLAB; CO-Algiers; DWT/CO-San José
- **ILO Technical Backstopping Office:** EMPLAB; DWT/CO-Bangkok; DWT/CO-Pretoria; EMPLOYMENT; DWT/CO-San José, and SKILLS
- **Date project ends:** March 31, 2020
- **Donor country and budget US\$:** SIDA-ILO Partnership Programme 2,260,000 (outcome-based funding)
- **Evaluation Managers:** Kassim Lobna and Patricia Vidal Hurtado
- **Key Words:** policy support, inclusive employment, social dialogue, technical assistance, capacity building, evaluation, , NEET, youth employment, outcome-based funding, STED, employment policy and skills/skills development, sectoral approach

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

List of Abbreviations

ANAPEC	Agence nationale de promotion de l'emploi et des compétences (Morocco)
CAMFEBA	Cambodia Federation of Employers and Business Associations
CEPOL	Country Policy Development and Coordination Unit
CO	Country Office
CPO	Country Programme Outcome
CSO	Civil society organization
DGTVET	Directorate General for Technical Vocational Education and Training
DPRU	Development Partner Relations Unit
DSA	Daily subsistence allowance
DWCP	Decent work country programme
DWT	Decent Work Technical Support Team
EDA	Employment diagnostic analysis
EMPLAB	Employment and Labour Markets Branch
EMPLOYMENT	EMPLOYMENT Policy Department
EVAL	ILO Evaluation Office
FGD	Focus group discussion
GEPR	Global Employment Policy Review
HLPF	High-Level Political Forum on Sustainable Development
HQ	ILO Headquarters (Geneva)
ITC	International Trade Centre
ITCILO	International Training Centre of the ILO (Turin)
ILO	International Labour Organization
ILO-SIDA PPO1	ILO-SIDA Partnership Programme Support to Outcome 1
IMC	Inter-Ministerial Committee
KII	Key informant interview
LFS	Labour Force Survey
LMI	Labour market information
M&E	Monitoring and evaluation
MOLVT	Ministry of Labour and Vocational Training (Cambodia)
MTIP	Ministère du Travail et de l'Insertion professionnelle (Morocco)
NAP	National Action Plan
NDP	National development plan
NEET	Not in employment, education or training
NEP	National employment policy
NES	National employment strategy
NGO	Non-governmental organization
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
PARDEV	ILO Partnership and Field Support Department
P&B	Programme and budget
PMP	Project monitoring plan
PROGRAMME	ILO Strategic Programming and Management Department
RBM	Results-Based Management
RBSA	Regular Budget Supplementary Account
REP	Regional employment programme
RO	Regional Office
RPL	Recognition of prior learning
SDG	Sustainable Development Goal
SKILLS	ILO Skills and Employability Branch

SIDA	Swedish International Development Cooperation Agency
SOPAC	Standard Operating Procedures on Apprenticeship in Cambodia
STED	Skills for Trade and Economic Diversification
ToC	Theory of Change
ToRs	Terms of Reference
TPR	Technical progress report
TVET	Technical vocational education and training
UNCF	United Nations Cooperation Framework
UNCT	United Nations Coordination Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNJP	United Nations Joint Programme
WiL	Work integrated Learning
WTO	World Trade Organization
YEP	ILO Youth Employment Programme

List of Tables and Figures

Table 1. Global-Level and Country-Level Supporting Outputs

Table 2. Linkages of Country Interventions in Selected Countries

Table 3. Breakdown of Allocations, by Budget Item (%)

Figure 1. Theory of Change of the ILO-SIDA PPO1 Programme

Text Box 1. Cambodia STED-Related Achievements

Text Box 2. New Training Initiative Developed in Morocco

Text Box 3. List of Approved/Validated Project Proposals for Capacity-Building Purposes

Executive Summary

Background and Context

1. In the context of their ongoing relationship, and in the wake of the previous version of their Partnership Agreement, signed for the period from 2014 to 2017, ILO and SIDA established a new Partnership Programme for the period from 2018 to 2021. The latter is based on the principles of aid effectiveness and on the objectives and principles shared by Sweden and the ILO. Furthermore, it is underpinned by a rights-based approach and support for increased effectiveness and results-based management (RBM). The Partnership contributes to the achievement of ILO results through a combination of different funding modalities, including unearmarked core contributions, as well as 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.
2. Set for the period from 2018 to 2019, the first phase of the ILO-SIDA Partnership Programme Support to Outcome 1 – 2018-2020 (ILO-SIDA PPO1) aims to strengthen employment policy diagnostics and implementation, develop targeted youth employment policies and programmes, and promote a sectoral focus for skills anticipation. The ILO-SIDA Partnership also seeks to strengthen the capacities of constituents to achieve improved youth employment prospects, with a view to building critical knowledge and capacity for accelerating progress in selected countries. ILO-SIDA PPO1 has a budget of USD 2.23 million.
3. ILO-SIDA PPO1 is designed to operate at two levels. Firstly, at the macro (global) level, interventions are channelled through a Global Product that looks at the means to identify and address constraints to attaining full, productive and decent employment in countries that have achieved different levels of development. It also considers new and emerging policy areas in the context of a fast-changing labour market landscape due in part to new technologies, demographic shifts, trade and globalization and climate change. Secondly, at the level of individual countries, interventions are carried out in Cambodia, Guatemala, Morocco and Uganda to support employment policy diagnosis and skills policy/strategy, provide relevant analysis tools, and strengthen both the policy knowledge and institutional foundations needed to develop policy solutions and comprehensive, inclusive employment frameworks aimed at providing decent jobs to young women and men, through the inclusion of strategies and programmes that reduce skills mismatches and enhance access to the labour market.
4. The Global Product has three main objectives: a) strengthening employment policy diagnostic and implementation through global research and employment diagnostic works; b) support and target policies and programmes on youth employment, with focus on vulnerable youth; and c) support a sectoral focus for skills anticipation through the strengthening of Skills for Trade and Economic Diversification (STED). The support to country-level interventions addresses the specific needs expressed by constituents, and ranges from technical support for the review of policies on decent work, to implementing National Employment Policies (NEPs) or strategies to face the challenges of youth employment in the context of regionalization, to addressing skills mismatches in sectoral interventions.
5. The purpose of the final independent clustered evaluation is to examine the interventions carried out under ILO SIDA PPO1 outcome based funding to Outcome 1 and to provide insights into the

relevance, validity of design, effectiveness (i.e. how donor funding is contributing to Country Programme Outcomes (CPOs)), efficiency and sustainability of these interventions, and contribution to impact. The evaluation is also meant to be forward-looking and to provide recommendations for the Swedish International Development Cooperation Agency (SIDA), the International Labour Organization (ILO) and ILO constituencies regarding future steps to consolidate work done so far, as well as lessons learned and emerging good practices. In addition, the evaluation is expected to build on the insights, and follow up on the recommendations, of a final evaluation of SIDA's support to ILO projects in the field of employment promotion, with an emphasis on youth employment, and with particular focus on Phase II (2016-2017) of the ILO-SIDA Partnership Agreement 2014-2017 regarding Outcome 1: "More and better jobs for inclusive growth and improved youth employment prospects." The evaluation was conducted from the end of January 2020 to mid April 2020 by two independent consultants; all participating countries were covered.

6. The methodology for the final evaluation included a desk review, key informant interviews (KIIs) and focus group discussions (FGDs). Overall, the evaluators canvassed 96 people; all stakeholders were met in the context of face-to-face meetings or FGDs (in Morocco and Cambodia, where field missions were carried out), or through Skype conversations (in countries not visited by the evaluators). Limitations associated with the evaluation include the gathering of evidence over too short a period of time, considering the scope of the study, and the inability to conduct a survey as planned due to difficulties in obtaining adequate lists of the recipients of capacity-building interventions.
7. The Theory of Change (ToC) is the framework describing how the partnership through ILO interventions is expected to contribute to changes needed to support the development of policies and programmes that promote increased employment in better jobs and ultimately in achieving SDG 8. This ToC has served as a framework to gather the necessary evidence indicating that the ILO-SIDA PPO1's outputs and results brought about significant changes in the country included in this evaluation.

Main Findings

8. The evaluation of the ILO-SIDA Partnership interventions (2018-2019) found that the Global product and country-level interventions are very relevant to the achievement of Outcome 1 by enriching country interventions with research, tools and guidelines to be conveniently adapted to each country context and by strengthening capacities of tripartite constituents and national stakeholders to develop inclusive and productive employment development frameworks and sectoral approaches. Moreover, stakeholders consulted pointed out the appropriate strategic fit of all interventions.
9. The selection criteria allowed ILO to strategically choose the countries in which the interventions took place. Consideration was given to geographic distribution, the technical capacities of country offices, and the policy window ILO might have in each country to achieve transformative change or make a clear contribution to support the national priorities.
10. ILO-SIDA PPO1 makes a tangible contribution to the achievement of Sustainable Development Goals (SDGs), more specifically SDG 4. ILO-SIDA Partnership interventions address diversification

and transformative changes in employment and the needs of the most vulnerable (women, youth and NEETs).

11. New evidence gathered through research and operational tools produced with funding supplied by ILO-SIDA PPO1 has fed into the international debate on youth employment as well as the country-specific delivery of projects, and has been instrumental in global advocacy for upscale actions and impact under the 2030 Agenda for Sustainable Development, notably through the Global Initiative on Decent Jobs for Youth. Gender mainstreaming and specific actions targeted at youth or at fairly underdeveloped regions are grounded in all country-level activities. The ILO-SIDA partnership has targeted the specific needs of vulnerable groups such as NEETs, rural workers, women, youth, or those working in the informal sector. Project interventions have supported countries to diagnose opportunities and challenges associated with inclusive and productive employment and to identify policy options.
12. At the global level, the ILO-SIDA Partnership sharpened policy diagnostics and analysis (revised guidelines for country level employment and skills needs – the rapid STED manual piloted in the new countries including Ethiopia, Ghana and Senegal, diagnostic analysis, customization of the guidelines for country diagnostic according to a country typology), supported research on SDGs, and developed policy and technical briefs providing policy perspectives and pointers for action that influence the global policy debate on employment. In addition, the Global Product supported the provision of ILO’s advisory services and technical assistance to support NEPs and youth employment.
13. ILO-SIDA PPO1 allowed the scaling up of the STED programme to new countries. Such upscaling allows for knowledge sharing and peer learning among STED projects around the world and enhanced collaboration with trade-related international organizations, such as ITC, WTO, and UNCTAD. Furthermore, STED is often used as an entry point for identifying broader strategies and implementation opportunities in sectors as well as in national TVET.
14. At the country level, ILO also responded to the specific needs of selected countries. Results achieved include important contributions towards the achievement of Outcome 1. The regionalization of the National Employment Plan for Morocco in three regions enabled ILO to learn lessons and develop tools, procedures and guidelines for decentralizing employment policy and addressing, for the first time, labour demand and supply-side measures down to the level of local projects, to respond to needs and priorities. The regionalization of employment policies also took root in Cambodia, where the Inter-Ministerial Committee, working at the national level, facilitated the establishment of four provincial committees to oversee implementation of the plan.
15. The ILO-SIDA Partnership has strengthened both the knowledge and the capacities of policy makers and tripartite constituents to develop policy solutions and inclusive employment framework through on-going advisory services, technical assistance and training at the national and international levels. Their attendance to the Academy on Youth Employment, courses on employment policies, or the new course on “Policy instruments to address the challenges of youth NEETs: Outreach, activation and inclusion,” and the production of a Youth Employment Toolbox were designed to strengthen both the policy knowledge and tools needed to develop policy solutions and inclusive employment frameworks aimed at providing decent jobs. STED interventions adopted a systemic approach to design and implement strategies to bridge the skills constraints and gaps identified. Capacity building activities reached out to 250 participants and

included: Skills Anticipation course for 6 African IGAD countries; Joint Inter-Agency course on skills anticipation in ITC-ILO Turin; Sectoral approaches to Skills Development course in ITC-ILO Turin (2 sessions) and the Skills Academy Course reaching out to 250 participants.

16. Interviews with stakeholders from all countries covered in this evaluation recognized the value-added of ILO interventions. In particular, stakeholders appreciated the ILO's expertise and adherence to international labour standards, its strong technical support backed by qualified experts and research, and its ability to bring government, employers, and employees together to play an active role in developing, validating, implementing and evaluating employment interventions. Also mentioned by stakeholders was the ILO's ability to bring partners to different fora/meetings that they would otherwise not have had access to.
17. The Global Product and country-level interventions are closely interrelated and mutually inform each other. The Global Product provides technical inputs and backstopping services, training support and knowledge development to enrich country interventions with research, tools and guidelines to be conveniently adapted and used according to each country context. Country-level interventions, experiences and lessons learned feed up into the Global Product development and "field test" what works for youth employment.
18. Overall, ILO-SIDA PPO1 was cost-efficient in its implementation, and the project management made effective use of funds, given the financial and human resources allocated for the full implementation of the ILO-SIDA Partnership.
19. ILO-SIDA support has been instrumental in bringing decent work and youth employment into the national and global political agendas through participation in the High-Level Political Forum on Sustainable Development (HLPF) and in the review of SDG 8 and, more specifically the integrated policy framework, and the activities connected to the ILO Centenary, the Future of Work Initiative, and through its participation to numerous international workshops and conferences.
20. Evidence from the desk review and the KIIs indicate that the social dialogue, technical assistance and ongoing capacity building have not only fostered national ownership, but also ensured that governance mechanisms and expertise built will remain in the targeted countries.

Conclusions

21. Evidence supplied by the desk review and KIIs confirms that the Global Product and country-level interventions were highly relevant, demand-driven and aligned with the national priorities of targeted countries, UNDAF, DCWP and SDGs. Interventions put youth employment at the forefront of national discussions and strengthened the political buy-in towards inclusive employment policy and decent work .
22. ILO-SIDA PPO 1 interventions effectively supported projects in countries at different stages of the development and implementation of their NEPs; these targeted interventions often served as "catalytic funding" to contribute towards the support and development of additional employment interventions, activities and projects.
23. New evidence gathered through research and operational tools produced with funding from ILO-SIDA PPO1 fed into the international debate on youth employment by sharpening critical policy messages on young NEETS, the need to balance demand and supply side measures for structural

transformation and strengthen formulation of policies to identify priority sectors to address job creation and skills diversification.

24. Country level interventions operationalized the cross-cutting policy driver on gender equality and non-discrimination. Interventions address the specific needs of vulnerable groups, such as the youth NEETs, rural workers, women who have limited opportunities to participate or who face specific challenges in the labour market or the informal economy.
25. The ILO-SIDA PPO 1 significantly increased the institutional capacities, through technical expertise, of partner organizations (government, employers' and employees' organizations) in targeted countries to support employment policy development and implementation, as well as sectoral approaches and measures targeting NEETS.
26. Strong, consistent and inclusive social dialogue that supports and strengthens governance structures and coordination mechanisms has ensured that employment policies adopted are built through a national consensus thus providing a common vision and approach that is conducive to the formulation and implementation of inclusive employment policy. As an end result, national ownership of employment issues has been strengthened.
27. The identification of key growth sectors along with competency standards, curricula based on such standards, recognition of prior learning assessment, and apprenticeship programmes are key strategies that successfully reduce the skills gap and equip young workers with relevant skills, while also building stronger relationships between the private sector, education (in particular TVET), and trade unions.
28. The ILO-SIDA PPO 1 has played a catalytic role towards the sustainability of the STED programme by ensuring a programme coordination and technical backstopping function with continuous support to the robustness and consistency of STED-based applications in a number of developing countries.
29. There is a clear degree of coherence and complementarity between the Global Product and the selected countries but synergies between the Global Product and country level interventions are not optimal. There currently are few links between the richness of country level experiences and the wealth of research from the Global Product.
30. The evaluation confirms that the ILO-SIDA PPO1 contributed towards significant changes with respect to the development and strengthening of competencies among tripartite constituents and national stakeholders. This capacity building, including training, technical assistance, and support for social dialogue, was further strengthened by research, guidelines and tools that were pivotal in enabling key institutions to improve their ability to develop critical policy messages. This subsequently fostered the strengthening of a nationally focused collaborative mindset among stakeholders. As a result, the formulation and implementation of broadly supported policy implementation strategies and approaches addressing youth employment have taken root in countries identified in this Partnership.

Lessons Learned

31. The "catalytic" nature of ILO-SIDA Partnership funding enables it to be responsive to country needs and deliver promising outputs that can serve to support further funding.

32. There is an added value of long-term financial commitment to countries that have benefitted from more than once cycle of the ILO-SIDA Partnership. This is especially true with respect to the sustained capacity building needed to move from the development of a NEP and effective sectoral skills strategies to their implementation. Such a process has enabled the strengthening of national policies at regional/provincial levels and ensured that policies respond to local needs.
33. Greater partnership and ownership of the implementation of NEPs and skills strategies are reinforced through social dialogue and through the tripartite approach. Social dialogue has ensured greater participation from employers and trade unions in employment policies, programmes, strategies, mechanisms, and standards.
34. The tripartite approach is pivotal in providing existing partners with exposure to opportunities that are otherwise unavailable to them. For example, the tripartite process has been influential in leveraging the position of employers and trade unions in wider country initiatives; for example, in Cambodia, the ILO encouraged the United Nations Joint Programme (UNJP) to have the Cambodia Federation of Employers and Business Associations (CAMFEBA) sit on their Committee. Trade unions in Cambodia are now invited by the government (without the ILO necessarily being the liaising organization) to participate in meetings—for example, to participate in the drafting of laws—, and are asked to input on the integration of international labour standards.
35. The formulation of standards is pivotal in strengthening the government’s capacity to bridge the skills gap in key labour market sectors that experience the most growth. Competency and curriculum standards in Cambodia TVET centres for four key occupations in the two target sectors (food-processing and light-manufacturing) have helped standardize teaching practices and assessment frameworks, and they can provide learners with certification and clear guidance on the skills they need.

Recommendations

36. **1. Global Product:** Continue to support the Global Product to facilitate the provision of technical advisory services, research and support to policy development and coordination. Global products developed during the 2018-2019 (tools, guidance, policy, research and technical briefs) should be further disseminated and used in policy development and implementation at the country level by developing a systematic approach to sharing knowledge, publications, research, and good practices. This approach should take into consideration target audiences.

- For whom: ILO HQ administration; Project Management
- Action needed: Develop a dissemination strategy
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time for ILO HQ to develop (Medium)

37. **2. Decentralization of country-level interventions:** Country-level interventions continue to focus on a decentralized approach to employment, looking at skills and competencies needed, and getting closer to local realities by providing access to training, job fairs, and engaging with private sector and other stakeholders to reach out to vulnerable groups, including youth and women. Morocco’s successful model of intervention can feed in the support to countries that are initiating the process of implementing employment policy and decentralizing it to the regions.

- For whom: ILO HQ administration, ILO Country and Regional Offices
- Action needed: Contextualize decentralization approach according to country needs
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: HQ and Country Office tools and technical expertise to support governments (Medium)

38. 3. External communication with National Project Coordinator (NPCs): Support more regular exchanges among national project coordinators of targeted countries (country-level interventions) through videoconference to exchange on the implementation process, challenges, best practices to build in a global perspective, and share new research guidelines. The exchanges can also be opportunities to proactively adjust current interventions if needed.

- For whom: ILO HQ administration; Project Management
- Action needed: More frequent communication with NPCs
- Priority: Medium
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time allocated for such exchanges between ILO HQ and CPOs (Low)

39. 4. In-house internal communication: Strengthen in-house communications and internal exchanges between the different units—for instance, every two months to allow a greater synergy between EMPLOYMENT and all other units involved in the ILO-SIDA PPO 1 and facilitate the exchange of information related to the Partnership.

- For whom: ILO HQ administration; Project Management
- Action needed: Increased frequency of exchanges between experts and units contributing to the Partnership
- Priority: Medium
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time allocated for such exchanges between experts and units contributing to the Partnership (Medium)

40. 5. NEETs: Continue to support vulnerable youth in line with SDG Target 8.b.1 and 8.6 and ILO commitment to support decent work. The ILO-SIDA Partnership has strengthened knowledge on NEETs and provided specific approaches to integrate NEETs into the labour market. The next biennium should focus on research and capacity building to strengthen the constituents' competencies to address the challenges ahead.

- For whom: ILO HQ administration; Project Management
- Action needed: On-going research and approaches to capacity building for constituents
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Funding for additional research and capacity building (Medium)

41. 6. Cataloguing inventory of experiences: ILO should standardize the leveraging of experiences acquired with NEPs and Regional/Provincial Employment Plans. Morocco and Cambodia have done so for its NEP, and it could be done for Regional/Provincial Employment Programme experiences. ILO could develop an online tool that collects good practices and documents lessons learned which can support other countries in their efforts to implement the

process. This reiterates a recommendation identified during the 2016-2017 ILO-SIDA Partnership evaluation.

- For whom: ILO HQ administration; Project Management
- Action needed: Develop online tool for sharing good practices and lessons learned
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time for ILO HQ to develop (Medium)

42. **7. Emerging needs:** Adjust the existing budget by setting aside discretionary funds to respond to emerging needs and/or additional requests to strengthen ILO's understanding of transformative nature of the world of work and inline with Partnership main objectives.

- For whom: ILO HQ administration; Project Management
- Action needed: Allocate percentage of existing budget to emerging needs/requests
- Priority: Medium
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time for ILO HQ to reallocate (Low)

43. **8. Capacity building of tripartite constituents to actively participate in policy implementation:**

There is a need to strengthen and broaden the capacities of tripartite constituents as some of the most critical levers for successful employment generation may lie beyond their traditional mandates and areas of competence, from macroeconomic policy to sustainable development, assessment of business environment, and strategies for productive diversification. Regional, provincial and local strategies are a promising approach. The engagement of regional actors is crucial for policy implementation, and the challenges they face need to be addressed, as well as their capacity strengthened on issues related to decent work. Ongoing capacity building is key to ensuring the sustainability of interventions.

- For whom: ILO HQ administration; ILO Country and Regional Offices
- Action needed: Ongoing capacity building for tripartite constituents
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Funding for ongoing capacity building (Medium)

44. **9. STED:** Based on STED diagnostic analysis, continue providing technical assistance towards the development of competency standards and competency-based curriculum in key country sectors, as well as certification, recognition of prior learning, and apprenticeship programmes to provide beneficiaries with the skills they need to access employment. The STED team should continue its efforts to support outreach and knowledge sharing events to have a wider reaching impact and inform other countries that face similar skills issues.

- For whom: ILO HQ administration; STED Global team, ILO communications
- Action needed: Continue technical assistance for sectors already identified and reach out to countries with similar skill issues through outreach and learning events; identify potential new sectors to target
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Financial support from governments, employment analysis to identify sectors

Table of Contents

1.	Project Background.....	1
2.	The ILO-SIDA PPO1 Programme – Theory of Change	2
2.1	Programme Components	3
	Global product	3
	Country-Level Interventions.....	4
2.2	Gender Equality Approach and Cross-cutting policy drivers.....	7
	Gender Context	7
	Cross-Cutting Policy Drivers	7
2.3	Institutional Arrangements for the Partnership Programme.....	8
3.	Evaluation Background and Methodology	9
3.1	Evaluation Background.....	9
3.2	Methodology for the Final Evaluation.....	9
4.	Main Findings.....	12
4.1	Relevance and Strategic Fit of the Interventions	12
	Selection Criteria of Countries	12
	Relevance to the Needs of Constituents.....	12
	Alignment with the ILO Strategic Framework and DWCP	14
	Alignment With UNDAF.....	14
	Alignment with the Sustainable Development Goals (SDGs).....	14
4.2	Validity of Intervention Design.....	17
	Clear and Realistic Objectives Set by the ILO-SIDA Partnership.....	17
	ILO-SIDA Building on Knowledge Developed during Previous SIDA-Funded Projects.....	18
	Theory of Change Helpful in Supporting Project Implementation and Guiding the Design	18
	Project Monitoring	19
	Validity of Assumptions and Risks.....	20
4.3	Effectiveness.....	21
	Overall Achievements	21
	Results Achieved at the Global Level	21
	Country-Level Interventions.....	29
	Main Achievements	29
	Integration of Cross-Cutting Policy Drivers	35
4.4	Efficiency	39
	M&E System	41
	Coordination with Strategic Partners and Catalytic Leverage.....	41
	Sharing Good Practices and Lessons Learned between Countries, Communicating Success Stories and Disseminating Knowledge	42
	Synergies Between the Global Product and Country-Level Interventions	43

4.5	Orientation towards Impact	43
4.6	Sustainability	45
5.	Conclusions	46
6.	Lessons Learned.....	47
7.	Recommendations.....	48
	Appendix 1 – Terms of Reference.....	51
	Appendix 2 – Evaluation Matrix.....	60
	Appendix 3 – List of Documents Reviewed.....	67
	Appendix 4 – Protocol for Key Informant Interviews	80
	Appendix 5 – List of Key Informants	87
	Appendix 6 – Protocol for Focus Group Discussions	90
	Appendix 7 – Management’s Response to 2016-2017 ILO-SIDA Partnership Evaluation Recommendations	93
	Appendix 8 – STED Development Logic/STED Theory of Change	97
	Appendix 9 – Lessons Learned	98

1. Project Background

1. In the context of their ongoing relationship, and in the wake of the previous version of their Partnership Agreement, signed for the period from 2014 to 2017, ILO and SIDA established a new Partnership Programme for the period from 2018 to 2021. The latter is based on the principles of aid effectiveness and on the objectives and principles shared by Sweden and the ILO. Furthermore, it is underpinned by a rights-based approach and support for increased effectiveness and results-based management (RBM). The Partnership contributes to the achievement of ILO results through a combination of different funding modalities, including unearmarked core contributions, as well as 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.
2. The ILO-SIDA Partnership Programme 2018-2021 is consistent with Sweden’s strategy for global development cooperation in sustainable economic development (set for the period from 2018 to 2022), which seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all. The Partnership Programme also falls in line with ILO’s Strategic Plan for the period from 2018 to 2021, which seeks to reinforce ILO’s role in responding effectively to transformative changes in the world of work and emerging issues, and pursuing social justice through a Decent Work Agenda that reaches out to, and addresses the needs of, those most vulnerable and disadvantaged in the world of work—including those in poverty and those affected by conflicts and violations of fundamental rights.¹ Thus, by means of their Partnership Programme, SIDA and ILO explore different channels to lay the foundation for economic development that benefits the poor—especially women—through the promotion of changes in legislation, administration, environment, infrastructure, democracy and sustainable development that “leaves no one behind.”
3. The ILO-SIDA Partnership Programme Support to Outcome 1 “More and better jobs for inclusive growth and improved youth employment prospects” (2018-2019) (ILO-SIDA PPO1) aims to strengthen employment policy diagnostics and implementation, develop targeted youth employment policies and programmes, and promote a sectoral focus for skills anticipation. The ILO-SIDA Partnership also seeks to strengthen the capacities of constituents to achieve improved youth employment prospects, with a view to building critical knowledge and capacity for accelerating progress in selected countries.
4. ILO’s underlying strategy for the ILO-SIDA Partnership is based on the recognition that promoting more and better jobs calls for a comprehensive approach that includes sound labour market analysis, coordinated demand and supply-side measures, tripartite consultations, and social dialogue,² with emphasis on clear mechanisms for policy implementation and monitoring and evaluation. Such an approach needs to be coupled with targeted actions to address the youth employment crisis through a balanced approach of activation policies and protection of the rights

¹ International Labour Office. *The ILO’s Strategic Plan for 2018-21*. October 2016.

² The processes of social dialogue and tripartism are inherent to the life of the ILO and are one of the strategic objectives of the Decent Work Agenda. Social dialogue requires the establishment of a broad-based, inclusive approach, as well as efforts to reach out to a wide spectrum of stakeholders that fuel the policy debate on employment.

of young women and men, as well as skills development and training and generating income perspectives for those that have fewer opportunities in the labour market.³

5. Over the course of the ILO-SIDA Partnership implementation, ILO commissioned an independent final evaluation of SIDA's support to ILO projects under P&B outcome 1 in the field of employment promotion with an emphasis on youth employment, with particular focus on Phase II (2016-2017) of the ILO-SIDA Partnership Agreement 2014-2017.⁴ The evaluation concluded that there is a clear degree of coherence and complementarity between the Global Product and the selected countries and underlined that the Global Product has offered a service platform to support country-level interventions by providing a wide range of resources, including technical briefs, country information, and training tools that are all accessible and adaptable for country-level work.
6. The final evaluation of Phase 1 of the ILO-SIDA Partnership Agreement (2014-2017) on Outcome 1 confirmed that the management capacities and arrangements established for the ILO-SIDA Partnership have clearly contributed to the achievement of most of its planned objectives. It also points out to key issues to be considered by the Partnership. To name a few: (i) the role played by ILO within the United Nations Development Assistance Framework (UNDAF); attention paid to adherence to the SDGs, in particular those related to poverty alleviation; (ii) comprehensive monitoring and evaluation (M&E) system with a logframe, clear milestones, and appropriate Theory of Change; (iii) substantial allocations for building the capacity of tripartite constituents; and (iv) decrease in the number of targeted countries for country-level interventions.
7. The current evaluation of the ILO-SIDA Partnership Agreement (2018-2019) is building on the findings and recommendations of the 2016-2017 ILO-SIDA Partnership evaluation, the final independent evaluation of STED as well as the progress reports 2018 and 2019. It is primarily used to provide verifiable evidence of the results achieved and inform ILO management and organizational learnings for similar research projects in the future.

2. The ILO-SIDA PPO1 Programme – Theory of Change

8. The ILO-SIDA PPO1's underlying Theory of Change (ToC), shown in Figure 1, describes how the partnership through ILO interventions is expected to contribute to changes needed to support the development of policies and programmes that promote increased employment in better jobs (productive and decent) and ultimately in achieving SDG 8 through the adoption of comprehensive national employment policies. The causal chain of results focuses on creating the basic premises for sound policy implementation and entails building knowledge (sound diagnostic and analysis of the labour market, existing normative framework) and identifying context-specific policy issues; supporting the development of research, guidelines and tools to guide the process of policy implementation and actively engage in developing policy solutions; capacity building of national stakeholders; and ILO ongoing technical assistance backstopping. All these steps allow national stakeholders to have a common understanding of the dynamics of the labour market and guide them not only on how to define problems but also how to formulate structural transformations that are needed (economic and sectoral policies) and to customize programmes and services (skills

³ SIDA-ILO Partnership Programme 2018-2021 Phase I, 2018-2019. 2018 Progress Report. March 2019.

⁴ Van der Loop, T. *Final Independent Evaluation: SIDA's Support to ILO Projects in the Field of Employment Promotion with an Emphasis on Youth Employment with Particular Focus on Phase II (2016-17) of the ILO-SIDA Partnership Agreement (2014-2017) on Outcome 1: "More and Better Jobs for Inclusive Growth and Improved Youth Employment Prospects."* Final Report. The Hague. April 2018.

development, employment services, etc.) to address country needs. This process is supplemented by a coordination mechanism, ongoing policy support, and advocacy to build a national consensus and actively engage the social partners, thus creating a strong institutional base that is conducive to the formulation, implementation and monitoring of development-inclusive employment policy. Through such means, it is anticipated that actual support and experience emanating from ILO-SIDA PPO1 will apply to various countries and contribute to the creation of relevant advocacy material and training modules. Overall, the project is expected to help sharpen ILO's diagnostics, analysis and tools to support advocacy and make ILO more influential in the global policy debates on employment. Furthermore, the project will support the design of high-profile reports and studies that will supply decision makers with renewed policy analysis and solid pointers for action. Within participating countries, the programme will address the specific needs of national stakeholders across the various steps of the policy cycle.

9. The ToC is the framework used to describe how the chain of results contributes towards the expected impact of achieving SDG 8. While the ToC describes broad changes, the results identified in this evaluation report will indicate the degree to which the ILO-SIDA PPO1's outputs and results are contributing towards the achievement of SDG 8.

2.1 Programme Components

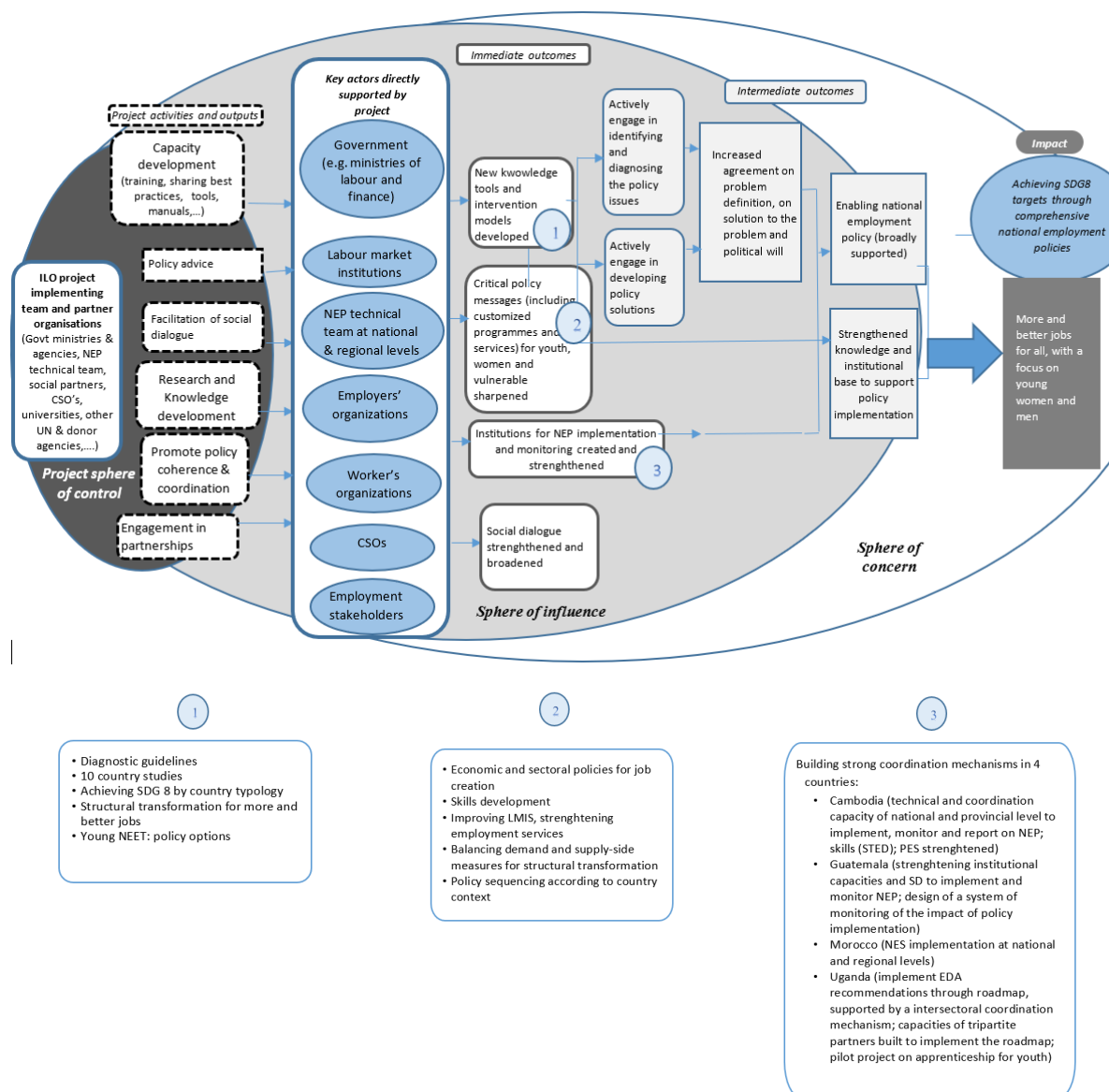
10. ILO-SIDA PPO1 is organized around two components: 1) Global Product; and 2) country-level interventions.

