



# **Mid-term Review of the Decent Work Country Programme (DWCP) for Seychelles (2019-2023)**

**FINAL REPORT**

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## Acronyms

<b>AMC</b>	Advisory and Monitoring Committee
<b>CEACR</b>	Committee of Experts on the Application of Conventions and Recommendation
<b>CO</b>	Country Office
<b>CPO</b>	Country Priority Outcomes
<b>DWCP</b>	Seychelles Decent Work Country Programme
<b>DWCPI</b>	First Generation Decent Work Country Programme
<b>DWCPII</b>	Second Generation Decent Work Country Programme
<b>GDP</b>	Gross Domestic Product
<b>ILO</b>	International Labour Organization
<b>ILS</b>	International Labour Standards
<b>IRA</b>	Industrial Relations Act 1994
<b>LFS</b>	Labour Force Survey
<b>LMIS</b>	Labour Market Information System
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDGs</b>	Millennium Development Goals
<b>MEICS</b>	Ministry of Employment, Immigration and Civil Status
<b>MESA</b>	Ministry of Employment and Social Affairs
<b>MTE</b>	Midterm Evaluation
<b>NCCE</b>	National Coordinating Committee for Employment
<b>NDS</b>	National Development Strategy
<b>NEP</b>	National Employment Policy
<b>NEPS</b>	National Employment Policy and Strategies
<b>OECD/DAC</b>	Organization for Economic Cooperation and Development/Development Co-operation Directorate
<b>OSB</b>	Occupational Safety Board
<b>OSH</b>	Occupational Safety and Health

<b>PS</b>	Principal Secretary
<b>SAMM</b>	Southern African Migration Management Project
<b>SCCI</b>	Seychelles Chamber of Commerce and Industry
<b>SDGs</b>	Sustainable Development Goals
<b>SDP</b>	Skills Development Programme
<b>SEnPA</b>	Small Enterprises Promotion Agency
<b>SFWU</b>	Seychelles Federation of Workers Union
<b>SIDS</b>	Small Island Developing States
<b>SLA</b>	Seychelles Licensing Authority
<b>SMEs</b>	Small and Medium-Sized Enterprises
<b>SSDS</b>	Seychelles Sustainable Development Strategy
<b>SWTS</b>	School to Work Transition Survey
<b>TOC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>TOT</b>	Training of Trainers
<b>TVET</b>	Technical Vocational Education and Training
<b>UN</b>	United Nations
<b>UNEG</b>	United Nations Evaluation Group

## Executive summary

The Republic of Seychelles has the highest gross domestic product (GDP) per capita in Africa, at \$13,306 (2021). Employment is a critical sector for Seychelles and an important source of livelihood for the people. The economy is primarily service-oriented with tourism and fishing related businesses generating the majority of the employment. Even though it is a high-income country, and unemployment rates are low, high quality job creation is hindered by skill-mismatch and resulting high youth unemployment. The economic and social shocks from COVID-19 have been severe, and exacerbated unemployment problems with disruptions in economic activities like with tourism declining sharply. Economic challenges are likely to grow due to the inflation in commodity prices internationally on this heavily import dependent economy. This is expected to increase strains on the labour force.

The current DWCP (2019-2023) is the second one for Seychelles and was designed following the completion of the first DWCP in 2016. It is the product of a tripartite participatory process that ensure relevance with the national decent work agenda, the National Development Strategy, SDGs and the UN's Cooperation Framework for the country. Based on consultations with stakeholders and a country diagnostic, and in accordance with the DWCP approach and agenda, the Seychelles DWCP 2019-2023 is centred on the three country programme priorities: Creation of Decent and Productive Employment, Strengthening of Social Dialogue and Tripartite Institutions, and Effective Implementation of International Labour Standards. A detailed Country Programme with Outcomes, Outputs and Activities was developed. The implementing and coordinating body is stated to be the Advisory Monitoring Committee (AMC), consisting of tripartite partners, and chaired by the Principal Secretary, Ministry of Employment.

The purpose of this Mid-Term Review is to assess the achievements made so far in realizing the planned outcomes, get feedback for improving programme delivery, take stock of lessons learned and challenges, and propose recommendations. The scope of the review covers all the activities implemented in the Seychelles under the DWCP from 2019 to February 2022 by ILO, its stakeholders and programme partners.

This review has been conducted by an independent evaluator who visited the country for two weeks for meetings with partners and interviews with stakeholders. It was conducted under the overall support of the evaluation taskforce set up by ILO. The taskforce is made up of Mr. Ricardo Furman, Regional Monitoring and Evaluation Officer (ROAF/RPU), Mr. Baizebbe Na Pahimi, Program Analyst (ROAF/RPU) and Ms. Clara Ramaromanana, Program Officer (Country Office Antananarivo).

The evaluation follows the ILO's evaluation policy which 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), and ILO's Guidance Note 2 for Mid-Term Evaluations. The Evaluator selected evaluation methods and techniques aimed to ensure relevant data collection and provide the evidence needed to generate useful findings, address the evaluation criteria, and answer the key evaluation questions. The review used a mix of data sources addressed through multiple methods and techniques. This use of mixed methods and data from mixed sources or "triangulation" to help overcome the bias that comes from using single information sources, single methods, or single observations. All tripartite partners were included in conducting the review. Methods included a comprehensive document review of all programme documents, workplans and reports supplemented by Key Informant Interviews with ILO staff members associated with the programme, all implementing partners and tri-partite constituents. In-depth and follow up interviews were conducted for additional information or clarifications, when needed. An in-person validation Workshop was conducted at the end of the field data collection at which results of the evaluation were presented.

The main limitation of this evaluation is that it was mainly based on implementation reports and feedback provided by the government, social partners, and implementing partners. It was not possible to contact the final beneficiaries to assess value provided on output criteria and value, given the tight in-country timeline for this review. It was mitigated by triangulation of information and cross-checking different sources of information that were available. In addition, it has been difficult to systematically assess effectiveness for outcomes and impacts on the target population based on results of DWCP activities, as little or no data is available on outcome indicators in the results matrix of the programme. Also, no follow-ups to training programs were conducted, to assess extent to which employment outcomes were generated.

The programme has achieved some notable results in its first two years of implementation despite difficulties during the COVID-19 pandemic. Some of the results include skills development for youth, reskilling with job placements, blue economy jobs and entrepreneurship trainings; a Policy and Plan of Action for National Labour Migration developed for implementation; and a review for and implementation of labour market information system (LMIS). An overall status report by the Ministry of Employment showed that of the 51 planned activities, 30 have been started, 14 are on track and another 21 have not begun yet. The most notable gaps in progress are an inactive AMC and limited progress in the second priority – strengthening of social dialogue and tripartite institutions.

#### The main findings by evaluation criteria are:

Evaluability: The Ministry of Employment and Social Affairs (MESA) has compiled an implementation plan matrix of all DWCP priority outcomes, outputs and have identified 51 activities for implementation. This data base provides a good foundation for monitoring the programme at the level of activities and outputs. At the level of Programme Outcomes, the DWCP has specified a list of indicators, which are for the most part available from the NBS data bases. At the present time any tracking or collating of these indicators is not available, unless they overlap with the NDS or SDG employment related indicators that the Ministry uses for its own reporting. These are very limited and only include high level indicators on employment status, such as rate of overall unemployment, rate of youth unemployment and rates of informal employment. Also, the system for tracking outcomes that are specifically related to programme activities, is largely missing. While the breadth of programme coverage is very extensive, there is no explicit Theory of Change to guide a strategic selection of activities for each of the three Country Priorities, and their connection to the seven Country Priority Outcomes and related outputs and activities in a result chain. Ideally, a theory of change for each of the three Country Priorities would help guide a strategic focus for selection of priorities for implementation, as well as for monitoring outcomes.

Relevance: The relevance of the DWCP is high for the country, and from the standpoint of priorities of the tripartite partners. This stems from three main factors. First, the programme was designed with the active engagement of ILO tripartite constituents. Second, high youth unemployment which was identified as a major concern during the framing of the programme, is still an issue plaguing the nation. Finally, there is adequate flexibility in operational dimensions of the programme to allow for tailoring activities to emerging needs and priorities. For example, re-skilling work was adapted to responding to COVID-19 challenges and opportunities for workers.

Effectiveness: Progress has been made towards achieving DWCP results, especially by government departments who have been able to raise funds for the activities and integrate these into their approved workplans. Additional funding for training beneficiaries, capacity building of tripartite constituents, legislation review (Industrial Relations Act, Gap analysis of C.188) and research outputs have been accomplished with technical support from ILO. This support is based on annual review of priorities for action conducted by the MESA with ILO. The support provided by ILO to different government and social partners has contributed to their capacity building. Most activities that have started are yet to be completed to assess outcomes. Results at the outcome level are only available for skills development and re-skilling for youth employment. However,

as mentioned earlier lack of information on monitoring of outcomes makes it difficult to assess extent to which programme goals are being achieved.

Efficiency: Achieving managerial or financial efficiency in programme implementation has been challenging. A tripartite body or committee is generally an effective means of DWCP governance by overseeing and steering its implementation. Given that these were not present during most of the programme period, the ability of national constituents to work together was limited and is seen as an impediment to achieving resource mobilization and results. Without the national tripartite body or tripartite steering committee for the programme, each partner has developed their own workplans and engaged individually with ILO for assistance and other resource mobilization efforts have not materialized. The COVID-19 pandemic and government restructuring following the 2020 elections strongly impacted the efficiency of the programme's implementation. Staffing gap and turnover at ACTRAV affected engagement with worker organizations. However, ACTEMP liaised directly with SCCI to move forward with policy advocacy in the context of COVID and tri-partite structure reforms. Efficiency was also compromised as there was limited information sharing or coordination for conducting activities that required joint action in the DWCP. In this context activities regarding social dialogue have not gained any traction.

Impact: Where there has been steady institutional involvement in the DWCP implementation, and integration into institutional work plans as with MESA, there is evidence of institutional capacity building that indicates sustainability. Additional improvements such as a new Unit in the Department of Employment/MESA, for re-skilling individuals with disabilities or who have dropped out of the labour force – are also indicative of institutional impact of the DWCP. There is some information on capacity building of the employers' organization, SCCI on the programme Start and Improve Your Business (SIYB), as well as on Workers' Union through an Executive online training course for Pension Policy and Management provided by the International Training Centre (ITC) Turin with the support of the ILO Country Office. From the standpoint of training of workers and institutions on skills development organized by the MESA and Ministry of Education, there is some evidence of impact for trainees. Follow up of trainees for success in job seeking or on-the-job results needs to be improved for better evidence of impact. These are qualitative observations based on work done so far. A more complete assessment could be made once a majority of the activities are completed, and a results data base is in place.

Sustainability: Sustainability of DWCP outcomes is mixed. At the level of government engagement by Ministries that have been involved, the sustainability is high for activities that are built into the ongoing departmental workplans and budgets. Where knowledge generation for labour market needs, TOT and capacity building for workforce training have been built, it is contributing to sustainability in government departments for improving their results in the future. An ILO training programme supported by ITC Turin/ACTEMP/ENTERPRISES Geneva and DWT Pretoria also conducted TOT that are now certified under the "Start and Improve Your Business entrepreneurship training programme", and this is expected to improve sustainability with the action plan developed by SCCI. For priorities and outcomes related to policy reform some progress has been made, but results are not evident yet on policy changes.

### Lessons Learnt and Good Practices

Attention to foundational aspects of programme management and design are key elements to getting good results. Not enough attention to the tripartite management structure required for effective programme implementation and to the theory of change for identifying priorities, assessing baselines and monitoring indicators -- has left it in a weak position for resource mobilization, attaining or assessing results.

Good practices include the efforts made by both ILO to engage bilaterally with each of the tripartite partners with support for capacity building, and MESA's effort in identifying key priorities for resource mobilization and continued policy reform engagement with the Cabinet for pending ILO instrument ratifications.