Global product

11. The Global Product responds to the ILO constituents' demand for support to promote comprehensive employment policy frameworks. The Global Product looks at the means to identify and address constraints to attaining full, productive and decent employment in countries that have achieved different levels of development. It also considers new and emerging policy areas in the context of a fast-changing labour market landscape due in part to new technologies, demographic shifts and climate change to support export enhancement in countries' selected sectors.
12. The Global Product concentrates on the need to promote a pro-employment macro-economic framework and address related constraints; on obstacles linked to inadequate or insufficient structural transformation and private sector development; on constraints stemming from weak capacity to implement, monitor and evaluate employment and labour market policies; and on the advocacy and research needed to address labour market disruption and changes in the context of technology, demography, and climate change.
13. The Global Product has three main focus areas: 1) *Strengthening Employment Policy Diagnostic and Implementation* – this is achieved by enhancing the technical capacities of ILO constituents to carry out well-organized diagnostics of the main issues that are critical to employment promotion, such as macro-economic policy, enterprise development, transition from the informal to the formal economy, strategies for productive diversification, as well as labour market diagnostic tools for the design and review of employment strategies; 2) *Targeted Policies and Programmes on Youth Employment, with Focus on Vulnerable Youth* – this is achieved by seeking to understand and address youth exclusion from decent work through a focus on youth NEETs; and, 3) *Sectoral Focus for Skills Anticipation through the Strengthening of the STED Programme* – this is achieved

through ongoing and new Skills for Trade and Economic Diversification (STED) programmes at the country level, which benefit from sustained coordination and technical backstopping function in ILO Headquarters in Geneva (HQ), with specific attention given to institutionalization, sustainability and up-scaling.

Figure 1
Theory of Change of the ILO-SIDA PPO1 Project



Source: ILO-Sida Partnership Programme 2018-2021. Conceptual Framework. Draft version. [Not dated].

Country-Level Interventions

14. The ILO-SIDA Partnership operates in four target countries: Cambodia, Guatemala, Morocco and Uganda and is operationalized through close cooperation with each host government, the Ministry of Labour, other relevant government agencies, workers' associations and trade unions. The

Partnership responds to the specific needs of selected countries across the various steps of the policy cycle. Outputs related to the Global Product and the country-level interventions are presented in Table 1.

Table 1. Global-Level and Country-Level Supporting Outputs

Component/project	Outputs [note]
Global level	
<i>Component 1</i> – Strengthening employment policy diagnostic and implementation	<ul style="list-style-type: none"> • A consolidated research report prepared, which focuses on the SDGs and employment policies (macro-economic and sectoral policies for structural transformation and full and productive employment). • Technical guidelines prepared for integrated employment and labour market country diagnostics and for employment policy implementation, which encompass the existing guidelines regarding the decent work country programme (DWCP), as well as new modules focusing on the demand side of the labour market. • The development of a typology of countries that share basic development characteristics and challenges.
<i>Component 2</i> – Targeted policies and programmes on youth employment, with focus on vulnerable youth	<ul style="list-style-type: none"> • A study prepared on “NEET: understanding and addressing youth exclusion from decent work.” • A Youth Employment Toolbox developed. • An Academy on Youth Employment set up (2018). • An international course developed on “policy instruments to address the challenges of youth NEETs (outreach, activation and inclusion).”
<i>Component 3</i> – Sectoral focus for skills anticipation through the strengthening of the STED programme	<ul style="list-style-type: none"> • Sustained technical backstopping and coordination of STED projects. • A standardized STED course developed. • Adaptation of STED strengthened. • Enhanced collaboration with trade-related international agencies such as WTO, ITC, and the United Nations Conference on Trade and Development (UNCTAD).
Sustained technical backstopping and management of the ILO/SIDA Partnership at central level	<ul style="list-style-type: none"> • Technical backstopping to CPOs, from the formulation of country projects to implementation. • Project documents and work plans developed, with input from ILO specialists involved in employment, technical cooperation, and programming. • Appropriate technical support provided to country initiatives. • Monitoring services and inputs to the preparation of progress reports during implementation. • Good quality final reports.
Country level	
Cambodia: Enhanced employability of men and women through improved skills development and public employment services	
Employment policy – Policy and institutional framework	<ul style="list-style-type: none"> • The Inter-ministerial committee for NEP (IMC)’s capacity is strengthened to effectively monitor the implementation of NEP. • Technical and coordination capacity of the sub-national authorities are strengthened to implement the NEP.
Skills development	<ul style="list-style-type: none"> • A competency standard, a competency-based curriculum and a competency assessment package are drafted and validated by a tripartite committee, for at least three targeted industrial and tourism occupations. • Constituents, through a social dialogue exercise will strengthen their capacities to design and implement a National Assessment, Certification and Accreditation System including for quality apprenticeship.
Employment services	<ul style="list-style-type: none"> • The database of the National Employment Agency (NEA) has been expanded, utilized and analyzed for better matching outcomes, including information on enterprises, available training opportunities and incidence of successful matching.

Table 1. Global-Level and Country-Level Supporting Outputs

Component/project	Outputs [note]
Guatemala: Support to the development and implementation of policies to generate employment and productive development, and improve employment prospects for young people, on the basis of tripartite consultations	
Institutional capacities and social dialogue strengthened to implement and monitor the NEP	<ul style="list-style-type: none"> • Implementation plans are developed, with a focus on gender, for each of the four pillars of NEP, with special emphasis on the identification of programmes, projects and/or actions that improve employment opportunities for youth. • A monitoring and follow-up system are developed for the NEP, in consultation with social stakeholders, and implemented towards a better management of information systems and interinstitutional coordination. • A training programme is developed to strengthen the capacities of social partners regarding employment and productive development policies.
Knowledge development and capacity building of stakeholders on strategic areas linked with full, productive employment and decent work	<ul style="list-style-type: none"> • The impact on employment of sectoral policies is evaluated in two strategic sectors (rural development, agriculture, energy and infrastructures). • Capacities of national actors to evaluate the effects of international trade on employment and employability are strengthened.
Morocco: Strengthening of the constituents' capacities to develop and implement national and regional strategies for decent employment and to improve labour market information and governance	
Conditions for the operationalization of the NES are put in place at the national level	<ul style="list-style-type: none"> • A programme of capacity building, experience sharing, and support of national actors is developed. • Urgent measures for youth employment are formulated. • A communication plan to mobilize stakeholders around employment is developed and implemented. • A strategy to finance the Action Plan of the NES is developed.
Capacities of regional actors in the implementation and monitoring of regional employment programmes (REPs) are strengthened	<ul style="list-style-type: none"> • A programme of capacity building, sharing of experiences and support of regional stakeholders is developed. • Funding mechanisms for regional employment plans are identified. • The governance and M&E mechanism of the REPs are set up.
Uganda: Enhanced capacity for evidence-based pro-employment macro-economic policies and employment policies and programmes that place youth employment and decent work at the center of national development	
A roadmap for the implementation of the policy suggestions of the EDA is formulated, supported by an intersectoral coordination mechanism and encompassing integrated employment actions, with emphasis on youth and the poor	<ul style="list-style-type: none"> • Develop and finalize a post-EDA roadmap for implementation of the policy suggestions. • A multi-sectorial coordination mechanism for employment and productivity is strengthened to ensure more effective implementation and monitoring of employment policies and programmes.
Capacities of tripartite partners are built to support the effective implementation of the roadmap and ensure the centrality of employment in the NDP	<ul style="list-style-type: none"> • Enhance capacities of constituents to develop actions to promote inclusive and productive employment. • Advocacy, training and knowledge sharing on mainstreaming employment in sectoral strategies and the national budget. • Technical inputs for ensuring the centrality of inclusive employment in the NDP II during the review of the Development Plan.
A pilot project on Apprenticeship for youth employment promotion is finalized in at least one sector. Note: This output was not funded by the ILO-SIDA PPO1 but financed by another ILO project.	<ul style="list-style-type: none"> • Develop a pilot apprenticeship programme in the tourism sector with young persons as main participants.

Note: As validated by the ILO HQ management team on the inception report (February 26, 2019).

Sources: Da Silva Ribeiro, M.J. (in consultation with field colleagues and Ms. Dasgupta). *Implementation Progress Note*. Internal document. Title of project: ILO/Sida Partnership (2018-2019) on Policy Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects. July 2019; Da Silva Ribeiro, M.J. (in consultation with field colleagues and Ms. Dasgupta). *Implementation Progress Note*. Internal document. Title of project: ILO/Sida Partnership (2018-2019) on Policy Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects. September 2018.

2.2 Gender Equality Approach and Cross-cutting policy drivers

Gender Context

15. Since its creation in 1919, ILO has been committed to promoting the rights of women and men in the world of work and to achieving equality.⁵ Even though significant progress has been made over the years, there is still a need for specific, targeted capacity-building interventions to mainstream gender in the policies, programmes, projects and institutional mechanisms of labour institutions and employers' and workers' organizations. There is also a need to help women's groups and gender networks understand and advocate for decent work and productive work that is performed in conditions of freedom, equity, security and human dignity, and to which women and men have access on equal terms and following the proper application of fundamental rights and principles in the workplace. Gender equality in the ILO Decent Work Agenda deals with:⁶

- Equality of opportunity and treatment in employment.
- Equal remuneration for work of equal value.
- Equal participation and representation in governance and decision-making processes and mechanisms in the economic, social and labour fields.
- Freedom of association and protection of the right to organize.
- A balance between work and family life that is fair to both men and women.
- Equal access to safe work and to social security, including maternity protection.
- Equality in obtaining a meaningful career development.

16. Gender mainstreaming and specific actions targeted at youth are embedded in all of the ILO-SIDA PPO1's country-level activities and target specific groups in each country. This allows the project to address the specific needs of vulnerable groups, such as the proportion of youth NEETs who are also rural workers, women who have limited opportunities to participate or who face specific challenges in the labour market or the informal economy, as well as youth and other people who work in the informal sector.

Cross-Cutting Policy Drivers

17. Gender equality and non-discrimination is one of the cross-cutting components associated with ILO's policy objectives, and it plays a key role in ensuring that no one is left behind in the implementation of the 2030 Agenda for Sustainable Development. Acting as a vehicle for this cross-cutting policy driver, ILO's Women at Work Centenary Initiative will be the prime avenue to explore and give visibility to new and innovative approaches that address persistent obstacles to gender equality. The Initiative operates at two levels: firstly, by generating innovative and policy-oriented research and knowledge; and secondly, through direct and integrated action on the ground in the form of gender mainstreaming and gender-targeted work across selected CPOs.

⁵ International Labour Organization. Regional Office for Asia and the Pacific. *Gender Mainstreaming Strategies in Decent Work Promotion: Programming Tools*. 2010.

⁶ Ibid, p. 14.

18. The ILO-SIDA Partnership Programme focuses on two primary interlinking components to advance gender equality and gender empowerment, in line with SDG Goals 5 and 8. Both components support the thematic priorities of the Women at Work Centenary Initiative, which involve increasing women's access to quality work; promoting equal pay; supporting the care economy through efforts to measure and value paid and unpaid work and promote their balance, and extend maternity protection, childcare and other care services in the informal economy; and preventing and tackling discrimination and violence and harassment at work.⁷ The first component contributes to specific deliverables under the Initiative, reinforcing the data and knowledge base for policy action that will be used to develop actions plans at the country or regional level, with a view to building a roadmap for transformative gender equality. The second component operationalizes the cross-cutting policy driver on gender equality and non-discrimination at the country level. Social dialogue will act as the main vehicle for all related activities.
19. This evaluation analyzes the extent to which the ILO-SIDA Partnership built the capacity of governments and employers' and workers' organizations to overcome the structural barriers that lead to gender gaps in the world of work, as well as the capacity at the country level to address specific gender issues (i.e. studies, capacity building on gender equality and non-discrimination, national campaigns to raise awareness, improved law and policies) and the extent to which gender-sensitive indicators were adopted and gender results achieved. The evaluation also looks at gender mainstreaming approaches adopted, promising best practices and lessons learned at the country level to foster better integration of gender mainstreaming in future programming or subsequent projects.
20. The evaluation team sought the opinions and experiences of stakeholders to identify ways to strengthen gender mainstreaming within the project outputs. Furthermore, the evaluation methodology incorporated gender-related questions⁸ in the review of the project's relevance, effectiveness, efficiency and sustainability. In addition, measures were taken to ensure a gender balance in the selection of participants for data collection activities (discussed below).

2.3 Institutional Arrangements for the Partnership Programme

21. Per PRODOC information, at ILO, the Partnership Programme 2018-2021 is managed by the Employment and Labour Markets Policies Branch (EMPLAB), which is part of the EMPLOYMENT Department at HQ in Geneva. EMPLAB also oversees the ILO-SIDA PPO1 Global Product⁹. The management of country-level interventions is decentralized; thus, each intervention is under the responsibility of the concerned ILO CO, which can call on the support of relevant employment and youth employment and Skills specialists from the Decent Work Technical Support Team (DWT), on technical inputs from the ILO Regional Office (RO), and on technical assistance from HQ specialists involved in specific areas of work and specialization.
22. In each participating country, regular staff are dedicated to the Partnership Programme, including a National Programme Coordinator and one or several employees assigned to the project on a

⁷ *Agreement between Sweden and the International Labour Organization on Support to the Sida-ILO Partnership Programme 2018-2020*. PARDEV minute sheet. With appended concept notes. [May 2018].

⁸ In line with indications found in: International Labour Organization. Evaluation Office. *Integrating Gender Equality in Monitoring and Evaluation*. Guidance 1.1. June 2019.

⁹ EMPLAB do not oversee the global products done under STED component.

part-time basis. The Programme Coordinator is responsible for supporting the implementation of activities carried out in his or her country. National experts are also issued short-term contracts to assist, on a need basis.

23. In addition to the above, there is close coordination between programme personnel, specialists from the ILO Youth Employment Programme and from the ILO Country Policy Development and Coordination Unit (CEPOL) in Geneva, SKILLS specialists both at HQ and the field. Furthermore, consistency and alignment with the ILO's internal procedures are achieved through cooperation with various ILO departments, such as Strategic Programming and Management (PROGRAMME), Partnership and Field Support (PARDEV), and the Evaluation Office (EVAL).
24. Programme counterparts at the country level usually include the Ministry of Labour and other ministries, depending on the nature of the interventions. Inter-Ministerial Committees (IMCs) operating at the national level have proven to be important venues for coordination and management, especially in Cambodia and Morocco.

3. Evaluation Background and Methodology

3.1 Evaluation Background

25. Evaluation in ILO is primarily used as a management and organizational learning tool to support ILO constituents in forwarding decent work and social justice, and, more generally, in contributing to the attainment of SDGs. As such, it is a critical means to improve decision making, generate knowledge in the organization, and provide verifiable evidence of effectiveness. In the context of the final independent clustered evaluation of ILO-SIDA PPO1, the review will focus on the achievement of development results and address aspects associated with design, implementation, risk analysis, exit strategies, and management.
26. The evaluation has a dual-purpose: accountability and organizational learning. As such, it seeks to determine how, how well and under what conditions the planned outcomes have been achieved. The evaluation focuses on the Global Product and on country-level interventions in Cambodia, Morocco and Uganda; operations in Guatemala are examined through desk-review.
27. As indicated in the Terms of Reference (ToRs) in Appendix 1, the final independent clustered evaluation of ILO-SIDA PPO1 covers the period from January 2018 to March 2020, which allows it to draw an accurate, comprehensive picture of the project's overall context and development.
28. The primary audience for the final evaluation will be SIDA, ILO (including project personnel at HQ, in COs and in the field), partner organizations in the participating countries, and national constituents in these countries.

3.2 Methodology for the Final Evaluation

29. The purpose of the final clustered evaluation is to examine the interventions carried out under ILO-SIDA PPO1 and to provide insights into the relevance and strategic fit of the Partnership, along with the effectiveness, efficiency and sustainability of these interventions. It is also meant to be forward-looking and to provide recommendations for SIDA, ILO and ILO partners regarding future steps to consolidate work done so far, as well as lessons learned and emerging good practices. In addition, the evaluation is expected to build on the insights, and follow up on the recommendations, of a final evaluation of SIDA's support to ILO projects in the field of

employment promotion, with an emphasis on youth employment, and with particular focus on Phase II (2016-2017) of the ILO-SIDA Partnership Agreement 2014-2017 regarding Outcome 1: “More and better jobs for inclusive growth and improved youth employment prospects.”

30. More precisely, as part of this assignment, the final evaluation is expected to:

- Establish the relevance and coherence of the project’s design and implementation strategy.
- Assess the extent to which the project has achieved its stated objectives at the outcome level and identify the supporting factors and constraints that have led to this achievement (or lack thereof).
- Assess the extent to which the ILO-SIDA PPO1 addresses gender gaps in employment and is contributing to overcome structural barriers that lead to gender gap in the world of work and/or enhancing the capacity at the country level to address specific gender issues (studies, capacity building on gender equality and non-discrimination).
- Assess the extent to which the ILO-SIDA PPO1 results demonstrate the integration of cross-cutting policy drivers (international labour standards, social dialogue, transition to environmental sustainability).
- Identify unintended changes at the outcome level, both positive and negative, that supplement the project’s expected results.
- Determine the implementation efficiency of the project.
- Assess the sustainability strategy and identify the processes that are to be continued by project stakeholders.
- Identify lessons learned and potential good practices.
- Provide recommendations for ILO, ILO constituencies, and SIDA.
- Provide an independent assessment of the project and its strengths and weaknesses, as experienced by the concerned stakeholders and partners, with a view to uncovering obstacles or barriers.

31. The evaluation team’s approach to the final evaluation has explored, through contribution analysis, the extent to which the Global Product interventions (tools, research development, policy advice, capacity building and technical backstopping), supported by social dialogue with national level key actors, brought about changes in the countries included in this evaluation. The ToC has served as the framework to gather the necessary evidence to develop the contribution narrative. More specifically, evidence-gathering was facilitated by questions outlined in an evaluation matrix (shown in Appendix 2). The matrix has been the primary guide used by the evaluators to develop data collection tools (for each of the proposed lines of inquiry).

32. The evaluation team’s approach to the final evaluation has been participatory to ensure that findings and recommendations closely match the perceptions of key stakeholders. As requested by ILO, the evaluation team addressed the gender dimension by means of detailed questions incorporated in the various sections of the evaluation matrix. Thus, rather than regarding gender as one of several topics to investigate, the evaluators considered the entire data collection and

analysis process through a gender lens. The evaluation team's participatory approach extended to the entire evaluation, from identification of key learning questions to the design of the data collection tools, and the validation of data analysis findings. This process has granted the ILO management team an opportunity to provide their input into the evaluation process. The evaluation team's approach to the final evaluation explored *the extent to which the Global Product and country-level interventions (tools, research development, policy advice, capacity building and technical backstopping), supported by social dialogue with national level key actors, brought about changes in the countries part of this evaluation.*

33. The evaluation has also been carried out in adherence with the ILO Policy Guidelines for Results-Based Evaluation,¹⁰ ILO Policy Guidelines for Evaluation and related Guidance Notes, and the OECD/DAC Evaluation Quality Standard. The evaluation uses a mixed-methods approach involving three main lines of inquiry, a desk review (see list of documents reviewed in Appendix 3), key informant interviews (KIIs) in person or through Skype calls with 96 key stakeholders in ILO HQ, Cambodia, Guatemala, Morocco and Uganda (see interview protocol and list of key informants in Appendices 4 and 5), as well as focus group discussions in Morocco and Cambodia providing feedback on capacity-building initiatives (12 in Morocco, 12 in Cambodia) (see discussion protocol in Appendix 6). The evaluation team was not able to conduct an electronic survey as planned given the difficulty to obtain a full listing of participants to the different capacity-building activities.
34. In line with the ToRs, the evaluation budget and discussions with ILO, the evaluation team visited Morocco and Cambodia. As these countries received support from different phases of the ILO-SIDA Partnership (Morocco 2014-2015, 2016-2017 and 2018-2020; Cambodia 2012-2013, 2014-2015, 2016-2017 and 2018-2020), the evaluation team sought to assess the longer-term contribution of support to countries that have repeatedly benefitted from the ILO-SIDA Partnership.
35. The evaluation team is committed to operating all aspects of their work in an ethical manner, including respecting the rights of employees, promoting non-discriminatory practices and acting in accordance with the laws of the countries we work in. The evaluation team adhered to the OECD DAC Quality Standards for Development Evaluation and the Principles for the Evaluation of Development Assistance. These include: identifying the need for and securing necessary ethics approval; ensuring relevance and high quality and development value; avoiding harm to participants in studies; ensuring participation is voluntary and free from external pressure; ensuring confidentiality of information, privacy and anonymity of participants; operating in accordance with international human rights conventions and covenants; respecting cultural sensitivities; committing to publication and communication of all evaluations and research studies; independent of those implementing; ensuring particular emphasis on ensuring participation from women and socially excluded groups. All of these were followed in conducting this evaluation.
36. The evaluation team faced several limitations. There was a limited timeframe of two months in which to conduct the entire evaluation. As such, pertinent documents for the inception report were only received after the report was submitted; an on-line survey was designed but not implemented due to the challenge of identifying in time participants to take part in the survey;

¹⁰ <http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm>.

the time required for sufficient data analysis was considerably shorter than what the evaluators consider adequate. Additionally, there are inherent challenges in evaluating a program that is ongoing, with several outstanding program interventions and outputs scheduled to be completed during the writing of this report.

37. Despite these limitations, the evaluators were generally satisfied with the validity and reliability of findings reported in this report as a substantive number of stakeholders have been reached and had an opportunity to provide feedback on their experiences and perceptions about the project achievements.

4. Main Findings

4.1 Relevance and Strategic Fit of the Interventions

Selection Criteria of Countries

38. The focus of interventions to decide which countries to work with on the ILO-SIDA PPO1 is based on the request of the countries and their participation in the following areas: 1) employment policy diagnostic and implementation; 2) targeted policies on youth employment, with a focus on vulnerable youth; 3) sectoral focus on skills anticipation through the strengthening of the STED programme; and 4) countries were also selected to build upon results from the previous partnership agreement. Guidance on the programming of the development cooperation proposals under Phase 1 (2018-2019) also emphasizes that the selection of CPOs should be strategic and limited in order to ensure the critical mass of resources.¹¹
39. KIs with the ILO management team indicate that several criteria are considered to select a country, such as securing a diversity of geographic locations, the DAC Development Cooperation eligibility (<http://oe.cd/dac-list>), the technical capacity in the field (engagement and support of the field offices and decentralized when relevant), and previous experience in the country (when applicable). Other considerations are given to the policy window ILO might have in the country in terms of transformative change or clear contribution to the national priorities. The country selection calls for a good understanding of the broader political context, and the support ILO can bring to the country by identifying a niche for filling a gap. ILO also considers the potential leverage of funds with ongoing country ILO interventions.
40. All these considerations were given to support the selection of Cambodia, Guatemala, Morocco and Uganda.¹²

Relevance to the Needs of Constituents

41. The country selection criteria allowed ILO to strategically choose the countries where the interventions took place. Considerations were given to geographic distribution, the technical capacities of country offices, the policy window ILO might have in the country in terms of transformative change or clear contribution to the national priorities. Given the limited funds, ILO also considered the potential leverage of funds with ongoing country ILO interventions.

¹¹ *ILO Programming and Design Guidance for Outcome-Based Funding*. Minutes. Final. February 26, 2018.

¹² *ILO Selection Criteria*. One pager.

42. The desk review and KIIs corroborate that ILO-SIDA PPO1 interventions are well aligned with ILO's strategic framework supporting national strategies of targeted countries towards decent work, and in line with the UNDAF commitment to eradicate poverty in all its forms, end discrimination and exclusion, and reduce inequalities and vulnerabilities.
43. There was a concrete contribution to the achievement of the SDGs, more precisely SDG 8. Firstly, with interventions addressing diversification and transformative changes in employment as the means of achieving higher productivity and job creation. Secondly, by addressing the needs of the most vulnerable NEETS as SDG 8 Target 8.6 calls for countries to "substantially reduce the proportion of youth not in employment, education or training."
44. New evidence gathered through research and operational tools produced thanks to the funding of the ILO-SIDA PPO1 fed into the international debate on youth employment as well as country-specific delivery of projects and has been instrumental to global advocacy for upscale actions and impact under the 2030 Agenda for Sustainable Development, notably through the Global Initiative on Decent Jobs for Youth.
45. Key informant interviews conducted in Cambodia, Guatemala, Morocco and Uganda confirmed that the support provided by the ILO was demand-driven and followed official country requests made by national authorities based on their needs and priorities.
46. For instance, the Moroccan Government requested ILO's support to maintain ongoing efforts to continue supporting the operationalization of National Employment Strategies (NES) at the regional levels. The ILO supported the development of regional employment plans in three pilot regions (Rabat-Salé-Kénitra, Tanger-Tétouan-Al Hoceïma and Souss Massa).
47. In Guatemala, within the framework of the NEP (Política Nacional de Empleo Digno 2017-2032 – Crecimiento Económico Sostenido, Inclusivo y Sostenible), the government requested support to strengthen inter-institutional coordination to implement employment policies and develop implementation plans, the design of pilot projects and a monitoring system related to the NEP and achievement of the SDGs. The intervention was highly relevant because it responded to an explicit request from the Guatemalan government to continue with technical assistance in the field of employment, and it guaranteed the sustainability and continuity of previous efforts and guaranteed the logic of continuity of two different governments.
48. In Cambodia, all stakeholders interviewed cited a high degree of relevance and appropriate strategic fit of all interventions. For example, the interventions on the national employment policy are on its implementation, which responds to a direct need cited by the government following the policy's development. The interventions on establishing competency-based standards, the recognition of prior learning (RPL), and strengthening apprenticeships respond to the need to improve the quality of decent work and provide workers with the necessary skills to meet market demands. Additionally, as noted by the National Employment Agency (NEA), the challenge in the labour market is not only in terms of skills, but also flow of information: youth do not know where to find information. Interventions in the public employment service, such as job fairs and online job postings, provided opportunities for youth to find decent work.
49. In Uganda, interventions included the identification of specific sectors where jobs can be created, as well as means to mainstream employment in the next national development plan (NDP 3).

These interventions were at the request of the government, following the publication in 2018 of the *Employment Diagnostic Analysis Report*.¹³

Alignment with the ILO Strategic Framework and DWCP

50. ILO's Strategic Plan for the period 2018–2021 seeks to reinforce significantly ILO capacities to deliver quality services to its constituents and Member States to realize social justice through the Decent Work Agenda; increase ILO's capacity to reach out to, and address the needs of, those most vulnerable and disadvantaged in the world of work, strengthen significantly ILO's role as a knowledge leader, its understanding of transformative changes in the world of work and its capacity to respond effectively to major emerging issues; and become a leading actor in the implementation of the 2030 Agenda in support of national strategies of member States and an effective advocate, actor and partner for the promotion of decent work in relevant international regional and international arenas. The ILO-SIDA PPO1 contributes to the strengthening of ILO's promotion of the Decent Work Agenda and the reaching out to the most vulnerable. Desk review and KII have corroborated that interventions supported through the ILO-SIDA Partnership are aligned with the ILO strategic framework and support ILO's role in supporting national strategies of targeted countries towards decent work.

Alignment With UNDAF

51. The United Nations Development Assistance Framework (UNDAF) is the strategic medium-term (3-5 years) results framework that describes the collective vision and response of the UN system to national development priorities and results. It defines how a UN Country Team (UNCT) contributes to the achievement of results, based on an analysis/assessment of country needs and UN comparative advantage.

52. ILO-SIDA PPO1 is well-aligned with the existing UNDAF frameworks in targeted countries. For example, in Morocco, interventions are aligned with UNDAF Morocco (2017-2021) results on streamlining national and regional policies and the development of inclusive, and sustainable industries, as well as green jobs. In Cambodia, the UNDAF Cambodia (2019-2023) Outcome 2.1 on decent work is aligned with apprenticeships and competency-based standards. In Uganda, Outcome 2.1 on learning and skills development is aligned with project interventions on identifying key sectors for job growth through sectoral employment diagnostic analysis. For additional details, please refer to Table 2.

Alignment with the Sustainable Development Goals (SDGs)

53. The ILO report "Time to Act for SDG 8: Integrating Decent Work, Sustained Growth and Environmental Integrity" states that the descriptors of decent work in SDG 8 – full and productive employment, labour rights, universal social protection and collective bargaining – are borrowed directly from the mandate of the ILO, which, throughout the years, has demonstrated, through research and global action, the positive role of decent work in fostering inclusive human development.¹⁴ It argues that that decent work must serve as the basis for a sustainable human-

¹³ The Republic of Uganda. Ministry of Gender, Labour and Social Development. *Employment Diagnostic Analysis Report*. Kampala. July 2018.

¹⁴ International Labour Office. *Time to Act for SDG 8: Integrating Decent Work, Sustained Growth and Environmental Integrity*. Geneva: International Labour Organization. 2019.

centred development agenda. The success of such an agenda depends on implementing and financing policies that are able to deliver long-term decent work as part of inclusive economic growth and on ensuring that these policies are tailored to countries' different levels of development, resources and institutional capabilities.

54. The ILO-SIDA Partnership focus on achieving SDG 8 considered three different angles. The first is structural transformation in the economy and the forces that fuel growth in income, productivity and jobs – in other words, how to create jobs from structural transformation which is the key issues for most countries. This needs to consider diversification and transformative changes (new skills, innovations, formalization and growth of micro-, small- and medium-sized enterprises, integration into value chains, enhanced scientific research and upgrading of technological capabilities, the potential of green jobs) as the means of achieving higher productivity and job creation. Secondly, there is the need to address NEETS: SDG Target 8.6 calls for countries to substantially reduce the proportion of youth not in employment, education or training (NEET). This target is set out to be achieved by 2020, reflecting the urgency of generating adequate employment opportunities for these youth.¹⁵ When young people find themselves in a NEET situation, it means they are not gaining skills that are valued in the labour market, which reduces their future chances of finding employment. In the long run, this both condemns young people to social exclusion and undermines the ability of an economy to grow over a sustained period.¹⁶ Thirdly, gender links to SDG Target 8.5 that recognizes “full and productive employment and decent work” as an objective and, moreover, extends this objective to “all women and men,” including “young people and persons with disabilities.” ILO cannot address job creation without looking at inclusiveness and economic growth.
55. Therefore, the interventions and the expected products further strengthen and support employment policy development and implementation capacity, as well as sectoral approaches and measures targeting NEETs. This is in line with SDG 8, centrally Targets 8.3, 8.5, 8.6 and 8.B.
56. STED programme not only contributes to the achievement of SDG 8 by supporting “inclusive and sustainable economic growth, full and productive employment and decent work for all” but is also directly linked to SDG 4 with interventions aiming to anticipate skill needs and helping to identify disparities to be considered in employment/skills policy formulation and programme with a view to develop appropriate training (technical vocational, etc.) and increase the number of youth and adults who have relevant skills for employment, decent jobs and entrepreneurship).
57. New evidence gathered through research and operational tools produced thanks to the funding of the ILO-SIDA PPO1 fed into the international debate on youth employment by sharpening critical policy messages on young NEETS (large numbers unemployable youth), the need to balance demand and supply side measures for structural transformation and strengthen formulation of policies to identify priority sectors to address job creation and skills diversification. Moreover, country-specific interventions tested these approaches and were instrumental in

¹⁵ ILO, *op. cit.* At a global level, the youth NEET rate decreased by a mere 2 percentage points between 2005 and 2018. At this pace, the above target will not be achieved by 2020. In 2018 the NEET rate for young women (30 percent) was still more than double the rate for young men (13 percent). The gender gap is especially wide in lower-middle-income countries, where young women are more than three times as likely as young men to have NEET status. p. 10.

¹⁶ ILO, *op. cit.* p. 18.

supporting global advocacy for upscale actions and impact under the 2030 Agenda for Sustainable Development, notably through the Global Initiative on Decent Jobs for Youth.

58. For additional linkages of country interventions to international and national frameworks in Cambodia and Uganda, refer to Table 2 below.

Table 2. Linkages of Country Interventions in Selected Countries

International/National framework	Goal/Target/Outcome
Cambodia	
Cambodia “Rectangular Strategy” for Growth, Employment, Equity and Efficiency – Building the Foundation towards Realizing the Cambodia 2050 (2018)	<ul style="list-style-type: none"> • Strategic Goal 2: Creating more jobs, both qualitatively and quantitatively, for citizens, <i>especially youth through skills training</i> • Rectangle 1: Human resource development: Particularly (2) <i>vocational training</i> • Rectangle 2: Economic Diversification: Particularly (3) Readiness for digital economy and industrial revolution 4.0 (e.g. through <i>digital skills development</i>)
Sustainable Development Goals	<ul style="list-style-type: none"> • SDG 4 (education for all) – Target 3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university; Target 4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship • SDG 5 (gender equality) – Target 1: End all forms of discrimination against all women and girls everywhere • SDG 8 (decent work) – Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training
Cambodian Sustainable Development Goals (CSDGs) Framework (2016-2030)	<ul style="list-style-type: none"> • Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all • Target 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university (35% gross enrolment rate achieved by 2030) • Indicator 4.3.2: Gross enrolment rate in technical-vocational education programmes {15- to 24-year-olds}
National Employment Policy	<ul style="list-style-type: none"> • The NEP 2015-2025 has towards three broad goals: (i) increasing decent work opportunities for women and men, (ii) enhancing skills development, and (iii) improving labour market governance. Of direct relevance to the current Project are Goals 2 on skills development and 3 on employment services
UNDAF 2019-2023	<ul style="list-style-type: none"> • Intermediate Outcome 2.1: More women and men have decent work, both in waged and self-employment, are protected by labour standards, and have <i>higher skills</i> in a progressively formalizing labour market, and high levels of employment are maintained
Decent Work Country Programme 2019-2023	<ul style="list-style-type: none"> • Outcome 1.2: More women, men, youth and vulnerable groups have improved skills/competencies (skills, knowledge and behaviour) to meet labour market needs in the context of the 4th Industrial Revolution • Output 1.2.1: (ii) implementation of National Policy on Education, Technical and Vocational Training 2017-2025; (iii) strengthened and expanded centres of excellence at sector level; (iv) active promotion of TVET opportunities for women, men and youth by employers’ and workers’ organizations; and (v) targeting resources around sector focus on tourism professionals, rural youth and one new sector to be identified following assessment phase • Output 1.2.2: Increased occupational coverage in Cambodia of ASEAN Mutual Recognition of Skills (MRS) and Mutual Recognition Arrangements (MRA), supported by strengthened assessment and certification processes and attention to female-intensive occupations • Output 1.2.4: New competency standards, related training and testing arrangements developed and applied in prioritized areas, with attention to female-intensive occupations • Output 1.2.5: Increased number of female and male youth in apprenticeships, internships and volunteer roles

Table 2. Linkages of Country Interventions in Selected Countries

International/National framework	Goal/Target/Outcome
Uganda	
National Development Plan II	<ul style="list-style-type: none"> Strategic objectives: (i) increasing sustainable production, productivity and value addition in key growth opportunities; (ii) increasing the stock and quality of strategic infrastructure to accelerate the country's competitiveness; (iii) enhancing human capital development; and (iv) strengthening mechanisms for quality, effective and efficient service delivery
Uganda Vision 2040	<ul style="list-style-type: none"> Strategic policy reforms include the review of government service delivery system and direct investment in strategic areas to stimulate the economy and facilitate private sector growth
National Employment Policy (2011)	<ul style="list-style-type: none"> The NEP has 10 key priority focus areas which provide a guiding framework for all Ministries, Departments and Agencies, Workers and Employers as well as Development Partners to create conditions for decent employment
Decent Work Country Programme (2018-2021) under development	<ul style="list-style-type: none"> Employment intensive growth, skills development and youth employment promotion feature prominently in the Decent Work Country Programme (DWCP) Priority Two; Promotion of Youth Employment
SDG	<ul style="list-style-type: none"> SDG 5 (gender equality) – Target 1: End all forms of discrimination against all women and girls everywhere SDG 8 (decent work) – Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training
UNDAF 2016-2020	<ul style="list-style-type: none"> Outcome 2.1. Learning and Skills Development – By end 2020, an effective and efficient well-resourced formal and non-formal quality education system that is accessible, inclusive, relevant, and produces highly skilled and innovative graduates for the job market and emerging national development needs.

4.2 Validity of Intervention Design

Clear and Realistic Objectives Set by the ILO-SIDA Partnership

59. The design of the 2018-2019 Partnership phase has built on the recommendations of the 2016-2017 ILO-SIDA partnership evaluation with the decrease in the number of targeted countries (from 6 to 4) for country level interventions and the focus of the Global component on the achievement of SDGs. In order to support ILO constituents in their efforts to maximize and track progress on SDG8, a multi-country research programme was conducted to diagnoses opportunities and challenges associated with promoting productive employment and identifies policy options

60. Special attention was also paid to the M&E systems to link the project country level outputs to the intended outcomes of the programme with the identification of clear milestones (Global and country level interventions) and the elaboration of a theory of change articulating a chain of results to achieve SDG8 targets with comprehensive and inclusive national employment policies. The guidance note on ToC also proposes in addition to the general P&B outcomes indicators, more indicators that can provide guidance for the formulation of outcomes indicators in future projects¹⁷.

61. Desk review and KIIs confirmed that the objectives of the ILO-SIDA PPO1 are clear and realistic. All ILO staff interviewed (HQ, regional and country levels) indicated that the project milestones and

¹⁷ ILO. *IM Employment Policy Version 27.2, Supporting the Development of Employment Policy*. Guidance note on the ToC. P. 19.

outcomes were clear. Furthermore, with respect to project partners (such as government ministries/departments/units, training colleges, employers and trade unions), all indicated that the planned outcomes were clearly identified from the start of the ILO-SIDA Partnership.

62. When asked about obstacles the ILO-SIDA PPO encountered during implementation, the ILO management team did mention fluctuation of the exchange rates imposing a realignment of the budget. The outcomes proved realistic and were for the most part achieved in the four targeted countries with the exception of a pilot project on apprenticeship in Uganda. In that case, the scope of the work was determined to be beyond the funding means of the programme, and funds were subsequently reallocated to Morocco. Ultimately, the apprenticeship project was supported by ILO through another project.
63. In the case of the current Partnership phase, targeted countries have built on previous experiences supported by the ILO and benefited from financial and technical assistance to push further their efforts towards productive employment and strengthen expertise of national counterparts ensuring sustainability of the interventions. Therefore, at this point in time, an exit strategy may not be of the essence.

ILO-SIDA Building on Knowledge Developed during Previous SIDA-Funded Projects

64. In countries with previous ILO-SIDA funding, programme interventions were directly linked to previous work. In Cambodia, the support for the implementation of the national employment policy is a direct follow up to the policy's development, which was supported in the previous ILO-SIDA cycle. Similarly, during the previous phase, ILO-SIDA supported the STED diagnostic phase in two target sectors which has resulted in a number of recommendations to address the skills challenges and gaps identified. This biennium was focused on the implementation of STED recommendations including the development of competency standards, curricula based on the standards for four priority occupations. Apprenticeships and RPL are follow-up interventions of the previous cycle's STED project. In Guatemala, technical assistance to support the implementation plans were linked to the National Employment Policy which had previous funding. While this is the first cycle of funding for Uganda, the interventions were a direct result of the national diagnostic analysis completed in 2018, which was funded by the Swedish embassy in Uganda.

Theory of Change Helpful in Supporting Project Implementation and Guiding the Design

65. Interviews with the ILO HQ management team confirm that the Theory of Change (ToC) stemmed not only from the prior evaluation but also from discussions with the donor and among ILO HQ management team on the need to come up with a common theoretical framework and narrative (storyline) about the interventions despite the different country contexts. The idea was to establish a clear narrative on what ILO has learned from SIDA support in the past, what the gaps are and what areas ILO needed to focus on at the global level in terms of research and employment diagnostics with a view to achieving SDG 8.
66. This common framework and narrative had to be reflected at the country level. Country-level interventions were aimed at ensuring decent work in accordance with SDG 8 and based on previous results; taking these into consideration, ILO wanted to support national employment policies in targeted countries while also taking into consideration regional aspects of employment

policy to develop better coordination and dialogue between national partners, which would enable ILO to create a solid narrative for the ToC.

67. Based on KIIs with ILO HQ management team, the ToC was developed and shared with country office staff to provide a common understanding among stakeholders on how the project contributes to a chain of results that produce immediate and intermediate outcomes, with the impact being the achievement of SDG 8. This was accomplished by describing the overall logic of the intervention through a diagram describing the contribution from the Global Product and country-level interventions (refer to Figure 1).
68. The evaluators believe that the ToC does provide a clear picture of the short- and medium-term intended changes required to reach the desired impact.
69. Desk review and KIIs with the ILO project management team confirmed that there was no ToC to guide the project until 2017, at which time there was a special exercise conducted to articulate the ToC. However, the outcome statements proposed are still describing outputs rather than a change in capacity or practices.
70. While the ToC was a useful tool at the time of development of the current ILO-SIDA programme cycle, ILO staff interviewed in the field indicated that they did not refer to the ToC during the implementation of interventions, nor was the ToC shared among partners. This had no incidence on the achievements of planned outputs in the targeted countries. Nonetheless, for subsequent outcome-based funding, the ToC can be a useful tool to develop a shared understanding of the results chain designed to support the desired impact of SDG 8.
71. STED supports the countries and sectors concerned in formulating and implementing strategies to bridge the skills challenges and gaps identified in order to improve export performance in tradable sectors. To guide the implementation of its interventions, the programme relies on its own theory of change mapping out and articulating the causal chain leading to desired outcomes. (See Appendix 9 for the STED Theory of Change.) The results chain shows the causality of impact at different levels. For STED it shows how programme activities will influence skills development systems, how changes in these systems will affect enterprises, and how those changes in enterprises will ultimately contribute to sector growth. STED's overall theory of change is about how interventions will effect changes in skills development systems (developing the right skills, strengthening business capabilities) that would lead to greater productivity enhanced market competitiveness, export and economic diversification of the sector, and ultimately more (decent) jobs.

Project Monitoring

72. The ILO-SIDA Partnership uses a simple and useful M&E framework (global and country-level logframe) that clearly identifies the main outcome to be achieved, indicators to track progress towards the outputs and outcomes, supporting activities, clear milestones to be achieved and direct link to cross-cutting policy drivers. For country level interventions each country has its own M&E system.
73. Based on desk review and KIIs, the M&E templates are useful for reporting purposes and the production of the progress reports.

74. The recommendation from the evaluation of 2016-2017 ILO-SIDA Partnership (see Appendix 7) with regards to the design of a comprehensive M&E system with an overall coherent logframe that applies to all components of the programme with clear milestones and an appropriate Theory of Change and a solid risk analysis have been sufficiently taken into consideration for ILO-SIDA PPO1.
75. Results-based management can pose a challenge for country level interventions that support the development and implementation of national employment policies (NEPs)¹⁸ owing the vast array of stakeholders involved. The ToC assumes a shared agreement among social actors about policy issues and policy solutions and that there is sufficient political will to achieve the desired impact. In other words, country-level interventions offer opportunities to support change in the capacity and willingness of social actors to engage in the policy process (through social dialogue and increased knowledge). The willingness of social actors provides a conducive basis for the implementation of the national employment policy. Therefore, there is a need to develop a realistic results framework that allows to work towards results that can be practically achieved within a given timeframe and the project budget. There is a need to translate how outputs contribute to positive changes in the practices of actors that benefited from technical assistance and capacity building. The evaluators were able to identify clear results associated with the various outputs identified in project interventions (refer to the Effectiveness section of this report).
76. The STED programme developed a Results-Based Management (RBM) and Monitoring and Evaluation (M&E) framework and system in order to measure progress towards results and plans to monitor progress. The STED RBM and M&E system has been developed around the measurement of change at five levels: STED global programme; country programme; sector; intervention; and analytic phase. The 2017 evaluation of STED programme underlines the robustness of the M&E and RBM framework, although it notes it is too detailed, and confirms that the system is an effective tool to capture and articulate the complex relationship between sectoral skills development and higher level of employment and export diversification impacts¹⁹.

Validity of Assumptions and Risks

77. Potential risks identified in the ILO-SIDA PRODOC included: lack of political stability, high rate of turnover of key counterparts in ministries or high-level partners, and lack of commitment of constituents throughout the process. Critical assumptions link to institutional capacities, governance mechanisms, government commitment are also well documented in the theory of change document. Based on KIIs in the field, most of the mitigation strategies to minimize risks were addressed through regular, productive social dialogue with tripartite constituents, along with necessary technical support from ILO.
78. In the case of Guatemala, an important contribution of the ILO support was done to address lack of political stability with the elections. Technical support focused on ensuring efforts to transition the National Employment Policy adopted by the former government to the new government. There is a tradition in Guatemala with each passing government that sets a different policy

¹⁸ A national employment policy (NEP) is a concerted and coherent vision of country's employment objectives and refers to a set of multidimensional interventions that are envisaged in order to achieve specific quantitative and qualitative employment objectives and targets.

¹⁹ ILO. *Final Independent Evaluation of Skills for Trade and Economic Diversification (STED)*. Oct-Dec 2017. p. 18.

framework. The project contributed to guaranteeing a logic of sustainability in the “approach” to the employment policy. It also underlined the importance of having tripartite dialogue to advocate for adoption of the national employment policy by the new government. The fact that workers and employers were part of the policy process guarantees sustainability in the sense that the policy is identified not as a government policy but as a policy of the state, a policy of the country and that social actors are committed to a political vision that governments can hardly reject.

4.3 Effectiveness

79. As described in the ToR, this evaluation seeks to determine “how well-planned outcomes have been achieved, how they were achieved and under what conditions.”²⁰ These outcomes are both at the Global Product and country levels, described below.

Overall Achievements

80. The ToC articulates the vision, key interventions and pathways of change supporting the development of employment policy. It provides a tool to visualize how results of a project contribute towards a desired impact. For the ILO, the goal of more and better jobs for all goes through the delivery of a range of services to governments, trade unions and employers’ organizations that include technical advice, knowledge generation, capacity building and development cooperation. Generally speaking, the global and country-level activities and outputs of ILO-SIDA PPO1 presented in the ToC successfully contributed to the expected outcomes.

81. In particular, related to immediate outcomes, the ILO-SIDA PPO1 strongly supported the strengthening of dialogue, technical cooperation and capacity building of tripartite constituents and other stakeholders towards the implementation of comprehensive NEPs with a focus on young women, men and vulnerable and contributed to the development of customized country-level interventions to support the necessary transformations to achieve the SDG 8 targets of more and better jobs for all. Areas where there is a need to strengthen immediate outcomes are in relation to aspects of policy implementation, particularly on information-gathering, and monitoring and evaluating progress of government initiatives.

82. While the timeframe for the ILO-SIDA PPO1 is narrow, the evaluators were nonetheless able to identify progress towards the intermediate outcomes as described in the ToC. KIIs in the field validated stakeholders’ wide-ranging support, involvement and knowledge of employment issues, which has facilitated the advancement and support of national and provincial/sub-regional employment strategies (including sub-regional employment policies, the inclusion of employment in national development plans, the development of quality competency standards, and the identification of growth sectors and skills-matching training and programmes).

Results Achieved at the Global Level

Building knowledge with evidence-based information to enrich policy debate

83. The Global Product responds to the increasing demand by ILO constituents for support in the development, implementation and review of youth employment policies and programmes. The

²⁰ See Appendix 1.

focus is on generating new knowledge on current and emerging issues, including the assessment of what works in youth employment, particularly for vulnerable youth.

84. Activities conducted to support the generation of evidence-based information that can be used to identify issues to be dealt with or enrich the policy debate on employment include a global research on the SDGs: “Macroeconomic and sectoral policies for structural transformation and full and productive employment” conducted in 10 countries²¹. The research examines the specificities of structural transformation in different country contexts. It concludes with a number of policy implications, common among them the need to place greater emphasis on ensuring that the movement of workers across sectors is accompanied by both quantitative and qualitative improvements in employment in order to ensure that structural transformation is inclusive.
85. Based on the country studies, Technical briefs on “Delivering on SDG8”, “Structural transformation for more and better jobs”, “Gender impact of structural transformation”, “Young people not in employment, education or training” and a study on “Evidence review of policies, programmes and interventions for young people not in education, employment or training (NEETs)” also contributed insights on the structural transformation requirements and pointers of action to consider such as the need for policy to address endemic challenges in education and training systems and how these link to local labour markets in terms of matching employer demands for comprehensive national employment policies.
86. What remains unclear for the evaluation team is how the research and technical briefs have been systematically used and disseminated externally. The ILO-SIDA (2018-2019) website contains all technical briefs. KIs with ILO management team have confirmed that using the venues of international conferences to inform national and international stakeholders involved in employment issues is an effective means to disseminate such research, policy and technical briefs and engage in discussion on relevant topics. Nonetheless, during KIs with national stakeholders, the evaluation team was not able to confirm that stakeholders were aware of these publications²². The implicit assumption that the research, studies, policy briefs and working papers produced at the global level will automatically be picked up and used by international and national actors involved in employment policy formulation does not always materialize. A dissemination strategy identifying target audiences would ensure that evidence-based information produced is actively feeding the country level policy dialogue and the international debate on youth employment.

Sharpening diagnostic tools

87. The ILO-SIDA PPO1 was instrumental in supporting ILO efforts to sharpen diagnostic tools to improve the range of ILO’s advisory services.
88. To bring a sharper focus to employment trends analysis and diagnostic, a draft *country typology to regroup countries according to core employment characteristic* was submitted in December 2019 and a discussion workshop was organized to discuss the typology. The rationale of a country

²¹ 10 country studies : Azerbaijan, Chile, Costa Rica, Egypt, Ethiopia, India, Peru, the Philippines, Portugal, and Rwanda. All countries are cost-sharing the study with the CO, leveraging Sida support. The 2019 progress report indicates studies have been already received for 10 countries.

²² This might be due to the fact that the three WP were published in December 2019 (at the end of the Partnership), and the fourth one in March 2020. All other studies being currently finalized. These working papers will be widely used and disseminated also in the new Phase of ILO/Sida Partnership.

typology is to create a basis for the customization of employment diagnostics and policy analysis by grouping countries according to core employment characteristics and challenges. It is anticipated that such a grouping will make it easier to identify and analyze divergent aspects between countries at roughly the same stage of development and that it will facilitate meaningful peer comparisons. A main purpose of such customization is to relax the trade-off between breadth and depth in employment analysis through a sharper focus.²³

89. A country typology should also provide a basis for cross-country comparisons and for seeking good practices of policy responses in other countries to common employment challenges. For instance, while a demand-side analysis for Mali and Uganda would require a strong focus on agrarian issues, a similar analysis in Slovenia and Portugal would focus on different issues. It will also allow the drawing of generic lessons from country evidence and structuring evidence-based knowledge building. Although the typology has been reviewed, the evaluation team could not confirm that the country typology has been formally adopted and published.
90. To support the core country employment assessment, draft guidelines were developed and discussed in 2019.²⁴ These guidelines pertain to the first fact-gathering assessment phase: a core country employment assessment. This is designed as a standardized common core analysis aimed at providing a first rapid assessment of the employment and labour market dynamics and situation and challenges in a country. The aim is to be able to deliver a first, yet robust assessment within one to two months after a request/decision has been made. The emphasis is on creating a tool that is resource-efficient; making it possible to undertake a first analysis of sufficient breadth, if not depth, in a short period of time and with limited resources. At the time of the evaluation these guidelines have been reviewed but not yet published.

Capacity building of ILO constituents on Youth Employment, with Focus on Vulnerable Youth

91. The previous ILO-SIDA Partnership evaluation (2016-2017) recommended that the new phase of the Partnership provides substantial allocations for building the capacity of tripartite constituents. The ToC integrates a strong actor focus approach to highlight the key roles of ILO constituents and other partners in achieving and influencing employment policy and youth transition to decent work.
92. Capacity development remains the main tool to foster a common understanding of youth employment issues and enable ILO constituents and policy makers to meaningfully contribute to the formulation of customized programmes to support the necessary structural transformation.
93. As per the recommendation from the previous evaluation, the current ILO-SIDA Partnership provided allocation to support capacity building and training of tripartite constituents and policymakers through the Academy on Youth Employment, regular courses on employment policies, the design of a new Course addressing the challenges of youth NEETs: Instruments and response for labour market inclusions.”
94. The *Academy of Youth* is part of a larger ILO response to an increasing demand from its constituents for support services to facilitate youth transitions to decent work. This training and

²³ Ronnås, P. *A Proposal for a Country Typology*. Revised version. December 2019. p. 2.

²⁴ Ronnås, P. *Guidelines for a Core Country Employment Assessment*. Third draft. June 2019.

knowledge-sharing event draws on the extensive experience accumulated by the ILO over the year through research and the provision of policy and technical advice

95. The Academy focus on strengthening national capacity to develop, implement and review youth employment strategies and programmes and foster better understanding of labour market concepts for rigorous diagnosis of youth employment challenges. Participants learn how identify viable entry points for mainstreaming youth employment into national employment policies and development frameworks; are introduced to guidelines for the development of operational plans and programmes on youth employment. The course also enhances knowledge on what works for youth employment in different contexts, spanning a range of demand-side and supply-side measures and delves into available methods and tools for monitoring and evaluation. This event also stimulates networking and collaboration among participants and their respective institutions and organizations.
96. The Academy on Employment is another capacity building event covering numerous policy and operational issues relating to youth employment that attracted participants from 31 countries representing various ministries, employers and workers' organizations, in addition to a number of international organizations and non-governmental agencies.
97. The *ILO Youth Employment Toolbox* is an important deliverable for 2019. A digital repository of tools, publications, databases, thematic resources and more to support evidence-based action on youth employment. The repository brings together a vast array of tools pertaining to youth employment which have been developed by different ILO entities over the years. The web version is accessible through an internet link²⁵ but is also accessible through the knowledge facility of the Global initiative²⁶ a digital platform and "one stop shop" for all resources on youth employment.
98. Training material was also developed for specific countries, for instance in 2019 training in Portuguese to Portuguese-speaking countries on "Academia sobre o emprego jovem" was organized for 38 participants.
99. Key Informant interviews have confirmed that the courses ILO organized are very important and underlined that one needs a lot of capacity building on key concepts such as youth employment, national employment policy, macroeconomic policy and active labour market policies to be able to bring a useful contribution to the national dialogue. Nonetheless some of the CO representatives interviewed do not seem to be aware of the ILO youth employment toolbox. Efforts should be done by ILO HQ to publicize the existence of this tool.

²⁵ <<https://www.decentjobsforyouth.org/resource-search?tab=tools&rtype=partner&rid=NDYz>>. Tools are organised in three categories: (i) general material for advocacy and promotional purposes; (ii) tools to be applied at different stages of the employment policy cycle from fact finding to ex-post evaluation; (iii) thematic tools covering different youth employment-related subjects, including active labour market policies targeting young people, skills development and employability, youth entrepreneurship, and youth rights at work among others.

²⁶ A United Nations system-wide effort for the promotion of youth employment worldwide. It brings together the vast global resources and convening power of the UN and other global key partners to maximize the effectiveness of youth employment investments and assist Member States in delivering on the 2030 Agenda for Sustainable Development. The ILO and partners of the UN Global Initiative on Decent Jobs for Youth have launched a joint Knowledge Facility <www.decentjobsforyouth.org/knowledge>. The Knowledge Facility is a place for policy makers and practitioners to learn, share, and engage on youth employment themes through searchable, shareable, and downloadable resources and tools.

Adoption and inclusion of NEETs in the labour market

100. At the global level, the adoption of NEET was an important change in the interventions. ILO-SIDA Partnership support has enabled ILO to conduct research on NEETs to shed new light to the NEETs phenomenon and reinforce ILO's role in dealing with the issue of inclusion of NEETs in the labour market. This is a relatively new concept to consider in the policy development framework. Bringing NEETs back into the labour market requires a broader approach and has to translate into specific interventions such as training and support to generate employment opportunities. ILO is the custodian agency for SDG 8 and consolidating research in this area. The report *Evidence Review of Policies, Programmes and Interventions for Young People Not in Education, Employment or Training (NEETs)* presents a review of the available evidence regarding the situation of NEETs across social, economic and political contexts. It examines the evidence which relates to how macro-level government policies, programmes and individual-level ALMPs (active labour market policies) have been used to address the situation of NEETs. Key observations and lessons from this evidence base are explored particularly how certain policies and interventions have worked or not worked. Methodological issues relating to evidence quality are examined and how future policies and interventions may be designed to improve the social and economic situation of vulnerable young people.
101. The development of an international course Addressing the Challenges of Youth NEETs allowed the sharing of global and regional overviews of trends, challenges, and opportunities regarding young NEETs, characteristics of young NEETs and circumstances underlying their status. Also addressed are policy approaches and responses to challenges using available instruments, operational efforts, best practice, and interventions in the field.
102. The research on NEETs and the international course shed new lights on the phenomenon and provide avenues on how the policies may be designed to improve the economic situation of vulnerable young people.

Supporting Sectoral Focus on Skills Anticipation through the Strengthening of the STED Programme

103. The STED programmes at the country level have benefitted from support for HQ with specific attention given to institutionalization, sustainability and upscaling. A standardized training course has been developed.
104. The STED global team has provided technical guidance and backstopping to five ongoing STED projects (Cambodia, Egypt, Malawi, Jordan and Vietnam) as well as the upscaling of five new countries (Ghana, Senegal, Ethiopia, Tanzania and Togo).²⁷
105. The desk review confirmed that the implementation of STED is preceded by a thorough desk research and consultation with experts. The information gathered feeds into and support the discussions of the STED Technical and Policy Foresight Workshop that has the objective to bring on board national stakeholders. This workshop assembles representation from the firm of the sectors, sector experts and from ministries, agencies and other bodies concerned with the sector development and skills needs. This 2-day workshop engage participants in the key stage of

²⁷ Da Silva Ribeiro, M.J. (in consultation with field colleagues and Ms. Dasgupta). *Implementation Progress Note*. Internal document. Title of project: ILO/Sida Partnership (2018-2019) on Policy Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects. July 2019. p. 10.

diagnostics and planning of skills for the target sector. The workshop also aims to identify skills initiatives on which the ILO could assist with implementation. Six “Rapid STED Foresight” Workshops were carried out in collaboration with national and sectoral partner agencies in Senegal (digital sector), Ghana (agro-processing, hospitality and construction sectors), Morocco (automobile sector) and Ethiopia (garments and textile sector) through hands-on learning and involved over 170 participants, which allowed rolling out STED in the ILO member States. A Training of Trainers on skills anticipation was also organized. Follow-up consultations with project partners and other stakeholders allow to refine and validate the workshop’s analysis and recommendations resulting in an agreed skills strategy for the sector owned by national stakeholders.

106. Desk review has underlined that STED projects (including SIDA-funded and non-SIDA funded) contributed in Malawi within the framework of Norway-funded SKILL-UP project on upscaling of the work integrated learning in horticulture (WiL) and developing skills for women farmers; in Jordan, support was provided to the ongoing STED diagnosis analysis (designing, piloting of enterprise survey questionnaire); in Vietnam the team supported the finalization of the analytical phase in pig meat sector and in Togo ongoing support in the designing/piloting/implementing enterprise survey in the logistics and transport sector. In terms of capacity development: five courses on “Skills anticipation and STED” were delivered to over 250 constituents.
107. The ILO-SIDA support also played a crucial role for the sustainability of the STED programme through supporting its centralized team to carry out innovative research on understanding emerging skills needs, to provide technical advice and support to STED-based country-level projects and to develop further the approach in responding to countries’ needs.
108. STED-related interventions in Cambodia produced anticipated outcomes. Competency standards, Competency Based Curriculum (CBC), Competency Assessment Guide (CAG) and Competency Assessment Tools (CAT) were drafted for the four occupations of machining, arc welding, fruit and vegetable processing, and baking. These four occupations were identified during the STED diagnostic phase as the priority middle-level occupations with highest skills gaps and shortages – the TVET system was not equipped to meet a rapid increase in demand for middle level technical manufacturing skills in light manufacturing and food processing. These were the skills that are needed to raise productivity, improve quality and move into higher value-added activities. Hence the interventions on the development of competency standards and related curricula for these four occupations, as well as on pilot trainings of using those curricula. All of this was carried out through joint collaboration of employers and TVET institutions. This work has expanded to tourism and hospitality sector with a focus on green skills. Green hospitality skills were developed: Competency standard on green competency for housekeeping, food production, front office and food and beverage services; sixteen chapters on green tourism; green competency standards and curriculum for plumbers. Training of trainers and assessors was also conducted, and apprenticeship training manuals developed. Standard Operating Procedures on Apprenticeship in Cambodia (SOPAC) were developed, and RPL assessments were conducted. For a detailed list of specific STED-related achievements, refer to Text Box 1.

Text Box 1. Cambodia STED-Related Achievements under ILO-SIDA PPO1

Source: ILO-SIDA: Stock-take on progress, challenges and lessons (Milestones and Major Outputs Achieved with Sida Funding). [4 March 2020].

Milestone 3: Competency Standard, Competency Based Curriculum and Competency Assessment Package for at least 3 targeted industrial and tourism occupations have been drafted and validated by a tripartite committee:

Standard Training Packages for machining, fruit and vegetable processing and baking, levels 3-4

- Competency standards (CS), Competency Based Curriculum (CBC) and Competency Assessment Guide (CAG) and Competency Assessment Tools (CAT) developed by drafting team.
- Checked/reviewed by Department of Standard and Curriculum and ILO and validated by expert workers on 15 February 2019.
- Endorsed by Industry Advisory Group on Manufacturing (IAG) on 22 March 2019.
- Approved by the NTB Sub-committee for National Competency Standards and Testing on 29 April 2019.
- Disseminated to all TVET institutes on 08 July 2019. Monitoring and follow-up yet to be conducted.

Development of green hospitality skills

- Four CS developed on green competency for housekeeping, food production, front office and food and beverage services.
- 16 chapters on green tourism developed and included in the 16 apprenticeship training manuals for Levels 1-2.
- Green competency standards and curriculum on plumbers for level 2 developed.
- Skills gaps and weaknesses with respect to green jobs in competency standard of plumbing level 2 assessed and analysed.

Milestone 4: Constituents, through a social dialogue exercise will strengthen their capacities to design and implement a National Assessment, Certification and Accreditation System including for quality apprenticeship.

National Assessment, Certification and Accreditation Systems strengthened

- Competency Assessment Packages (welding, machining, fruit and vegetable processing and baking), and hospitality apprenticeship manuals developed.
- Training of trainers, training of assessors and other initiatives to strengthen assessment centres under the management of MOLVT and Ministry of Tourism (MOT). Assessors certified by MoLVT. Strengthening assessment centres also linked to new phase of UN Joint Programme on Youth Employment.
- Development of Standard Operating Procedures for Apprenticeship in Cambodia (SOPAC).

Training of trainers and assessors

- 52 (M: 36, F: 16) trainers from hospitality schools and hotels trained on green skills in front office, housekeeping, food and beverage service and food production roles.
- 20 trainers from on plumbing from PSE, PPI, NPIC and NPIA will be trained green plumber at Phnom Penh on 19-20 Mar 2020.
- 30 (M: 18, F: 12) assessors on hotel service occupations (front office, housekeeping, food and beverage) trained on assessment methodology and technology based on ASEAN standards.
- 26 (M: 16, F: 10) assessors of arc welding, machining, fruit & vegetable processing and baking trained on assessment methodology and technology.

Training on new standard training curriculum

- 200 students studying front office, housekeeping, food production and food and beverage are currently being trained as green room attendants, cooks, receptionists and waiters/bartenders in Phnom Penh (ongoing).
- 50 students studying plumbing have been trained on green plumbing in Phnom Penh.
- 651 (30% female) students trained on new standard training packages levels 1-2 for machining, arc welding, fruit and vegetable processing and baking by MoLVT TVET institutes, using own resources.

Apprenticeship programme

- Technical skill workshops on quality apprenticeship in Cambodia organized with employer groups (CAMFEBA), trade unions and government. All have agreed that the quality apprenticeship programme should be a high TVET priority in Cambodia.
- Discussed with Skill Development Fund, MEF and TVET Institutes to support implementation of quality apprenticeship in Cambodia (previous assessment showed that apprenticeship training in Cambodia not in line with international standards). SDF focus on upskilling. Project is supporting partners to apply for SDF support.

- Final draft of Standard Operating Procedures on Apprenticeship in Cambodia (SOPAC) developed in consultation with relevant stakeholders and is expected to be completed/signed by Minister of MOLVT in 2nd quarter of 2020.
- 16 apprenticeship training manuals developed for CATC level 1 and 2 consisting of about 4,000 pages (trainer guides and apprentice books) on front office, food production, food and beverage and housekeeping (due of approval by NCTP on 20 February 2020).
- 620 (M: 406, F: 214) participants from tourism industries and training institutes in Phnom Penh and Siem Reap to learn how to use the above manuals through MOT national conference on 26 Feb 2020 at Phnom Penh and awareness-raising on apprenticeship at Siem Reap organized by NCTP.

Recognition of Prior Learning (RPL) assessment

- 375 (M: 247, F: 128) workers met competencies requirements and have been assessed and passed the level 1 for CATC certificate II in September 2019 – February 2020 through RPL assessment processes with support from the following ILO projects: Safe & Fair, UNJP and TRIANGLE.
- 100 workers who are working in occupations of welding, machining, fruit and vegetable processing and baking are currently undergoing RPL competencies assessment, expected to be completed in March 2020.
- 50 returning migrant domestic workers will be assessed its skills on housekeeping for CATC certificate II (level 1) through RPL assessment processes from March-April 2020.

109. In Guatemala, a study on competencies for trade and economic diversification was conducted on the value chain of handicraft textile (“artesania textil”) for exports. The study recognizes the intrinsic value of handicraft textile for Guatemala, its potential to diversify and contribute to the export development but also identifies competency gaps in business management capabilities and anticipates the development of skills that will be required to improve their performance and competitiveness in international markets.²⁸

110. In response to the 2017 STED evaluation and recommendations to implement STED only in countries that have expressed strong interest, the ILO STED interventions were directly linked to priority sectors and industrial policies’ implementation. For instance, STED in Ethiopia is directly linked to the country aspiration to become the leading manufacturing hub in Africa through the implementation of the policy “Vision 2025” and industrial parks. In Senegal, STED has been supporting the implementation of its “Digital Senegal 2025 strategy and in Morocco the support to the automotive sector is in line with the Industrial acceleration Plan (2014-2020).

111. There was also evidence that STED responded well to the 2017 evaluation findings and recommendations to address the challenges identified by stakeholders in the implementation of the full STED approach. As a result, the team developed a STED light version which places less emphasis on formal research and a greater focus on the collaborative process and analysis. The STED team piloted a “Rapid STED version” in Ethiopia, Ghana, Cambodia and Senegal in 2019 as well as developed a “Rapid STED Guide.). In line with the recommendations to support knowledge-sharing initiatives, the STED global team used every opportunity to bring together colleagues of different STED-based projects for knowledge sharing and capacity building. Examples include STED staff training in January 2019 and the ToT course in February 2020. The evaluation team believes that knowledge sharing activities should be extended to benefit targeted countries and countries that face similar skills issues to increase STED outreach and impact.

112. STED is also focussing on knowledge generation and conceptualization with a view to improve further the STED approach. Through research on understanding emerging skill needs, the team

²⁸ International Labour Organization. *Estudio Sobre Competencias para el Comercio y la Diversificación Económica en la Cadena de Valor de la Exportación de Artesanía Textil en Guatemala*. STED. Proyecto STRENGTHEN. December 2019.

has contributed to two publications of the Employment Department. One outcome is research to be published in a chapter on Skills and Trade in the upcoming Global Employment Policy Review (GEPR), and a contribution to the *Skills for Greener Future* report.

Country-Level Interventions

113. Country-level results as described by the ToC include the strengthening and broadening of a conducive environment for social dialogue (grounded by a tripartite agreement) supported by the establishment of coordination and governance mechanisms (relevant inter-ministerial and tripartite mechanisms) and based on evidence obtained from labour market analysis and research, all of which should lead to changes in the capacity of practices and commitment of government and social partners to the development and implementation of comprehensive and inclusive employment policies.

114. Interviews with stakeholders for all the countries have recognized the value-added of ILO interventions. In particular, stakeholders appreciated the ILO's adherence to international labour standards, its strong technical support backed by qualified experts and research, its ability to bring government, employers, and employees together to play active roles in developing, validating, implementing, and evaluating employment interventions. Also mentioned by stakeholders was the ILO's ability to bring partners to different fora/meetings that partners would otherwise not have access to. For example, the Cambodia Federation of Employers and Business Associations (CAMFEBA) noted that it "would not have been on the United Nations Joint Programme (UNJP) Committee had the ILO not pushed to have CAMFEBA represented."

Main Achievements

a) Guatemala:

115. Since 2017, the ILO provided technical assistance for the development of a comprehensive employment policy framework that culminated in the formulation of the National Employment Policy (NEP). In 2018, the ILO was requested to support the implementation of the national employment policy. ILO-SIDA funding served to ensure the transition of national employment policy during the change of government. Concerted efforts from technical staff of the different ministries, and authorities facilitated the transfer of the employment policy to the new authorities ensuring they inherited an employment policy plan with which they were committed to continue. In addition, the project supported at the request of the new government the alignment of the NEP with the new government plan.