Recommendations made are:

***Recommendation 1: Tripartite partnership institutions need to be established.***

This is a central element of effective labour market governance for decent work. Both the umbrella national body (the NCCE), and the DWCP oversight committee (the AMC) must be constituted. Regular consultations will also need to be established.

Responsible Unit(s)	Priority	Time Implication	Level of resources Implication
MESA, SCCI, SFWU with ILO CO support	High	Short-Term	Low

***Recommendation 2: DWCP Theory of Change elaboration for prioritization of activities and monitoring of results.***

The current mix of activities in the DWCP plan of action are not well connected to desired outcomes via a clear results chain. For each CPO, a clear theory of change is required. This should explain the logic and underlying assumptions of how and why change might happen as an outcome of the activities identified in the programme. This involves articulation of the logical sequence from activities to outputs to outcomes and gives a strategic identification of activities required and their focus. This is missing for the Seychelles DWCP. It will be helpful strengthening a strategic focus of activities and resource allocation and for tracking progress towards the expected outcomes.

Responsible Unit(s)	Priority	Time Implication	Level of resources Implication
MESA, SCCI, SFWU with ILO CO support	High	Short-Term	Low

***Recommendation 3: Support mobilization of resources by increasing budget and activity plan cycles for ILO support of DWCP from 2 to 3 years and ensure integration of activities in workplans and budgets of implementing partners.***

A clearly identified budgetary commitment by ILO will assist in the better integration of DWCP activities in partners budgets and /work plans. It will also assist in raising additional budgetary support by partners, and the timely completion of activities. A clearly integrated work and budget plan would also support the designation of responsibilities for implementation and monitoring within the organizations.

Responsible Unit(s)	Priority	Time Implication	Level of resources Implication
ILO, MESA, National Planning Dept., SCCI, SFWU	High	Short-Term	Medium



**Recommendation 4: Responsibilities for monitoring results should be clearly established.**

At the present time the entire responsibility for tracking activities, outputs, and outcomes rests with the focal team in MESA. A more robust budget process supported by ILO, as identified in Recommendation 3 would also assist in a sharing of the monitoring and reporting requirements. This would also help in improving implementation and evaluability.

<b>Responsible Unit(s)</b>	<b>Priority</b>	<b>Time Implication</b>	<b>Level of resources Implication</b>
MESA, SCCI, SFWU with ILO CO support	High	Medium-Term	Low

**Recommendation 5: To integrate in the DWCP, follow-up of beneficiaries of skills development and reskilling initiatives to document impacts to learn for replication and upscaling**

The DWCP Skills development and reskilling initiatives should consider monitoring the follow-up of their employment results to document in a systematic manner, disaggregated by sex, their impact and assist in drawing lessons for replication and scaling up.

<b>Responsible Unit(s)</b>	<b>Priority</b>	<b>Time Implication</b>	<b>Level of resources Implication</b>
MESA, Ministry of Education, with ILO CO support	Medium	Mid-Term	Medium

**Recommendation 6: Extend the time frame for completion of the DWCP in Seychelles by 2 years to 2025.**

Two years of COVID-19 related disruptions have taken a toll on the implementation of the programme in Seychelles. Economic slowdown has also affected major business enterprises related to tourism and hospitality that are major employers, increasing challenges to decent work expansion in the country. It is recommended that the time frame for this programme be extended by two years to enable achievements and documentation of decent work outcomes for the country.

<b>Responsible Unit</b>	<b>Priority</b>	<b>Time Implication</b>	<b>Level of resources Implication</b>
ILO	High	Short-Term	Low

## 1. Background and Programme Description

The Republic of Seychelles lies northeast of Madagascar, an archipelago of 115 islands with almost 98,000 citizens, three-quarters of whom live on the main island of Mahé. Seychelles has the highest gross domestic product (GDP) per capita in Africa, at \$12.3 billion (2020). It is highly dependent on tourism and fisheries, and climate change poses long-term sustainability risks.

The economic and social shock from COVID-19 on the Seychelles is severe. Economic growth declined significantly in 2020 to -12.9% from 1.9% in 2019 due to the significant disruptions in economic activities, including lower tourism, which plummeted by more than 60%. The fiscal deficit widened to 19.5% of gross domestic product (GDP) in 2020 because of lower revenues and higher COVID-19-related spending. If unmitigated, the poor are expected to bear a disproportionate impact of the economic shock. According to the 2018 household survey, about six out of 10 poor individuals have a job, mostly in informal activities in the service sector that are expected to experience significant declines. Economic growth is expected to moderate to 4.6% in 2022 due to the impact of the Russian invasion of Ukraine on the Seychellois economy, including rising cost of energy, food and other imports that the economy is heavily dependent on. This will increase strains on the labour force and related socio-economic challenges.

According to the World Bank (October 2021), among Seychelles' development challenges is a focus on greater productivity, participation and performance of the economy as means to increasing shared prosperity. Some of the main institutional challenges in this regard are notably barriers to open and operate businesses; inefficiencies in public sector management, such as limited statistical capacity; scope for a more strategic and sustainable approach to social protection; and the need to broaden access to quality education and skills development. Climate change adaptation, including through strengthened disaster preparedness systems and enhanced coastal management, is also key.

### 1.1 ILO's Decent Work Country Programme in Seychelles

The Government of Seychelles in collaboration with Employers' and Workers' organizations have since 2019 been implementing the Seychelles Decent Work Country Programme (DWCP 2019-2023). This has been done with support from the International Labour Organization (ILO) Country Office (CO) for Madagascar, Comoros, Mauritius and Seychelles in Antananarivo, Decent Work Team (DWT) in Pretoria, the technical Department in Geneva and the Regional office for Africa in Abidjan.<sup>1</sup>

Decent Work Country Programmes (DWCPs) have been established as the main vehicle for promoting the Decent Work agenda in countries. "They are based on ILO principles and standards, the priorities of the ILO constituents – governments, employers' and workers' organizations – and national development objectives. DWCPs describe the ILO support required to realize measurable progress at the country level towards the goal of decent work for all women and men" (ILO 2018). At the same time, they organise ILO knowledge, instruments, advocacy, and cooperation at the service of tripartite constituents in a results-based framework to advance the Decent Work Agenda within the fields of comparative advantage of the Organization. Tripartism and social dialogue are central to the planning and implementation of a coherent and integrated ILO programme of assistance to constituents in member States.

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<sup>1</sup> This is a follow-up to the first generation DWCP in Seychelles 2011-2015. The focus of the first Seychelles DWCP was on legislative reviews, strengthening of dispute resolution, promotion of quality employment, reducing unemployment and gender inequality. A new Employment Policy for Seychelles was the major achievement of the first DWCP. However, programmes to address youth unemployment, development of labour management information systems database and other priorities were not as effective as planned.

Each DWCP is organised around a limited number of country programme priorities and outcomes. These are further detailed in an implementation plan. Monitoring and evaluation guidelines complement this approach. A DWCP is the expression of the ILO Programme and Budget in a country. The country programme priorities and outcomes reflect the strategic results framework of the ILO, adapted to national situations and priorities. In turn Programme and Budget strategic outcomes and indicators are based on Decent Work Country Programme outcomes.

The DWCP is the product of a tripartite participatory process that ensures relevance with the national decent work agenda and coherence with four inseparable, interrelated and mutually supportive *strategic objectives*:

- the application of international standards and respect for fundamental rights at work;
- the creation of employment and income opportunities for men and women;
- improving coverage and extending social protection to all; and
- strengthening tripartism and social dialogue.

ILO strategic objectives are complemented by ten *policy outcomes* and four *cross-cutting policy drivers* relevant to each policy outcome. They are *international labour standards, social dialogue, gender equality and non-discrimination and a just transition to environmental sustainability*.

## Priority thematic areas of intervention

The Seychelles DWCP 2019-2023 is a strategic and results-based framework, within which the tripartite constituents (government, employers' and workers' organizations) in a country consent to work in partnership with each other and ILO as well as other development partners towards achieving the desired goal of decent work towards the attainment of the country's socio-economic objectives as outlined in the national development plans. The two goals of the programme are:

(i) to promote decent work as a key component of development policies, and (ii) to put ILO's knowledge, instruments, and advocacy at the service of ILO's tripartite constituents to advance the decent work agenda within the fields of competence of the Organization.

The DWCP 2019-2023 focuses on three priorities presented below. The identified country programme priorities, outcomes and outputs are the result of extensive consultations with the government, employers' and workers' organizations and all relevant stakeholders among others civil society and UN system in the country. The drafting process was led by a National Drafting Committee through the services of a local Consultant coordinated by the Ministry of Employment, Immigration and Civil Status (MEIC)<sup>2</sup> and supported by ILO.

### COUNTRY PRIORITY I: Creation of Decent and Productive Employment

**Outcome 1.1:** Increased decent and productive employment for the youth, women and other unemployed that are most vulnerable.

**Outcome 1.2:** Improved effectiveness of the Labour Market Information System (LMIS) for decent work in line with Sustainable Development Goals (SDGs).

**Outcome 1.3:** Enhanced Policy and legislative frameworks for decent work.

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<sup>2</sup> After reorganization in 2020, it is now the Ministry of Employment and Social Affairs (MESA)

## **COUNTRY PRIORITY II: STRENGTHENING OF SOCIAL DIALOGUE AND TRIPARTITE INSTITUTIONS**

**Outcome 2.1:** Strengthened Tripartite Platforms for effective social dialogue.

**Outcome 2.2:** Strengthened workers' and employers' organizations for effective participation in social dialogue and other national development issues.

## **COUNTRY PRIORITY III: EFFECTIVE IMPLEMENTATION OF INTERNATIONAL LABOUR STANDARDS**

**Outcome 3.1:** Enforced workplace compliance to better protect labour rights and promote safe and secure working environments.

**Outcome 3.2:** Enhanced mechanisms for effective reporting on the international labour conventions and standards and for consequent conformity with CEACR comments.

The socio-economic issues that were identified and integrated in the DWCP are in line with the national development strategy of the Strategic Plan for Ministry of Employment and the Sustainable Development Goals (SDGs) 2030 (DWCP 2018: p. 16).

### Implementation and Reporting Arrangements

ILO Country Offices are responsible to lead the support to ILO constituents for all stages of the DWCP. Decent Work Technical Support Teams (DWTs) in different regions provide technical support and policy advice, in collaboration with technical specialists at ROAF and headquarters, in the design and implementation of DWCPs in response to the needs of the constituents. Within the teams, technical specialists from the Bureau of Employers' Activities (ACTEMP) and the Bureau for Workers Activities (ACTRAV) take the lead role in integrating the perspectives of employers' and workers' organizations into DWCPs (ILO 2018).

A tripartite steering committee is a central element of DWCP implementation. A tripartite Advisory Monitoring Committee (AMC) had been formed during the DWCP-I. by the MEICS, and this was expected to be re-aligned and strengthened for oversight and guidance in the implementation of the DWCP-II

The AMC is hosted and chaired by the Principal Secretary, Ministry of Employment and Social Affairs (MESA), which is charged with the responsibility of implementing and addressing operational issues relating to the DWCP. In addition to overseeing the implementation of the DWCP, the AMC under the leadership of the Ministry, is also expected to lead the resource mobilization efforts, the awareness campaigns on the DWCP, and ensure that the continuous monitoring, the quarterly progress reporting, and all scheduled country programme reviews are effectively undertaken. A Government Core Group was formed to manage/facilitate, monitor, and report on the implementation of all aspects of the DWCP.

The AMC is expected to meet on a quarterly basis for a thorough regular assessment and review of the implementation progress of the DWCP-II and will address all challenges and obstacles to the implementation plan.

The successful implementation of the Seychelles DWCP 2019-2023 depends on effective partnerships and an improved coordination amongst the Government Ministries that participate in the AMC. Moreover, it would also require good working relationships, commitments, and ownership of the programme by the tripartite constituents. Effective mobilization of resources was also central and understood to remain a challenge going forward. The responsibility for implementation, results and monitoring is expected to be part of the Seychelles government.