Strengthening of institutional capacities and Social Dialogue to implement and monitor NEP

116. As a result of the ILO technical assistance from ILO HQ and regional office (expert visits, advisory services guidelines and tools), support from external consultants, training activities, and the improvement of coordination among institutions four implementation plans were developed, with focus on gender for each of the four pillars of NEP (Employment Generation; Human Capital Development; Enabling Environment for Entrepreneurship; and Transition to Formality). These plans emphasize on the identification of programmes, projects and/or actions to improve

employment opportunities for youth. The government is now working on the implementation plan for the 16 priority actions identified in the NEP²⁹

117. Consolidation of a governance platform supporting inter-ministerial and tripartite coordination mechanisms with the National Commission for Decent Employment (CONED) the highest-level coordination space for the implementation of the policy; the Inter-institutional roundtable (Mesa de coordinación inter-institucional) with the participation of vice ministers and other technical staff and management team from government institutions with competencies in different themes addressed by the employment policy, employers, workers, the academic sector; and four sub-commissions, all of them tripartite have strengthened the social dialogue and guaranteed national ownership.
118. Enhanced capacities of the Ministry of Labour (MINTRAB) to lead the implementation of NEP through the participation of government MINTRAB officials in training processes related to macroeconomics and employment policies, as well as on formalization policies³⁰ KII have confirmed that these courses have strengthened the capacity of the ministry to implement actions addressing employment creation and transition to formality. Capacities and knowledge of national actors to evaluate the impact of international trade on employment and employability were enhanced with a STED study³¹ (financed by the European Union), looking at the application of the value-chain methodology to strategic sectors. An on-going training program on strategic themes linked to full, productive employment and decent work and tailored to workers' and employers' organizations needs (gender, employment policy, wages policy) also reinforced their capacities on management and implementation of employment policies.
119. Development of an M&E system to monitor the NEP. Such system has been designed in consultation and collaboration with government agencies, social partners and entities producing labour market information (LMI) of which the National Institute of Statistics, the Guatemalan Institute of Social Security, etc., with a view to improve the management of information systems and develop an inter-agency platform to monitor Technical sheets have been developed for each indicator that include description data collection mechanism, responsible unit and periodicity of data collection. The M&E system is in process of final validation.
120. National stakeholders value the support of the ILO, especially the technical assistance and the drive and sustained efforts the ILO demonstrates to foster and sustain social dialogue involving different ministries and sectors and stressing the importance of inter-institutional collaboration during political transition (elections and the turnover at the Ministry of Labour). The experience with Guatemala also underlines that supporting the Ministry of Labour to assume a leadership role and facilitate coordination requires knowledge, capacities and tools to support dialogue with institutional counterparts and to guarantee their full participation throughout the project. The ILO could play a role in the creation of tools that ensure a better dialogue and strengthen the bridges with the Ministry of Finance and Economy.

²⁹ Excerpts of the mid-term evaluation provided by the Evaluation Office

³⁰ MINTRAB officials participated in the course "Extension of Social Protection in the Context of Formalization Policies" and "Macro Policies, Jobs and Inclusive Growth".

³¹ International Labour Organization. *Estudio Sobre Competencias para el Comercio y la Diversificación Económica en la Cadena de Valor de la Exportación de Artesanía Textil en Guatemala*. STED. Proyecto STRENGTHEN. December 2019.

b) Morocco:

121. In 2015, the Government of Morocco adopted with the support of ILO a National Employment Strategy (NES) covering the period 2015-2025. It was the first time that Morocco has had a ten-year employment policy vision that brought together all the actions that take place in the territory and that tried to describe specific interventions. The added value of the ILO in Morocco has been to build on experiences and expertise gathered with the support to the national employment policy and through the current Partnership to extend the support to Morocco for the development of regional employment plans. Furthermore, no other partner other than the ILO works on employment at a strategic level.

Formulation and follow up of National Employment Action Plan and REP

122. ILO technical assistance to the Inter-ministerial Employment Committee has supported the formulation and the follow-up of the National Employment Action Plan. This action plan is targeting vulnerable populations such as the NEET's, rural workers, women, youth or those working in the informal sector. The project was also instrumental in supporting the Employment Observatory to carry out a research on the non-standards forms of employment (seasonal work, temporary work self-employment, etc.,) which primarily affects youth and women.

Regional framework for employment strategies validated by the government

123. As a result of a dynamic and participative process, three Regional Employment Plans (REP) were developed, validated and adopted by the Ministry of Labour and regional councils³²: one for Tangier Tétouan and Al Hoceima, one for Rabat-Sale-Kénitra and one for Souss-Massa. These plans place the promotion of decent work at the heart of regional development and served as reference points when having discussions on regional employment policies. The plans identified in each region sectors with employment needs, existing programmes, and partners who could support job creation initiatives. Interventions focus on better connecting entrepreneurship to market and promising value chain, and developing community-based jobs which respond to the double challenge of meeting local needs in term of enterprise, environment and domestic services while addressing unemployment, under-employment and low labour force participation in the regions

124. The REPs offer new solutions for local contexts within the National Employment Policy framework. In Morocco, the REPs were the first in their kind in the country. Special attention was given to the establishment of a regional governance structure (dual governance decision mode with the regional councils and the Wilaya overseeing the operationalisation), creation of working groups (employment creation, employability and professional insertion, governance and funding) and coordination mechanisms to rally a vast array of regional stakeholders. Building on the successful experiences, tools, guidelines and competencies acquired with the REPs, KIIs with the Ministry of Labour confirmed has confirmed its intention to replicate REPs in 12 other provinces. Furthermore, owing ILO's technical assistance, Morocco now has a regional framework for employment strategies validated by the government and supported by development actors. This

³² As per guidelines the REP follows seven phases of elaboration: Analysis of institutional framework and stakeholders mapping and their relations (Legal framework - Law 111.14); mobilization of actors and constitution of working groups; labour market diagnosis; definition of objectives and priorities; development of implementation plan; capacity building and communication.

creates the potential to fund REPs. Nonetheless, implementation of the REPs should pay particular attention to the governance structure and the mobilisation of adequate financial resources.

125. Support from the ILO for the national employment policy and regionalization process provided increased visibility of employment as a national issue, increased the interests of government stakeholders and the support of international development actors. As a result, ILO was invited to provide technical support and participate to the forthcoming “Assises de l’emploi” called for by the King. The preparation meeting which took place at the Prime Minister’s Office was also a key opportunity to share the outcomes of the ILO-SIDA programme and to get further political-buy-in. Moreover, the regionalization of employment has been identified by the King as one of the priorities for the coming years.

Enhanced capacities to formulate REP

126. The value of capacity building in parallel with technical support was frequently mentioned during interviews. KIIs with national and regional stakeholders confirmed that capacity building was crucial to acquire the necessary competencies and accompany the elaboration of REPs. The Ministry of Labour in collaboration with ILO has just finalized a (technical and institutional) capacity building program 2019-2021 to strengthening the technical capacities of the employment focal points and all stakeholders responsible for the implementation of the national and regional action plans. This capacity-building plan not only identifies training activities, but also the tools, guidelines, methodologies and procedures, which are necessary for institutional change. The ILO supported the preparation of two modules: international benchmark in employment and introduction on the United Nations Systems and ILO. A new training initiative was also tested in Morocco on the training of stakeholders in preparing proposals (see Text Box 2). Supported by ILO training offered in Turin, 11 project proposals (listed in Text Box 3) were finalized and approved. A roundtable with donors should be organized in the near future to present the projects. This type of capacity-building initiative was quite successful. Applying knowledge and tools beyond training is a useful means of mobilizing funds. This type of initiative could be replicated on a wider scale for the development and implementation of employment policies and presents a sustainable model for generation of funds. This type of initiative helps strengthen the coordination capacity of national and regional authorities to implement the NEP and to better respond to both national concerns and regional disparities related to employment.

c) Cambodia:

Strengthened technical and coordination capacities at national and provincial levels and strengthening public employment services

127. Apart from STED-related interventions mentioned above, interventions in Cambodia were to strengthen the capacity of the Inter-Ministerial Committee (IMC) to effectively implement the national employment policy (NEP). A 2018 progress report on the NEP was endorsed, with the 2019 report expecting endorsement by April 2020. The IMC secretariat is operational and has met, although a challenge in moving forward is the need to establish secretariats for the three sub-committees.

128. At provincial level for the implementation of the NEP, there was capacity building of four provincial NEP committees, with another four expected shortly. There were IMC visits to selected provinces to meet provincial committees for the NEP and clarify their roles and responsibilities, as

well as strengthen implementation, coordination and monitoring roles of the provinces in relation to the national IMC.

129. ILO technical support for the 2019 Labour Force Survey (LFS) is ongoing, and training of National Institute of Statistics staff was well received. With respect to the LFS, it is worth noting that the previous LFS in 2012 was significantly funded by the ILO, and the 2019 LFS was financially supported primarily by the Cambodian government.

Text Box 2. New Training Initiative Developed in Morocco as a result of ILO-SIDA PPO1

- Objective: Support and give life to regional plans with capacity building to acquire skills that can be translated into concrete action, leading to the development of a quality project proposal to mobilize funds.
- Format: Mix of distance learning (through a virtual e-campus platform) and three face-to-face workshops delivered in Rabat, Tangier and Agadir, with the support of local experts and ITC, Turin.
- Duration: Training spread over several months (March to August) to allow the acquisition and application of skills via the development of a project proposal (60 hours of training).
- Participants: A team of five participants from each of the three regions targeted by ILO support. For each region, production of five project proposals. Total of 15 project proposals expected at the end of the training.
- Teaching program: Prior to the face-to-face workshops: introduction to the project management cycle through readings and access (via the e-campus) to resources, tools and a short film featuring seven episodes. Each team also had to identify a project. A three-day face-to-face workshop was organized and dealt with problem analysis, stakeholder mapping, project strategies, and the chain of results leading to the development of a logical framework. The project teams had several weeks to enhance their logical framework and draft a proposal. The LFA and proposal were then sent to Turin for feedback. A face-to-face workshop in Rabat was then held featuring a presentation of concepts associated with monitoring and evaluation, budgets and risk management, as well as delivery of feedback on the LFAs to all participants. This face-to-face was followed by a period of team work to finalize the project proposal. Projects proposal were sent to Turin for review and feedback. Ultimately, 11 of the 15 projects proposals were approved.
- Certification: Participants involved in the pool of 11 approved projects will receive a certification for the course stating they attended 60 hours of training and they have acquired the knowledge to prepare project proposals. Other participants will receive a participation certificate.
- Best practices: Built on an existing product to allow quick response to training needs in Morocco. ICT used existing training on the project management cycle to produce a tailored version for Morocco. This allowed ICT to react quickly to the explicit training needs of Morocco.
- Complementarity: ITC was able to allocate some funds to grant three scholarships for a two-week training session on monitoring and evaluation in Turin. One participant from each region will be selected. Furthermore, a video series was developed, as a teaching tool to supplement the project design learning experience.
- Results: This training is a success story as it has allowed the acquisition of skills, tools and knowledge, as well as practical application via the development of specific deliverables that extend beyond the training (i.e. product that can be used for fundraising). The training has provided excellent practice to support the sustainability of capacity-building interventions. Building on the video series produced for Morocco, ICT has created a professional video featuring 22 episodes (see <<https://www.itcilo.org/stories/lights-camera-learn>>).
- Potential for replication: From a development point of view, one could consider replicating this experience for programs that need to develop concrete actions at the country level. This training could be customized to reflect the intervention context.

Text Box 3. List of Approved/Validated Project Proposals for Capacity-Building Purposes as a result of ILO-SIDA PPO1

- Création d'un Groupement d'intérêt économique (GIE) pour la promotion, l'innovation et la commercialisation des produits de l'artisanat de la RSM.
- Renforcement et promotion d'une éducation préscolaire de qualité – Région Rabat-Salé-Kénitra.
- Mise en place d'une entreprise de services pour la promotion de l'emploi agricole – Province de Chtouka Ait Baha, Région Souss Massa.
- Appui à l'amélioration du niveau de qualification et des compétences des actifs de la Région Tanger-Tétouan-Al Hoceima (AQCA) – Région Tanger-Tétouan-Al Hoceima.
- TEENEETs – To Encourage and Enforce NEETs – Formation et Insertion socio-professionnelle des NEETs de la Région de Tanger-Tétouan Al Hoceima (Maroc) – Région Tanger-Tétouan-Al Hoceima.

- Le développement et la promotion du tourisme rural – Région Tanger-Tétouan-Al Hoceima (Ouezzane, Chefchaouen Tanger, Larache et Al Hoceima).
- Projet de création “atelier digital numérique” ADN-OULAD TAYMA – Province de Taroudannt, Région Souss Massa.
- Projet de création et d’opérationnalisation d’un écosystème de promotion de l’entrepreneuriat – Région Souss-Massa.
- Structuration et développement de l’attractivité de l’offre touristique rural – Région Souss Massa.
- Projet d’appui à l’amélioration de l’employabilité des jeunes de la Région Tanger-Tétouan-Al Hoceima.
- Projet de développement du préscolaire comme source d’emploi – Région Tanger Tétouan Al Hoceima.

130. With respect to strengthening public employment services, the National Employment Agency (NEA) held a provincial career fair for the first time in Siem Reap. A total of 6,000 youth participated. The fair facilitated the enrolment of 3,158 young job seekers (53% female) in the labour market through their job applications submitted at the career fair. Among them, 158 of them (of which 50% female) were selected for interviews and 20 (of which 50% female) were successfully recruited into new jobs.

131. The NEA developed a pre-employment training manual for youth job seekers and students. The training manual covering six topics: career goal setting, work culture, communications, problem solving, building entrepreneurship, and preparing for employment. Before finalization of the manual, a pilot was organized with 88 youth job seekers and students (of which 50% female). The tool is finalized and will be published and used by the NEA.

132. Additionally, over thirty-two thousand students, youth and the general public participated in the second National TVET Day on 15-16 June 2019 organized by the Ministry of Labour and Vocational Training (MOLVT) with contributions from the ILO-SIDA PPO 1 in Phnom Penh.

133. The NEA continued to make on-line job postings available on its website.

134. Findings from enterprise surveys on light manufacturing and food processing from 2016 (part of the previous ILO-SIDA partnership) provided information on the recruitment situation in the country, which proved critical for public employment services to address those problems. In addition, the information from the surveys was also useful for career counselors in providing counselling services to job seekers.

d) Uganda:

Strengthening of sectoral employment diagnostic analysis and inclusion of employment in the national development plan

135. In Uganda, work has been done in developing a sectoral employment diagnostic analysis (SEDA), based on the EDA published in 2018. The EDA is expected to be published by the end of March 2020.

136. Additionally, the ILO is supporting the mainstreaming of employment in the upcoming national development plan (NDP 3). Throughout the ILO-SIDA programme, the ILO has been a key player in ensuring constructive social dialogue between government, employers and employee organizations on employment issues.

137. SIDA in Uganda and ILO have initiated the set up of an informal donor group on employment coordination, with the first meeting having already been held involving ILO, SIDA, the European Union, the World Bank, and DFID. Initial discussions explored the idea of setting up a donor trust

fund to address employment issues as well as concerted donor efforts on support to employment interventions.

Integration of Cross-Cutting Policy Drivers

Gender Mainstreaming

138. Gender mainstreaming and specific actions targeted to youth or relatively underdeveloped regions are grounded in all 2018-2019 country-level activities. These actions include gender mainstreaming in capacity building session, collection of sex disaggregated data in country's employment diagnostic, and identification of women as a target group. In addition, ILO-SIDA support permits to target specific needs of vulnerable groups such as the NEETs, rural workers, women, youth or those working in the informal sector.
139. Given the persistent gender gaps in the world of work, the National Employment Policy (NEP) and REP in Morocco are formulated with full consideration and integration of specific gender and employment issues. Labour market analysis and socio-economic data collection analysis identify gender gaps, including barriers in access to labour market and employment opportunities. Employment policies include specific measures to overcome socio-economic barriers (education and skills development, development of SME).
140. In Morocco, REPs were developed on the basis of an employment diagnostic that presented sex-disaggregated data and took into consideration differences between the sexes. Interventions target primarily vulnerable populations, women, youth in rural and peri-urban areas and persons without diplomas. Three REPs identified growth sectors in each region, with the preschool sector being identified as favourable to women.
141. The ILO/Sida Global brief on "Gender impacts of structural transformation" based on 10 country case studies, discusses the gender impacts of structural transformation processes. This brief finds that several measures need to be considered for women to benefit from structural transformation processes, among them engaging women in productivity-enhancing innovations in agriculture; making explicit policy choices to include women in high-productivity manufacturing; supporting investment and the expansion of decent work in care sectors; and in general providing a dynamic, pro-employment macroeconomic policy framework.
142. In Guatemala, a pilot project supported the development of instruments for the provision of business development services aimed at young women at the municipal level through the "Ventanillas Unicas Municipales de Empleo" (or VUMES) to respond to the gap identified and allows people in the municipalities to access employment services through a single point of entry. Part of the project's effort was to generate instruments and methodologies and transfer those capacities to those who are employed within the municipal VUMES to offer business development services and coaching. The Ministry of Labour is committed to replicating this intervention model and using the tools to train the rest of the staff in other municipalities.
143. In Cambodia, while it is recognized that certain professions can be male- or female-dominated (for example, most machinists and arc welders are men), there are specific efforts to address gender equality and non-discrimination in interventions. For example, the SOPAC (currently in draft format) has a section on gender equality that states: "All workers and job seekers have the right to be treated equally, regardless of other attributes—such as race, sex, religion, political

opinion, national extraction, social origin, HIV status, disability—during recruitment, hiring, promotions, on the job or upon leaving.”

144. The NEETs research underlined the over-representation of women among young people in a NEET situation. This is strongly linked to family care responsibilities, such as childcare, care for the elderly and care for disabled persons or those living with HIV. But it is also a result of outdated gender stereotypes concerning early-age marriage, young women’s access to education and the rights of married women to enter into, or continue, paid employment.

Contribution to Social Dialogue

145. Effective social dialogue has been promoted and ensured in the four countries throughout the implementation of the ILO-SIDA Partnership. Social dialogue maximizes impact and sustainability of activities.
146. KIIs underline that it is sometimes very difficult to bring different partners to the table to talk about complicated and controversial issues but when it comes to job creation, the subject is a rallying point that channels productive discussions. This has set the tone for social dialogue. That is true for most of the countries ILO works with both through SIDA or non-SIDA funding.
147. The full involvement of free, independent, strong and representative employers’ and workers’ organizations in policymaking and implementation is a powerful governance instrument as it reinforces democratic ownership, inclusiveness and accountability. By articulating the views of their members, employers’ and workers’ organizations can have a great impact on consensus building and social cohesion if they are provided with the proper training to acquire competencies beyond their traditional mandate from macroeconomic policy to sustainable development, assessment of business environment and strategies for productive diversification.
148. Social dialogue has ensured greater participation from employers and trade unions in the validation process of mechanisms, standards, and programmes. For example, in Cambodia, in the development of SOPAC, and in the development of competency standards and curriculum-based standards in four technical vocational education and training (TVET) occupations. In the case of the curriculum standards: the process of implementation had all the stakeholders together – experts from enterprises, employers, members of the Project Advisory Committee. After the document was finalized, experts were again invited to validate, after which the standards were submitted to employers; therefore, everything was in accordance to enterprise needs. In Guatemala, tripartite constituents have taken advantage of training to build their competencies.
149. In Uganda, ILO support has been provided towards establishment of a 14-member inter-sectoral National Apprenticeship Steering Committee which includes workers and employer’s organizations who will govern the apprenticeships space in Uganda.
150. In Guatemala, capacity building activities have built the tripartite constituents’ competencies. It ensured that employers strengthen their skills on internships, mentoring and on the job learning requirements to support productive discussion and their contribution to support youth work transition. Union representatives have been trained and informed on the process of wage policymaking in order to participate in an active and substantial manner to the discussion and process leading to decent work.

Transition to Environmental Sustainability

151. The degree of social awareness on environmental issues has increased in international and national fora with the adoption of the Paris agreement on climate change, the UN climate change conference (COP21 to 23) and SDG 8.4³³, therefore mainstreaming these issues in employment policies offers a “fantastic policy window to further the decent work agenda.”³⁴
152. The ILO has integrated environmental goals into the Decent Work Agenda by calling for the promotion of sustainable enterprises and for the development of “green economies” and of the necessary skills for green jobs. This calls for the mobilization of stakeholders around green initiatives.
153. Certain economic sectors offer important opportunities to absorb young workers, which applies to the green economy. In Morocco, REPs include the promotion of green jobs in the agriculture and ecotourism and organic farming in Tangiers region. For Cambodia, interventions included training and curriculum development on green skills related to apprenticeship, hospitality, plumbing, and tourism. In Uganda, while there were no specific interventions on the green economy, the findings of sectoral employment diagnostic analysis should lead to the identification of green strategies in employment.
154. With respect to environmental sustainability, interventions were more limited in Guatemala. When looking at economic issues, there was some discussion on the need to pay particular attention to changes that climate change could bring. There was a greater emphasis on gender issues than on the environmental issues, this started first because of the interest of the national authorities and the knowledge that was available. Occasionally, as the part of social dialogue facilitated by the ILO, green jobs have been part of the agenda. The issues have not been fully considered by the country, although there were efforts by the project team to bring environmental issues to the discussions with national authorities.
155. At the global level, a research on green jobs and youth has been published to understand the incidence in the field of employment and try to find a solution that works in collaboration with the enterprise sectors. In response to the Centenary Declaration for the Future of Work, the next generation of national employment policies (“NEP 2.0”) will have a strong focus on green jobs and technology. Effective mainstreaming of environment sustainability in national employment policies will require policy-oriented research to assess the employment consequences of environmentally friendly pattern of production and consumption to facilitate policy dialogue and policy making process.

ILO Norms and Conventions

156. The significant ratification of ILO Conventions by ILO Member States generally reflects the progress they are making along national sustainable development trajectories.
157. The ILO’s comprehensive employment policy framework based on the Employment Policy Convention 122 provides guidelines for the design of national employment policies and youth employment strategies.

³³ SDG 8.4 recognizes both the need to reduce exploitation of natural resources and the need to protect our planet’s life-supporting ecosystems.

³⁴ ILO. *Employment Policy*. IM 27,2.

158. In Morocco and Guatemala, project, capacity building includes a review of the regulatory framework and the importance of attending to other conventions such as Convention 122 on employment policy, Convention 144 on tripartite consultation, and in Guatemala Convention 131 on minimum wages. Linking to other regulatory aspects has been an essential part of the technical assistance provided to the countries. In Cambodia, as noted in its DWCP 2019-2023, the country “has ratified 13 international labour standards, including all eight fundamental conventions and one governance convention (the Employment Policy Convention, 1964, No. 122). Ratification of Convention 189 on domestic workers will be under consideration during the DWCP period. If ratified, this would be the first such decision taken since 1999.”³⁵ In Uganda, the mainstreaming of employment in the country’s upcoming NPD III is meant to be in line with international labour standards.
159. Within the framework of policy implementation, Guatemala requested support in the elaboration of the national salary policy. This priority action is included in the national employment policy. The ILO-SIDA PPO1 interventions facilitated the tripartite social dialogue around the construction of the national wage policy with a particular emphasis on how a national minimum wage policy could facilitate the transition towards formalization, strengthening of inspection mechanisms for example and socialization. There is now a proposal for a salary policy in the minister’s office pending approval.
160. Again in Guatemala, an interesting synergy was developed with the project of attention to indigenous peoples and application of International Labour Standards ILO/RBSA, supporting the training process of the employment managers of the Municipal Employment Windows led by the MINTRAB to offer guidance for the promotion of self-employment in the indigenous communities. With this project the country improves its capacity to protect the labour rights of indigenous and domestic workers and people with disabilities. Training sessions were held for officials of the Ministry of Labor on gender equality and, in turn, efforts were made to promote awareness of ILO Convention 189 on the rights of domestic workers, as part of actions to promote decent work.
161. National employment policies and youth employment strategies set out a coherent vision for development based on a “whole-of-government” approach and social dialogue, bringing together different line ministries and other stakeholders in tripartite inter-ministerial committees and consultations. These policies address the specific economic, social and labour market policies that affect both the quantity and quality of employment, and also labour supply and demand.
162. Protecting labour rights and promoting a safe and secure workplace are an ongoing challenge. The protection of labour rights and the promotion of safe and secure working environments, both of which are envisaged under SDG Target 8.8, are central to achieving decent work for all workers. Target 8.8 also explicitly cites the need to ensure protection for “migrant workers, in particular women migrants, and those in precarious employment.” Labour rights represent a solid basis upon which countries can build to achieve social justice. The bulk of empirical evidence that is available today points to a strong link between labour rights and advances in sustainable and inclusive development.

³⁵ Kingdom of Cambodia. *Decent Work Country Programme (DWCP) 2019-2023*. March 2019.

4.4 Efficiency

163. Based on the financial information available, overall, the ILO-SIDA Partnership was cost-efficient in its implementation and management made effective use of funds, given the financial and human resources allocated for the full implementation of the Partnership.
164. Based on desk review and KII with the ILO management team, project activities have been delivered in a timely manner, KIIs have confirmed that no major bottlenecks were experienced during implementation of Global and country level interventions. Difficulty in hiring a national coordinator in Guatemala was flagged but with no bearing on the overall implementation. Similarly, in Cambodia, there was a delay of several months in identifying and hiring a consultant to provide technical expertise on the development of standard operating procedures on apprenticeship, but this ultimately had no negative effect on the work.
165. The budget allocated to the project was USD 2.23 million, to be spent over a period of two years. The Global Product alone accounts for 47.3 percent of this allocation. Interventions in the four participating countries take up 50.4 percent of the budget,³⁶ with Cambodia having the largest share (14.0 percent) followed by Morocco and Uganda (12.3 percent each) and, finally, Guatemala (11.9 percent).
166. Table 3 reports the breakdown of allocations, by budget item, for each component of the project. The numbers suggest that labour costs for the Global Product (consisting mainly of ILO experts) take up a larger share of the overall budget (72.8 percent) than labour costs associated with country-level interventions. Conversely, seminars take up a smaller share of the budget in the Global Product (8.0 percent) than in country-level interventions (between 11.7 and 39.2 percent). Regardless of the component, programme support costs account for approximately 11 percent of the overall budget.

Table 3. Breakdown of Allocations, by Budget Item (%)

Budget item	Global Product [1]	Cambodia [2]	Guatemala [3]	Morocco [4]	Uganda [5]
Labour costs					
ILO experts	57,8	0,0	0,0	0,0	0,0
National personnel	0,0	14,7	42,9	39,6	35,5
National consultants	1,9	1,4	0,0	25,8	5,2
International consultants	12,2	0,0	17,3	1,0	2,7
Subcontracts	0,8	20,9	0,0	1,6	0,0
Total: labour costs	72,8	37,0	60,2	68,0	43,4
Non-labour costs:					
Seminars	8,0	39,2	16,4	11,7	28,8
Travel and missions	3,7	3,8	6,0	2,6	4,2
Administrative costs	1,9	0,8	0,0	0,0	7,1
Rental and equipment	0,0	0,0	1,0	2,0	2,6
Monitoring	0,0	0,0	3,0	1,7	0,0
Sundries and other costs	2,1	8,2	1,9	2,5	2,6
Total: non-labour costs	15,7	52,1	28,3	20,5	45,2
Programme support costs	11,5	11,0	11,5	11,5	11,4
Grand total	100,0	100,0	100,0	100,0	100,0

³⁶ The remaining 2 percent of the budget is allocated to programme evaluations.

Table 3. Breakdown of Allocations, by Budget Item (%)

Budget item	Global Product [1]	Cambodia [2]	Guatemala [3]	Morocco [4]	Uganda [5]
-------------	--------------------	--------------	---------------	-------------	------------

Sources:

1. Consolidated output-based budget. Global Product. Excel sheet. [2018].
2. Output-based based budget for Cambodia. Excel sheet. [March 2018].
3. Output-based based budget for Guatemala. Excel sheet. [June 2018].
4. Output-based based budget for Morocco. Excel sheet. [April 2018].
5. Output-based based budget for Uganda. Excel sheet. [February 2020].

167. The desk review and KIIs have corroborated that funds allocated to each country are modest, but the reasoning is to attract other donors with more ambitious projects. This was the case in Morocco with the Agence française de développement (AFD) and in Cambodia (Swiss government) and in Uganda (European Union) with other donors that pick up the work ILO started or are interested in new projects based on the success of interventions funded by the ILO-SIDA Partnership.
168. The institutional set up to support the ILO-SIDA Partnership consists of limited staff. A management team in Geneva is responsible for the management and administration of the Partnership and reporting requirements. Given the project workload to achieve the proposed results, the evaluation team believes that staff allocated to the project were appropriate given the project’s ambitious scope. At the country level, the ILO-SIDA Partnership covered the cost of a national coordinator, and many stakeholders indicated that the role of the national coordinator is essential to ensure the follow-up, coordination of stakeholders and follow-up the field. In future interventions, it would be advisable to add a monitoring and evaluation (M&E) officer to support the project management.
169. Areas of work covered by the ILO-SIDA Partnership implies significant collaboration with other units in the Employment Policy Department and across ILO Departments (SKILLS, skills for youth with YEP, DEVINVEST, PARDEV and RESEARCH, skills for rural areas with SECTOR, with ITC on course development and delivery, and green jobs with ENTERPRISES). However, internal coordination among all units does not always seem to be optimal. ILO structure has set some boundaries (i.e. a tendency to work in silos, as noted by respondents in the KIIs) despite efforts to try to break that framework with regular meetings to ensure that all staff are on the same page.
170. As the project unfolded, decisions were made for budget reallocations. For example, funding initially identified Uganda for developing a pilot apprenticeship program in tourism focusing on youth was not carried through because the cost of the program was beyond the scope of the ILO-SIDA funding available. As such, funds were reallocated to in Morocco. (Ultimately, the apprenticeship program in Uganda was picked up by another ILO program.). Some stakeholders mention the possibility to adjust existing budget by setting aside discretionary funds to respond to emerging needs and/or additional requests.
171. Exchange rate fluctuations after the allocation of financial resources between countries and the development of workplans also imposed budget restrictions.

M&E System

172. The logframe developed for the Global product and country-level guide the monitoring and implementation progress of the different interventions. The M&E system is deemed relevant to monitor implementation progress and identify bottlenecks. At the country level, specific activities are supporting the implementation of labour market information systems (LMIS) essential for the design, implementation, monitoring and evaluation of national employment and labour market policies. Improved labour market information guides policy choices and provides labour market actors with better information.
173. Gender concerns are fully integrated into technical work related to formulation, implementation, monitoring and evaluation of employment policies, strategies and programmes with the systematic collection of sex-disaggregated data on employment and gender analysis. An employment diagnostic analysis conducted in Morocco has qualitative and quantitative gender issues and informs the development of employment strategies or sectoral policies with a gender perspective. In Cambodia, the National Institute for Statistics collects sex-disaggregated data, as does the National Employment Agency for participation in its trainings and job fairs, among others.
174. The ILO-SIDA Partnership has been instrumental in resolving challenges associated with the dispersion of data across various agencies and supporting the development of coordination mechanisms to channel data into a more centralized data collection system and analysis to reduce duplication. In all countries, employment monitoring has been supported in the development of comprehensive M&E systems to capture key indicators and report on the progress of SDG 8.

Coordination with Strategic Partners and Catalytic Leverage

175. ILO country staff in program countries explicitly mentioned the “catalytic effect” of the ILO-SIDA program. While the funds are not significant compared to other project-based funding mechanisms, they provide outputs that demonstrate a clear progression towards results, using a framework based on international labour standards and a process that encourages social dialogue.
176. Thanks to the strengthened global and technical management capacity brought by the project to upscale the STED program, the ILO was able to launch STED projects in 10 new countries, with different donors (Russia, Norway and the EU) supporting the country-level work. Such upscaling allows for knowledge sharing and peer learning among STED projects around the world and ensures collaboration with trade-related international organizations, such as ITC. Furthermore, STED is often used as an entry point for broader strategy and implementation in the sector as well as in national TVET.
177. In Morocco, the AFD allocated a concessional loan of 150 million euros for the implementation of the REPs developed under the ILO-SIDA project. This is a clear indication that REPs are recognized as effective approaches to addressing employment in the country. A project funded by BMZ for 5 million euros was also approved to support the implementation of REPs in 2 of the 3 pilot regions. Finally, a donors’ roundtable will be organized in Tangier at the end of March 2020 in order to mobilize other funds for the implementation of the REP in this region. Additionally, there is a synergy with the ADWA project that works at the regional level with the Ministry of Finance to improve the impact of investments in employment, which supports the first pillar of the national employment policy.

178. In Guatemala, ILO-SIDA Partnership funding served to ensure the transition of the national employment policy during the change of government. All the specific work with the technical staff of the different ministries, as well as the participation of the outgoing authorities during the transfer to the new authorities, was facilitated thanks to the activities carried out with the project. In this sense, the new authorities inherited an employment policy plan with which they feel committed to continue. That is why one of the last activities ILO is carrying out is the alignment of the NEP with the new government plan. The Delegation of the European Union in Guatemala accompanied the process of transferring the national employment policy to the new authorities and emphasized that they would use the implementation plans of the policy elaborated by the ILO/SIDA project as the basis for the implementation of its cooperation framework with the Guatemalan government in the area of employment for the coming years. For this, the EU will disburse 8 million euros in cooperation for the coming years.
179. As a result of the ILO-SIDA interventions in Guatemala, the GIZ in association with the programme Alternatives will implement the pilot programme of equalization of basic and secondary education carried out within the labor competency learning programmes of the workshop schools of the Ministry of Labor this is part of the national employment policy. Another project in association with EuroSocial+ brings a specific support for the Ministry of Labor for the realization of a roadmap supporting the implementation of a National System of Labor Training (SINAFOL for its acronym in Spanish). The System is based on the prevailing need to articulate the productive demand with a reordered training offer, harmonizing the roles of the agents involved and guaranteeing greater coverage, relevance, flexibility, inclusion and quality technical and vocational education and training.³⁷
180. The fact that employment policy has been maintained at the forefront of the national agenda has fostered the engagement of international cooperation. For instance, the European Union has accompanied the process of transferring the national employment policy to the new authorities and emphasized that they will use the implementation plans of the policy elaborated by the ILO/SIDA project as the basis for the implementation of its cooperation framework with the Guatemalan government in the area of employment for the coming years. For this, the EU will disburse 8 million euros in cooperation for the coming year.
181. In Cambodia, SIDA funds were catalytic to mobilize the second phase of United for Youth Employment Project (2020-2023). Also, in Cambodia, a proposal for new funding from the Swiss government for additional resources on youth employment has been submitted and is hoped to be approximately four million USD over four years.
182. In Uganda, as a result of the ILO-SIDA program, the European Union is interested collaborating with the ILO to support employment and public finance management.

Sharing Good Practices and Lessons Learned between Countries, Communicating Success Stories and Disseminating Knowledge

183. Sharing of experiences and new knowledge developed under the ILO-SIDA Global Product component was exchanged on numerous occasions and widely disseminated in more than 20 events such as ILO-SIDA meetings, ILO-SIDA annual consultations, ILO Employment Policy Research Symposium, conferences, EMPLAB and SKILLS retreats, national workshops and events,

³⁷ <<https://sinafolguatemala-com.webnode.es/>>.

training sessions, branch meetings and Employment Department e-newsletter, video conferencing and other face-to-face meetings.