The establishment of an effective governance structure is particularly important for a DWCP since its environment is often characterized by high levels of complexity and uncertainty, requiring continuous adaptation during implementation to respond to or adjust programme delivery to new situations. ILO Country Offices "should support the setting up of a tripartite steering committee" to oversee all elements of the DWCP from its design to programme closure. According to ILO's normative guidance, a tripartite steering committee is generally "composed of seven persons nominated as follows: The Government (two), the Organizations of

Employers (two), the Organizations of Workers (two) and the ILO (one)”<sup>3</sup> The AMC that was set up for this DWCP included 23 members: representing 13 government departments/ministries, two workers organizations, two employers’ organizations, and the UN representative. This large size of the AMC could have created challenges in its functioning. There was no ILO membership in the AMC for this DWCP.

Other challenges and risks to the DWCP implementation is the monitoring and evaluation of the programme. For each CP Priority and CP Outcome, indicators with baseline information and yearly milestones are required to be identified and monitored. This is expected to be supported by a Theory of Change for each outcome that is aimed for. This Theory of Change identifies the logic/causal model or results chain that links activities to outputs to outcomes (and eventual impact). This process also identifies underlying assumptions that need to occur at various stages for the causal link to work as expected.

The monitoring plan that was laid out by the Ministry of Employment, was geared to tracking activities and their implementation by each of the tripartite partners. This was organized by each of the seven CPOs, and It emphasized an output-based tracking by each activity, identifying the intended interventions as appropriate for achieving the intended outcomes. An update on these activities and their outputs is being recorded by the Ministry of Employment.

A separate ‘Results Matrix’ was produced, which is part of the DWCP document that identified outcome indicators, baselines, and targets for each of the seven CPOs. There has been limited monitoring and reporting on these outcome indicators.

Finally, the DWCP was expected to incorporate and link into the already existing national programmes as far as possible and must not be seen as to be running in parallel or in silos. This requires its alignment with the Seychelles National Development Strategy 2019-2033. This national strategy was the result of a two-year visioning exercise and is expected to lay a foundation for the country’s development up to 2033. This National Development Strategy specifically incorporates the United Nations Agenda 2030 and its Sustainable Development Goals, the Paris Declaration, the African Union’s Agenda 2063, the Abidjan Declaration, and other international commitments of the nation.

## 2. The Seychelles DWCP Mid-term Review

### 2.1 Purpose

Midterm evaluations (MTEs) aim to assess the continued relevance of an intervention and the progress made towards achieving its planned objectives<sup>4</sup>. They provide an opportunity to make modifications to ensure the achievement of these objectives within the lifetime of the project. In addition, MTEs provide an opportunity to ascertain the intervention is still coherent with the ILO’s strategic objectives; is relevant and useful to the key stakeholders and is being conducted in an efficient manner according to ILO standards and the agreed project document. They are most useful when a number of planned activities have been delivered.

The purpose of this mid-term review is to assess the achievements made so far in realizing the outcomes, get feedback for improving programme delivery, take stock of lessons learned and challenges, propose recommendations for its implementation and monitoring of outcomes. The Mid-Term Review of the Decent Work Country Programme (DWCP) for Seychelles (2019 – 2023) was conducted by an independent evaluator, under the overall support of the evaluation taskforce set up by ILO. The taskforce is made up of Mr. Ricardo Furman, Regional Monitoring and Evaluation Officer and Mr. Baizebbe Na Pahimi, Program Analyst from the ROAF/RPU and Ms. Clara Ramaromanana, Program Officer of the Country Office for Seychelles (based in Antananarivo).

Please see ANNEX 1 for the Terms of Reference for this mid-term review.

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<sup>3</sup> ILO Decent Work Country Programme: A Practical Guidebook. Version 4 (2018)

<sup>4</sup> ILO Guidance Note 2: Midterm Evaluations

The specific objectives of this exercise are to:

- Examine the coherence and relevance of the DWCP in relation to the context, national policies and strategies, the real needs of the population, taking into account the socio-political and economic environment, the 2030 agenda, the Decent work Agenda, the 2063 African Union (AU) Agenda.
- Examine the degree of coherence between the results, in particular the impact, the effects, and the outputs as well as the strategies developed under the DWCP with the Decent Work Agenda.
- Examine the level of sustainability of the results obtained.
- Take the measure of the unexpected results obtained, positive or not, in relation to the expected results of the implementation.
- Analyse the participation and contributions of the various stakeholders, in particular the sectoral administrations of employment and labour issues, the social partners, the implementing partners, the Steering Committee, the development partners and the ILO in program implementation, monitoring and coordination.
- Learn lessons and good practices from the development, implementation, and monitoring of the DWCP.
- Identify the necessary recommendations and adjustments on the one hand for the next DWCP, and on the other hand, to help improve the work of the ILO in countries with similar conditions.

According to ILO's evaluation guidance, these are the questions about the project that the clients want the evaluation to answer and should primarily focus on validity of project design as well progress towards project objectives/goals. Particular attention should be given to issues raised by tripartite partners and constituents.

## 2.2 Scope

The review covers all the activities implemented and their results (output and outcome levels) in the Seychelles under the DWCP from 2019 to date by the ILO and its constituents (and other stakeholders as needed), and with the different sources available.

The review also examines actions taken by constituents that contribute to the achievement of DWCP results.

## 2.3 Clients

The main clients of the evaluation are the tripartite constituents (MESA, SCCI, SFWU) and other partners gathered within the DWCP Advisory and Monitoring Committee, the ILO Country Office of Antananarivo, ILO DWT based in Pretoria and ILO Regional Office for Africa, technical and financial partners as well as all stakeholders involved in the promotion of Decent work.

# 3. Evaluation Methodology and Limitations

The evaluation was designed to follow the ILO's evaluation policy which 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).

As per the TOR, the evaluation used a mix of evaluation approaches and ensure triangulation of information. It used a results-based approach to examine the Country Programme Outcome achievements, and mixed methods to ensure the validity and reliability of the findings. A participatory approach was used in the evaluation to address evaluation questions from perspectives of key ILO stakeholders such as the Tripartite Constituents, ILO staff and strategic partners.

### 3.1 Evaluation framework

The methodology for the review takes into account: i) the need to identify issues, needs and constraints specific to the Seychelles ii) the need to assess *levels* of achievement, good practices and lessons learned; iii) key priorities and challenges going forward that need to be addressed; iv) the DWCP's contribution to progress *in achieving decent work-related objectives*, and any changes in the implementation and monitoring for improving its evaluability; v) and clarifying DWCP, TOC, logical framework and indicators to be used as a basis for addressing key evaluation questions.

The review also addresses the ILO's *cross-cutting policy drivers*: International labour standards; social dialogue; and, especially, gender equality and non-discrimination. It assesses the capacities of the constituents in relation to the DWCP to link of the decent work agenda reflected in the DWCP with SDG country goals and priorities.

### 3.2 Methods and Techniques

The Evaluator selected evaluation methods and techniques aimed to ensure relevant data collection and provide the evidence needed to generate useful findings, address the evaluation criteria, and answer the evaluation questions.

To strengthen the credibility and usefulness of evaluation results as well as to ensure data accuracy and facilitate its interpretation, the review used a mix of data sources addressed through multiple methods and techniques. This use of mixed methods and data from mixed sources or “triangulation” to help overcome the bias that comes from using single information sources, single methods, or single observations.

Evaluation methods and techniques collected primary and secondary data. Primary data consisted of information the Evaluator collected directly from stakeholders about their first-hand experience with the interventions. This data was collected through meetings, focus group discussions, and interviews that involved direct contact with the respondents. This was supplemented with online interviews with stakeholders not based in Seychelles. Collection of data through interviews or focus groups was carried out in a confidential manner.

Secondary data is documentary evidence that has direct relevance for the purposes of the evaluation and that has been produced by programme partners, the ILO, or other individuals or agencies for purposes other than those of the evaluation.

#### *Involving the Tripartite Constituents*

The tripartite constituents comprised representatives from the Seychelles Government bodies, Workers' Organizations and Employers' Organizations.

Meetings were organized to allow time for tripartite constituents to ensure a clear understanding of the scope and purpose of the review; enable tripartite constituents to identify and appoint focal persons for interviews. The process was designed to increase ownership of the evaluation responsibilities and build mutual accountability on the results.

#### *Evaluation methods and techniques included:*

##### **1. Document mapping**

Based on the information provided, the Evaluator conducted a document mapping of background data, relevant documents, and research at the country level.

## **2. Comprehensive document review**

The evaluator reviewed a variety of documents related to the current review. Examples include: the DWCP document; country programme results and related documents that have been provided to the evaluator by the ILO and Seychelles DWCP focal point. The Evaluator also reviewed information related to ILO programme and budget for Seychelles, finances and procedures and other relevant material from secondary sources.

The Evaluator received available programme and budgetary documentation pertaining to the ILO's programme of support to the DWCP. Additional documents were provided by MESA, implementing partners and other stakeholders that were interviewed. A list of documents reviewed are given in ANNEX 2.

## **3. Key Informant Interviews and Focus Groups**

The Evaluator conducted a series of interviews with key informants representing:

- ILO backstopping and technical officials
- Technical Cooperation Projects' Chief Technical Advisers and project teams (where relevant/applicable)
- Employers' and Workers' Organizations
- Federal Ministry of Employment and Social Affairs
- Other relevant Ministries and Government Agencies
- Other in-country implementing partners
- Relevant UN Partner Agencies
- Others, as relevant/available or feasible given the time limitations for the review.

Depending on the circumstances, these meetings adopted several formats: One-to-one semi-structured interviews; Group Interviews; In-depth interviews; Online interviews. The Evaluation Matrix developed by the evaluator guided the questions asked to the stakeholders and the Data Collection Worksheet showing how questioning was conducted. The Evaluation Matrix and the Data Collection Worksheet are available at ANNEX 3.

## **4. In-depth interviews**

The evaluator carried out additional focused interviews, with members of the DWCP country core group at the Ministry of Employment and the ILO's DWCP evaluation task force, to get in-depth perspectives on programme implementation processes and results along the chain of planned activities. These focused interviews provided insights on the budgeting procedures that shaped implementation and functioning of tripartite coordination mechanisms. The list of all stakeholders interviewed is given in ANNEX 4.

The intersection of qualitative data -from interviews- and quantitative data - basically obtained through documentary analysis- provides the basis for validation of the different subjective perceptions derived from stakeholder interviews.

Interviews were guided by the UNEG Norms and Standards.

## **5. Workshop to Review Preliminary Findings**

At the end of the in-country work phase the evaluator, together with support of the ILO CO, organised a workshop to communicate and discuss the preliminary findings of the review with tripartite constituents, partners ILO representatives and other stakeholders.

### **3.3 Limitations of the Evaluation**

An evaluability assessment was not conducted by ILO prior to the mid-term evaluation. Information available was in occasional technical reports on activities and their outputs that were submitted to ILO. Given the large number of activities planned (51), and a majority of these having commenced (30) a consolidated overall



assessment was practically impossible for each of the 29 evaluation questions in the evaluation matrix that were posed by ILO. As a result, qualitative and strategic assessments can be made given the availability of data.

This evaluation was limited to reports provided by the Ministry of Employment and ILO, supplemented by interviews with stakeholders including tripartite partners, government officials and members of organizations associated with decent work policies, programming, and analysis. Due to time limitations during the country visit, it was not possible to contact any of the final beneficiaries to assess value provided on output criteria and value. This was mitigated by reviewing evaluation reports from capacity building workshops and data showing forward progress of programme participants, where available, and interviews with the named stakeholders, and triangulation of these sources.

Another limitation was that information on some of the baselines for outcome indicators has not yet been recorded, and data compiled on changes in outcome indicators was extremely limited. As a result, this assessment is mainly based on activity and output monitoring information, and qualitative assessments on activities and achievement provided by relevant stakeholders. Though monitoring indicators for the DWCP have been clearly identified and are available at different sources within the government, they have not been collected or tracked by implementing partners. This responsibility needs to be identified going forward for improving the evaluability of this programme.

## 4. Programme Status

### 4.1 Overview

This programme commenced operations in 2019 with a meeting of the Advisory Monitoring Committee (AMC) in February 2019. This AMC meeting was chaired by the Principal Secretary responsible for Employment in the Ministry of Employment and Social Affairs (MESA) and attended by 23 members from different government departments as well as Workers' and Employers' organizations. A detailed TOR was prepared at this meeting for the AMC to oversee the implementation of projects and activities developed within the framework of the DWCP, as well as lead resource mobilization efforts and ensure monitoring and quarterly progress reporting for effective implementation. As mentioned earlier, 23 members joined in the first AMC meeting. There was no ILO presence at this meeting as there has been no focal point and no project based in Seychelles. The CO and other technical specialists are undertaking missions according to the planned activities and the available financial resources which are limited.

No additional meetings have been recorded since then, and it is likely that scheduling challenges were posed by the size of the group. At the first meeting of the AMC, the TOR for the committee was approved and discussion held on the way forward. However, as no additional meetings were held, the tripartite consultative process has not yet been operationalized. In effect ILO has had to work bilaterally with tripartite constituents in Seychelles for supporting them in their priorities related to the goals of the DWCP. At the present time, the AMC will be re-constituted based on recommendations of this evaluation.

The Ministerial Core Group for the DWCP implementation is based in the office of the Principal Secretary of the Ministry of Employment and has kept a detailed DWCP Implementation Monitoring matrix for the full set of programme priorities (3), high level priority outcomes (7), programme outputs (22) and programme activities (51). ANNEX 5 provides the current status of outputs and activities as recorded by the Ministry. However, the level of information exchange with respect to the implementation by social partners has been missing, and as a result, the information available for this monitoring tool of the Ministry of Employment is not complete.

In relation to the implementation and status of the programme, it should be noted that there were two significant disruptions to activities during the time of its implementation. The national elections of 2019-2020 and change in ruling coalition had an impact on normal functioning of the government followed by reorganization of many ministries associated with DWCP implementation. At the same time, COVID-19 pandemic occurred with periods of shutdowns in government activities, especially related to meetings, consultations or trainings and field travel for data collection.

## 4.2 Programme Status by Country Priority

A detailed Programme Implementation Matrix for tracking all planned activities is produced and maintained by MESA programme focal team. A breakdown of results for all planned activities for the DWCP priorities, priority outcomes and outputs is given in ANNEX 5 as mentioned above. According to this Programme Implementation Matrix, the three Country Programme Priorities, and seven Country Programme Outcomes (CPO) were elaborated into 51 programme activities. Of these 51 activities, 30 have commenced with 14 of them on track with planned timeframes. However, 21 of the planned activities have not yet commenced, with the majority of them in Country Priority 2: Strengthening of Social Dialogue and Tripartite Institutions. For each CPO a clear Theory of Change (TOC) is required to be formulated at the programme formulation stage. This should explain the logic and underlying assumptions of how and why change might happen as an outcome of the interventions (i.e. articulation of the logical sequence from outputs to outcomes)<sup>5</sup>. This provides a strategic identification of activities required and is also helpful for tracking progress towards the expected outcomes. This was found to be missing for the Seychelles DWCP. As a result, while all activities identified for implementation are aligned to the CPOs, a strategic focus for prioritization is found to be missing.

A summary of main activities implemented so far by Country Priority is given below:

### Country Priority 1: Creation of Decent and Productive Employment

-Skills development and re-skilling in light of COVID-19 pandemic. This included a segment on training opportunities in the field of “Blue Economy” by the Seychelles Maritime Academy and also in other fields such as: Electrical Engineering, Refrigeration and Air Conditioning, Motor Vehicle and Mechanics by Seychelles Institute of Technology (SIT), Bookkeeping, Business Communication in English, Customer Services, Office Procedure by Seychelles Institute of Distance and Open Learning (SIDOL), Prepare for Work by the Guy Morel Institute (TGMI), Front Office, Hairdresser, Food Preparation by Seychelles Tourism Academy (STA). (completed)

-Develop and incorporate entrepreneurship and financial education in schools and capacity building for teachers in this, including for TVET

- Capacity building of SCCI on the programme Start and Improve Your Business (SIYB). The related implementation plan is made available to further promote entrepreneurship at country level.

- Labour Market Information System development for Seychelles National Bureau of Statistics and Employment Department incorporating data needs for reporting on SDGs and DWCP priorities. This was initiated with an introductory workshop in March 2022. (ongoing)

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<sup>5</sup> “A theory of change is powerful tool that should be used to articulate the link between ILO interventions and the outcomes aimed for. It includes both the logic model/causal link from activities to outputs to outcomes (and eventually impact) and the underlying assumptions that would have to occur at the various stages in order for the specific causal link to work as expected.” (p.13,14 has an example of TOC)

Source: ILO Decent Work Country Programme: A practical guidebook. Version 4 (2016)

- A national Labour Migration Policy Implementation Plan has been produced and implementation is ongoing
- Three studies are in process: one on Flexible Working Arrangements, and an Informality Study are likely to be completed in 2022 (ongoing) and School to Work Transition Survey (ongoing)

### **Country Priority 2: Strengthening of Social Dialogue and Tripartite Institutions**

Capacity building of Workers' Organizations -A two-day workshop on Collective Bargaining in Private and Public services conducted in 2019. This was aimed at employers and workers organizations capacity building. No further activities with workers organizations carried out since then, but plans are currently being made for that's by ILO's DWT in Pretoria.

Capacity building for Employers' Organizations -ILO DWT in Pretoria has supported the Seychelles Chamber of Commerce and Industry (SCCI) to develop policy frameworks for economic recovery following COVID and also for Tripartite dialogue with re-structuring the NCCE.

-Review of the Industrial Relations Act 1994. Report submitted to government, no further action yet.

### **Country Priority 3: Effective Implementation of International Labour Standards**

-Review of the Employment Act 1995 for presenting to the government (ongoing by MESA)

-Review of Occupational Safety and Health Decree (ongoing)

-Annual reports to ILO of Ratified and Unratified Conventions; Cabinet papers prepared on ILO Domestic Workers Convention (No. 189) in consultation with social partners, but submission Cabinet delayed due to COVID. List of conventions for ratification prepared, but not yet submitted.

-Gap analysis of Convention (No. 188) on Work in Fishing, report submitted to the Ministry of Fisheries. Report submitted to the government, still under review.

## **5. Findings by Evaluation Criteria**

### **5.1 Evaluability of the DWCP**

The design of the DWCP has been laid out as a Logic Model based results framework that connects the three high level Country Priorities to seven Country Programme Outcomes with identified Outputs and Indicators. This Logic Model has:

- Three Country Priorities
- Seven high level Programme Outcomes
- 22 Programme Outputs that are connected to the above Priorities and Outcomes

However, there is no theory of change connecting the outputs to a strategy for attaining outcomes and priorities. As a result, the implementation plan has a large number of activities, that are useful in and of themselves, but not well connected with the targets identified in the Results Matrix. Therefore, only activity/output level results can be ascertained in the evaluation. Data for higher level outcomes was also not available at the time of this evaluation.<sup>6</sup> The only exception is the Skills Development for Young People during

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<sup>6</sup> This is largely attributed to disruptions in data collection during COVID-19 pandemic of 2020-2021. In addition, the NBS was engaged in data collection for the National Census during summer of 2022 and were unable to provide any data on DWCP outcome indicators of the Results Matrix.

COVID-19 in which skills development and re-skilling was combined with connecting youth with employers and job placements with government grants conducted in 2019-2020.

The Ministry of Employment has detailed 51 specific activities that are either being implementing or planned for implementation. To support the implementation, the Ministry has also produced a resource framework in which it shows the funding plans to allocate and identify the resource gap associated with this. This comprehensive implementation plan forms the basis for an annual review and assessment of implementation priorities for the year, and the requests for support to ILO Country Office.

The implementation plan for the 51 activities that are expected to be implemented during the DWCP and the status of these activities was available for this mid-term review. This data base provides a good foundation for monitoring the programme at the level of activities and outputs only.

At the level of Programme Outcomes, the DWCP has specified a list of indicators, which are for the most part available from the National Bureau of Statistics (NBS) data bases. At the present time any tracking or collating of these indicators is not available. Also, the system for tracking outcomes that are specifically related to programme activities carried out must be improved.<sup>7</sup>

While the breadth of programme coverage is very extensive, there is no explicit Theory of Change to guide a strategic selection of activities or indicators in the Results Matrix for each of the three Country Priorities namely:

- Creation of decent and productive employment;
- Strengthening social dialogue and tripartite institutions; and
- Effective implementation of international labour standards.

Ideally a theory of change for the three Country Priorities would help in a strategic selection of goals and outputs shaping its implementation. A theory of change would also identify milestones, risks and assumptions that could be tracked for monitoring outcomes and assessing progress for achieving eventual impacts. Many outcome indicators in the present Results Matrix have limited connection with the outputs expected to be generated, thus not valid for assessing programme impacts.

## 5.2 Relevance

The relevance of the DWCP is high for the country, and from the standpoint of priorities of the tripartite partners. This stems from three main factors. First, the programme was designed with the active engagement of tripartite partners with ILO. Second, high youth unemployment which was identified as a major concern during the framing of the programme, is still an issue for the nation. Finally, there is adequate flexibility in operational dimensions of the programme to allow for tailoring activities to emerging needs and priorities. For example, re-skilling work was adapted to responding to COVID-19 challenges and opportunities for workers.

However, at the levels of planned programme outputs and activities, operationalizing this relevance has been difficult. Since the design of the DWCP is to assist the tripartite partners in incorporating decent work priorities into their own programmes of work and financing, it has been relatively easier for the Ministry of Employment to allocate resources in activities that are concordant with DWCP and NDS related work. Budget gaps for technical support are requested, in particular from ILO. However, outputs of the DWCP that do not fall into the normal Ministry operations/priorities linked to its budgets obtained from Ministry of Finance do not get

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<sup>7</sup>The only exception to this found was a database in the Ministry of Education where they follow up students, they have trained for different avenues of employment for their success in getting jobs, starting business, etc. Only output level information is available for activities that have been implemented up to the present time.

even seed money for the Ministry of Employment to proceed without supplementary funding from other sources.<sup>8</sup> The situation for tripartite partners is more dire, as their resource base is much more limited.

So, while in principle, the relevance is high, from an implementation standpoint, tripartite institutional focus, plans and their funding sources dictate what they can prioritize. Partners have to generate independent resources from ILO or other sources to enable the DWCP outputs to be included into their workplans. This has been difficult, and possibly exacerbated by the absence of an active tripartite partnership.

All social partners and leading NGOs representatives interviewed expressed high relevance for getting tripartite social dialogue started, including building trust between workers' organizations and government. The principle of exclusivity of participation in social dialogue by selected employers' and workers' and organizations may also need to be revisited, given the increasing number of active, multiple industry related employers' organizations and workers' organizations.

Gender is well represented in the DWCP's programme strategies and goals as well as intended outcomes and monitoring indicators.

### 5.3 Effectiveness

Effectiveness, or the extent to which results have been obtained, has been severely hampered during the past two years due to disruptions of the COVID-19 pandemic. At the same time, economic slowdown with loss of tourism revenues has led to higher rates of unemployment as well as challenges to enforcement of labour standards. A core pre-requisite for effective implementation, the tripartite AMC has also not functioned for the duration of this programme<sup>9</sup>. As a result, partners have worked independently with support from ILO and only occasional consultations have taken place.