184. Strategies to provide feedback on international events and on the quality of exchanges could be enhanced by allocating time at the end of each event with a short on-line or paper-based questionnaire to be filled out on the spot before the participants leave the venue. This mechanism could yield information on participants' perceptions on the relevance and usefulness of such exchanges.
185. At the time of this evaluation, the webpage on the ILO-SIDA PPO1 for 2018-2019 provides very limited information on the Partnership and contains no country-level information.³⁸
186. ILO could consider ways to systematically capture experiences and lessons learned from each country in order to facilitate country exchanges. Morocco has developed a documentation mechanism to capture experiences and lessons learned from the NEP and could consider a similar approach at the regional level. The ILO could make use of this format to assist other countries to catalogue their experiences and lessons learned.
187. KIIs underlined the usefulness of videoconferencing among national coordinators to exchange on the implementation process, challenges, best practices and to build in a global perspective. These exchanges should take place more frequently.
188. The evaluators concur with the prior evaluation and the importance for ILO to systematically standardize and disseminate experiences acquired with NEPs, REPs and other country-level interventions. For instance, an on-line tool centralizing the experiences and providing examples to support other countries in their efforts would be beneficial.
189. A clear dissemination strategy in order to share knowledge, publications, research and reaching out target audiences would positively impact ILO knowledge sharing (i.e. communication plan).

Synergies Between the Global Product and Country-Level Interventions

190. At the global level, the ILO-SIDA partnership has sharpened diagnostics, analysis and tools to support advocacy and make ILO more influential in the global policy debates on employment. The current Partnership supports the design of reports and studies that are feeding policy analysis and identifying pointers for action. At the country level, the ILO-SIDA Partnership responded to the specific needs of selected countries across the various steps of the policy cycle.
191. The global and country-level interventions are closely interrelated and mutually inform each other. Country-level interventions, experiences and lessons learned feed up into the global product development and "field test" what works for youth employment. The global product provides technical inputs and backstopping services, training support and knowledge development to enrich country interventions with research, tools and guidelines to be conveniently adapted and used according to each country context.

4.5 Orientation towards Impact

192. Impact attribution remains a challenging task for the evaluation team. Nonetheless, the evaluation confirms that the ILO-SIDA PPO1 contributed towards significant changes with respect

³⁸ <<https://www.ilo.org/emppolicy/projects/sida/18-19/lang--en/index.htm>>.

to the development and strengthening of competencies among tripartite constituents and national stakeholders. This capacity building, including training, technical assistance, and support for social dialogue, was further strengthened by research, guidelines and tools that were pivotal in enabling key institutions to improve their ability to develop critical policy messages and implementation strategies to tackle youth employment issues. This subsequently fostered the strengthening of a nationally focused collaborative mindset among stakeholders. As a result, the formulation and implementation of broadly supported policy implementation strategies and sectoral skills approaches addressing youth employment have taken root in countries identified in this Partnership. Early impact on beneficiaries and vulnerable youth can be identified as the development of specific interventions at the country level to address skills deficiencies and labour competencies, access to employment services and potential markets. Long-term impact, especially for vulnerable groups, translates into changes in the enabling environment supporting the delivery of country targeted interventions to capture and reduce structural inequities and barriers to access productive and decent employment.

193. Employment and skills sector strategies developed in targeted countries offer new solutions and identify sectors with employment needs, existing programmes, and partners (public and private) who will support job creation initiatives. Regional interventions in Morocco (REP) focusing on capacity building, training and better connecting entrepreneurship to markets and promising value chains respond to the dual challenge of meeting local needs in term of enterprise, environment and domestic services while addressing unemployment, under-employment and low labour force participation. Guatemala interventions have developed greater synergies among national stakeholders and development partners to tackle employment issues and reaching out to women and youth with targeted interventions. These interventions are promising avenues to integrate poor and vulnerable groups into the labour market.
194. In the case of STED, a strong exporting sector can lead to several benefits for economic development such as raise incomes and promote decent jobs. It can also benefit the rest of the economy by creating knowledge and expertise that can be applied in other sectors to improve and boost economic activities and benefits the population.
195. The evaluation team can foresee some benefits for project beneficiaries in term of knowledge, skills acquisition and recognition, enhanced participation to economic activities, social inclusion and access to decent employment, eventually leading to better and more regular income and improved productivity.
196. ILO-SIDA support has been instrumental in elevating employment in national and global political agendas. ILO-SIDA's contribution to Outcome 1 has resonance through the HLPF review of SDG 8, more specifically the integrated policy framework, the activities connected to the ILO Centenary, the Future of Work Initiative, and numerous international workshops and conferences.
197. The ILO-SIDA Partnership's support to the regionalization of the National Employment Plan for Morocco has enabled the ILO to learn lessons for decentralizing employment policy, a strategy that might be adapted to other countries to move towards achieving employment goals.
198. In Morocco, experiences learned by the Ministry of Labour during the implementation of regional employment plans enabled it to replicate the process to all regions. Six regions will be financed by the Spanish development agency (AECID) and the remaining regions supported by the Ministry of Interior. KIIs confirmed that national dialogue sustained through the country-level

interventions increase the interest and commitment towards productive and inclusive employment.

199. The initial steps taken to reach out to and address the needs of the most vulnerable, more specifically the NEETs, through research and training has enabled ILO to shed new lights on the NEETs phenomenon and reinforce the role of ILO in dealing with the issue of the inclusion of NEETS in the labour market as well as promote the role of the ILO to support social justice.
200. Replication of the new capacity-building initiatives was tested in Morocco to empower stakeholders to prepare proposals (see discussion in Text Box 1). As a result, 11 projects are now ready for funding.

4.6 Sustainability

201. ILO-SIDA PPO1 has built its interventions with the active involvement of an array of governments and social actors; this collaborative process seems to be supporting and enhancing national interest in employment issues.
202. The desk review and KIIs concurred that the social dialogue, technical assistance and ongoing capacity building have not only foster national ownership but also ensuring that governance mechanisms and expertise-built stays in the targeted countries.
203. Key success factors contributing to the sustainability of ILO-SIDA PPO1 interventions included: a design that built on the achievements and knowledge of previous ILO-SIDA Partnership phases and the consideration of lessons learned and best practices to better respond to needs of states and stakeholders; social dialogue ongoing technical assistance twinned with capacity building to ensure constituents are fully empowered to exercise their responsibilities.
204. For Morocco, key factors to consider to improve sustainability of project outcomes includes:
 - Technical backstopping to ensure the dual regional employment governance structure (regional council and Wilaya) and coordination mechanisms with regional stakeholders are conducive for the implementation of regional employment plans.
 - On-going advocacy on international and multilateral fora with development partners on the resource mobilization strategy to ensure that development partners working in the employment field channel their resources towards the implementation of the REP.
 - Assistance in the fund mobilization for the 11 projects identified in the framework of the regional employment programs in the 3 target regions of Morocco.
205. For Cambodia, conclusions on sustainability include:
 - Areas targeted by the ILO-SIDA PPO 1 require long-term commitment underpinned by strong national/international partnerships.
 - Partner capacity development requires a range of complementary approaches, beyond just funding; for example, through hands-on advice, technical support and mentoring over an extended period of time, and opportunities to share experience and lessons.
 - Interventions must fit into existing national legal and policy frameworks (e.g. the NEP) as well as national institutional mandates.

- Private sector engagement in skills prioritization/development and quality apprenticeships is critical, including through making assessors available for certification purposes and providing information on skill and recruitment requirements to the NEA.
- Ensuring effective M&E, learning and reporting requires attention to implementing partner institutional and technical capacities. Ensuring adequate resourcing for partner M&E capacities should be a standard part of project planning and budgets.
- There is value in terms of impact and sustainability in ensuring continuity with previous or parallel projects and building this into project design. In Cambodia, the ILO-SIDA PPO 1 links with and draws on at least five distinct previous or parallel projects.

206. Synergies between the global product and country level interventions could be improved with a dissemination strategy to ensure that the knowledge produced by the Global product and lessons learned and experiences at country-level interventions are actually used to inform policy, country level interventions and in new countries benefiting from ILO support.

207. Additionally, there could be an increase in the frequency of exchanges among national coordinators on the implementation process, challenges, and good practices to ensure that knowledge produced, and country experiences and insights are shared and utilized to improve and refine country-level interventions.

5. Conclusions

208. Evidence supplied by the desk review and KIIs confirms that the Global Product and country-level interventions were highly relevant, demand-driven and aligned with the national priorities of targeted countries, UNDAF, DCWP and SDGs. Interventions put youth employment at the forefront of national discussions and strengthening the political buy-in towards inclusive employment policy and decent work .

209. ILO-SIDA PPO 1 interventions effectively supported projects in countries at different stages of the development and implementation of their NEPs; these targeted interventions often served as “catalytic funding” to contribute towards the support and development of additional employment interventions, activities and projects.

210. The ILO-SIDA PPO 1 significantly increased the institutional capacities, through technical expertise, of partner organizations (government, employers’ and employees’ organizations) in targeted countries to support employment policy development and implementation, as well as sectoral skills approaches and measures targeting NEETS.

211. Strong, consistent and inclusive social dialogue that supports and strengthens governance structures and coordination mechanisms has ensured that employment policies adopted are built through consensus; as a result of this, national ownership of employment issues is strengthened among all partner organizations.

212. The identification of key growth sectors along with competency standards, curricula based on such standards, recognition of prior learning assessment, and apprenticeship programmes are key strategies that successfully reduce the skills gap in a country and equip young workers with relevant skills, while also building stronger relationships between the private sector, education (in particular TVET), and trade unions.

213. There is a clear degree of coherence and complementarity between the Global Product and the selected countries but synergies between the Global product and country level interventions are not optimal. There currently are few links between the richness of country level experiences and the wealth of research from the Global product.

6. Lessons Learned

214. The “catalytic” nature of ILO-SIDA Partnership funding enables it to be responsive to country needs and deliver promising outputs that can serve to support further funding.

215. There is an added value of long-term financial commitment to countries that have benefitted from more than once cycle of the ILO-SIDA Partnership. This is especially true with respect to the sustained capacity building required to move from the development of a national employment policy to its implementation. Such a process has enabled the strengthening of national policies at regional/provincial levels and, ensured that policies respond to local needs.

216. Greater partnership and ownership of the implementation of national employment policies and sectoral skills strategies are reinforced through social dialogue and the tripartite approach. Social dialogue has ensured greater participation from employers and trade unions in employment policies, programmes, strategies, mechanisms, and standards. For example, in Cambodia, in the development of SOPAC, and in the development of competency standards and curriculum-based standards in four TVET occupations. In the case of the curriculum standards: the process of implementation had all the stakeholders together – experts from enterprises, employers, members of the Project Advisory Committee. After the document was finalized, experts were again invited to validate, after which the standards were submitted to employers, therefore everything was in aligned with enterprise needs. Governments have developed a stronger sense of ownership of employment issues and job creation measures and begun to take greater leadership in coordinating interventions. Additional efforts need to take root in order to ensure greater ownership and subsequently more sustainability of projects. This includes government support of interventions (for example in Cambodia, the government financed the 2019 LFS, as opposed to the previous LFS in 2012 financed largely by ILO).

217. The tripartite approach is pivotal in providing existing partners with exposure to opportunities that are otherwise unavailable to them. For example, the tripartite process has been influential in leveraging the position of employers and trade unions in wider country initiatives; for example, in Cambodia, the ILO encouraged UNJP to have CAMFEBA (employers’ federation) to be on their Committee. Trade unions in Cambodia are now invited by the government (without the ILO necessarily being the liaising organization) to participate in meetings, including for example draft laws, and asked to input on the integration of international labour standards.

218. The formulation of standards is pivotal in strengthening the government’s capacity to bridge the skills gap in key labour market sectors that show the most growth. Competency and curriculum standards in Cambodia TVET centres for four key occupations have helped standardize teaching practices and assessment frameworks and can provide learners with certification and clear guidance on the skills they need. Additional mechanisms such as the RPL assessment and the SOPAC further strengthen the quality of the education students and workers require and help match the skills gap that enterprises are searching to minimize. Although still in its early stages, the RPL assessment programme is perceived as useful in identifying and recognizing current skills

of employees, reorienting employees' understanding of their work in terms of competencies, increasing the self-worth of employees, and for employers to recognize the added value of a qualified workforce with certification. The apprenticeship programme, also in its early stages, shows a great deal of promise in bridging the skills gap between education and work experience, as well as solidifying the interest of enterprises on the value of quality apprenticeships for short-term and potentially long-term employment.

7. Recommendations

219. **1. Global Product:** Continue to support the Global Component to facilitate the provision of technical advisory services, research and support to policy development and coordination. Global products developed during the 2018-2019 (tools, guidance, policy, research and technical briefs) should be further disseminated and used in policy development and implementation at the country level by developing a systematic approach to sharing knowledge, publications, research, and good practices. This approach should take into consideration target audiences.

- For whom: ILO HQ administration; Project Management
- Action needed: Develop a dissemination strategy
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time for ILO HQ to develop (Medium)

220. **2. Decentralization of country-level interventions:** Country-level interventions continue to focus on a decentralized approach to employment, looking at skills and competencies needed, and getting closer to local realities by providing access to training, job fairs, and engaging with private sector and other stakeholders to reach out to vulnerable groups, including youth and women. Morocco's successful model of intervention can feed in the support to countries that are initiating the process of implementing employment policy and decentralizing it to the regions.

- For whom: ILO HQ administration, ILO Country and Regional Offices
- Action needed: Contextualize decentralization approach according to country needs
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: HQ and Country Office tools and technical expertise to support governments (Medium)

221. **3. External communication with National Project Coordinators (NPC)s:** Support regular exchanges among national project coordinators (NPCs) of targeted countries (country-level interventions) through videoconference to exchange on the implementation process, challenges, best practices to build in a global perspective, and share new research guidelines. The exchanges can also be opportunities to proactively adjust current interventions if needed.

- For whom: ILO HQ administration; Project Management
- Action needed: More frequent communication with NPCs
- Priority: Medium
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time allocated for such exchanges between ILO HQ and CPOs (Low)

222. **4. In-house internal communication:** Strengthen in-house communications and internal exchanges between the different units—for instance, every two months to allow a greater synergy between EMPLOYMENT and all other units involved in the ILO-SIDA PPO 1 and facilitate the exchange of information related to the Partnership.

- For whom: ILO HQ administration; Project Management
- Action needed: Increased frequency of exchanges between experts and units contributing to the Partnership
- Priority: Medium
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time allocated for such exchanges between experts and units contributing to the Partnership (Medium)

223. **5. NEETs:** Continue to support vulnerable youth in line with SDG Target 8.1.b and 8.6 and ILO commitment to support decent work. The ILO-SIDA Partnership has strengthened knowledge on NEETs and provided specific approaches to integrate NEETs into the labour market. The next biennium should focus on research and capacity building to strengthen the constituents' competencies to address the challenges ahead.

- For whom: ILO HQ administration; Project Management
- Action needed: On-going research and approaches to capacity building for constituents
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Funding for additional research and capacity building (Medium)

224. **6. Cataloguing/inventory systematizing experiences:** ILO should standardize the leveraging of experiences acquired with NEPs and Regional/Provincial Employment Plans. Morocco and Cambodia have done so for its NEP, and it could be done for Regional/Provincial Employment Programme experiences. ILO could develop an online tool that collects good practices and documents lessons learned which can support other countries in their efforts to implement the process. This reiterates a recommendation identified during the 2016-2017 ILO-SIDA Partnership evaluation.

- For whom: ILO HQ administration; Project Management
- Action needed: Develop online tool for sharing good practices and lessons learned
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time for ILO HQ to develop (Medium)

225. **7. Emerging needs:** Adjust the existing budget by setting aside discretionary funds to respond to emerging needs and/or additional requests to strengthen ILO's understanding of transformative nature of the world of work and inline with Partnership main objectives.

- For whom: ILO HQ administration; Project Management
- Action needed: Allocate percentage of existing budget to emerging needs/requests
- Priority: Medium
- Recommended timeframe: Immediate, for next phase
- Resource implications: Time for ILO HQ to reallocate (Low)

226. 8. Capacity building of tripartite constituents to actively participate in policy implementation:

There is a need to strengthen and broaden the capacities of tripartite constituents as some of the most critical levers for successful employment generation may lie beyond their traditional mandates and areas of competence, from macroeconomic policy to sustainable development, assessment of business environment, and strategies for productive diversification. Regional, provincial and local strategies are a promising approach. The engagement of regional actors is crucial for policy implementation, and the challenges they face need to be addressed, as well as their capacity strengthened on issues related to decent work. Ongoing capacity building is key to ensuring the sustainability of interventions.

- For whom: ILO HQ administration; ILO Country and Regional Offices
- Action needed: Ongoing capacity building for tripartite constituents
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Funding for ongoing capacity building (Medium)

227. 9. STED: Based on STED diagnostic analysis, continue providing technical assistance towards the development of competency standards and competency-based curriculum in key country sectors, as well as certification, recognition of prior learning, and apprenticeship programmes to provide beneficiaries with the skills they need to access employment. The STED team should continue its efforts to support outreach and knowledge sharing events to have a wider reaching impact and inform other countries that face similar skills issues.

- For whom: ILO HQ administration; STED Global team, ILO communications
- Action needed: Continue technical assistance for sectors already identified and reach out to countries with similar skill issues through outreach and learning events; identify potential new sectors to target
- Priority: High
- Recommended timeframe: Immediate, for next phase
- Resource implications: Financial support from governments, employment analysis to identify sectors

Appendix 1 – Terms of Reference

Sida-ILO Partnership Programme (Phase I), 2018-2020 Outcome-Based Funding

Final independent Clustered Evaluation

Key facts

Title:	Final independent clustered evaluation: outcome-based funded interventions under outcome 1, 2018-19
DC Code:	GLO/18/56/SWE KHM/18/50/SWE UGA/18/51/SWE MAR/18/50/SWE GTM/18/52/SWE (<i>outside the scope of this evaluation</i>)
Countries:	Global product Cambodia Uganda Morocco Guatemala
Backstopping unit(s):	DWT/CO-Bangkok CO-Dar es Salaam EMPLAB CO-Algiers DWT/CO-San José
Technical Unit:	EMPLAB DWT/CO-Bangkok DWT/CO-Pretoria EMPLOYMENT
Type of evaluation:	Independent final evaluation
P&B outcome(s) under evaluation:	Outcome 1
SDG(s) under evaluation:	SDG 8
Evaluation Manager:	Lobna Kassim

1. Background Information

Goals, Objectives and Strategy

The Sida-ILO Partnership Programme 2018-2021 is based on the principles of aid effectiveness and 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. The Partnership includes unearmarked core contributions as well as lightly earmarked thematic funding at the level of Outcomes/Cross-cutting policy drivers from the ILO Programme and Budget and DWCP priorities (Country Programme Outcomes, CPO).

SIDA's support to ILO projects in the field of better jobs was already part of the ILO-SIDA Partnership Agreement for 2014-2017 and implemented across several CPOs in various countries such as Cambodia, Jordan, Moldova, Morocco and Paraguay. The continuous support provided by SIDA to Outcome 1 has enabled the ILO to engage in key policy development processes and achieve substantial results at global and country level in the field of national employment policies (NEP), youth employment, and skills development.

Appendix 1 – Terms of Reference (continued)

ILO strategy under P&B Outcome 1 for 2018-19 is based on the recognition that promoting more and better jobs requires a comprehensive approach that includes sound labour market analysis, coordinated demand and supply side measures, tripartite consultations and social dialogue, with emphasis on clear mechanisms for policy implementation, monitoring and evaluation. Actual support and experience coming from global component and the country-level activities is being capitalized to serve for numerous other countries and contribute to advocacy material and training modules, among others. Similarly, SIDA support has been targeted to capacity building and implementation of NEP for sustainability, innovation, gender mainstreaming, and employment elevation.

Institutional and Management Structure

The ILO-SIDA Partnership Programme support to Outcome 1 started operations in 2018 and is scheduled to end by end of March 2020, with an overall budget of USD 2.2 Million in Phase I. The interventions have been channeled through one global product targeting more and better jobs for inclusive growth and improved youth employment prospects, and four projects implemented at country level on employability, employment policy generation, and strengthening of capacities. The global product has been implemented by the EMPLOYMENT Department in HQ, and the country projects have been managed and implemented by relevant country teams.

In each country the project works with the appropriate government agencies, industry associations and employers and workers organizations and supports the local Decent Work Country Programme (DWCP).

Previous Evaluations

In 2018 the ILO conducted an independent mid-term evaluation of the SIDA's support to ILO projects in the field of employment promotion with an emphasis on youth employment, 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 Morocco, Paraguay, Cambodia, Madagascar, Jordan and Tunisia. The evaluation report is available EVAL's database i-Eval Discovery.

2. Purpose, Scope and Clients of the Independent Final Evaluation

This document describes the Terms of Reference (ToRs) for the independent final evaluation of Phase I (2018-19) to be undertaken between January and March 2020, adhering to ILO's policies and procedures on evaluations (see section 8. Additional documentation). It will be conducted by an external independent evaluator and managed by an Evaluation Manager, who is an ILO staff member with no prior involvement in the interventions under evaluation.

The evaluation has a dual-purpose: accountability and organizational learning. The evaluation will seek to determine how well-planned outcomes have been achieved, how they were achieved and under what conditions. The evaluation will also identify lessons learned and emerging good practices to inform future ILO strategies.

The evaluation will cover the period from January 2018 to March 2020 to create an accurate and comprehensive picture of the global project's context and development. The evaluation will assess the project components in Cambodia, Morocco, Uganda and the global component. As operations in Guatemala will be subject to an independent clustered evaluation, they will not be included in this evaluation.

Appendix 1 – Terms of Reference (continued)

The evaluation is expected to look at the linkages between the various country projects and the global component, generate findings on the six evaluation criteria for all country projects and the global component and compare lessons learned.

The evaluation will integrate ILO's cross-cutting issues, notably norms and social dialogue, gender equality, disability inclusion, other non-discrimination concerns, and medium and long-term effects of capacity development initiatives throughout the evaluation methodology and all deliverables, including the final report. The evaluation will give specific attention to how the intervention is relevant to the ILO's programme and policy frameworks at the national and global levels, UNDAF and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programme. The evaluation will focus on particular issues, such as the projects' risk analysis, exit strategy and sustainability.

The clients of the evaluation are:

- The donor – close collaboration (such as asking for comments on the draft report and meetings in Geneva) with the donor during the evaluation will ensure that donor requirements and information needs are met;
- The projects' staff, ILO Country Offices and other field and headquarter staff;
- Tripartite members of the global and national advisory committees and partner organizations in the evaluated countries.

3. Evaluation Criteria and Questions

The evaluation will examine the project along the OECD/DAC criteria taking into account gender equality concerns.¹ More precisely, the interventions will be reviewed with strict regards to the following six evaluation criteria:

- Relevance and strategic fit of the intervention;
- Validity of intervention design;
- Intervention progress and effectiveness;
- Efficiency;
- Effectiveness of management arrangements;
- Impact orientation and sustainability of the intervention.

A more detailed analytical framework of questions and sub-questions will be developed by the evaluator in agreement with the Evaluation Manager as part of the inception report:

¹ Key questions under each evaluation criteria have been designed to help address the extent to which the mainstreaming of gender equality has been integrated into the implementation of the intervention, the effectiveness and efficiency in mainstreaming gender equality, the outcomes delivered in terms of gender equality, and an estimation of the impact of the policies implemented on the equality of women and men, when appropriate.

Appendix 1 – Terms of Reference (continued)

Relevance and Strategic Fit of the Intervention

- Have ILO interventions under the ILO-SIDA Partnership Programme support to Outcome 1 been relevant to the needs of constituents?
- Were the criteria for the selection of countries relevant and demand based? Was the design of interventions based on thorough analysis of the specific context?
- Have ILO interventions under the ILO-SIDA Partnership Programme support to Outcome 1 been relevant to national and ILO's development frameworks (Country's national development plan, UNDAF, DWCPs, P&B, SDG)?

Validity of Intervention Design

- Have the ILO-SIDA Partnership Programme support to Outcome 1 been appropriate and coherent for achieving planned outcomes, underpinned by a Theory of Change?
- To what extent did the project build on knowledge developed during previous SIDA funded projects?
- Where principles of Results-Based Management applied, including the identification of risks and assumptions, and sustainability strategies?
- How well have the project designs taken into account the ILO's cross-cutting policy drivers – international labour standards, social dialogue, gender equality and non-discrimination (including poor and most vulnerable), and a just transition to environmental sustainability?

Intervention Progress and Effectiveness

- To what extent have interventions so far achieved its objectives, outcomes, and outputs, and reached its target groups?
- 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?
- Were there any unexpected results?
- What were the key factors of success?
- What obstacles did the project encounter in project implementation and what corrective action does the project need to take to achieve its objectives?
- How well have the results addressed the ILO's cross-cutting policy drivers – international labour standards, social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability?

Efficiency

- In what ways has the project used the ILO managed programme resources efficiently (funds, human resources, etc.)? Could things have been done differently?
- Have project funds and activities been delivered by the ILO in a timely manner?

Appendix 1 – Terms of Reference (continued)

- How well did the ILO coordinate with strategic partners to support the implementation of the programme of work under review?
- To what extent did SIDA funded interventions in the targeted countries act as a catalyst and support ILO influence in the country and/or leverage additional resources?
- How were there synergies among the interventions (global product and country interventions) under review?
- Were the intervention resources used in an efficient way to address gender equality in the implementation?

Effectiveness of Management Arrangements

- To what extent have management capacities and arrangements supported the achievements of results?
- Is the project systematically and appropriately monitoring and documenting information to allow for measurement of results, including on gender, at the country and global level?
- How effective is the project in sharing good practices between country components and communicating success stories and disseminating knowledge internally and externally (including gender-related results and knowledge)?

Impact Orientation and Sustainability of the Intervention

- To what extent have ILO interventions under the ILO-SIDA Partnership Programme support to Outcome 1 contribute to significant positive changes in Decent Work, notably in the scope of outcome 1? How is intended long-term impact especially for poor and vulnerable groups expressed in relation to the design, implementation and follow-up of the interventions?
- How effectively has the project built national ownership and capacity of people and institutions?
- Are national partners willing and/or able to continue the project after funding ends (technical and institutional sustainability)?
- Are the gender-related outcomes likely to be sustainable?

4. Methodology to be Followed

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 and other non-discrimination issues as cross-cutting ILO concerns throughout its methodology and all deliverables, including the final report. Data and information should be collected, presented and analysed with appropriate gender disaggregation even if project design did not take gender 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 evaluation methodology should allow an assessment of outcomes and of the

Appendix 1 – Terms of Reference (continued)

likelihood of impact by combining quantitative data with qualitative assessments and case studies that demonstrate and visualize outcomes. The evaluation will use various data collection techniques (e.g. document analysis, interviews, direct observation and surveys) to ensure the validity and reliability of the findings and use a participatory approach involving ILO key stakeholders such as beneficiaries, ILO Tripartite Constituents, ILO staff and strategic partners.

The evaluator may adapt the methodology, subject to the agreement between the evaluation manager and the evaluator during the inception phase. The evaluator will also develop a systematic survey/questionnaire as part of the inception report to guide the interviews, capture qualitative and quantitative data and ensure objectivity and consistency in interviews in the different countries. This will also help the evaluator identify knowledge gaps that need to be verified and validated through the interviews.

Upon approval of the inception report, the evaluation team will conduct field missions to the countries under review. The evaluator will present preliminary findings to the ILO and the donor.

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).

5. Deliverables by the Contractor

The following deliverables are expected by the evaluator:

- Inception report: This document constitutes the operational plan of the evaluation and should be aligned with the ToRs.
- Draft report: the evaluation team/consultant should submit a complete and readable draft report to the evaluation manager. The draft report should reflect the evaluative reasoning and critical thinking that were used to draw values-based conclusions following the evidence. The evaluation manager is responsible for checking the quality of the draft report in terms of adequacy and readability. The evaluation manager circulates the report among stakeholders.
- Final report: the evaluation manager compiles the comments received and forwards them in a single communication to the evaluator. The evaluator incorporates them as appropriate and submits the final report to the evaluation manager.

Specifications

- Gender equality issues shall be explicitly addressed throughout the evaluation activities of the consultant and all outputs including final reports or events need to be gender mainstreamed as well as included in the evaluation summary.
- 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.

Appendix 1 – Terms of Reference (continued)

- 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 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.

6. Management Arrangements and Tentative Time Frame

Management Arrangements

The final independent evaluation will be conducted by an independent evaluator, Ms. Maryvonne Arnould who will carry out the function of Team Leader and assume the responsibility of delivering the outputs, overall quality of work performed, reporting and team management. Ms. Arnould as Team Leader will secure the services of Mr. Paul McAdams and Ms. Julie Helson in completing the tasks.

The assignment will require total 49 workdays, of which 7 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.

On the ILO's side, the evaluation will be supervised by the Evaluation Manager and approved by the ILO Evaluation Office.

Proposed Timeframe and Work Plan

The timeline of the evaluation process from the desk review to the submission of the final report will be January 2020 and no later than end of March 2020. It is proposed that the field work will take place in February 2020, with a report by no later than end of March 2020.

Phase	Tasks	Timeframe
I	<ul style="list-style-type: none"> • Draft, circulate, revise and finalize TORs • Recruit external consultant 	January 30, 2020
II	<ul style="list-style-type: none"> • Consultant briefing • Desk Review • Consultations with ILO staff • Inception report reviewed and approved 	February 12, 2020 (at the latest)
II	<ul style="list-style-type: none"> • Field visits to intervention sites in selected countries (one country visit by Maryvonne Arnould and the other country visit by Paul McAdams) • Consultations with national partners 	March 10, 2020 (at the latest)
III	<ul style="list-style-type: none"> • Draft report based on consultations from field visits, desk review and responses to questionnaire survey 	March 20, 2020

Appendix 1 – Terms of Reference (continued)

Phase	Tasks	Timeframe
IV	<ul style="list-style-type: none"> • Circulate draft report to key stakeholders • Consolidate comments of stakeholders and send to evaluator 	20-29 March
V	<ul style="list-style-type: none"> • Finalize the report including explanations on why comments were not included 	March 31, 2020 (at the latest)

7. Application Requirements

Selection of the contractor will be done by the ILO based on a rating system of received proposals. Interested parties should submit a proposal in English containing the following information and documents:

- Technical Proposal:
 - A short summary of profile and capacity of the Contractor to conduct an evaluation of this nature, and how the contractor intends to complete the work described in the ToRs;
 - The CV(s) of the lead evaluator and other team members that will undertake the work;
 - A timeline with proposed dates for contract starts and end dates and tentative dates for country visits (taking into account visa processing process and time required);
 - A proposal setting out the cost for the evaluation including a daily fee (or daily fees in case several team members will be involved in the evaluation), number of work days per staff, and tentative travel costs per mission.

Proposals will be judged based on the following criteria: contextual knowledge, technical specialization, prior experience, clarity and soundness of proposed methodology, language and understanding of the ILO's cross-cutting policy drivers and financial competitiveness.

The successful evaluation consultant or team will be remunerated on an output based total fee. Travel and DSA will be provided in a lump sum and the team will be required to make his or her (their) own travel arrangements for the field missions.

The ILO Code of Conduct for independent evaluators applies to all evaluation consultants. The selected team/consultant shall sign and return a copy of the code of conduct with the contract.

Requirements of the evaluator(s)

- Adequate Contextual Knowledge of the UN and the ILO.
- Adequate Technical Specialization: Demonstrated knowledge and expertise of labour and industrial relations topics.
- At least 7 years' experience in evaluation policies, programmes and projects.
- Experience conducting evaluations for UN organizations.
- Expertise in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability.

Appendix 1 – Terms of Reference (continued)

- Fluency in spoken and written English, French and Spanish and an understanding of ILO cross-cutting issues.

8. Additional Documentation

- Document 1: ILO Evaluation policy guidelines. Checklist 3: Writing the Inception Report: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf.
- Checklist 4: Validating methodologies: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166364.pdf.
- Checklist 5: Preparing the Evaluation Report: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf.
- Guidance Note 3: Evaluation Lessons Learned and Emerging Good Practices: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165981.pdf.