Though about 60% of planned activities have been started, most are yet to produce results at the outcome levels associate with the results matrix. Some results at the outcome level are available only for skills development for youth and entrepreneurship and TVET trainings. The Skills Development programme implemented by MESA contributed to 453 jobs placements for youth, of which 240 were women, and 209 were for men. MESA and Ministry of Education also carry out ongoing skills trainings, including Trainer of trainers (TOT) that include job placements. This information is fragmented by individual schemes carried out by the government and needs to be better consolidated for assessing outcomes.

Progress made towards achieving DWCP results can be ascertained mainly at the level of outputs. Outcome level results have not been possible to identify due to lack of data availability. There is a recording system available at the level of Employment Department to facilitate the follow-up but needs to be further strengthened. Indeed, the Outcome level information on results is not well recorded in quantitative terms. For example, we know how many went through skills training by gender, but there is no consistent and systematic follow up on whether they secured jobs or started own businesses. However, there is some good practice like the one component where information is available in the framework of the MESA partnership

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<sup>8</sup> For example, the MESA conducts counselling for youth for gaining employment as part of its ongoing work. A goal for the DWCP was to close the gap between youth unemployment by gender by holding workshops for women as they are less likely to be employed. However, neither Ministry funds are allocated to this, nor supplementary funding from ILO or other source. Following this study, we are informed that the Ministry is in the process of budget allocation for such activities.

<sup>9</sup> The Seychelles government's structure for supporting tripartite engagement, the National Consultative Committee on Employment (NCCE) has also not been operational since 2020. Members' appointments expired at that time and the Ministry of Employment is yet to identify "most representative organizations of workers and employers" to be appointed.

with employers for its Youth Employment Programme, where youth seeking jobs are given on-the-job training. For 2019 and 2020, a total of 768 youth received job placements and training.

As shown earlier, results at the activity/output level have been achieved, no outcome level results have been recorded. Results have been achieved primarily when tripartite partners were able to raise supplementary funds for the activities and integrate these into their approved workplans. Additional funding for capacity building, training and research outputs produced (shown in the previous section on Programme Status) have been accomplished with technical support from ILO. Some activities were carried out solely with Employment Department and Ministry of Education resources as well. The ILO support is based on bi-annual review of priorities for action conducted by the tripartite partners with ILO CO. At the beginning of each biennium, the ILO CO is used to asking the tripartite constituents to send their workplans to find out the agreed activities to be supported. The support provided by ILO to the government and social partners has been instrumental in producing results, little additional funding was obtained from other sources.<sup>10</sup> The only exception recorded during this review was with the Ministry of Education which raised funding from Central Bank of Seychelles (300,000 RsS) for merging financial education in their entrepreneurship education.

In addition, the social partners such as SCCI and SFWU have received capacity building and training supports. Support to Seychelles Chamber of Commerce and Industry (SCCI) has been provided by ILO's DWT- Pretoria (ILO ACTEMP) for institutional capacity building, guidance products and outreach. Several policy guidance papers have been produced by SCCI including a framework for economic recovery and a policy paper on tripartite dialogue. These policy papers have been well received by senior government leaders. The ILO also established a survey platform that enabled SCCI to run 7 enterprise surveys to identify members needs/concerns from May 2020 to July 2021. The SFWU received assistance from ILO for an executive training programme on pensions management.

In the arena of improvements of policy and legislative frameworks for decent work, several reports have been produced (as shown earlier). Others are in process. Also, submission of pending ILO instruments is in process. The only clear outcome at the time of this review, was the adoption of the Labour Migration Policy and Action Plan. Implementation challenges include getting a tripartite consultative group for facilitating implementation.

There is evidence of good gender balance in training activities conducted. Technical reports of the Skills Development Programme of the Ministry of Employment indicate that in both the training and jobs placement there was a slightly higher share of women as compared with men. However, the Ministry of Education reports that they need to give greater attention of boys in high schools as they tend to underperform girls' achievement.

The most noticeable gap in DWCP effectiveness has been a non-functioning AMC. This fact, along with the government mechanism for tripartite social dialogue – the National Consultative Committee for Employment (NCCE) also not functioning, translated on tripartite engagement in the country has come to a virtual standstill. Recently, the ILO made a strong advocacy towards the MESA, SCCI and SFWU leaders to improve the social dialogue through the functioning of NCCE and reiterated its availability to bring the necessary supports. The tripartite constituents agreed to review the ToRs of the NCCE and see how to relaunch it. The COVID-19 pandemic and related protection measures curtailed large gatherings and meetings, and this was an important factor. In addition, the national elections of 2020 and shifting government focus may have disrupted the continuity at senior levels of government that has taken time to settle down. The present time is ripe to make a push on re-instating this process. All social partners and NGOs working on employment interviewed emphasized this point.

Integration of SDGs in the DWCP is at many levels. At the national level, the country's National Development Strategy (NDS) adopted in 2018 itself addresses all its international commitments, including the SDGs. At the monitoring level, a national list of Seychelles SDG and Decent Work have been identified in 2018. A more

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<sup>10</sup> MESA has made funding requests, but the COVID onset has derailed many of these initiatives.

complete list is being produced under the LMIS component of the DWCP Country Priority 1: Creation of Decent and Productive Employment. At an operational level, the SDG goals are well integrated in the DWCP.

#### 5.4 Efficiency

Achieving efficiency in programme implementation has been challenging. A combination of events that slowed the pace of work included: COVID-19 pandemic related shutdowns and limitations of meetings and training events; national elections in 2020 that resulted in change of government and reorganization of government ministries and departments also slowed down the work. Interconnected to these events has been the virtual absence of tripartite engagement, which have been an impediment to achieving results. Without the AMC, each partner has engaged individually with ILO for assistance and other resource mobilization efforts have not materialized to any significant level<sup>11</sup>. Without the AMC, efficiency was also compromised as there was limited information sharing or coordination for conducting activities in the DWCP that required joint action. Activities and outputs in social dialogue outcomes have consequently not gained any traction. However, for activities for which funding had been sourced, implementing efficiency by national partners has been present. In some cases, this was hampered by insufficient quality of implementation, as with sampling technique for the School-To-Work-Transition Survey and quality of the Informality Survey. Fundraising and financial efficiency have been challenging due to structural and institutional constraints for planning and budgeting cycles at ILO and MESA. A longer planning and budgetary allocation cycle, e.g., raising it from 2 to 3 years, with a clear commitment of resources from ILO would assist the partners' fundraising and planning. Stakeholders also experienced implementation challenges in their communications with the ILO's complex network for DWCP support. Integrating activities annually in MESA multi-year action plans was difficult with "piece meal" allocation based on annual priorities identification by ILO. Within MESA there was insufficient assignment of responsibility for DWCP implementation within its units, and better alignment for budgetary allocation with programme activities.

#### 5.5 Effectiveness of Management Mechanisms and Arrangements

Effective management of the programme has been challenging for several reasons. Primarily the fragmentation due to non-functioning Tripartite institutions – AMC of the DWCP and NCCE at the government level, has reduced both implementation of programme, and ILO's engagement to institutional silos of the three main partners: MESA, SCCI and SFWU. Thus, ILO's CO had to individually engage with the government and the identified social partners. This engagement was more systematically conducted on an annual basis with the Ministry of Employment, but possibly more on an ad-hoc basis with other ministries and the social partners.

In its part, the MESA has been very effective in managing and monitoring activities and tracking outputs. It has produced a comprehensive Implementation Plan matrix of all the priority outcomes, outputs and proposed activities and their status, as well as budget gaps. They have regularly engaged with ILO's CO to highlight annual or biannual priorities with requests for technical support. They also engage with the Ministry of Finance and its Planning Department for budget allocation for DWCP activities and for their integration into their approved work plans.

#### 5.6 Impact

Programme impact refers to significant higher-level results at the level of planned outcomes. This is not possible to ascertain without tracking outcomes of the activities conducted. At the present time, there is no system in place for tracking the identified outcomes (i.e. no outcome indicators). In addition, the Theory of change or results chain was not identified, so tracking intermediate outputs, outcomes or impacts was also

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<sup>11</sup> A notable exception is the Ministry of Education raising SRs 300,000 from the Central Bank of Seychelles for incorporating financial education in its entrepreneurship trainings.



not prioritized. These elements need to be in place for the end of programme evaluation. Also, since a majority of activities have either not started or been completed at the time of this mid-term review, it may be necessary to assess the timelines and extend the duration of the programme and also re-prioritize for strategic focus for the rest of the programme.

At a qualitative level, an assessment of potential or initial impacts can be made based on activities that have been conducted and are producing outputs that may be sustainable and contribute to decent work goals in the country with a steady involvement of MESA departments and units doing training and capacity building. These are contributing to its institutional capacity as well as documented results in skills training and employment outcomes. A new unit has been created in the Department of Employment for re-skilling of more vulnerable individuals or have dropped out of the labour force. Better documentation of outcomes for the innovative Ministry of Education skills development and entrepreneurship programmes is also needed. ILO has contributed to capacity building for employers' and workers' organization leaders at SCCI and SFWU. Training of trainers for skills development and OSH regulations was carried out by Ministry of Education and MESA.

## 5.7 Sustainability

Sustainability of DWCP outcomes is mixed. At the level of government engagement by Ministries that have been involved, the sustainability is high for activities that are built into the ongoing departmental workplans, such as capacity building for OSH labour compliance, re-skilling and linking wage seekers with employers for on-the-job training, and ILO submissions on instrument ratification as well as submissions to the National Assembly. This ensures their ongoing professional and financial sustainability to a large extent. Where knowledge generation for labour market needs, TOT and capacity building for workforce training have been built, it is contributing to sustainability in government departments for improving their results in the future. An ILO training programme supported by ACTEMP also conducted TOT that are now certified under the "Start Your Own Business entrepreneurship training programme". Work done in CPOs 1 and 2, is in this category.

In areas related to improving the policy environment, only two major activities have been conducted: 1) an Action Plan for the Labour Migration Policy<sup>12</sup> for which implementation is now ongoing under the South African Migration Management project (SAMM), and 2) a review of the Industrial Relations Act done with ILO support, with the report now under review by the government. Overall, in the area of the activities and outputs planned for these CPOs, little progress has been achieved, indicating the challenges of introducing major policy reforms. If progress can be made in implementation of the Plan of Action for the Labour Migration Policy and other activities, the sustainability will be improved.

In the area of social dialogue and capacity building for employers' and workers' organizations very little progress has been made, and greater attention needed. To a limited extent support capacity building for SCCI, the identified employee organization for the country by ILO, has been provided by ILO through the DWT Pretoria. Without ILO support it is unlikely that much progress will be made in strengthening employers' and workers' organizations related objectives, given the limited evidence of national tripartite social dialogue observed during the evaluation.

Some ongoing attention and progress have been made by MESA to issues of workplace compliance for occupational safety especially OSH, with training of officers. This is an ongoing challenge, as the level of attrition is high, and the government has lost many of these trainees to the private sector.

In the area of ratification of ILO instruments, the MESA has been in engagement with the Cabinet office on domestication of ILO conventions, and with support of ILO has completed a gap analysis for the Fishing Convention, but progress has been limited, and sustainability could improve if pace of work can improve with technical support from ILO.

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<sup>12</sup>The Labour Migration Policy was completed in 2018 and adopted in 2019.



## 6. Conclusions

Overall, the level of economic and health related disruptions faced by Seychelles due to the COVID-19 crisis has had a major detrimental impact on implementation and results of the DWCP. Only about 60 percent of planned activities have been started as of the mid-term review, and a majority of them have not been completed. Implementation has also been slowed by limitations of financial commitment by ILO and absence of tripartite management mechanism in the country to mobilize funding.

The evaluability of the programme is very weak, as only activity and output level of tracking is currently available. Though a Results Matrix with targets and indicators was produced as part of the DWCP development, there is no Theory of Change or Results Chain definition for the 3 Country Priorities and 7 Country Priority Outcomes, to enable tracking of intermediate outcomes for assessing results and likely impacts.

The relevance of the DWCP for the country is higher than ever, and partnership with ILO for achieving these goals is important. However, the programme is not strategically focussed and may be too fragmented in design for efficient implementation or effective results, and a mid-term re-assessment of priorities and activities based on clear Theory of Change may be needed. Challenges of COVID-19 pandemic and adjustments to the economic and financial structural changes taking place since then are daunting tasks being faced by the country. Consideration should be given for extending the tenure of the programme by an additional 2 years.

As most of the planned activities are still in process, it is difficult to assess effectiveness of results. Policy papers and gap analyses completed are still under review by the government with no time frame for dialogue with tripartite partners. Significant progress was however made by MESA in its youth employment and re-skilling activities connected to job placements, and it is a good example of cooperation between the Employment Department, private sector, and ILO.

Though progress has been made in implementation of the DWCP since its inception in 2019, significant gaps remain, and these need to be addressed going forward. Two years of COVID-19 related lockdowns and dislocations due staffing losses and turnovers in all agencies involved have been a major factor in slowing the pace of work. However, as normal pace of work is picking up in the country, it will be important to assess the priorities for focus for the remainder of this programme.

A majority of the implementation to date has been carried out by the Employment Department of the MESA. It has been instrumental in achieving results despite the challenging environment. The area of greatest challenge has been in maintaining a functioning AMC – with participation of other government ministries and Social Partners in worker and employer organizations. The umbrella tripartite structure of the MESA, the NCCE-- has also not functioned since 2020, and programme efficiency has suffered as a result. Most of the DWCP needs supplementary funding beyond that available in partner budgets, and they seek clarity on budgetary support from ILO in a longer planning horizon compared to the 2-year planning and 1 year budgeting process currently employed. Such commitment would offer additional fundraising benefits and activity and budget alignment for partner institutions as well.

Impact assessment is not possible at the present time due to limitations of outcome information for individual activities, or for indicators identified in the Results Matrix of the programme. It is desirable that a clear chart of the Results Chain or Theory of Change is laid out for each of the 7 Country Programme Outcomes, and also their link to intermediate outcomes, outputs, and activities. Such an exercise may help to re-focus and help to allocate resources in a more manageable way. Monitoring indicators would also be more clearly connected to the processes and goals<sup>13</sup>.

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<sup>13</sup> ILO Decent Work Country Programme: A practical guidebook. Version 4 (2016) Figure 3 provides an example of a Theory of Change for a CPO.

Sustainability is likely to be limited to functions in social partners that have been internalized as a result of programme implementation. Since DWCP activities are not fully integrated in social partners' work plans and budgets, but depend on external resources, this internalization at a functional level is very low. Some efforts that could provide sustainable benefits includes MESA's internal LMIS connecting job seekers with vacancies. Another avenue for sustainability is adoption of policies and legal instruments are in place. While this is a goal of the programme, the only result is the adoption of the National Migration Policy and Implementation Plan.

## 7. Lessons Learnt and Good Practices

### Lessons Learnt

1. Re-establishing programme priorities and focus is needed with shifting government policies

The National tripartite body – National Consultative Committee on Employment (NCCE) was functional until 2019. No meetings were held in 2020 – and member's appointments also expired that year. Since then, no new appointments have been made and this body was not operational at the time of this review. The DWCP's tripartite oversight and management committee the AMC has also been on hold. Programme implementation and efficiency has suffered as a consequence. Programs such as the DWCP require close coordination with many government bodies and social partners, and ongoing attention is needed for effective management and coordination, as well as new national priorities that may have emerged. This requires attention from ILO management in a timely manner.

2. Attention to formulating a clear Theory of Change and results chain for Country Priorities and Outcomes would contribute to a more focused and strategic set of activities and outputs

The Seychelles DWCP does not have a clear Theory of Change, and this has contributed to a large number of activities without a clear connection to the programme's Results Matrix. This has made the management of implementation and monitoring difficult. Greater attention to formulating the results chain is required. This is ideally done by local partners rather than by external consultants and this should be facilitated by ILO.

3. Budget and activity planning cycles for allocating ILO support may be too short for effective integration of program budgets in national partner activity plans

According to the resource framework of the DWCP, all planned activities require additional resources to those available/allocated in the government partner's budget. For timely implementation, the activity needs to be in the Employment Department's approved budget by the Ministry of Finance for the year. A clear longer-term commitment from ILO on budget support will enable inclusion of activities and also assist in raising additional support. Though the annual prioritization of budgetary support currently employed by the ILO CO is helpful, it is not as efficient as a longer-term commitment would be.

4. Assigning clear responsibilities for implementing and monitoring programmed activities to units within the implementing partner, especially in large government departments such as the Employment Department of MESA would assist in division of responsibility for these functions.

Department of Employment, MESA incorporates its DWCP priority activities into its approved annual workplans. However specific responsibilities are not yet assigned to units within the Department. This created lack of accountability or ownership for the results, or adaptations in practices of implementation, monitoring, or reporting. This was noted during the process of this Review and is expected to be rectified going forward.

## **Good Practices**

- 1 In the absence of working tripartite structures, using bilateral engagement and informal dialogue is helpful.

ILO has maintained contact with the tripartite partners in Seychelles in the absence of a functioning NCCE or AMC and supported capacity building as well as programme budget support for its activities. This has enabled activities to proceed. ILO has also enabled an informal dialogue between partners that would otherwise not have occurred due to procedural issues faced by MESA in engaging with tripartite partners. This support will continue to be required till the country's tripartite institutions are functioning.

- 2 Monthly production and submission of cabinet papers for policy and legal instrument ratification status helps to keep the attention of decision makers on these issues.

The Employment Department has maintained a regular schedule of monthly submission of cabinet papers on policy reviews and instrument ratification status. This regular engagement is helpful for bringing attention to issues from DWCP implementation to policy makers and should be continued. It may also be helpful to make a record of this engagement in reporting on DWCP results by the MESA.

## **8. Recommendations**

The following recommendations are based on the findings of this evaluation and follow from the conclusions, lessons learned and good practices.

### ***Recommendation 1: Tripartite partnership institutions need to be established.***

This is a central element of effective labour market governance for decent work. Both the umbrella national body, the NCCE and the DWCP oversight committee, the AMC have to be reviewed and revitalized and role of tripartite constituents agreed as AMC is often established however majority of the work is done by MESA. Regular consultations will also need to be established.

<b>Responsible Unit(s)</b>	<b>Priority</b>	<b>Time Implication</b>	<b>Level of resources Implication</b>
MESA, SCCI, SFWU with ILO CO support	High	Short-Term	Low

### ***Recommendation 2: DWCP Theory of Change elaboration for prioritization of activities and monitoring of results.***

The current mix of activities in the DWCP plan of action are not well connected to desired outcomes via a clear results chain. For each CPO, a clear theory of change is required. This should explain the logic and underlying assumptions of how and why change might happen as an outcome of the activities identified in the programme. This involves articulation of the logical sequence from activities to outputs to outcomes and gives a strategic identification of activities required and their focus. This is missing for the Seychelles DWCP. It will be helpful strengthening a strategic focus of activities and resource allocation and also for tracking progress towards the expected outcomes.

Responsible Unit(s)	Priority	Time Implication	Level of resources Implication
MESA, SCCI, SFWU with ILO CO support	High	Short-Term	Low

**Recommendation 3: Support mobilization of resources by increasing budget and activity plan cycles for ILO support of DWCP from 2 to 3 years and ensure integration of activities in workplans and budgets of implementing partners.**

A clearly identified budgetary commitment by ILO will assist in the better integration of DWCP activities in ILO constituents and partners budgets and activity plans. It will also assist in raising additional budgetary support by partners, and the timely completion of activities. A clearly integrated activity and budget plan would also support the designation of responsibilities for implementation and monitoring within the organizations.

Responsible Unit(s)	Priority	Time Implication	Level of resources Implication
ILO, MESA, National Planning Dept., SCCI, SFWU	High	Short-Term	Medium

**Recommendation 4: Responsibilities for monitoring results should be clearly established.**

At the present time the entire responsibility for tracking activities, outputs, and outcomes rests with the Core Group in MESA. A more robust budget process, as identified in Recommendation 3 would also assist in a sharing of the monitoring and reporting requirements. This would also help in improving implementation and evaluability.

Responsible Unit(s)	Priority	Time Implication	Level of resources Implication
MESA, SCCI, SFWU with ILO CO support	High	Medium-Term	Low

**Recommendation 5: To integrate in the DWCP, follow-up of beneficiaries of skills development and reskilling initiatives to document impacts to learn for replication and upscaling**

The DWCP Skills development and reskilling initiatives should consider monitoring the follow-up of their employment results to document in a systematic manner, disaggregated by sex, their impact and assist in drawing lessons for replication and scaling up.

Responsible Unit(s)	Priority	Time Implication	Level of resources Implication
MESA, Ministry of Education, with ILO CO support	Medium	Mid-Term	Medium

***Recommendation 6: Extend the time frame for completion of the DWCP in Seychelles by 2 years to 2025.***

Two years of COVID-19 related disruptions have taken a toll on the implementation of the programme in Seychelles. Economic slowdown has also affected major business enterprises related to tourism and hospitality that are major employers, increasing challenges to decent work expansion in the country. It is recommended that the time frame for this programme be extended by two years to enable achievements and documentation of decent work outcomes for the country.

<b>Responsible Unit</b>	<b>Priority</b>	<b>Time Implication</b>	<b>Level of resources Implication</b>
ILO	High	Short-Term	Low

## **ANNEXES**

**Seychelles Decent Work Country Programme (DWCP) Mid-term Review**

*November 2021-February 2022*

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**1. Introduction**

The International Labour Organization (ILO) evaluation policy set out the Office's commitment to more systematic use of internal and self-evaluations. The Decent Work Country Programme (DWCP) review is part of the process of the DWCP progress monitoring and reporting. It is to be carried out with full participation of the ILO constituents and other national partners, as appropriate. It enables the ILO and its constituents to review their joint performance in delivering planned outputs and supporting the achievement of outcomes.

This DWCP review will be a means of providing feedback on how well the ILO and its constituents have been performing under the DWCP (2011-2015), highlighting good practices, making recommendations on improving delivery of decent work results. Another use will be to improve the evaluability of the country programs through close attention to the results matrices.

**2. Background and Context**

The Government of Seychelles in collaboration with Employers' and Workers' organizations have since 2019 been implementing the Seychelles Decent Work Country Programme (DWCP 2019-2023). This has been done with support from the International Labour Organization (ILO). The DWCP is a framework through which constituents and other key actors in the world of work coordinate their efforts in order to attain agreed national goals in the labour and employment sector. It is also intended to align technical assistance support and resources around an achievable set of priority outcomes. The major issues to be addressed in the DWCP were identified and prioritized through consultative forums and it focuses on the three priorities and seven corresponding outcomes namely:

**COUNTRY PRIORITY I: CREATION OF DECENT AND PRODUCTIVE EMPLOYMENT**

**Outcome 1.1:** Increased decent and productive employment for the youth, women and other unemployed that are most vulnerable

**Outcome 1.2:** Improved effectiveness of the Labour Market Information System (LMIS) for decent work in line with Sustainable Development Goals (SDGs)

**Outcome 1.3:** Enhanced Policy and legislative frameworks for decent work

**COUNTRY PRIORITY II: STRENGTHENING OF SOCIAL DIALOGUE AND TRIPARTITE INSTITUTIONS**

**Outcome 2.1:** Strengthened Tripartite Platforms for effective social dialogue

**Outcome 2.2:** Strengthened workers and employers' organizations for effective participation in social dialogue and other national development issues.

### **COUNTRY PRIORITY III: EFFECTIVE IMPLEMENTATION OF INTERNATIONAL LABOUR STANDARDS**

**Outcome 3.1:** Enforced workplace compliance to better protect labour rights and promote safe and secure working environments

**Outcome 3.2:** Enhanced mechanisms for effective reporting on the international labour conventions and standards and for consequent conformity with CEACR comments.