Appendix 2 – Evaluation Matrix

Criteria and questions	Sub-questions [1]	Indicators	Data sources	Data collection methods
1. Relevance and strategic fit of the intervention				
1.1 To what extent have interventions under ILO-SIDA PPO1 been relevant to the needs of constituents?	<ul style="list-style-type: none"> How were the constituents' needs assessed and taken into consideration to design the programme? Have there been any changes in the interventions' strategies and approaches? If so, what steps were taken to establish these changes? How relevant has the gender mainstreaming strategy been in giving a portrait of gender gaps and limitations to access employment and decent work in the targeted countries? 	<ul style="list-style-type: none"> Perception of ILO-SIDA PPO1 programme staff and stakeholders regarding the relevance of interventions to their needs Type of changes made to better address country needs for each CPO Degree to which gender mainstreaming properly identified gender gaps and limitations to access employment and decent work 	<ul style="list-style-type: none"> ILO management team ILO CO staff Country stakeholders Project files and TPRs Gender assessment tools and reports 	<ul style="list-style-type: none"> KIIs FGDs Desk review
1.2 To what extent were the criteria for selecting countries relevant and demand-based? Was the design of interventions based on thorough analysis of the specific context?	<ul style="list-style-type: none"> How were the criteria established? How gender-responsive were the criteria? 	<ul style="list-style-type: none"> Adequacy of criteria used for the selection of countries Perception of ILO-SIDA stakeholders regarding the selection criteria 	<ul style="list-style-type: none"> ILO management team ILO CO staff ILO specialists SIDA representatives Project files and TPRs 	<ul style="list-style-type: none"> KIIs Desk review
1.3 To what extent have interventions under ILO-SIDA PPO1 been relevant to ILO/national development frameworks (each country's national development plan, UNDAF, DWCPs, P&B, SDGs)?	<ul style="list-style-type: none"> How were the interventions aligned with country-level development frameworks and DWCPs? How are the interventions supporting the achievement of SDGs? How were the interventions aligned with ILO's Strategic Framework and P&B? 	<ul style="list-style-type: none"> Degree of alignment with ILO's and national developmental frameworks, DWCP priorities and national development plans Degree of alignment with UNDAF and SDGs Perception of ILO-SIDA PPO1 staff and stakeholders regarding the approach and strategic fit of the ILO-SIDA PPO1 Partnership 	<ul style="list-style-type: none"> ILO management team ILO CO staff Country stakeholders ILO Strategic Plan 2018-2021 UNDAF and national sustainable development strategies and sectoral policies 	<ul style="list-style-type: none"> KIIs Desk review Survey
2. Validity of intervention design				
2.1 To what extent has ILO-SIDA PPO1 been appropriate and coherent for achieving planned outcomes?	<ul style="list-style-type: none"> Were the objectives of ILO-SIDA PPO1 clear and realistic? Are the ILO-SIDA PPO1's objectives and outcomes gender-responsive? 	<ul style="list-style-type: none"> Degree of clarity of the interventions' objectives Evidence of the inclusion of gender into the objectives and outcomes 	<ul style="list-style-type: none"> ILO management team ILO HQ and CO specialists Country stakeholders Strategic partners of the project SIDA representatives ILO-SIDA PPO1 project document Appraisal documents for the Global Product and country-level interventions Conceptual framework for the ILO-SIDA Partnership Programme 2018-2021 ILO-SIDA Partnership Agreement 2018-2019 	<ul style="list-style-type: none"> KIIs Desk review Survey

Appendix 2 – Evaluation Matrix (continued)

Criteria and questions	Sub-questions [1]	Indicators	Data sources	Data collection methods
2.2 To what extent did ILO-SIDA PPO1 build on knowledge developed during previous SIDA-funded projects?	<ul style="list-style-type: none"> Were the recommendations and lessons learned from the previous ILO-SIDA Partnership integrated into the planning and implementation of the current partnership? 	<ul style="list-style-type: none"> Degree to which knowledge stemming from the previous ILO-SIDA Partnership was integrated into the design of ILO-SIDA PPO1 Evidence of a follow-up on the recommendations stemming from the final evaluation of Phase II (2016-2017) 	<ul style="list-style-type: none"> ILO management team ILO country team SIDA representatives Evaluation of Phase II (2016-2017) of the ILO-SIDA Partnership Agreement 2014-2017 	<ul style="list-style-type: none"> KIIs Desk review
2.3 To what extent has the ToC been helpful in supporting ILO-SIDA PPO1 implementation?	<ul style="list-style-type: none"> How was the ToC used to guide the design and implementation of ILO-SIDA PPO1 interventions? 	<ul style="list-style-type: none"> Evidence of a ToC that adequately supports ILO-SIDA PPO1 interventions Perceptions of ILO staff and stakeholders regarding the adequacy of the ToC 	<ul style="list-style-type: none"> ILO management team ILO CO team ILO specialists ILO-SIDA PPO1 project document ToC 	<ul style="list-style-type: none"> KIIs Desk review
2.4 To what extent were the principles of RBM applied to ILO-SIDA PPO1?	<ul style="list-style-type: none"> How did the design of ILO-SIDA PPO1 (Global Product and country-level interventions) focus on outcome performance, measurement, learning and reporting? How was gender integrated in the design of the monitoring activities? To what extent are the ILO-SIDA PPO1 assumptions still valid? If not, what has changed since the launch of the programme? How useful was the risk analysis? 	<ul style="list-style-type: none"> Degree to which RBM principles have been integrated into ILO-SIDA PPO1 Degree to which risks and assumptions were effective to guide ILO-SIDA PPO1 interventions Challenges faced by constituent when applying RBM principles to the partnership's interventions 	<ul style="list-style-type: none"> ILO management team ILO monitoring personnel Country stakeholders PMPs and TPRs 	<ul style="list-style-type: none"> KIIs Desk review
2.5 What obstacles did ILO-SIDA PPO1 encounter during implementation?	<ul style="list-style-type: none"> What negative factors affected ILO-SIDA PPO1? How were these factors addressed? Were the gendered impacts of any changes resulting from the negative factors considered, and if so how? What corrective actions did ILO-SIDA PPO1 need to take to achieve its objectives? How successful were these actions? 	<ul style="list-style-type: none"> Type of factors affecting ILO-SIDA PPO1 Type of corrective actions adopted to ensure full attainment of the expected result 	<ul style="list-style-type: none"> ILO management team ILO CO staff SIDA representatives TPRs 	<ul style="list-style-type: none"> KIIs Desk review
2.6 What part have the ILO's cross-cutting policy drivers [2] played in the design of individual projects?	<ul style="list-style-type: none"> In what way has ILO-SIDA PPO1 integrated international labour standards? In what way has ILO-SIDA PPO1 integrated social dialogue? To what extent was social dialogue extended to include other relevant actors? In what way has ILO-SIDA PPO1 integrated gender equality and non-discrimination? In what way has ILO-SIDA PPO1 integrated a just transition to environmental sustainability? 	<ul style="list-style-type: none"> Degree to which international labour standards have been integrated in the employment policies in targeted countries Adequacy and type of participatory approaches adopted to involve a wide spectrum of national multi-sectorial stakeholders to foster social dialogue Adequacy of gender analysis and gender mainstreaming tools to address gender gaps in employment Adequacy of policy tools created to support policy development 	<ul style="list-style-type: none"> ILO management team ILO CO staff National stakeholders Strategic partners of the project SIDA representatives Documentation on the social dialogue forum Project files and TPRs Policy briefs Forums, conference, workshops, inter-ministerial committees/working groups 	<ul style="list-style-type: none"> KIIs Desk review Survey

Appendix 2 – Evaluation Matrix (continued)

Criteria and questions	Sub-questions [1]	Indicators	Data sources	Data collection methods
3. Intervention progress and effectiveness				
3.1 To what extent have interventions achieved their objectives, outcomes and outputs, and reached their target groups?	<ul style="list-style-type: none"> • What are the results achieved for the Global Product and for country-level interventions? • What kind of change did work associated with ILO interventions contribute to? • How effective were the interventions in achieving their intended outcomes? • From an effectiveness perspective, how do projects in countries that repeatedly benefitted from ILO-SIDA Partnership support compare to projects that benefitted only once? 	<ul style="list-style-type: none"> • Number and type of results and outputs achieved for the Global Product and country-level interventions • Evidence of the development of targeted interventions and policies on youth employment, with a focus on vulnerable youth • Type of skills development systems, strategies and programmes implemented • Type of technical capacities acquired by ILO constituents to implement NEPs and strategies that tackle inequalities and provide better and decent jobs • Type of knowledge and tools developed to enhance the institutional capacity to promote policies and practise over time • Number or results attributed to repeat funding 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • ILO specialists (HQ and COs) • National stakeholders • National Advisory Committees • National Working Groups • SIDA representatives • Global Initiative on decent jobs for youth • NEPs, NESs, ERPs, EDAs • STED programming • Training modules on policy approach and instruments targeted at youth • Learning events • Policy briefs and research 	<ul style="list-style-type: none"> • KIIs • Desk review • Survey
3.2 Has ILO-SIDA PPO1 experienced any unexpected results, either positive or negative?	<ul style="list-style-type: none"> • Has ILO-SIDA PPO1 produced any unexpected outputs, outcomes, or impact? • Have any positive or negative results emerged from the Global Product or country-level interventions? If so, how were these results identified and addressed? • Were the gendered impacts of changes resulting from the positive and negative results considered, and if so how? 	<ul style="list-style-type: none"> • Types and extent of unintended outcomes • Types and extent of threats associated with negative outcomes • Perception of stakeholders regarding the nature and repercussions of unintended outcomes 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • National stakeholders • SIDA representatives • ILO project files and TPRs 	<ul style="list-style-type: none"> • KIIs • Desk review • FGDs • Survey
3.3 What were ILO-SIDA PPO1's key success factors of success?	<ul style="list-style-type: none"> • What positive factors affected ILO-SIDA PPO1? • How were these factors addressed? • Were the gendered impacts of any changes resulting from the positive factors considered, and if so how? 	<ul style="list-style-type: none"> • Type of success factors identified 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • National stakeholders 	<ul style="list-style-type: none"> • KIIs • Desk review
3.4 How did ILO-SIDA PPO1 results demonstrate the integration of cross-cutting policy drivers?	<ul style="list-style-type: none"> • In what way did ILO-SIDA PPO1 results reflect proper handling of international labour standards? • In what way did ILO-SIDA PPO1 results reflect proper handling of social dialogue? • In what way did ILO-SIDA PPO1 results reflect proper handling of gender equality and non-discrimination? • What sectoral diagnoses have been conducted to promote green jobs? 	<ul style="list-style-type: none"> • Degree to which international labour standards have been integrated in the employment policies in targeted countries • Adequacy of participatory approaches adopted to involve a wide spectrum of national multi-sectorial stakeholders to foster social dialogue • Adequacy of gender analysis and gender mainstreaming tools to address gender gaps in employment • Evidence of sectoral diagnoses/studies that promote green jobs and assess the potential of a green economy and of climate change prevention or remedial measures 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • ILO specialists (HQ and COs) • Tripartite and national dialogue stakeholders • Strategic partners of the project • TPRs • Gender mainstreaming documents • Sectoral diagnoses/studies that promote green jobs • Research report on "skills for a greener future" 	<ul style="list-style-type: none"> • KIIs • Desk review • Survey

Appendix 2 – Evaluation Matrix (continued)

Criteria and questions	Sub-questions [1]	Indicators	Data sources	Data collection methods
4. Efficiency				
4.1 To what extent were the ILO-SIDA Partnership's resources (i.e. material, financial, human) managed in the most efficient way?	<ul style="list-style-type: none"> • What resources (i.e. material, financial, human) were engaged for each ILO-SIDA PPO1 outcome? • How efficiently were the intervention resources used to address gender equality during ILO-SIDA PPO1 implementation? • Could the management of resources have been handled differently? 	<ul style="list-style-type: none"> • Cost of project components in each target country • Degree to which women and men have equal access to, and make use of, resources • Allocation of resources towards gender-sensitive approaches • Allocation of financial resources to each targeted country 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • ILO specialists • SIDA representatives • Financial reports and project budgets • TPRs • Budget and narrative audits 	<ul style="list-style-type: none"> • KIIs • Desk review
4.2 To what extent have management capacities and arrangements supported the achievements of results?	<ul style="list-style-type: none"> • How effectively are the project teams working? • Are new systems or processes required? • Were any bottlenecks encountered due to the project workload, and if so, what were they? 	<ul style="list-style-type: none"> • Adequacy of programme staffing to implement and manage the project • Perception of project staff regarding the management structure 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • TPRs 	<ul style="list-style-type: none"> • KIIs • Desk review
4.3 Have ILO-SIDA PPO1 funding and activities been delivered by ILO in a timely manner?	<ul style="list-style-type: none"> • Were there any significant delays in the implementation and sequencing of events; if so, how did they affect the achievement of results? • How could the budgeting process be improved? 	<ul style="list-style-type: none"> • Type of delays • Perception of ILO regarding the budgeting process 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • Government representatives • TPRs • Financial reports 	<ul style="list-style-type: none"> • KIIs • Desk review
4.4 How effectively did the ILO coordinate with strategic partners to support the implementation of the programme of work under review?	<ul style="list-style-type: none"> • How successful has the ILO been at leveraging resources with other ILO initiatives, projects, or partners? • How successful has ILO-SIDA PPO1 been at making the best possible use of expertise available at the country/partnership level, in order to address gender-related issues? 	<ul style="list-style-type: none"> • Adequacy of the coordination mechanisms with strategic partners • Synergies with other projects • Adequacy of gender expertise supporting the Global Product and the country-level interventions 	<ul style="list-style-type: none"> • ILO CO staff • ILO specialists in HQ, COs and ROs • National stakeholders • Strategic partners of the project • Consultation mechanisms with strategic partners 	<ul style="list-style-type: none"> • KIIs • Desk review
4.5 To what extent have SIDA-funded interventions in each of the targeted countries acted as catalysts and have supported ILO's influence in these countries?	<ul style="list-style-type: none"> • How successful has ILO been at capturing the interest of national key stakeholders and getting employment issues and inclusive labour market access into policy development? • To what extent are new employment legislation, budgets, programmes or interventions being developed as a result of support from ILO? 	<ul style="list-style-type: none"> • Perception of national stakeholders regarding the degree of influence exercised by ILO in their respective countries and fields of expertise • Evidence of ILO's influential reach of partners (national, regional, international) • Existence of examples illustrating ILO policy influence • Evidence of positive response and engagement from stakeholders to tackle employment issues • Level of ILO participation in network supporting the dialogue on employment 	<ul style="list-style-type: none"> • ILO CO staff • National stakeholders • Strategic partners of the project • SIDA representatives • Guidelines, tools, publications, studies, technical and policy briefs, conferences, workshops and annual reports • Country NEPs and NAPs 	<ul style="list-style-type: none"> • Desk review • KIIs • Survey
4.6 How successful was ILO-SIDA PPO1 at developing synergies between the Global Product and country-level interventions?	<ul style="list-style-type: none"> • How successful has the Global Product been at building evidence-based knowledge to support country-level interventions? • To what extent has the Global Product improved 	<ul style="list-style-type: none"> • Evidence of cross-fertilization of knowledge produced by the Global Product • Type and adequacy of mechanisms that supply generic knowledge and context-specific 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • ILO specialists (HQ and COs) • National stakeholders • Strategic partners of the project 	<ul style="list-style-type: none"> • KIIs • Desk review • Survey

Appendix 2 – Evaluation Matrix (continued)

Criteria and questions	Sub-questions [1]	Indicators	Data sources	Data collection methods
	<p>methodologies, tools and techniques for identifying and removing barriers to inclusive labour markets?</p> <ul style="list-style-type: none"> • How did ILO-SIDA PPO1 share information, good practices, and lessons learned between countries and at the global level? • What evidence is there of tools, guidelines, information, good practices and lessons learned being put to good use? 	<p>analyses to feed national strategies</p> <ul style="list-style-type: none"> • Evidence of country-level interventions that mainstream evidence-base knowledge into policy development 	<ul style="list-style-type: none"> • SIDA representatives • Project documents • Guidelines, tools, studies, and technical and policy briefs 	
4.7 To what extent has ILO-SIDA PPO1 been systematically monitoring and documenting information to allow for the measurement of results, including with respect to gender, both at the global and country levels?	<ul style="list-style-type: none"> • Has a robust M&E system been set to collect useful data, both the country and global levels? • To what extent is the M&E system capturing the required project data? • To what extent are M&E reports used in efforts to manage and steer the course of project implementation? • How simple, flexible, timely and accurate is the M&E system? 	<ul style="list-style-type: none"> • Adequacy of the monitoring system to support the identification of evidence-based results 	<ul style="list-style-type: none"> • ILO management team • ILO monitoring personnel • ILO CO staff 	<ul style="list-style-type: none"> • KIIs • Desk review
4.8 How effective has ILO-SIDA PPO1 been at incorporating gender mainstreaming in its interventions?	<ul style="list-style-type: none"> • How effective were the strategies to ensure equal participation of women and men? • What types of gender-sensitive monitoring structures were put in place to help assess the outcomes and impact of ILO-SIDA PPO1? How sufficient and appropriate were these structures? • To what extent are gender-based barriers and gender-related risks systematically addressed in each of the targeted countries? 	<ul style="list-style-type: none"> • Evidence of gender-specific mainstreaming practices • Evidence of gender-specific monitoring structures • Number and quality of country-specific mechanisms to address gender mainstreaming 	<ul style="list-style-type: none"> • ILO CO staff • ILO specialists (HQ and COs) • Research work on gender, employment policy and the future of work • Study on the exclusion of youth from decent work • NEET symposium on “what works in youth and women’s employment in Mena” 	<ul style="list-style-type: none"> • KIIs • Desk review • Survey
4.9 How effective is ILO-SIDA PPO1 at sharing good practices between countries and communicating success stories and disseminating knowledge internally and externally (including gender-related results and knowledge)?	<ul style="list-style-type: none"> • How are good practices identified, captured and shared at the global and country levels? • How are good practices being integrated or adopted by each of the project interventions? • How are good practices communicated externally, to partners and other stakeholders? 	<ul style="list-style-type: none"> • Adequacy of the knowledge management system • Type and adequacy of communications tools adopted to communicate success stories • Type of outreach communications established to disseminate knowledge 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • National stakeholders • Strategic partners of the project • SIDA representatives • Workshops and conferences • Web page, publications, and policy and technical briefs 	<ul style="list-style-type: none"> • KIIs • Desk review • FGDs • Survey
5. Impact orientation and sustainability of the interventions				
5.1 In what ways have ILO’s interventions under ILO-SIDA PPO1 contributed to significant positive changes in decent work? How is intended long-term	<ul style="list-style-type: none"> • How effective were the strategies and interventions to identify and address barriers to inclusive and productive employment and decent work for youth? • How effective were the interventions to address gender 	<ul style="list-style-type: none"> • Evidence of approaches, policy support, advocacy and research that support youth employment • Existence of policies and programmes on youth employment, with a focus on vulnerable youth 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • ILO specialists • Implementing partners in the targeted countries • Strategic partners of the project • Youth NEETs 	<ul style="list-style-type: none"> • KIIs • Desk review • Survey

Appendix 2 – Evaluation Matrix (continued)

Criteria and questions	Sub-questions [1]	Indicators	Data sources	Data collection methods
impact especially for poor and vulnerable groups expressed in relation to the design, implementation and follow-up of the interventions?	disparities in access to productive employment? <ul style="list-style-type: none"> To what extent are gender-based barriers systematically addressed in the targeted countries? 	<ul style="list-style-type: none"> Evidence of the adoption of strategies to address youth exclusion from decent work, with a special focus on youth NEETs Type of gender-based barriers identified, and nature of the approaches used to reduce these barriers 	<ul style="list-style-type: none"> STED programming Academy of Youth Employment learning events Youth Employment Toolbox 	
5.2 How has national ownership of the project interventions been promoted?	<ul style="list-style-type: none"> How effective has ILO-SIDA PPO1 been at stimulating interest and participation in the project at the national level? What steps have been taken in each targeted country to ensure broader sector dialogue and national actions? What has come out of these efforts so far? To what extent are tripartite consultations and social dialogue increasing the degree of national interest in and commitment towards productive and inclusive employment for youth? How did this materialize in each country? 	<ul style="list-style-type: none"> Evidence of belief, among stakeholders, that the environment for employment policy-making is now more enabling Type and adequacy of ILO approaches to social dialogue on youth employment issues Level of national ownership towards productive employment and decent work Adequacy and frequency of consultations among tripartite constituents Contributions of social dialogue to the employment policies and interventions Evidence of commitment in each of the targeted countries 	<ul style="list-style-type: none"> ILO management team ILO CO staff National stakeholders Strategic partners of the project TPRs 	<ul style="list-style-type: none"> KIIs Desk review Survey
5.3 How successful has ILO-SIDA PPO1 been at building the capacities of key individuals and institutions involved in each of the targeted countries?	<ul style="list-style-type: none"> How well has ILO-SIDA PPO1 built the capacity of national partners? What could have been done to foster the adoption of a more effective gender-responsive approach by project stakeholders? 	<ul style="list-style-type: none"> Level of satisfaction of national partners with the capacity-building activities Perceptions of national stakeholders regarding the usefulness and adequacy of tools and guidelines developed to support policy development Type of tools and approaches fostering stronger gender mainstreaming 	<ul style="list-style-type: none"> ILO CO staff ITCILO staff in Turin Gender experts National stakeholders Training modules, workshops, and learning events 	<ul style="list-style-type: none"> KIIs Desk survey FGDs Survey
5.4 What key factors and challenges would require immediate attention to improve the sustainability prospects of ILO-SIDA PPO1 outcomes?	<ul style="list-style-type: none"> Are national partners willing and/or able to continue the project after funding ends? To what extent is there a phase-out/exit strategy? How are national stakeholders prepared for the end of the project? How likely is it that the gender-related outcomes will be sustainable? 	<ul style="list-style-type: none"> Evidence of a phase-out/exit strategy being adopted or implemented Adequacy of technical and institutional capacities to sustain the development and implementation of inclusive and productive employment policies Evidence of gender-related changes Type of measures adopted to reduce gender disparities in access to productive employment and decent work 	<ul style="list-style-type: none"> ILO management team ILO CO staff National stakeholders SIDA representatives 	<ul style="list-style-type: none"> Desk review KIIs FGDs

Appendix 2 – Evaluation Matrix (continued)

Criteria and questions	Sub-questions [1]	Indicators	Data sources	Data collection methods
5.5 With respect to sustainability, what best practices and success factors have partner organizations, ILO personnel and partners identified?	<ul style="list-style-type: none"> • What examples are there of country-specific emerging good practices on sustainability? What success factors support these good practices? • What examples are there of global-level emerging good practices on sustainability? What success factors support these good practices? • What gender-specific strategies contribute towards sustainability in each targeted country? 	<ul style="list-style-type: none"> • Type of best practices identified by partner organizations and ILO • Type of success factors identified by partner organizations and by ILO and its constituencies • Type of strategies or measures adopted to support inclusive employment 	<ul style="list-style-type: none"> • ILO management team • ILO CO staff • ILO specialists • National stakeholders 	<ul style="list-style-type: none"> • KIIs • FGDs

Notes:

1. Sub-questions are prompt questions that may or may not be used during KII or FGDs.
2. ILO's cross-cutting policy drivers include: international labour standards, social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability.

Appendix 3 – List of Documents Reviewed

General Programme Information

- *Agreement between Sweden and the International Labour Organization on Support to the Sida-ILO Partnership Programme 2018-2020*. PARDEV minute sheet. With appended concept notes. [May 2018].
- *ILO-Sida Partnership Programme 2018-2021. Conceptual Framework*. Draft version. [Not dated].
- International Labour Office. *The ILO's Strategic Plan for 2018-21*. October 2016.
- International Labour Organization. *Sweden ILO Cooperation*. June 2019.
- *More and Better Jobs for Inclusive Growth and Improved Youth Employment Prospects: Meeting the Challenges of the 21st Century Through the Sida/ILO Partnership*. [2017].
- *SIDA-ILO Partnership Programme 2018-2021 Phase I, 2018-2019. 2018 Progress Report*. March 2019.

Appraisals/CPOs/Progress Note/Quarterly Reports for Each Country

- Da Silva Ribeiro, M.J. (in consultation with field colleagues and Ms. Dasgupta). *Implementation Progress Note*. Internal document. Title of project: ILO/Sida Partnership (2018-2019) on Policy Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects. July 2019.
- Da Silva Ribeiro, M.J. (in consultation with field colleagues and Ms. Dasgupta). *Implementation Progress Note*. Internal document. Title of project: ILO/Sida Partnership (2018-2019) on Policy Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects. September 2018.
- ILO-Sida Partnership on Employment. *P&B Outcome 1: More and Better Jobs for Inclusive Growth and Improved Youth Employment Prospects*. Lessons learned and achievements for 2018-2019. [Not dated].
- ILO-Sida Partnership on Employment. *Sharing of Experience and New Knowledge Developed Under the ILO/Sida Global Product Component*. [Not dated].
- International Labour Office. *ILO/Sida Partnership Under Outcome 1 on "More and Better Jobs for Inclusive Growth and Improved Youth Employment."* Presentation deck for the ILO/Sida Annual Review Meeting. Geneva. September 2018.
- *List of CPOs Achieved Under the ILO/Sida Global Product Component*. [Not dated].
- *Note on Green Jobs Component Under the ILO/Sida Partnership (Country-Level Component)*. [Not dated].
- *Overview*. Global product subcomponent title: Investing in full employment – Supporting comprehensive employment policy frameworks. [2018].
- *Overview*. Global product subcomponent title: Promoting decent jobs for youth. [April 2018].
- *Overview*. Global product subcomponent title: Towards a skilled workforce for the future. [April 2018].
- *PARDEV Final Appraisal Report*. Project title: Appui à la Stratégie nationale de l'emploi marocaine dans le partenariat BIT-SIDA. Country: Morocco. [May 2018].
- *PARDEV Final Appraisal Report*. Project title: El país, con el apoyo de la OIT, sobre la base de consultas tripartitas, elabora y aplica políticas para la generación de empleo y desarrollo productivo mejorando las perspectivas de empleo para los jóvenes. Country: Guatemala. [May 2018].

Appendix 3 – List of Documents Reviewed (continued)

- *PARDEV Final Appraisal Report*. Project title: Enhanced capacity for evidence-based macro economic and employment policies and programmes that place youth employment issues at the center of national development. Country: Uganda. [June 2018].
- *PARDEV Final Appraisal Report*. Project title: More and better jobs for inclusive growth and improved youth employment prospects: Delivering global products for Outcome 1 under the SIDA-ILO Partnership Programme. Country: Global. [May 2018].
- *Revised Work Plan for October 2019-March 2020. Uganda OBF Project*. [Not dated].
- Ronnås, P. *Guidelines for a Core Country Employment Assessment*. Third draft. June 2019.
- *Template for the CPO Submitted for ILO-SIDA Partnership Funding*. Title: El país, con el apoyo de la OIT, sobre la base de consultas tripartitas, elabora y aplica políticas para la generación de empleo y desarrollo productivo mejorando las perspectivas de empleo para los jóvenes. [Country : Guatemala] [April 2018].
- *Template for the CPO Submitted for RBSA Funding*. Title: Enhanced capacity for evidence-based macro economic and employment policies and programmes that place youth employment issues at the center of national development. [Country: Uganda] [May 2018].
- *Template for the CPO Submitted for RBSA Funding*. Title: Enhanced employability of men and women through improved skills development and public employment services. [Country: Cambodia] [May 2018].
- *Template for the CPO Submitted for SIDA Funding*. Title: Les capacités des mandants sont renforcées pour élaborer et mettre en œuvre des stratégies nationales et régionales en faveur de l’emploi décent et améliorer l’information et la gouvernance du marché de travail. [Country : Morocco] [June 2017].

Country-Specific Documents: Cambodia

- Challéat, M. *Front Office, ASEAN Level 1: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for front office. International Labour Office. 2019.
- Challéat, M. *Front Office, ASEAN Level 1: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for front office. International Labour Office. 2019.
- Challéat, M. *Front Office, ASEAN Level 2: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for front office. International Labour Office. 2019.
- Challéat, M., and Markova, J. *Front Office, ASEAN Level 2: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for front office. International Labour Office. 2019.
- *Competency Mapping, Fruit and Vegetable Processing*. [2018].
- *Competency Mapping on Baking*. [2018].
- *Competency Matrix: Machining*. [2018].
- *Competency Standard. Green Competency for Food & Beverage Professional – 1*. [Not dated].
- *Competency Standard. Green Competency for Food Production Professional – 1*. [Not dated].
- *Competency Standard. Green Competency for Front Office Professional – 1*. [Not dated].
- *Competency Standard. Green Competency for Housekeeping & Laundry Professional – 1*. [Not dated].

Appendix 3 – List of Documents Reviewed (continued)

- Darc, A., de Chabert, G., and Markova, J. *Food Production, ASEAN Level 1: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for food production. International Labour Office. 2019.
- Darc, A., de Chabert, G., and Markova, J. *Food Production, ASEAN Level 1: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for food production. International Labour Office. 2019.
- Darc, A., de Chabert, G., and Markova, J. *Food Production, ASEAN Level 2: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for food & beverage service. International Labour Office. 2019.
- Darc, A., de Chabert, G., and Markova, J. *Food Production, ASEAN Level 2: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for food & beverage service. International Labour Office. 2019.
- de Chabert, G. *Food & Beverage Service, ASEAN Level 1: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for food & beverage service. International Labour Office. 2019.
- de Chabert, G., and Markova, J. *Food & Beverage Service, ASEAN Level 1: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for food & beverage service. International Labour Office. 2019.
- de Chabert, G., and Markova, J. *Food & Beverage Service, ASEAN Level 2: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for food & beverage service. International Labour Office. 2019.
- de Chabert, G., and Markova, J. *Food & Beverage Service, ASEAN Level 2: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for food & beverage service. International Labour Office. 2019.
- *Developing the Competency Standards Training Packages for Machining Level 3-4, Fruit and Vegetable Processing Level 3-4 and Baking level 3-4. Monitoring the Application of New Competency Standard Training Packages for Arc Welding Level 1-4, Machining Level 1-2, Fruit and Vegetable Processing Level 1-2 and Baking Level 1-2*. Final technical report. [Not dated].
- *Development of Apprenticeship Guideline/Manual on Front Office, Food & Beverage, Food Production and House Keeping, Piloting the Apprenticeship Programme at Phnom Penh and Siem Reap and Organizing Recognition of Prior Learning Assessment on Front Office, Food Beverage and Food Production Occupations with Special Focus on Women Migrant Workers*. Final technical report. [Not dated].
- *Development of Standard Operating Procedures on Apprenticeship in Cambodia (SOPAC)*. Final technical report. [Not dated].
- Directorate General of Technical Vocational Education and Training. *Developing the Competency Standards Training Packages for Machining Level 3-4, Fruit and Vegetable Processing Level 3-4 and Baking level 3-4. Monitoring the Application of New Competency Standard Training Packages for Arc Welding Level 1-4, Machining Level 1-2, Fruit and Vegetable Processing Level 1-2 and Baking Level 1-2*. Technical progress report no 2. [Not dated].
- Directorate General of Technical Vocational Education and Training. *Development of Standard Operating Procedures on Apprenticeship in Cambodia (SOPAC)*. Technical progress report no 2. [Not dated].
- Dutasta, F. *Standard Operating Procedures on Apprenticeship in Cambodia*. International Labour Office. October 2019.

Appendix 3 – List of Documents Reviewed (continued)

- *ILO-SIDA: Stock-take on progress, challenges and lessons (Milestones and Major Outputs Achieved with Sida Funding)*. [4 March 2020].
- *Implementation Agreement with Directorate General of Technical Vocational Education and Training (DGTVET) (23 July 2018-22 November 2018)*. Development of Standard Operating Procedures on Apprenticeship in Cambodia (SOPAC). [Not dated].
- *Implementation Agreement with Directorate General of Technical Vocational Education and Training (DGTVET) (07 November 2019-23 March 2020)*. Training of Assessors, Recognition of Prior Learning Assessment and Printing Standard Training Packages for NTB Meeting for 4 Occupations on Arc Welding, Machining, Baking and Fruit & vegetable Processing, Development of Competency Standard and Curriculum on Green Plumber. [Not dated].
- *Implementation Agreement with National Committee for Tourism Professionals (NCTP) (15 November 2018-31 December 2019)*. Development of apprenticeship guideline/manual on front office, food & beverage, food production and house keeping, piloting the apprenticeship programme at Phnom Penh and Siem Reap and organizing recognition of prior learning assessment on front office, food beverage and food production occupations with special focus on women migrant workers. [Not dated].
- *Implementation Agreement with National Committee for Tourism Professionals (NCTP) (15 November 2018-15 May 2020)*. Recognition of Prior Learning Assessment on Housekeeping for Common ASEAN Tourism Curriculum, Certificate II (Level 1), for Returning Migrant Domestic Workers. [Not dated].
- *Implementation Agreement with Pour un sourire d'enfant (PSE) (15 January 2020-31 March 2020)*. Video Production and Training Course on Green Plumbing, Room Attendant, Cook, Receptionist and Waiter & Bartender. [Not dated].
- Inoturan, F.P. *Review of the Draft Competency Standards for Machining Level 3 and Level 4 Core Competencies*. Skills for Trade and Economic Diversification Project. International Labour Organization. [Not dated].
- International Labour Office. *ILO-/Sida Programme (2018-March 2020) on Policy Outcome 1: More and Better Jobs for Inclusive Growth and Improved Youth Employment Prospects*. Presentation deck. March 2020.
- International Labour Organization. *Terms of Reference on 1) Analyze the "Green Skills" Gaps and Weaknesses for the Competency Standard of Plumbing for CQF Level 2 and Development of Competency Standard and Curriculum for CQF Level 2, and 2) Provide Training of Trainers for Green Plumber, Room Attendant, Cook, Receptionist and Waiter & Bartender Occupations and Piloting Training Courses to Students as Main Trainer/Resource Person (20 January 2020-23 March 2020)*. Project: ILO-SIDA (KHM/18/50/SWE). [Not dated].
- International Labour Organization. *Terms of Reference on 1) Development of Standard Operating Procedures on Apprenticeship in Cambodia (SOPAC), 2) Development of 16 Apprentice Manuals on Front Office, Food & Beverage, Food Production and Housekeeping Level 1 and Level 2 (Common ASEAN Tourism Curriculum, CATC) for Schools and Enterprises, 3) Development of 16 Relevant Chapters of Green Skills to be included in 16 Apprenticeship Manuals (Trainer Guides and Apprenticeship's Books) on Front Office, Food & Beverage Services, Food Production and Housekeeping Level 1 and Level 2 (Common ASEAN Tourism Curriculum, CATC), and 4) Development of Green Skill Competency Standards on Room Attendant, Cook, Receptionist and Waiter & Bartender (14 February 2019-31 December 2019)*. Projects: ILO-Safe & Fair, UNJP (KHM/17/50/CHE), ILO-SIDA (KHM/18/50/SWE). [Not dated].
- International Labour Organization. *Terms of Reference: Developing the Competency Standards Training Packages for Machining Level 3-4, Fruit and Vegetable Processing Level 3-4 and Baking Level 3-4*.

Appendix 3 – List of Documents Reviewed (continued)

Monitoring the Application of New Competency Standard Training Packages for Arc Welding Level 1-4, Machining Level 1-2, Fruit and Vegetable Processing Level 1-2 and Baking Level 1-2. [Not dated].

- International Labour Organization. *Terms of Reference: International Consultant, Review of Draft Competency Standards Levels 3 and 4 for Fruit and Vegetable Processing and Baking under the Cambodia Qualification Framework (01 August 2018-30 September 2018).* Enhanced employability of men and women through improved skills development and public employment services (KHM/18/50/SWE) [Not dated].
- International Labour Organization. *Terms of Reference: International Consultant, Review of Draft Competency Standards for Machining Level 3 and 4 Under the Cambodia Qualification Framework (01 August 2018-30 September 2018).* Enhanced employability of men and women through improved skills development and public employment services (KHM/18/50/SWE). [Not dated].
- Kingdom of Cambodia. *Cambodian Sustainable Development Goals (CSDGs) Framework (2016-2030).* November 2018.
- Kingdom of Cambodia. *Cambodia Qualifications Framework.* Approved by the National Training Board. February 2012.
- Kingdom of Cambodia. *Decent Work Country Programme (DWCP) 2019-2023.* March 2019.
- Kingdom of Cambodia. *“Rectangular Strategy” for Growth, Employment, Equity and Efficiency: Building the Foundation towards Realizing the Cambodia 2050.* 2018.
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *Competency Based Curriculum: Baking Level 3. Technical and Vocational Certificate.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *Competency Based Curriculum: Baking Level 4. Technical and Vocational Certificate.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *Competency Based Curriculum: Fruit and Vegetable Processing Level 3.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *Competency Based Curriculum: Fruit and Vegetable Processing Level 4.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *Competency Based Curriculum: Machining Level 3. Technical and Vocational Certificate 2.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *Competency Based Curriculum: Machining Level 4. Technical and Vocational Certificate 3.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. Ministry of Labour and Vocational Training. Directorate General of TVET. Department of Labour Market Information. *Report on “Second National Technical and Vocational Education and Training Second Day 2019” at Koh Pich Exhibition.* Summary report. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *National Competency Standards: Baking Level 3. Code: MANB 312.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *National Competency Standards: Baking Level 4. Code: MANW 317.* Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *National Competency Standards: Fruit and Vegetable Processing Level 3. Code: MANFP 119.* Phnom Penh. [Not dated].