The programme was officially signed in November 2018 and in light of this review, there is a need to take stock of the achievements, challenges, and lessons recorded during its implementation. This is important in order to improve the way forward and achieve better results.

### **3. Purpose**

The purpose of the review is to assess the achievements made so far in realizing the outcomes, get feedback for improving programme delivery, take stock of lessons learned and challenges, propose recommendations.

The specific objectives of this exercise are to:

- Examine the coherence and relevance of the DWCP in relation to the context, national policies and strategies, the real needs of the population, taking into account the socio-political and economic environment, the 2030 agenda, the Decent work Agenda, the 2063 AU Agenda.
- Examine the degree of coherence between the results, in particular the impact, the effects, and the outputs as well as the strategies developed under the DWCP with the Decent Work Agenda.
- Examine the level of sustainability of the results obtained.
- Take the measure of the unexpected results obtained, positive or not, in relation to the expected results of the implementation.
- Analyse the participation and contributions of the various stakeholders, in particular, the sectoral administrations of employment and labour issues, the social partners, the implementing partners, the Steering Committee, the development partners and the ILO in program implementation, monitoring and coordination.



- Learn lessons and good practices from the development, implementation and monitoring of the DWCP.
- Identify the necessary recommendations and adjustments on the one hand for the next DWCP, and on the other hand, to help improve the work of the ILO in countries with similar conditions.

#### **4. Clients**

The main clients of the evaluation are the tripartite constituents (Ministry of Employment, SCCI, SFWU) and other partners gathered within the DWCP Advisory and Monitoring Committee, the ILO Country Office of Antananarivo, ILO Regional Office for Africa, technical and financial partners as well as all stakeholders involved in the promotion of Decent work.

#### **5. Scope of the review**

The review covers all the activities implemented in the Seychelles under the DWCP from 2019 to date by the ILO and its constituents (and other stakeholders as needed), and this with the different sources available.

The review also examines actions taken by constituents that contribute to the achievement of DWCP results.

#### **6. Methodology**

This review of the DWCP is particularly governed by the specific guide No.17 of the ILO Evaluation Office which provides the necessary guidance on how to conduct this exercise. It will be done with the support of a national consultant. In accordance with the ILO's evaluation policy, the participation of ILO staff and tripartite constituents and stakeholders in all phases of the process should be ensured. This participation will have to be done by appropriate methodologies, meetings and interviews.

The gender dimension should be a transversal dimension in the collection and analysis of data. This means that both men and women should be involved in the consultations. The data collected by the evaluator should be disaggregated by sex and on this basis the analysis should assess the relevance and effectiveness of strategies and achievements for both men and women. Recommendations should reflect this analysis.

The evaluator will strive to apply a variety of evaluation techniques, namely document review, meetings with stakeholders, group discussions, field visits, triangulation of data and information collected, scoring, questionnaires / guides interviews directed to partners and final beneficiaries. Data collection and presentation will be disaggregated in particular by sex (and other relevant characteristics where appropriate).

Due to the COVID-19 pandemic and its impact on the world of work, this assessment will be conducted in the context of the criteria and approaches described in the ILO internal guide: Implications of COVID-19 on assessments within ILO: Internal Guide on Adjusting to the Situation.

Due to travel restrictions and the lack of opportunity for face-to-face engagement with project staff and stakeholders, the consultant may conduct the assessment remotely.

If, at the start of the assessment, the situation of the COVID 19 pandemic changes, adjustments to this methodology can be discussed between the task force and the consultant.

The DWCP review will be carried out in three phases, in particular, (i) preparation of the inception report, preliminary interviews with the ILO and the Chair of the Steering Committee (online or by phone) and the documentary review, ii) the field mission (iii) drafting of the preliminary report and then the final report.

#### **(i) Desk review**

Among other things, the consultant will review the following documents before conducting interviews to prepare an inception report:

- Seychelles DWCP with its annex matrices (implementation plan, performance monitoring plan, results framework),
- Project and program documents, progress and evaluation reports of projects and interventions by the Government, social partners, the ILO, and donors who are directly or indirectly involved in the DWCP.
- Documents produced in the context of the DWCP
- Work plans of the tripartite constituents (Ministries in charge of employment and other relevant ministries, workers 'and employers' organizations) and other implementing partners
- ILO Country Office Work Plan for DWCP Implementation / Priority Country Results (CPO), ILO Program and Budget Implementation Report 2018-2019, 2020 -2021.

#### **(ii) Data collection in the field**

Data collection in the field will be done through individual interviews, focus groups and observation (if as far as the health situation allows). The consultant will consult with:

- Stakeholders in the implementation of the various results of the DWCP, including the Ministries in charge of labor and employment, technical ministries, the most representative workers 'and employers' organizations; the beneficiaries of the interventions. The consultant should also interview partner agencies of the United Nations system, and other non-governmental organizations, as needed.
- The Director of the ILO Country Office in Antananarivo, the Program Officer, specialists from DWT Pretoria and other relevant ILO staff who are involved in management and implementation of the DWCP and programs/projects in the Seychelles.

The presentation of preliminary findings and conclusions is planned during a face-to-face or online workshop with stakeholders to complete the information and validate the initial analyzes.

#### **(iii) Finalization of the review report**

From the data collected during the documentary review and interviews, the consultant will prepare a preliminary report which will be distributed initially to stakeholders for discussion during the presentation workshop. On the basis of their contributions, the consultant will write the review report and submit it to the ILO Country Office Task Force in Antananarivo-Regional Office for Africa for a methodological review and afterwards will share this draft version with the stakeholders. Thereafter, the consultant will arrive at a final version integrating the comments of the stakeholders.

In addition, the Consultant should include in the report the answers to the following key questions:

Criteria	Key questions
Evaluability of DWCP	<ul style="list-style-type: none"> <li>• Is the DWCP evaluable? Was the DWCP developed with a results-based approach?</li> <li>• Does the DWCP present a Theory of Change, which is still implicit?</li> <li>• Were the DWCP indicators and targets sufficiently defined and measurable?</li> <li>• Does the DWCP have a monitoring and evaluation system? How effective was this system?</li> <li>• Did this system allow the achievement of results to be measured? Was sex disaggregated data collected and compiled?</li> </ul>
Relevance	<ul style="list-style-type: none"> <li>• To what extent is the DWCP consistent with the national development strategy and the priorities of the tripartite constituents?</li> <li>• How well does the DWCP meet the needs of the target population?</li> <li>• Was there complementarity / synergy between ILO support and the work plans of national partners?</li> <li>• Is there coherence at the strategic and operational level between the actions of the ILO, the SPF and the SDGs?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• To what extent have the results of the DWCP been achieved?</li> <li>• What products have been delivered? Which ones have not been delivered?</li> <li>• What is the quality of the products obtained? How were they used to achieve the expected results?</li> <li>• What were the main reasons for achieving or not achieving DWCP outputs and outcomes?</li> <li>• To what extent has the COVID-19 pandemic influenced the outcomes and effectiveness of the DWCP and how have interventions under the DWCP addressed this influence to adapt to the changes?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Were the results achieved efficient in relation to the cost of the activities undertaken?</li> </ul>

Criteria	Key questions
	<ul style="list-style-type: none"> <li>• Were the results achieved on schedule?</li> <li>• Has the DWCP been implemented in the best possible way in view of the other existing possibilities?</li> <li>• To what extent have financial resources been mobilized for the implementation of the DWCP?</li> </ul>
Effectiveness of management mechanisms and arrangements	<ul style="list-style-type: none"> <li>• Were the management modalities and governance arrangements of the DWCP adequate? Were the roles and responsibilities of the parties involved clearly understood?</li> <li>• To what extent have the DWCP management structures (Steering Committee, ILO) effectively monitored the performance and results of the DWCP?</li> <li>• Has the DWCP received administrative, technical and even political support from the ILO Country Office, the Technical Support Team, the Regional Office and ILO Headquarters?</li> <li>• What are the level and quality of resources earmarked for DWCP results by constituents? Are the technical and financial resources available adequate to accomplish the DWCP plans?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• What concrete changes has the implementation of the DWCP brought to the ILO's tripartite constituents and final beneficiaries?</li> <li>• Has the DWCP strengthened the capacities of national constituents and institutions and strengthened an environment (policies, laws, skills, attitudes, etc.) that promote the sustainability of results?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• How sustainable are the results of the DWCP?</li> <li>• What are the main factors that influence the viability or non-viability of DWCP?</li> <li>• What is the level of ownership of the products and results by partners and target groups?</li> <li>• Are strategies envisaged to ensure that institutions at various levels (local, national) will take lasting ownership of the results?</li> <li>• How has the sustainability of results approach been affected by the Covid19 situation in the context of national responses and how stakeholders have responded in the context of COVID 19 to advance ownership of the results of the project?</li> </ul>

## 7. Tasks and responsibilities

ILO

The ILO has set up a taskforce made up of members of the Regional Office (ROAF) and the ILO Country Office in Antananarivo. This taskforce is made up of Mr. Ricardo Furman, Regional Monitoring and Evaluation Manager based in Pretoria, Mr. Baizebbe Na Pahimi, Program Analyst based in Abidjan, and Ms. Clara Ramaromanana, Program Officer based in Antananarivo. This taskforce will be responsible for the technical quality of the review.

The task force under the coordination of Mr. Furman performs the following tasks:

- Develop and validate TOR in collaboration with stakeholders.
- Recruit a consultant.
- Support the review process technically and financially.
- Send the review report to stakeholders for comments
- Technically validate the review report.
- Ensure the dissemination of the final report of the review to partners and key stakeholders.

#### **Country Office**

- Draw up the consultant's contract.
- Provide all relevant documents and propose the list of people to interview to the consultant.
- Support the organization of the workshop to present the preliminary results of the review.
- Contribute to the technical and logistical support required as part of the review process.

#### **The Advisory and Monitoring Committee of the DWCP**

- Involve all stakeholders in the implementation of the DWCP.
- Propose the list and contacts of stakeholders to be interviewed to the consultant.
- Provide the consultant with all the necessary documentation in his possession (reports, minutes of meetings, publications, regulatory and legal texts, documentaries, etc.).
- Provide the necessary logistical support to the consultant in data collection (mobilize stakeholders to receive the consultant).
- Organize, with the technical and financial support of the ILO, the workshop to present the preliminary results and collect additional information.
- Comment on the draft version of the report to be presented after the workshop.
- Follow up on the implementation of the recommendations of the review.

#### **The consultant**

- Produce an inception report that incorporates an understanding note of the mission, a detailed and realistic agenda, information gathering tools and a report writing plan.
- Collect and compile information and evidence on stakeholder interventions.
- Review this information and analyze on the basis of the cause and effect relationships of the changes obtained.
- Return the provisional results during a workshop.
- Develop a draft version of the report.
- Write the final report taking into account the relevant observations from the workshop.
- Forward the final report to the ILO Task Force for final approval.

## 8. Workplan

	Tasks	Responsible	Nb work days	Tentative period
1	<ul style="list-style-type: none"> <li>• Preparation of ToRs</li> </ul>	Taskforce ILO	0	October 2021
2	<ul style="list-style-type: none"> <li>• Submission of ToRs to the AM Committee for comments</li> </ul>	Taskforce ILO	0	November 2021
3	<ul style="list-style-type: none"> <li>• Selection of consultant</li> </ul>	Taskforce ILO	0	November 2021
4	<ul style="list-style-type: none"> <li>• Signature of contract</li> </ul>	ILO CO	0	November 2021
5	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Proposal of review tools</li> </ul>	Consultant	5	December 2021
6	Interviews with ILO, AM Committee and all stakeholders	Consultant	10	January 2022
7	<ul style="list-style-type: none"> <li>• Workshop for presentation of the findings</li> </ul>	Consultant	1	February 2022
8	<ul style="list-style-type: none"> <li>• First draft of the review report</li> <li>• Review by ILO taskforce and AM Committee</li> </ul>	Consultant	5	March 2022

	Tasks	Responsible	Nb work days	Tentative period
9	<ul style="list-style-type: none"> <li>• Circulation of the preliminary version of the review report to key stakeholders</li> <li>• Consolidation of stakeholders' comments</li> <li>• Transmission of comments to the consultant</li> </ul>	Taskforce ILO	0	March 2022
10	<ul style="list-style-type: none"> <li>• Finalization of the report with explanations if some comments are not taken into account</li> </ul>	Consultant	1	April 2022
11	<ul style="list-style-type: none"> <li>• Approval of the Chief RPU</li> </ul>	SMEO	0	April 2022
	<b>TOTAL jours de consultation</b>		<b>22</b>	

Note: This planning is for information only. It could be adapted once the decision to implement the review is made.