Appendix 3 – List of Documents Reviewed (continued)

- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *National Competency Standards: Fruit and Vegetable Processing Level 4. Code: MANFP 119*. Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *National Competency Standards: Machining Level 3. Code: MANW 118*. Phnom Penh. [Not dated].
- Kingdom of Cambodia. National Training Board. Ministry of Labour and Vocational Training. *National Competency Standards: Machining Level 4. Code: MANW 218*. Phnom Penh. [Not dated].
- Markova, J. *Analysis Report on Skills Gaps and Weaknesses of Green Jobs in Competency Standard of Plumbing CQF Level 2*. Project: ILO-SIDA (KHM/18/50/SWE). Draft version. January 2020.
- Markova, J. *Draft the Competency Profile for Levels 1-4 of Green Plumbing*. Project: ILO-SIDA (KHM/18/50/SWE). Draft version. January 2020.
- National Committee for Tourism Professionals. Ministry of Tourism. *Development of Apprenticeship Guideline/Manual on Front Office, Food & Beverage, Food Production and House Keeping, Piloting the Apprenticeship Programme at Phnom Penh and Siem Reap and Organizing Recognition of Prior Learning Assessment on Front Office, Food Beverage and Food Production Occupations with Special Focus on Women Migrant Workers*. Technical progress report no 1. [Not dated].
- *Stock-Take on Progress, Challenges and Lessons: 04 March 2020. ILO/SIDA Project: More and Better Jobs for Inclusive Growth and Improved Employment Prospects, 2018-March 2020*. March 2020.
- Tang, J., Markova, J., and Challéat, M. *Housekeeping & Laundry, ASEAN Level 1: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for food & beverage service. International Labour Office. 2019.
- Tang, J., Markova, J., and Challéat, M. *Housekeeping & Laundry, ASEAN Level 1: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for front office. International Labour Office. 2019.
- Tang, J., Markova, J., and Challéat, M. *Housekeeping & Laundry, ASEAN Level 2: Apprentice Workbook*. Hospitality apprenticeship in-company training. Including green skills for housekeeping & laundry. International Labour Office. 2019.
- Tang, J., Markova, J., and Challéat, M. *Housekeeping & Laundry, ASEAN Level 2: Trainer Guide*. Hospitality apprenticeship in-company training. Including green skills for front office. International Labour Office. 2019.
- *Terms of Reference on 2nd National Technical Vocational Education and Training Day (TVET Day) (15-16 June 2019)*. Diamond Island (Kok Pich) Convention and Exhibition Center, Phnom Penh, Cambodia. [Not dated].
- The Royal Government of Cambodia. *National Employment Policy 2015-2025*. Approved by the Council of Ministers at the Plenary Meeting on 04 September 2015. Unofficial translation. [Not dated].
- The Royal Government of Cambodia. Ministry of Labour and Vocational Training. *National Technical Vocational Education and Training Policy 2017-2025*. Approved by the Council of Ministers at the Plenary Meeting on 16 June 2017. Unofficial translation. [Not dated].
- Ulan, R. *Report on the Review of the Draft Competency Standards for Baking Levels 3 and 4*. International Labour Organization (Cambodia). December 2018.

Appendix 3 – List of Documents Reviewed (continued)

- Ulan, R. *Report on the Review of the Draft Competency Standards for Fruit and Vegetable Processing Levels 3 and 4*. [Not dated].
- United Nations. *United Nations Development Assistance Framework 2019-2023 Cambodia*. Draft. August 2018.

Country-Specific Documents: Guatemala

- Department of Labour and Social Welfare. Programa Nacional de Escuelas Taller. Escuela Taller Quetzaltenango. *Equiparación Escuelas Taller MINTRAB*. Feasibility study prepared for the International Labour Organization. Report no. 1. October 2019.
- Government of the Republic of Guatemala. *Estrategia de la Política Nacional de Empleo Digno 2017-2032*. Department of Labour and Social Welfare. August 2019.
- International Labour Organization. *El Comercio y las Cadenas de Valor Intensivas en el Empleo (Travera) “El Caso de la Artesanía Textil en Guatemala.”* Consulting report. Proyecto STRENGTHEN. October 2019.
- International Labour Organization. *Estudio Sobre Competencias para el Comercio y la Diversificación Económica en la Cadena de Valor de la Exportación de Artesanía Textil en Guatemala*. STED. Proyecto STRENGTHEN. December 2019.
- New Business Alliance. *Módulo Creando las Mejores Ideas: Genere su Idea de Negocio. Guía del Emprendedor*. Adapted from a module on generating business ideas developed by the International Labour Office. [Not dated].
- New Business Alliance. *Módulo Modelo de Negocio: La Chispa de un Buen Negocio. Guía del Emprendedor*. Adapted from a module on business models developed by the International Labour Office. [2020].
- Quiroa, V. G. *Diseño del Sistema de Indicadores para el Monitoreo de la Política Nacional de Empleo*. Basic proposal. [Not dated].
- United Nations. *Guatemala: Marco de Asistencia de las Naciones Unidas para el Desarrollo -UNDAF-2015-2019*. 2015.
- [Untitled]. Action plan to implement the National Policy for Decent Employment. Excel file. [Not dated].
- [Untitled]. Training module for workshop labour. [Not dated].
- Yee Quintero, J. C. *Hacia un Modelo de Atención Socio Laboral Para Migrantes*. Deliverable no. 1. February 2020.

Country-Specific Documents: Morocco

- Abdenour, S., Belkiss, K., et al. *Hadana Liljamia: Projet de développement du préscolaire comme source d’emploi, Région Tanger Tétouan Al Hoceima*. Project document. [Not dated].
- Aleksynska, M. *Législation du travail incitative à l’emploi. Atelier préparatoire de la rencontre nationale sur l’emploi et la formation*. Presentation deck. Rabat. November 2018.
- *Projet de “création atelier digital numérique” ADN*. Project document. [Not dated].
- *Appui à l’amélioration du niveau de qualification et des compétences des actifs de la région de Tanger Tetouan Al Hoceima (AQCA)*. Project document. [Not dated].

Appendix 3 – List of Documents Reviewed (continued)

- Écosystème régional d'entrepreneuriat. *Projet de création et d'opérationnalisation d'un écosystème de promotion de l'entrepreneuriat*. Project document. July 2019.
- International Labour Office. *Appui technique du BIT aux régions pour le développement du Programme régional pour l'emploi: Démarche pour la sélection des projets et la mise en œuvre des programmes régionaux pour l'emploi*. February 2019.
- International Labour Office. *Renforcement des capacités des acteurs régionaux: Identification et conception des projets prioritaires du PRE*. Assistance technique à la Région de Souss Massa pour l'élaboration et la mise en œuvre du Programme régional de l'emploi (PRE). Agadir. April 2019.
- International Labour Organization. International Training Centre. *Agenda indicatif pour la 4ème session du Programme de renforcement de capacités des acteurs régionaux*. Draft agenda. [Not dated].
- International Labour Organization. International Training Centre. *Proposition de formation technique et financière: Identification et conception de projets dans le cadre des plans de promotion de l'emploi*. January 2019.
- Kingdom of Morocco. Souss Massa Region. *Mise en place d'une entreprise de services pour la promotion de l'emploi agricole*. Project document. [Not dated].
- Kingdom of Morocco. Souss Massa Region. *Structuration et développement de l'attractivité de l'offre touristique rural*. Project document. [Not dated].
- *Le développement et la promotion du tourisme rural*. Project document. [Not dated].
- Mwasikakata, M. *Politiques actives du marché du travail: Expériences internationales à succès avec un accent particulier sur les jeunes (diplômés)*. Presentation deck. Rabat. November 2018.
- Nations Unies. *Plan cadre des Nations Unies d'aide au développement (UNDAF) 2017-2021*. 2017.
- *Programme de renforcement des capacités des acteurs régionaux: Élaboration des documents de projets*. Agenda. [Not dated].
- *Programme de renforcement des capacités des acteurs régionaux: Proposition d'agenda*. Draft. [Not dated].
- *Projet d'appui à l'amélioration de l'employabilité des jeunes de la RTTA*. Project document. [Not dated].
- *Projet de "création atelier digital numérique" ADN*. Project document. [Not dated].
- *Renforcement et promotion d'une éducation préscolaire de qualité*. Project document. [Not dated].
- *TEENEETs – To Encourage and Enforce NEETs: Formation et insertion socio-professionnelle des NEETs de la RTTA*. Project document. [Not dated].
- *What Can a Government Do to Create or Stimulate Job Creation? (Public Investment = an Instrument Available to Government)*. Presentation deck. [Not dated].

Country-Specific Documents: Uganda

- The Republic of Uganda. *Decent Work Country Programme 2013-2017*. Final draft. October 2012.
- The Republic of Uganda. Ministry of Gender, Labour and Social Development. *Employment Diagnostic Analysis Report*. Kampala. July 2018.

Appendix 3 – List of Documents Reviewed (continued)

- United Nations. *United Nations Development Assistance Framework for Uganda*. 2016 – 2020.

STED

- Abebe, G., Tekleselassie, T. G., and Haji, J. *Skills for Trade and Economic Diversification in Ethiopia: A Background Paper for Drafting of a Sector Skills Strategy for the Garment Sector in Ethiopia*. International Labour Organization. Draft version. August 2019.
- *Agro-Processing*. Charts and statistics for Ethiopia. International Trade Centre and International Labour Organization. [Not dated].
- *Clothing and Textiles*. Charts and statistics for Ethiopia. International Trade Centre and International Labour Organization. [Not dated].
- *Concept Note: Sector Skills Strategy Validation Workshop for the Garment and Textile Sector (28th November 2019, Addis Ababa, Ethiopia)*. [Not dated].
- *Concept Note: STED Technical and Foresight Workshop (April 2019, Morocco)*. [Not dated].
- Ecorys. *Final Independent Evaluation of Scaling-Up STED: Skills for Trade and Economic Diversification*. Final report. [Not dated].
- *Electrical Equipment*. Charts and statistics for Ethiopia. International Trade Centre and International Labour Organization. [Not dated].
- Gregg, C., Jansen, M., and von Uexkull, E. *Skills for Trade and Economic Diversification: A Practical Guide*. International Labour Organization, Skills and Employability Department, Trade and Employment Programme. Geneva. 2012.
- Gregg, C., Tumurchudur-Klok, B., and Strietska-Ilina, O. *Making Trade More Employment Friendly: The Role of Skills Policies*. Chapter 2 of the Global Employment Policy Review (First edition). January 2020.
- *Horticulture*. Charts and statistics for Ethiopia. International Trade Centre and International Labour Organization. [Not dated].
- International Labour Office. *Skills for a Greener Future: A Global View*. Based on 32 country studies. International Labour Organization. Geneva. 2019.
- International Labour Office. *Skills for Trade and Economic Diversification*. Brochure. Geneva. Updated version of 2017.
- International Labour Office. Skills and Employability Branch. *Quality Apprenticeships: Addressing Skills Mismatch and Youth Unemployment*. Skills for Employment Policy brief. 2019.
- International Labour Office. Skills and Employability Branch. *STED Results Based Management and M&E Manual*. Geneva. 2016.
- International Labour Organization. *ILO Skills: Skills Anticipation and STED*. Presentation deck. [Not dated].
- International Labour Organization. *Skills and Jobs Mismatches in Low- and Middle-Income Countries*. Geneva. 2019.
- International Labour Organization. *Skills for Trade and Economic Diversification (STED): Rapid STED Technical and Policy Foresight Workshop*. Presentation deck for the workshop on 29-30 of August 2019, Elily Hotel, Addis (Ethiopia). [Not dated].

Appendix 3 – List of Documents Reviewed (continued)

- International Labour Organization. Skills and Employability Branch (SKILLS). *Can We Use Big Data for Skills Anticipation and Matching?* Workshop held on 19-20 September 2019. [Not dated].
- International Labour Organization. Skills and Employability Branch. Employment Policy Department. *Concept Note: Training of Trainers (ToTs) Course on “Skills Anticipation & Matching and STED.”* Workshop dates: 3-14 February 2020. [Not dated].
- International Labour Organization. Skills and Employability Branch. Employment Policy Department. *Agenda: Training of Trainers (ToTs) Course on “Skills Anticipation & Matching and STED.”* Workshop dates: 3-14 February 2020. [Not dated].
- *Leather and Footwear*. Charts and statistics for Ethiopia. International Trade Centre and International Labour Organization. [Not dated].
- Lee, S. *UNCTAD 8th Global Commodities Forum: Building Skills for Sustainable Development*. Speaking notes for an allocution on Monday, 23 April 2018. Final version. April 2018.
- *Multi-Stakeholder Roundtable in Ethiopia: Concept Note and Agenda*. Addis-Ababa, Ethiopia. February 2019.
- *Q&A with Con Gregg on the ILO Programme that Anticipates Skills Needs in Select Sectors of the Economy to Help Spread the Benefits of Trade and Economic Growth*. Entry from a blog. [Not dated].
- *Rapid STED Guide*. Draft version. March 2019.
- *Rapid STED Technical and Policy Foresight Workshop for the Garment Sector*. Ethiopia. August 2019.
- *Sector Selection Note*. ILO SKILL-UP Project in Ethiopia. February 2019.
- Seiermann, J. *Export Potential and Employment Creation: Ethiopia*. International Trade Centre and International Labour Organization. Presentation deck. February 2019.
- *STED Strategic Skills Recommendations for the Garment Sector in Ethiopia*. Draft version. November 2019.
- Tbatou, E. H. *Étude sur les compétences pour le commerce et la diversification économique (STED) dans le secteur de l'automobile au Maroc*. Executive summary. International Labour Organization. September 2019.
- United Nations Conference on Trade and Development. *Speakers: Building Skills for Sustainable Development*. Biographies of the speakers at a Global Commodities Forum held on 23-24 April 2018 in Geneva. [Not dated].
- United Nations Conference on Trade and Development. *Summary: Building Skills for Sustainable Development*. Summary and policy recommendations from a Global Commodities Forum held on 23-24 April 2018 in Geneva. [Not dated].
- United Nations Inter-Agency Cluster on Trade and Productive Capacity, and Ministry of Industry and Trade of Tanzania. *UN Trade Cluster Tanzania: Enhancing Responsible Tourism in Tanzania Through Local Economic Development*. Draft version 0.2. August 2019.
- [Untitled]. Table listing actions taken by the STED team to follow up on recommendations of the Final Independent Evaluation of scaling-up Skills for Trade and Economic Diversification. [Not dated].

NEETS

- *Academy on Youth Employment: Elective 6 – Decent Jobs for Youth*. [Not dated].

Appendix 3 – List of Documents Reviewed (continued)

- ILO-Sida Partnership on Employment. *Young People Not in Employment, Education or Training*. Technical brief no. 3. 2019.
- International Labour Office. *BRICS Summary: Youth Employment*. BRICS Brief Series. 2018.
- International Labour Organization. *Evidence Review of Policies, Programmes and Interventions for Young People Not in Education, Employment or Training (NEETs)*. [Not dated].
- International Labour Organization. International Training Centre. *Academy on Youth Employment: Learning from the Past, Preparing for the Future*. Timetable. Held from 6-17 May 2019. [Not dated].
- International Labour Organization. International Training Centre. *Academy on Youth Employment*. Overview. Held in Turin, Italy, from 25 June 25-6 July 2018. [Not dated].
- International Labour Organization. International Training Centre. *Academy on Youth Employment*. Provisional agenda. Held in Turin, Italy, from 25 June-6 July 2018. [Not dated].
- International Labour Organization. International Training Centre. *Addressing the Challenges of Youth NEET*. Overview. Held in Turin from 16-20 September 2019. [2019].
- International Labour Organization. International Training Centre. *Addressing the Challenges of Youth NEET*. Timetable. Held in Turin from 16-20 September 2019. [2019].
- International Labour Organization. International Training Centre. *Addressing the Challenges of Youth NEET: Instruments and Responses for Labour Market Inclusion*. Presentation deck for a course delivered in Turin from 16-20 September 2019. [2019].
- International Labour Organization, and United Nations Children’s Fund. *GirlForce: Skills, Education and Training for Girls Now*. Geneva. October 2018.

Financial Information

- *Approval: Sida-ILO Partnership Programme 2018-2020, Phase I – Outcome 1*. Project title: More and better jobs for inclusive growth and improved youth employment prospects: Delivering global products for Outcome 1 under the SIDA-ILO Partnership Programme. PARDEV minute sheet. May 2018.
- Consolidated output-based budget. Global Product. Excel sheet. [2018].
- *Corrigendum: Additional Approvals (Confirmation of 2019 Allocations)*. Project title: Sida-ILO Partnership Programme 2018-2021. PARDEV minute sheet. January 2019.
- *Corrigendum: Confirmation of USD Amounts after Receipt of 2019 Instalment*. Project title: Sida-ILO Partnership Programme 2018-2020 – Outcome 1. PARDEV minute sheet. April 2019.
- *Corrigendum: Confirmation of USD Amounts after Receipt of 2019 Instalment*. Project title: Sida-ILO Partnership Programme 2018-2021. PARDEV minute sheet. April 2019.
- *Corrigendum: Revised Distribution of Budget Allocations on Outcome 1*. Project title: Sida-ILO Partnership Programme 2018-2020 – Outcome 1. PARDEV minute sheet. December 2019.
- International Labour Organization. *Statement of Income and Expenditure as at 31-Dec-2018 for Sweden, Swedish International Development Cooperation Agency for Agreement GLO/18/05/SWE_1 (502178)*. [2019].
- Output-based based budget for Cambodia. Excel sheet. [March 2018].

Appendix 3 – List of Documents Reviewed (continued)

- Output-based based budget for Guatemala. Excel sheet. [June 2018].
- Output-based based budget for Morocco. Excel sheet. [April 2018].
- Output-based based budget for Uganda. Excel sheet. [February 2020].
- Uganda SWE financial status report. Excel sheet. [January 2020].

ILO Youth Employment Toolbox

- Corbanese, V., and G. Rosas. *Guide for Developing National Outreach Strategies for Inactive Young People*. International Labour Organization. 2017.
- Corbanese, V., and G. Rosas. *Profiling Youth Labour Market Disadvantage: A Review of Approaches in Europe*. International Labour Organization. 2017.
- Corbanese, V., and G. Rosas. *Rights@work for Youth – Decent Work for Young People: Facilitator’s Guide and Toolkit*. Youth Employment Programme of the International Labour Office. 2016.
- International Labour Office. Employment Policy Department. *Policy Brief on Early Intervention Measures and Youth Employment*. International Labour Organization. 2017.
- International Labour Office. International Labour Standards Department, and Employment Policy Department. *Guide to International Labour Standards and Rights at Work Concerning Young People*. Geneva: International Labour Organization. 2017.
- International Labour Organization. International Training Centre. *Making Microfinance Work*. [2013].
- International Labour Organization. Skills and Employability Branch. Employment Policy Department. *ILO Toolkit for Quality Apprenticeships. Volume I: Guide for Policy Makers*. October 2017.
- International Labour Organization. Small and Medium Enterprises Unit Enterprises Department. *Fostering Future Entrepreneurs*. November 2014.

Other Reports

- International Labour Office. *Time to Act for SDG 8: Integrating Decent Work, Sustained Growth and Environmental Integrity*. Geneva: International Labour Organization. 2019.
- International Labour Organization. Employment Policy Department, and Department for Multilateral Cooperation. *Green Jobs*. SDGNote. [Not dated].
- International Labour Organization. Employment Policy Department, and Department for Multilateral Cooperation. *National Employment Policies*. SDGNote: A Quick Glance. [Not dated].
- International Labour Organization. International Labour Standards Department (NORMES), and Department for Multilateral Cooperation. *International Labour Standards*. SDGNote. [Not dated].
- International Labour Organization. Skills and Employability Branch, and Department for Multilateral Cooperation. *Skills for Employment*. SDGNote: A Quick Glance. [Not dated].
- Van der Loop, T. *Final Independent Evaluation: SIDA’s Support to ILO Projects in the Field of Employment Promotion with an Emphasis on Youth Employment with Particular Focus on Phase II (2016-17) of the ILO-SIDA Partnership Agreement (2014-2017) on Outcome 1: “More and Better Jobs for Inclusive Growth and Improved Youth Employment Prospects.”* Final Report. The Hague. April 2018.

Appendix 3 – List of Documents Reviewed (continued)

ILO Evaluation Templates and Toolkits

- *All Evaluation Forms and Templates*. [Not dated].
- International Labour Organization. Evaluation Office. *Integrating Gender Equality in Monitoring and Evaluation*. Guidance 1.1. June 2019.
- International Labour Organization. Evaluation Unit. *Data Collection Methods for Evaluation*. I-eval Resource Kit, Guidance Note 8. April 2016.
- International Labour Organization. Evaluation Unit. *Evaluation Lessons Learned and Emerging Good Practices*. Resource Kit Guidance Note 3. April 2014.
- International Labour Organization. Evaluation Unit. *ILO Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning and Managing for Evaluations*. Second edition. 2012.
- International Labour Organization. Evaluation Unit. *Rating the Quality of Evaluation Reports*. I-eval Resource Kit, Checklist 6. March 2014.
- International Labour Organization. Evaluation Unit. *Stakeholder Participation*. I-eval Resource Kit, Guidance Note 7. April 2014.
- International Labour Organization. Evaluation Unit. *Writing the Inception Report*. I-eval Resource Kit, Checklist 3. March 2014.
- International Labour Organization. International Programme on the Elimination of Child Labour (IPEC). *National Child Labour Survey – Interviewer’s Manual*. September 2008.
- International Labour Organization. Regional Office for Asia and the Pacific. *Gender Mainstreaming Strategies in Decent Work Promotion: Programming Tools*. 2010.
- International Labour Organization. *Validating Methodologies*. I-eval Resource Kit, Checklist 4. March 2014.

Appendix 4 – Protocol for Key Informant Interviews

The following table lists questions that were used to facilitate the collection of relevant information from key informants participating in the interviews. For each interview, the evaluation team developed an individualized, personalized guide derived from the contents of this table. Some of the individual guides contained only a subset of the questions identified below. When conducting KIIs, the evaluators asked all relevant main questions and use sub-questions as prompt questions.

The protocols and guides were designed to enable the collection of relevant information from various categories of key informants participating in interviews carried out by the evaluators. Questions varied based on the category of informants interviewed. The evaluation team put special care into adapting the language to recipients and situations, and into customizing questions to address elements specific to the country or component in which informants were personally involved.

Criteria, questions and sub-questions [1][2]	Category of informants [3]								
	ILO				Country stakeholders			Other	
	HQ	COs/ROs	Project personnel	Specialists	Governments	Employers and workers	Social partners	Strategic partners	SIDA
<p>Hello, my name is [name of facilitator], and I am here today to discuss about the final independent clustered evaluation of the SIDA-Funded Interventions under Outcome 1 (2018-2019). Before going any further, we would like to thank you for the time you are giving us, so we can better understand how you perceive the project. We have been asked to evaluate the first phase of the ILO-SIDA Partnership Programme Support to Outcome 1 (ILO-SIDA PPO1), and as such it is important for us to interview key persons who can provide us with valuable insights. Please note that what you say will remain strictly confidential.</p> <p>[Ask if the person has questions before beginning]</p> <p>If you agree to be interviewed, you will be asked to share, in an open manner your opinion regarding your experience with the ILO-SIDA PPO1 project. Do we have your consent?</p> <p>We have a lot of ground to cover and may not have enough time to do so today. However, please don't feel rushed to share your thoughts at the point. If, at the end of our discussion, there are still a number of outstanding questions, we can send you a list afterwards. This way, you will have a chance to review the questions at leisure, and supply us with written answers, if you wish.</p>	•	•	•	•	•	•	•	•	•
Introduction									
Can you tell us about your roles and responsibilities in ILO-SIDA Partnership Programme Support to Outcome 1 (ILO-SIDA PPO1)									
1. Relevance and strategic fit of the intervention									
1.1	To what extent have interventions under ILO-SIDA PPO1 been relevant to the needs of constituents?	•	•	•		•	•	•	
a)	How were the constituents' needs assessed and taken into consideration to design the programme?	•	•	•		•	•	•	
b)	Have there been any changes in the interventions' strategies and approaches? If so, what steps were taken to establish these changes?	•	•	•		•	•	•	
c)	How relevant has the gender mainstreaming strategy been in giving a portrait of gender gaps and limitations to access employment and decent work in the targeted countries?	•	•	•		•	•	•	

Appendix 4 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Category of informants [3]								
	ILO				Country stakeholders			Other	
	HQ	COs/ROs	Project personnel	Specialists	Governments	Employers and workers	Social partners	Strategic partners	SIDA
1.2 To what extent were the criteria for selecting countries relevant and demand-based?	•	•	•	•	•				•
a) How were the criteria established?	•	•	•						
b) How gender-responsive were the criteria?	•	•		•					
1.3 To what extent have interventions under ILO-SIDA PPO1 been relevant to ILO/national development frameworks (each country's national development plan, UNDAF, DWCPs, P&B, SDGs)?	•	•	•		•	•	•	•	•
a) How were the interventions aligned with country-level development frameworks and DWCPs?	•	•	•		•	•	•	•	
b) How are the interventions supporting the achievement of SDGs?	•	•	•		•	•	•	•	
c) How were the interventions aligned with ILO's Strategic Framework and P&B?	•	•	•		•	•	•	•	
2. Validity of intervention design									
2.1 To what extent has ILO-SIDA PPO1 been appropriate and coherent for achieving planned outcomes?	•	•	•	•	•	•	•	•	•
a) Were the objectives of ILO-SIDA PPO1 clear and realistic?	•	•	•	•	•	•			
b) Are the ILO-SIDA PPO1's objectives and outcomes gender-responsive?	•	•	•	•			•	•	•
2.2 To what extent did ILO-SIDA PPO1 build on knowledge developed during previous SIDA-funded projects?	•	•	•	•					•
a) Were the recommendations and lessons learned from the previous ILO-SIDA Partnership integrated into the planning and implementation of the current partnership?	•	•	•						
2.3 To what extent has the ToC been helpful in supporting ILO-SIDA PPO1 implementation?	•	•	•	•					
a) How was the ToC used to guide the design and implementation of ILO-SIDA PPO1 interventions?	•	•	•	•					
2.4 To what extent were the principles of RBM applied to ILO-SIDA PPO1?	•	•	•	•	•	•			
a) How did the design of ILO-SIDA PPO1 (Global Product and country-level interventions) focus on outcome performance, measurement, learning and reporting?	•	•	•						
b) How was gender integrated in the design of the monitoring activities?	•	•	•	•	•	•			
c) To what extent are the ILO-SIDA PPO1 assumptions still valid? If not, what has changed since the launch of the programme?	•	•	•						
d) How useful was the risk analysis?	•	•	•						
2.5 What obstacles did ILO-SIDA PPO1 encounter during implementation?	•	•	•						•
a) What negative factors affected ILO-SIDA PPO1?	•	•	•						
b) How were these factors addressed?	•	•	•						
c) Were the gendered impacts of any changes resulting from the negative factors considered, and if so how?	•	•	•						
d) What corrective actions did ILO-SIDA PPO1 need to take to achieve its objectives? How successful were these actions?	•	•	•						

Appendix 4 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Category of informants [3]								
	ILO				Country stakeholders			Other	
	HQ	COs/ROs	Project personnel	Specialists	Governments	Employers and workers	Social partners	Strategic partners	SIDA
2.6 What part have the ILO's cross-cutting policy drivers played in the design of individual projects?	•	•	•		•	•	•	•	•
a) In what way has ILO-SIDA PPO1 integrated international labour standards?	•	•	•		•	•	•	•	
b) In what way has ILO-SIDA PPO1 integrated social dialogue? To what extent was social dialogue extended to include other relevant actors?	•	•	•		•	•	•	•	•
c) In what way has ILO-SIDA PPO1 integrated gender equality and non-discrimination?	•	•	•		•	•	•	•	
d) In what way has ILO-SIDA PPO1 integrated a just transition to environmental sustainability?	•	•	•		•	•	•		
3. Intervention progress and effectiveness									
3.1 To what extent have interventions achieved their objectives, outcomes and outputs, and reached their target groups?	•	•	•	•	•	•	•	•	•
a) What are the results achieved for the Global Product and for country-level interventions?	•	•	•	•	•	•	•		
b) What kind of change did work associated with ILO interventions contribute to?	•	•	•	•	•	•	•	•	•
c) How effective were the interventions in achieving their intended outcomes?	•	•	•	•	•	•	•		
d) From an effectiveness perspective, how do projects in countries that repeatedly benefitted from ILO-SIDA Partnership support compare to projects that benefitted only once?	•	•	•	•	•	•	•		•
3.2 Has ILO-SIDA PPO1 experienced any unexpected results, either positive or negative?	•	•	•		•	•	•		•
a) Has ILO-SIDA PPO1 produced any unexpected outputs, outcomes, or impact?	•	•	•		•	•	•		•
b) Have any positive or negative results emerged from the Global Product or country-level interventions? If so, how were these results identified and addressed?	•	•	•		•	•	•		
c) Were the gendered impacts of changes resulting from the positive and negative results considered, and if so how?	•	•	•		•	•	•		
3.3 What were ILO-SIDA PPO1's key success factors of success?	•	•	•		•	•	•		
a) What positive factors affected ILO-SIDA PPO1?	•	•	•		•	•	•		
b) How were these factors addressed?	•	•	•		•	•	•		
c) Were the gendered impacts of any changes resulting from the positive factors considered, and if so how?	•	•	•		•	•	•		
3.4 How did ILO-SIDA PPO1 results demonstrate the integration of cross-cutting policy drivers?	•	•	•	•	•	•	•	•	
a) In what way did ILO-SIDA PPO1 results reflect proper handling of international labour standards?	•	•	•	•	•	•	•	•	
b) In what way did ILO-SIDA PPO1 results reflect proper handling of social dialogue?	•	•	•	•	•	•	•	•	
c) In what way did ILO-SIDA PPO1 results reflect proper handling of gender equality and non-discrimination?	•	•	•	•	•	•	•		
d) What sectoral diagnoses have been conducted to promote green jobs?	•	•	•	•	•	•	•	•	

Appendix 4 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Category of informants [3]									
	ILO				Country stakeholders			Other		
	HQ	COs/ROs	Project personnel	Specialists	Governments	Employers and workers	Social partners	Strategic partners	SIDA	
4. Efficiency										
4.1 To what extent were the ILO-SIDA Partnership's resources (i.e. material, financial, human) managed in the most efficient way?	•	•	•	•						•
a) What resources (i.e. material, financial, human) were engaged for each ILO-SIDA PPO1 outcome?	•	•	•							
b) How efficiently were the intervention resources used to address gender equality during ILO-SIDA PPO1 implementation?	•	•	•	•						
c) Could the management of resources have been handled differently?	•	•	•							
4.2 To what extent have management capacities and arrangements supported the achievements of results?	•	•	•							
a) How effectively are the project teams working?	•	•	•							
b) Are new systems or processes required?	•	•	•							
c) Were any bottlenecks encountered due to the project workload, and if so, what were they?	•	•	•							
4.3 Have ILO-SIDA PPO1 funding and activities been delivered by ILO in a timely manner?	•	•	•		•					
a) Were there any significant delays in the implementation and sequencing of events; if so, how did they affect the achievement of results?	•	•	•							
b) How could the budgeting process be improved?	•	•	•							
4.4 How effectively did the ILO coordinate with strategic partners to support the implementation of the programme of work under review?	•	•	•	•	•	•	•	•		
a) How successful has the ILO been at leveraging resources with other ILO initiatives, projects, or partners?	•	•	•	•	•	•	•			
b) How successful has ILO-SIDA PPO1 been at making the best possible use of expertise available at the country/partnership level, in order to address gender-related issues?	•	•	•	•	•	•	•			
4.5 To what extent have SIDA-funded interventions in each of the targeted countries acted as catalysts and have supported ILO's influence in these countries?		•			•	•	•	•		•
a) How successful has ILO been at capturing the interest of national key stakeholders and getting employment issues and inclusive labour market access into policy development?		•			•	•	•	•		
b) To what extent are new employment legislation, budgets, programmes or interventions being developed as a result of support from ILO?		•			•	•	•			

Appendix 4 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]		Category of informants [3]								
		ILO				Country stakeholders			Other	
		HQ	COs/ROs	Project personnel	Specialists	Governments	Employers and workers	Social partners	Strategic partners	SIDA
4.6	How successful was ILO-SIDA PPO1 at developing synergies between the Global Product and country-level interventions?	•	•	•	•	•	•	•	•	•
a)	How successful has the Global Product been at building evidence-based knowledge to support country-level interventions?	•	•	•	•	•	•	•	•	•
b)	To what extent has the Global Product improved methodologies, tools and techniques for identifying and removing barriers to inclusive labour markets?	•	•	•	•					
c)	How did ILO-SIDA PPO1 share information, good practices, and lessons learned between countries and at the global level?	•	•	•	•					
d)	What evidence is there of tools, guidelines, information, good practices and lessons learned being put to good use?	•	•	•	•	•	•	•		
4.7	To what extent has ILO-SIDA PPO1 been systematically monitoring and documenting information to allow for the measurement of results, including with respect to gender, both at the global and country levels?	•	•	•						
a)	Has a robust M&E system been set to collect useful data, both the country and global levels?	•	•	•						
b)	To what extent is the M&E system capturing the required project data?	•	•	•						
c)	To what extent are M&E reports used in efforts to manage and steer the course of project implementation?	•	•	•						
d)	How simple, flexible, timely and accurate is the M&E system?	•	•	•						
4.8	How effective has ILO-SIDA PPO1 been at incorporating gender mainstreaming in its interventions?	•	•	•	•					
a)	How effective were the strategies to ensure equal participation of women and men?	•	•	•	•					
b)	What types of gender-sensitive monitoring structures were put in place to help assess the outcomes and impact of ILO-SIDA PPO1? How sufficient and appropriate were these structures?	•	•	•	•					
c)	To what extent are gender-based barriers and gender-related risks systematically addressed in each of the targeted countries?	•	•	•	•					
4.9	How effective is ILO-SIDA PPO1 at sharing good practices between countries and communicating success stories and disseminating knowledge internally and externally (including gender-related results and knowledge)?	•	•	•		•	•	•	•	•
a)	How are good practices identified, captured and shared at the global and country levels?	•	•	•		•	•	•	•	•
b)	How are good practices being integrated or adopted by each of the project interventions?	•	•	•		•	•	•		
c)	How are good practices communicated externally, to partners and other stakeholders?	•	•	•		•	•	•	•	

Appendix 4 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Category of informants [3]									
	ILO				Country stakeholders			Other		
	HQ	COs/ROs	Project personnel	Specialists	Governments	Employers and workers	Social partners	Strategic partners	SIDA	
5. Impact orientation and sustainability of the interventions										
5.1	In what ways have ILO's interventions under ILO-SIDA PPO1 contributed to significant positive changes in decent work?									
a)	How effective were the strategies and interventions to identify and address barriers to inclusive and productive employment and decent work for youth?									
b)	How effective were the interventions to address gender disparities in access to productive employment?									
c)	To what extent are gender-based barriers systematically addressed in the targeted countries?									
5.2	How has national ownership of the project interventions been promoted?									
a)	How effective has ILO-SIDA PPO1 been at stimulating interest and participation in the project at the national level?									
b)	What steps have been taken in each targeted country to ensure broader sector dialogue and national actions? What has come out of these efforts so far?									
c)	To what extent are tripartite consultations and social dialogue increasing the degree of national interest in and commitment towards productive and inclusive employment for youth? How did this materialize in each country?									
5.3	How successful has ILO-SIDA PPO1 been at building the capacities of key individuals and institutions involved in each of the targeted countries?									
a)	How well has ILO-SIDA PPO1 built the capacity of national partners?									
b)	What could have been done to foster the adoption of a more effective gender-responsive approach by project stakeholders?									
5.4	What key factors and challenges would require immediate attention to improve the sustainability prospects of ILO-SIDA PPO1 outcomes?									
a)	Are national partners willing and/or able to continue the project after funding ends?									
b)	To what extent is there a phase-out/exit strategy?									
c)	How are national stakeholders prepared for the end of the project?									
d)	How likely is it that the gender-related outcomes will be sustainable?									
5.5	With respect to sustainability, what best practices and success factors have partner organizations, ILO personnel and partners identified?									
a)	What examples are there of country-specific emerging good practices on sustainability? What success factors support these good practices?									

Appendix 4 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Category of informants [3]								
	ILO				Country stakeholders			Other	
	HQ	COs/ROs	Project personnel	Specialists	Governments	Employers and workers	Social partners	Strategic partners	SIDA
b) What examples are there of global-level emerging good practices on sustainability? What success factors support these good practices?	•	•	•				•		
c) What gender-specific strategies contribute towards sustainability in each targeted country?	•	•	•	•			•		

Notes:

1. With reference to questions found in the evaluation matrix.

2. To be used as potential prompt questions.

3. Category of informants include: members of the ILO HQ, COs and ROs; ILO project personnel; representatives of country governments, employer's associations and worker's groups; social partners in each participating country; strategic partners of the project; and SIDA.

Appendix 5 – List of Key Informants

Name	Title
Donor	
1. Therese Andersson	Programme Manager, SIDA
ILO HQ in Geneva	
EMPLOYMENT	
2. Jean-François Klein	Senior Administrator
EMPLAB	
3. Sukti Dasgupta	Chief of EMPLAB
4. Marie-Josée Da Silva Ribeiro	Technical Officer, EMPLAB
5. Mauricio Dierckxsens	Employment Policies Specialist, CEPOL
6. Valter Nebuloni	Unit Head, YEP
7. Shane Niall O’Higgins	Senior Youth Employment Research Specialist, YEP
SKILLS	
8. Olga Strietska-Ilina	Senior Specialist, Skills and Employability
9. Bolormaa Tumurchudur-Klok	Technical Specialist, SKILLS
Cambodia (informants listed in the order in which they were canvassed)	
10. Tun Sophorn	ILO-National Coordinator for Cambodia
11. Julien Magnat	ILO-Skills Employability Specialist, DWT-Bangkok (by skype)
12. Makiko Matsumoto	Employment Specialist, DWT Bangkok (by skype)
13. Rim Khleang	National Project Officer, ILO-Cambodia
14. H.E. Try Chhiv	Director, Secretariat of National Committee Tourism Professional
15. Ho Odom	Chief of MRA, MOT
16. Sourn Taingoun	Official
17. Ith Sreykleo	Deputy Chief MRA
18. Kim Sokchhong	Deputy Chief
19. Yim Pickmalika	DDG, DGTVET, MOLVT
20. Teang Sak	Director, DSC
21. Khim Yorm	DD, DSC
22. Enn Vuthy	DD, DSC
23. Lon Poullett	Director of DOT
24. Has Ratanak	DOT
25. H.E. Kuocho Somean	Deputy Director General NEA
26. Ouch Cheachammolika	National Employment Agency (NEA): DDG
27. Ly Vouchcheng	National Employment Agency (NEA): DDG
28. H.E. Chamnan Som	Under-secretary of State, MOLVT
29. Ok Ravuth	DD, DOEM
30. Muong Phasy	Vice President National Polytechnic Institute of Cambodia (NPIC)
31. Hour Sokaon	
32. Loav Tek Veng	
33. Phon Sreyrov	Student
34. Khea Mengly	Student
35. Boeurn Rany	Student
36. Soy Seyha	Representative Cambodia Confederation of Trade Union (CCTU)
37. Meng Navy	Representative, Cambodia Labour Confederation (CLC)
38. Nak Heng	Representative, National Union Alliance Chamber of Cambodia (NACC),

Appendix 5 – List of Key Informants (continued)

Name	Title
39. Lim Penh	Director, Department of Statistical Standard and Analysis
40. (name missing)	NIS official (1)
41. (name missing)	NIS official (2)
42. Simone Assi,	Corporate Affairs Manager, PSE
43. Emilie Deschaseaux	Director, hospitality and tourism, PSE
44. Nicolas Heeren	Director of PSE institute
45. San Malis	Student
46. Yean Sreyoun	Student
47. Ly Kismanita	Student
48. Sourn Socheata	Student
49. Ly Kimsreypov	Student
50. Hak Sinin	ASEAN Master trainer, Training Supervisor, One More Restaurant
51. Sin Sikoun	Assessor
52. Sourn Taingoun	TOT green skills participant and NCTR, MOT
53. Trevor Matthew Sworn	Skill Focal Point, Cambodia Federation of Employers and Business Associations (CAMFEBA)
54. Tep Sophorn	General Manager, CAMFEBA
55. Heng Sreyda	Employee, Naga World
56. Say Longdy	Employee, Naga World
57. Rim Khleang	National Project Officer, ILO Cambodia
58. Julien Magnat	National Project Officer, ILO Cambodia (by skype)
59. Makiko Matsumoto	National Project Officer, ILO Cambodia (by skype)
60. Tun Sophorn	National Project Officer, ILO Cambodia
61. Rim Khleang	National Project Officer, ILO Cambodia
Morocco (informants listed in the order in which they were canvassed)	
62. Samia Ouzgane	National Project Coordinator, Morocco (CO-Algiers)
63. Fatima Idahmad	National Project Coordinator, STED
64. Driss El Yacoubi	Consultant for ILO
65. Aicha Lagdas	Consultant for ILO
66. Omar Aloui	Consultant for ILO
67. Ahmed Benrida	Consultant for ILO
68. Saad Belghazi	Consultant for ILO
69. Samir Ajaraam	Chef de division au MTIP
70. Amal Belaid	Chef de service au MTIP
71. Rajea Belfkih	Directrice régionale à la CGEM RSK
72. Assia Bouzekry	Vice-présidente du Conseil régional, Région Tanger-Tetouan-Alhoceima
73. Srifi Villar Mohamed	Conseiller chargé de l'emploi auprès de la présidence du Conseil régional, Région Tanger-Tetouan-Alhoceima
74. Rachida Khtar	Cadre à la DRIIP
75. Omar Berouhou	Cadre en statistique à la DRIIP
76. Driss Abdhouli	Cadre à la DRIIP
77. Mohamed Ayoub Hassoun	Directeur régional de l'ANAPEC, Région Rabat-Salé-Kenitra
78. Abdelkrim Hanti	Cadre à l'ANAPEC, Région Tanger-Tétouan-Al Hoceima
79. Oulaya Bouzroud	Cadre à l'ANAPEC, Région Tanger-Tétouan-Al Hoceima
80. Mohamed El Milahi	CR Tanger

Appendix 5 – List of Key Informants (continued)

Name	Title
81. Chliah Nobel	Vice-président, Région Tanger-Tétouan-Al Hoceima
82. Yassine Bouchra	Chargée de la gestion des dépenses au Centre régional d'investissement
83. Ahmed Aboukrim	Administrateur à la Direction régionale de la jeunesse et des sports
84. Nizar Qarmiche	Chef de service au Conseil régional, Région Tanger-Tetouan-Alhoceima
85. Mohamed Tarik Remiki	Chef de service au Conseil régional, Région Tanger-Tetouan-Alhoceima
86. Bouziane Hicham	Responsable de la Division du développement rural au Conseil régional, Région Tanger-Tetouan-Alhoceima
87. Khalid Belkiss	Directeur de centre de formation professionnelle à l'Office de la formation professionnelle et de la promotion du travail
88. Nassiba Houam	Coordonnatrice à l'Organisation internationale pour les migrations
89. Lahcen Hansali	Membre de l'Union générale des travailleurs du Maroc
90. Hafida El Atki	Office du développement de la coopération Maroc
91. Élise Haumont	Chargée de projet à l'Agence française de développement
Uganda	
92. Jealous Chirove	Employment Specialist, CO-Dar es Salaam
93. Stephen Opio	former National Project Coordinator, Uganda
94. Kiiza Eriab	National Project Coordinator, Uganda, CO-Dar es Salaam
Guatemala	
95. Gerson Martinez	Economic Policies and Labour Market Institutions Specialist
96. Juan Urbina	National Project Coordinator, Guatemala

Appendix 6 – Protocol for Focus Group Discussions

The following protocol was adapted according to the group participating in the FGD; as such, only pertinent questions that related to the experiences of participants in the FGD were asked. Each FGD lasted between 45 and 60 minutes and had no more than between 8 and 10 participants who were representative of the participant group identified. This protocol was meant to be a framework for capturing experiences, evidence of change, good practices and lessons learned that have been analyzed with all data gathered for this evaluation.

This FGD protocol was primarily used for social dialogue partners in countries visited with firsthand knowledge of the ILO-SIDA Partnership 2018-2021 project (for example, trade unions, employers' organizations, provincial/regional employment/job training centres, NGOs, youth, etc.).

[Welcome by the interviewer]

Thank you for taking the time to participate in this focus group discussion. I am here today to listen to your experiences in relation to the ILO-SIDA Partnership 2018-2021 that supports Outcome 1 of ILO's Strategy. The support provided by SIDA to Outcome 1 has been to enable the ILO to engage in key policy development processes and achieve results at global and country level in the field of national employment policies (NEP), youth employment, and skills development.

I will be asking questions during this focus group discussion that relate to your direct experience in relation to the ILO-SIDA Partnership 2018-2021 project. Your responses will help us complete an independent evaluation of the project. Your responses remain confidential. Feel free to answer only the questions you are comfortable answering.

[Interviewer asks if there are any clarification questions before proceeding.]

Date:

Location:

Description of group:

Number of participants: M___/F___

General considerations for all interviews: Participants should speak from direct experience, provide specific examples, and be given the opportunity to add any additional comments at the end of the focus group discussion that were not addressed during the FGD.

A. Strengthening the National Employment Policy Diagnostic and Implementation

- How well did the ILO respond to the needs of the country to strengthen the development/implementation of the NEP?
- Which stakeholders/tripartite representatives were involved/consulted in the NEP diagnostic/implementation?

Appendix 6 – Protocol for Focus Group Discussions (continued)

- Cross-cutting drivers:
 - How does the NEP integrate a gender-responsive approach? How well does the NEP ensure non-discrimination?
 - How does the NEP support a transition to environmental sustainability?
 - How did guidelines, International Labour Standards, and research help strengthen the NEP and its implementation?
- What training was undertaken to support the NEP?
- What is the added value of the technical assistance? What examples can you provide of change?
- What else needs to be done? What evidence do you have that the support for the policy diagnostic and implementation has been successful? What could be improved next time?

B. Training/Capacity Building

- What type of training did the ILO provide?
- Who were the recipients of the training?
- What were the expected outcomes of the training? Were tripartite constituents part of the training?
- How was the training designed – did it take into consideration a needs assessment?
- What specific skills and additional knowledge did the training provide? (Provide specific examples)
- Was the training evaluated (short term, after the training, and months afterwards)?
- How has the training been applied by participants?
- What additional training could be beneficial?

C. Social Dialogue

- How has social dialogue been implemented in practice?
- How has social dialogue addressed the needs of vulnerable/specific groups (NEET, women, etc.)?
- Which tripartite constituents are involved in the project? What is the level of their involvement (decision-making, needs assessment, receiving training, participation in committees, etc.)?
- What are some examples of good practice in the strengthening the engagement of tripartite constituents in the project?

Appendix 6 – Protocol for Focus Group Discussions (continued)

- Are there any lessons learned that can assist ILO in strengthening social dialogue in the future?

D. Employment Access/Opportunities/Skills Development for Women/Men

- How has the project increased access to labour market information to women and men seeking employment? What skills, training, and knowledge have they received?
- [If you are an employer] Did you make use of any policies, actions, or skills development to promote inclusive and productive employment? If yes, please specify.
- [If you are an employer] Did the project provide better understanding and ability to address youth exclusion from decent work? If yes, please specify.
- [If you are an employee and benefitted from a skills programme] Were there any skills development systems or programmes strengthened by the ILO-SIDA Partnership 2018-2021 project that you benefitted from? If yes, which one(s)? What did you learn? How have you applied what you learned?

[Closing words by the interviewer]

Thank you for taking part in this discussion. This information will be used to help ILO develop better projects in the future.

Appendix 7 – Management’s Response to 2016-2017 ILO-SIDA Partnership Evaluation Recommendations

Management response	Action plan	Progress	Comments	Information source	Recomm date
Recommendation: Continue NEP implementation including REP in particular in Cambodia and Morocco: Due to the Partnership a footprint has been made now, and this needs to be taken further, in order to reduce the risk of losing the momentum.					
Completed	This was done for the Sida Partnership 2018-2019. Despite a narrower number of countries covered by the Partnership, Sida programme continues to support implementation and monitoring of NEP in Cambodia and Morocco and supports the operationalization of NEP implementation at regional/provincial level. The current project is securing the follow-up of the important results achieved under previous Partnership in these two countries and will permit to contribute to development knowledge and impact on regional experiences.	Achieved		Head Quarters	10-DEC-18
Recommendation: Continue the role played by ILO in UNDAF, and make sure to pay additional attention to the adherence to the SDGs, in particular relating to poverty alleviation.					
Completed	ILO support on the implementation of comprehensive national employment policies makes a critical contribution towards the achievements of several SDG goals, in particular SDG8, but also SDG4 on education and SDG10 on reducing inequalities. SIDA’s contribution to Outcome 1 for this biennium through its key work items and products supported under the partnership will have an enhanced resonance through the HLPF review of SDG 8 and the activities connected to the ILO Centenary and the FOW initiative. Activities implemented as part of Sida Partnership will help ILO’s country Offices to play a prominent role in UNDAF process. ILO is already taking the lead in youth employment in UN country team, such as in Cambodia.	Achieved		Head Quarters	10-DEC-18
Recommendation: Design a comprehensive M&E system with an overall coherent log-frame that applies to all components of the programme with clear milestones and an appropriate Theory of Change and a solid Risk Analysis. The design of the programme did not explicitly include ways and procedures to enhance exchanges between countries, and funding was not sufficient for too many international workshops. Possibilities should be explored for one or two international workshops per year bringing together the main stakeholders of the country interventions to exchange and further document experiences and to learn from each other. In addition, for the same purposes regional workshops could be organized with a pivotal role for the DWT/RO experts.					
Partially Completed	Design of the PRODOC and logframe covering all components (global and country-level activities) of the new Partnership under way. This Partnership contributes as well to inter-country mutual learning and exchange of experience. Exchange of experience is part of the Partnership. Country activities feed into the global product’s development; lessons learned inform and improve the broad range of ILO’s technical assistance services and tools on employment policies and youth employment and are shared worldwide. The GP and country-level initiatives complement each other. Due to financial limitations, no specific budget has been put aside for international and regional workshops. However, sharing of experiences and information will be done through sharing of implementation progress notes, organization of EMPLAB meetings and VCs with field colleagues, etc.	Partially achieved	PRODOC with an overall coherent logframe that applies to global product and country-level activities component being drafted. On exchange of experience, a first workshop was organized on 5th October 2018 with the aim of inter-mutual learning and exchange of experience between the 4 countries covered by the Partnership. Videoconferences with all regions will be organized regularly to inform colleagues about Sida activities, the first ones being organized on 2nd, 3rd and 9th October 2018.	Head Quarters	10-DEC-18

Appendix 7 – Management’s Response to Evaluation Recommendations (continued)

Management response	Action plan	Progress	Comments	Information source	Recomm date
<p>Recommendation: Make the involved stakeholders more aware of the possibilities and benefits of exchanges between countries whereby the Coordinator of the Global Component initiates and stimulates such cross-country exchanges through international and regional workshops (the latter with inputs from DWT/RO). For this to be possible, it should be explicitly included in the Log Frames and in the task descriptions of staff involved.</p>					
Partially Completed	See comments above. Exchanges are carried out regularly through Video-Conferences, workshops, face-to-face meetings, etc.	Partially achieved	This is an integral part of the Partnership.	Head Quarters	10-DEC-18
<p>Recommendation: Make in the new phase substantial allocations for capacity building of the tripartite constituents, including selected national counterparts, but certainly also regional governments and regional branches of the social partners. This needs to include such basic tasks as monitoring and reporting. It could also pay attention to the formalization of the informal economy, laid down in ILO’s landmark Recommendation 204 adopted by the ILO in 2015, which has received very little attention in the previous phases of the Partnership.</p>					
Completed	Capacity building has always been a key element of the ILO/Sida Partnership and remains central to the current work of the Partnership. Capacity building of social partners on NEP implementation, monitoring, reporting and evaluation at both national and regional/provincial level continues to be a major component of the current Partnership.	Achieved	Capacity building aims to strengthened constituents’ capacities at national but also regional/provincial level, in particular in Morocco and Cambodia. Formalization of the informal economy will be paid attention in country-level activities (for example in Guatemala).	Head Quarters	10-DEC-18
<p>Recommendation: Reach out more to the employers’ and workers’ organizations, and enhance the undertaking of more joint work between them; also develop capacity building (as part of the previous recommendation) targeted at both organizations, and enhance the role of the private sector through the employers’ organizations.</p>					
Completed	Social dialogue is the basis and an underpinning principle of the ILO/Sida Partnership. Therefore, capacity-building component of social partners continues to be a major component of the current Partnership.	Partially achieved	Capacity building of social partners on NEP implementation, monitoring, reporting and evaluation at both national and local level, in the 4 countries supported by the Partnership (Cambodia, Guatemala, Morocco and Uganda). Capacity-building will be provided as well through the GP component. Ongoing as part of project implementation.	Head Quarters	10-DEC-18
<p>Recommendation: Have a project duration of at least three years, preferably four, and try to streamline as much as possible the preparatory administrative procedures involved. This extension of the project period is already being considered in the proposal for the new partnership but it needs to be documented here. This would also contribute to a better in-country staffing situation with a more attractive longer-term position; perhaps then also can the support staff situation be maintained or improved.</p>					
Action not yet taken	For time being, Partnership allocations have been guaranteed for 2 years until end of 2019. EMPLAB supports the recommendation of having larger project duration in order to take advantage of the sustainability of activities and securing the follow-up of the important results achieved under previous Partnership. It will permit as well to support staff situation and keep staff already trained and expert in ILO’s support. This will need to be addressed by PARDEV in the negotiation of next Partnership.	No implementation		Head Quarters	10-DEC-18

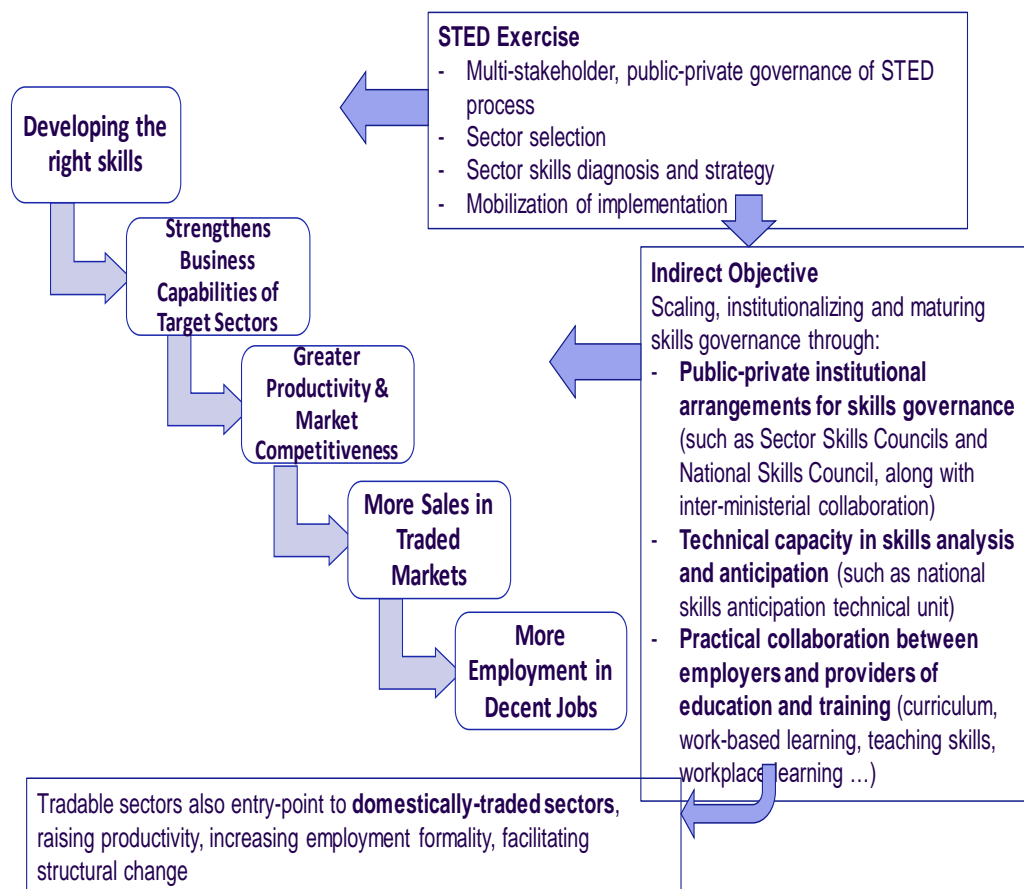
Appendix 7 – Management’s Response to Evaluation Recommendations (continued)

Management response	Action plan	Progress	Comments	Information source	Recomm date
<p>Recommendation: Make sure communication with SIDA is taking place regularly; in joint discussion a kind of steering committee could be set up, e.g. a Partnership Agreement Committee. At times this could well coincide with the proposed international workshops (cf. Recommendation No. 4). Such meetings should be held at least yearly with the first one to be scheduled within the first half year of the project period.</p>					
Rejected	<p>Outcome-based funding modalities are light-earmarked. Sida does not suggest to set up a steering committee. Regular meetings, VCs and skype calls are organized with the donor to discuss implementation and challenges of the Partnership. For example, a Note on Sida/ILO Future Partnership on “More and better jobs for inclusive growth and improved youth employment prospects. Meeting the challenge of the 21st century through the Sida/ILO Partnership” was sent to Sida last December 2017 to prepare the current ILO/Sida Partnership and discussions with them held on youth employment and employment policies.</p>	No implementation	<p>Sida Review Annual meeting took place on 21st September 2018. An additional meeting will take place in 2019. In addition, several documents are to be prepared and sent to Sida (Progress report 2018, to be finalized by March 2019) and Final report of the Partnership 2019 (March 2020). In the meantime, regular communication will be held as well with Sida Programme Officer (emails, skype, VCs, etc.).</p>	Head Quarters	10-DEC-18
<p>Recommendation: Set up a database and compile a report that collects good practices and documents lessons learned extracted from the global and country interventions. This needs to be coordinated by the Global Component as its primary task in the new phase from 2018.</p>					
Action not yet taken	<p>A narrative report that collects good practices and documents lessons learned extracted from the global and country-level interventions could be drafted at the end of the Partnership.</p>	No implementation	Proposition to be addressed by EMPLAB.	Head Quarters	10-DEC-18
<p>Recommendation: Make sure that a new phase of the ILO-SIDA Partnership will materialize, whereby fewer than six countries will be involved, some of which are lower-income countries, whereby STED will be included, and whereby synergies will be targeted with the Swedish bilateral support and global programmes. Develop a proper exit strategy at the outset for all the selected countries.</p>					
Completed	<p>EMPLAB is concentrating field resources to a more limited number of countries (4 countries: Cambodia, Guatemala, Morocco, Uganda), in which ILO has opportunities to make substantial strides through integrated strategies. The Sida programme continues to support implementation and monitoring of NEP in Cambodia and Morocco and supports the operationalization of NEP implementation at regional/provincial level. The leveraging and catalytic effect of SIDA support to these countries is being further enhanced (e.g. Uganda, with Dutch programme, Morocco with AFD, etc.) while many more countries will benefit from the tools, knowledge and capacity development opportunities provided. Others will see the upscaling or consolidation of interventions initiated through SIDA funding and taken over by other donors.</p>	Achieved	<p>Global Product component strengthened and country support focusing on 4 countries for larger financial and technical support and better impact on NEP implementation, monitoring and reporting for larger results. STED activities mainstreamed in ILO support in Cambodia.</p>	Head Quarters	10-DEC-18
<p>Recommendation: Maintain a high level of attention for Gender Mainstreaming in the global component and in the country interventions, and include it in all the M&E tools, such as Log Frame, Theory of Change and Risk Analysis.</p>					
Completed	<p>Gender mainstreaming in all activities and well taken into consideration (indicators for women, policies and specific measures towards women, etc.) as well as part of ILO/Sida strategy. The suggested recommendation is an underpinning principle in the ILO/Sida Partnership 2018-2019.</p>	Achieved	<p>Logframe and all work plans of country-level activities integrate gender mainstreaming.</p>	Head Quarters	10-DEC-18

Appendix 7 – Management’s Response to Evaluation Recommendations (continued)

Management response	Action plan	Progress	Comments	Information source	Recomm date
Recommendation: In the next phase of the ILO-SIDA Partnership make sure that SIDA’s support is focused on “ILO’s work within Outcome 1 with an emphasis on Youth Employment,” and not on “ILO projects in the field of employment promotion.” ILO and SIDA should maintain regular communication to guarantee this, and to accommodate SIDA’s tendency for a more hands-on approach although the funding modality will remain similar as before, i.e. (lightly earmarked) outcome-based.					
Completed	During previous Partnerships, Sida’s support was always focused on ILO’s work on Outcome 1 on “More and better jobs for inclusive growth and improved youth employment prospects”. The partnership provides a key contribution to several indicators under Outcome 1, in particular indicators 1.1, 1.2 and 1.3. The actual Partnership strengthens an integrated approach and mainstreams the STED component. The funding constitutes a critical complementarity which helps us leverage resources and support. Sida and ILO maintain regular contact to exchange on ILO’s work on Outcome 1 and implementation of the Partnership. Sida Annual review meeting is taking place once per year and implementation progress report in 2018 and Final report in 2019.	Achieved	Annual Review Meeting on ILO/Sida Partnership on Outcome 1 already took place on 21st September 2018 in ILO Geneva.	Head Quarters	10-DEC-18

Appendix 8 – STED Development Logic/STED Theory of Change



Appendix 9 – Lessons Learned

ILO Lesson Learned Template

Project Title: Final Independent Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 (2018-2019)

Project TC/SYMBOL: GLO/18/05/SWE

Name of Evaluators: Maryvonne Arnould and Paul McAdams

Date: April 14, 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 (link to specific action or task)	The “catalytic” nature of ILO-SIDA Partnership funding enables it to be responsive to country needs and deliver promising outputs that can serve to support further funding.
Context and any related preconditions	<p>Since the ILO-SIDA Partnership funding is not allocated to a specific project, there is considerable flexibility with the funding that enables it to be used to support a range of new or existing interventions.</p> <p>While the funds are not significant compared to other project-based funding mechanisms, they contribute towards outputs that demonstrate in a relatively short period of time a clear progression towards results, using a framework based on international labour standards and a process that encourages social dialogue.</p>
Targeted users / Beneficiaries	Principal targeted users are ILO project management, ILO country staff, and project partners. The beneficiaries include all project stakeholders and potential new stakeholders.
Challenges /negative lessons - Causal factors	<p>Because this type of “catalytic” funding addresses several interventions, it can be challenging to measure the contribution of the funding towards each outcome. However, the Theory of Change developed for this Partnership has helped create a clearer mapping of this contribution.</p> <p>“Catalytic” funding does not clearly identify from the outset how the supported intervention can lead to further funding from other sources or to new programming, therefore there is a degree of unpredictability in this type of funding.</p>

Appendix 9 – Lessons Learned (continued)

<p>Success / Positive Issues - Causal factors</p>	<p>Because “catalytic” funding is results-oriented and delivered within a relatively short time frame, its potential for additional funding/programming can be identified quickly, as long as its results are shared with stakeholders and donors in a prompt manner.</p> <p>The “catalytic” funding further strengthens the importance of addressing national employment issues, strengthens understanding of such issues among tripartite stakeholders, encourages social dialogue, and creates opportunities for additional funding from existing and potential donors.</p>
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	<p>Successfully managing “catalytic” funding requires a clear understanding of employment issues in the country, including interventions that demonstrate short-term results that yield potential for larger projects or programmes. An analysis of stakeholders and existing/potential donors is also imperative before the interventions take place.</p>

Appendix 9 – Lessons Learned (continued)

ILO Lesson Learned Template

Project Title: Final Independent Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 (2018-2019)

Project TC/SYMBOL: GLO/18/05/SWE

Name of Evaluators: Maryvonne Arnould and Paul McAdams

Date: April 14, 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 (link to specific action or task)	There is an added value of long-term financial commitment to countries that have benefitted from more than once cycle of the ILO-SIDA Partnership. This is especially true with respect to the sustained capacity building needed to move from the development of a NEP and effective sectoral skills strategies to their implementation.
Context and any related preconditions	Countries with previous ILO-SIDA Partnership funding identified key success factors contributing to the sustainability of interventions as: a design that built on the achievements and knowledge of previous ILO-SIDA Partnership phases and the consideration of lessons learned and best practices to better respond to needs of states and stakeholders; social dialogue and ongoing technical assistance twinned with capacity building to ensure constituents are fully empowered to exercise their responsibilities.
Targeted users / Beneficiaries	Targeted users are ILO project management, ILO country staff, project partners, and SIDA.
Challenges /negative lessons - Causal factors	There are no significant challenges or negative lessons to draw from countries receiving more than one phase of ILO-SIDA Partnership funding.

Appendix 9 – Lessons Learned (continued)

<p>Success / Positive Issues - Causal factors</p>	<p>Building on a previous phase enabled the strengthening of national policies at regional/provincial levels and ensured that policies respond to local needs.</p> <p>In countries with previous ILO-SIDA funding, programme interventions were directly linked to previous work. Examples include: In Cambodia, the support for the implementation of the national employment policy is a direct follow up to the policy’s development. Competency standards, competency-based curricula, apprenticeships and recognition of prior learning are follow-up interventions of the previous cycle’s STED project. In Guatemala, technical assistance to support the implementation plans were linked to the National Employment Policy. While this is the first cycle of funding for Uganda, the interventions were a direct result of the national diagnostic analysis completed in 2018, which was funded by the Swedish embassy in Uganda.</p>
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	<p>Sustainability measures and exit strategies should be put in place in countries that have had more than one phase of ILO-SIDA Partnership funding, in order to ensure the possibility of replicating outcome-based funding in other countries.</p>

Appendix 9 – Lessons Learned (continued)

ILO Lesson Learned Template

Project Title: Final Independent Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 (2018-2019)

Project TC/SYMBOL: GLO/18/05/SWE

Name of Evaluators: Maryvonne Arnould and Paul McAdams

Date: April 14, 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 (link to specific action or task)	Greater partnership and ownership of the implementation of NEPs and skills strategies are reinforced through social dialogue and the tripartite approach. Social dialogue has ensured greater participation from employers and trade unions in employment policies, programmes, strategies, mechanisms, and standards.
Context and any related preconditions	In countries that are now at the implementation stage of the NEP, there are national and provincial/regional programmes and committees. Employers organizations and trade unions are participating more and more in national employment interventions led by governments.
Targeted users / Beneficiaries	Principal targeted users are ILO project management, ILO country staff, and project partners. The beneficiaries include all project stakeholders.
Challenges /negative lessons - Causal factors	Ownership of NEPs (primarily through ministries of labour) have taken root in countries that have benefitted from more than one phase of ILO-SIDA Partnership funding, but there is a need for governments to strengthen support of employment interventions through sustained and increased funding through ministries of finance.
Success / Positive Issues - Causal factors	Greater collaboration through social dialogue and the tripartite approach has benefitted from a diversity of voices and perspectives in the development of employment interventions.
ILO Administrative Issues (staff, resources, design, implementation)	Once a national employment policy is implemented, there is value in designing strategies to strengthen provincial/regional programmes (in pilot phases in select regions/provinces, then in all regions/provinces).

Appendix 9 – Lessons Learned (continued)

ILO Lesson Learned Template

Project Title: Final Independent Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 (2018-2019)

Project TC/SYMBOL: GLO/18/05/SWE

Name of Evaluators: Maryvonne Arnould and Paul McAdams

Date: April 14, 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 (link to specific action or task)	The tripartite approach is pivotal in providing existing partners with exposure to opportunities (engaging in policy dialogue, policy implementation, regional employment issues, etc.) that are otherwise unavailable to them. For example, the tripartite process has been influential in leveraging the position of employers and trade unions in wider country initiatives.
Context and any related preconditions	In Cambodia, the ILO encouraged the United Nations Joint Programme (UNJP) to have the Cambodia Federation of Employers and Business Associations (CAMFEBA) sit on their Committee. Trade unions in Cambodia are now invited by the government (without the ILO necessarily being the liaising organization) to participate in meetings—for example, to participate in the drafting of laws—, and are asked to input on the integration of international labour standards.
Targeted users / Beneficiaries	Targeted users are ILO project management, ILO country staff, project partners Beneficiaries include all project stakeholders.
Challenges /negative lessons - Causal factors	There may be external factors outside the ILO-SIDA Partnership’s control which could affect the potential exposure to opportunities, such as elections/changes in government, civil unrest, or events such as a pandemic that limit face-to-face interactions.
Success / Positive Issues - Causal factors	Success factors include partners who are motivated and empowered to commit to the ILO-SIDA Partnership and willing to actively contribute to decent work interventions, identification of opportunities to explore, and an appreciation of each partner’s strengths and value added.
ILO Administrative Issues (staff, resources, design, implementation)	Additional planning measures when consulting with project partners on the areas/opportunities in which they want to participate.

Appendix 9 – Lessons Learned (continued)

ILO Lesson Learned Template

Project Title: Final Independent Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 (2018-2019)

Project TC/SYMBOL: GLO/18/05/SWE

Name of Evaluators: Maryvonne Arnould and Paul McAdams

Date: April 14, 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 (link to specific action or task)	The formulation of competency and curriculum standards is pivotal in strengthening the government’s capacity to bridge the skills gap in key labour market sectors that experience the most growth.
Context and any related preconditions	Competency and curriculum standards in Cambodia TVET centres in four key occupations in the two target sectors (food-processing and light-manufacturing) have helped standardize teaching practices and assessment frameworks, and they can provide learners with certification and clear guidance on the skills they need. The development of these standards built on the success of the STED programme in the country, as well as social dialogue and inclusion of several partners in the development and validation of the standards.
Targeted users / Beneficiaries	Targeted users are ILO project management, ILO country staff, and project partners. Beneficiaries include TVET centres (staff and students).
Challenges /negative lessons - Causal factors	The implementation of competency and curriculum standards has to take place alongside sufficient teacher training and requires necessary teaching materials, and the ability and resources for upscaling to all TVET centres in a country.
Success / Positive Issues - Causal factors	A key success factor has been the collaboration in the development and validation of standards with a range of partners. This has strengthened the quality of the standards, strengthened knowledge of partners, and ensured a wider “buy-in” on the value of competency-based skills development. The process also strengthened the capacities of TVET centres to replicate the process for other market sectors. The standards have narrowed the skills gap in key sectors and provided decent work opportunities for young workers.

Appendix 9 – Lessons Learned (continued)

ILO Administrative Issues (staff, resources, design, implementation)	Ensuring the sustainability of the use of standards requires support (financial and human resources) from governments to ensure proper training of TVET staff, sufficient training materials, and close linkages with industries.
---	---