## 9. Deliverables

At the end of the review, it will be produced in English:

- An inception report
- A PowerPoint presentation for the workshop with stakeholders
- A preliminary report of the DWCP review
- A final version of the report incorporating the various comments and with a methodological review by the ILO

The ownership of the review data lies jointly with the ILO and the evaluator. The copyright of the report belongs exclusively to the ILO. Use of data for publication and other presentations can only be made with the written consent of the ILO. Key stakeholders can use the review report appropriately, according to the original purpose and with the appropriate acknowledgment.

## **Content of the Review Report**

The consultant should propose a drafting framework for the final report to be included in the inception report. The final report, excluding annexes, should not exceed 30 pages, 1.5 line spacing. The report will analyse the outputs and results planned and achieved but will focus much more on the results obtained in terms of actual changes. To this end, it will highlight good practices and lessons learned and make recommendations to improve the process of the next DWCP.

The inception report of the review will follow the EVAL/ILO Checklist 3 presented in the Annexes to the ToRs.

As an indication, the report must contain, among others, the following elements:

- Cover page
- Contents
- Table of acronyms and abbreviations
- Executive summary
- Description of the DWCP and its intervention logic
- Purpose, scope and clients of the review
- Methodology of the review and its limitations
- Results of the review according to the evaluation criteria
- Conclusions
- Recommendations
- Lessons learned
- Good practices
- The annexes including (i) The terms of reference; (ii) The matrix of the performance indicator monitoring plan indicating the progress made and the consultant's comments; (iii) the data collection matrix; (iv) the timeline of review activities; (v) The list and contacts of the people met; (vi) Bibliographical references, (vii) A table listing the evidence collected and any other relevant element.

### **10. Profile of the consultant**

- Master degree in Social/Economic/Development Sciences and related fields
- A minimum of 5 years of professional experience, specifically in the area of evaluation of international development initiatives and development organizations preferable including decent work and labour relations in similar contexts to Seychelles.
- Demonstrated understanding of labour related issues will be an asset.
- Knowledge and experience in working in Somalia or similar countries, preferable in the sub-region will be an asset
- Knowledge and experience of the UN System in general and, if possible, with ILO in particular.
- Ability to produce well written, analytical reports in English essential
- Language skills: fluency in English
- Familiarity with ICT tools that can be used for regular data collection

Applications from women are encouraged.



## **ANNEX 2: List of Documents Reviewed**

### **I. DCWP and Project-related information**

- Seychelles DWCP 2019-2023
- Implementation Report ILO 2020-2021
- Seychelles UN Annual Report 2021 (2 page summary)

### **II. Action Plans-related documents**

- Ministry of Employment Action Plans: 2019, 2020, 2021
- Ministry of Employment Strategic Plan 2018-2022
- Seychelles Labour Migration Policy Action Plan- 2020-2024
- Concept Note “Tripartite Consultation to identify priority actions for implementation of Seychelles Labour Migration Action Plan” and summary of Tripartite Consultation, July 2021
- DWCP Implementation Monitoring (Report compiled March 2022)
- List of Stakeholders
- Workplan 2021 Seychelles DWCP
- Status of Activities
- DWCP Implementation and Monitoring Matrix
- SCCI: Employers’ guide on Managing Redundancy due to the impact of COVID-19
- SCCI: COVID-19 Economic Impact Review
- SCCI: Submission by the Seychelles Chamber of Commerce and Industry (SCCI) for the establishment of the National Task Force on Jobs and Enterprise Growth
- SCCI: Framework for Recovery and Prosperity
- SCCI: The Strategic Plan for the Start and Improve Your Business (SIYB) programme for Seychelles

### **III. National Policy-related documents**

- TOR Gap Analysis Seychelles maritime Fishing Sector Labor Legislation and Practice in light of work in Fishing Convention No, 188, 2007
- Inception Report for Gap Analysis
- Report of Gap Analysis
- Workplan Ministry of Employment 2022-2023
- Government of the Republic of Seychelles and United Nations : Strategic Partnership Framework: 2018 – 2022
- Seychelles National Development Strategy 2019-2013

### **IV. Studies, technical reports and presentations**

- Skills development for young people in Seychelles during COVID-19. Technical Report MESA Dec 2021
- Skills development for the blue economy sector. Technical Report MESA Dec 2021
- Annual Plan and Budgets, Department of Employment, MESA 2020, 2021, 2022
- School to Work Transition Survey Tor, MESA

- Technical Report for Re skilling in the Blue Economy, MESA
- TOR Reskilling Blue Economy MESA, final
- Cash Book Blue Economy budget
- Expenditure Blue Economy Course on Reskilling
- Implementation Agreement for Reskilling training
- Report 1: COVID reskilling Technical Report. Skills development for young people in Seychelles during COVID 19
- Contract COVID reskill. Implementation Agreement between ILO and Ministry of employment, immigration and civil status
- Contract extension. COVID reskill
- Report of expenditure for Reskilling in COVID
- Report Cashbook COVID reskill
- Expenditure report 2. Skills development for young people
- Cash book2: COVED reskilling
- TOR Study on Flexible working time arrangement, gender equality and work life.
- Request for proposals: Determining drivers of informality and the legislative framework for formalizing the informal economy in Seychelles (ILO May 2021)
- Seychelles Informality: Final Report
- TOR for Determining the drivers of informality and the legislative framework for formalizing the informal economy in Seychelles
- Report on Skills development for young people (Ministry of Employment)
- Success Story Reskilling
- Success Story2 Reskilling
- Ministry of Education: Update on the Consultancy on the Know About Business (KAB) modules and Financial Education into the programme of studies of schools and Professional Centres (post-secondary institutions)
- Multidimensional Poverty Index for Seychelles: Report 2019
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**V. Reports on Workshops/Missions**

- Concept Note and Mission Report Tripartite Sensitization Workshop on Collective Bargaining in the Private and Public Sectors in the Seychelles; 19 and 20 September 2019, Mahe Island, Seychelles
- LMIS Workshop mission Report March 22,2022
- E academy on social dialogue in industrial relations, info notes Nov-Dec 2021
- Info on Distance training on Reporting on the Maritime Labour Convention 2006

**VI. Industrial Relations Bills-related documents**

- Seychelles TOR for IRA Review
- Consultancy Report on Review of IRA 1994 of Seychelles. Final Oct 2021

**VII. ILO Evaluation Guidelines, Terms of Reference and Other Relevant Evaluation-related documents**

- ILO Decent Work Country Programme: A practical guidebook

- Guidance Note 1: Theory of Change
- Guidance Note 2: Midterm Evaluations
- Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate
- Guidance Tool: DWCP Monitoring and Evaluation Plan
- ILO Lessons Learnt Template
- ILO Emerging Good Practices Template
- Evaluability Framework for DWCPs
- Checklist 3: Writing the Inception Report
- Checklist 5: Preparing the Evaluation Report
- Checklist 6: Rating the Quality of Evaluation Reports

**VIII. SDGs Related**

- Factsheet on Decent work-related SDG indicators for Seychelles
- Decent work-related SDG national framework indicators for Seychelles

### ANNEX 3: Data Collection Worksheet and Evaluation Matrix

Key Informant Interviews and focus groups with key stakeholders were based on Key Evaluation Questions that were developed in the Inception Phase of the evaluation. These questions were open-ended, to allow respondents to provide their feedback in their own words. The objective was to get in-depth information about their experiences along with any perceptions and insights or recommendations regarding the design or implementation of the programme activities they were associated with.

Interviews/focus groups were also used to probe or follow-up on any issues that may have emerged in other interviews or from other evaluation methods such as document review.

The Evaluator asked the same question to different individuals or informant categories to compare their responses and analyse how these individual differences may reflect on the project.

**The interview questionnaire/checklist is generic while covering all the Key Evaluation Questions.** The purpose of this questionnaire/checklist was to enable the Evaluator to develop semi-structured interviews, were **adapted depending on each stakeholder involvement in the programme. All interviews were conducted by a team of the Evaluator and Focal Team Member of the DWCP.** A detailed Activities Implementation Monitoring Matrix was prepared by the DWCP team at the Ministry of Employment and Social Affairs. This was shared by the Focal Team ahead of the Interviews and was used as a reference point for conducting the interviews.

#### Introduction to the interview

All interviews were set up by the Seychelles DWCP Focal Group in the Ministry of Employment and Social Affairs. Each interviewee was provided with the DWCP background and Implementation and Monitoring Matrix to identify activities they would have been associated with. This was delivered to them prior to the interview.

After conducting introductions, the evaluator explained the purpose of the interview, and requested feedback for enabling the programme to learn about the DWCP, its results and benefits, and improve the activities going forward.

The purpose of this interview is to help us better understand the DWCP, its results and effects in Nigeria. In order to do so, I would like you to respond to some questions, **based on your experience and perspective**.

Your answers will be treated with the strictest **confidentiality**.

The evaluator will ask the respondent to introduce him/herself and his/her role/participation in the project

Do you have any questions before we begin?

**Preface:** The Ministry of Employment team has identified Country Programme Outcomes (CPOs) and Activities that you have been associated with, or are familiar with. These are ..... We request your feedback on these activities to assist us with this mid-term review of the Seychelles Decent Work Country Programme.

Note: Data collection methods with each group of key stakeholders will take the form of individual or small group interviews, conducted face-to-face or by Skype/call for focused interviews.

Issue Areas to Explore During the Evaluation	Document Review	ILO	Govt	Employers	Workers	UN Partners	Site Visit Observation	Monitoring Data
<b>Evaluability of the DWCP</b>								
1. Does the DWCP present a Theory of Change, which is still implicit?	X	X	X					
2. Is the DWCP evaluable? Was it developed with a results-based approach? Were the DWCP indicators and targets sufficiently defined and measurable?	X	X	X	X	X			X
3. Does the DWCP have a monitoring and evaluation system? How effective was this system? Did the system allow the achievement of results to be measured? Was sex disaggregated data collected and compiled?	X	X	X					X
<b>Relevance</b>								
4. To what extent is the DWCP consistent with the national development strategy and the priorities of the tripartite constituents?	X	X	X	X	X	X		
5. How well does the DWCP meet the needs of the target population?	X	X	X	X	X	X	X	
6. Was there complementarity / synergy between ILO support and the work plans of national partners?	X	X	X	X	X			

7. Is there coherence at the strategic and operational level between the actions of the ILO, the SPF and the SDGs?	X	X						
8. Have gender issues been addressed in the Programme document and monitoring and evaluation system?	X	X	X	X	X			X
<b>Effectiveness</b>								
9. To what extent have results of the DWCP been achieved?	X	X	X	X	X			X
10. What products have been delivered? Which ones have not been delivered?	X	X	X	X	X			
11. What is the quality of the products obtained? How were they used to achieve the expected results?	X	X	X	X	X		X	
12. What were the main reasons for achieving or not achieving the DWCP outputs and outcomes?		X	X	X	X		X	X
13. To what extent has the COVID-19 pandemic influenced the outcomes and effectiveness of the DWCP and how have interventions under the DWCP addressed this influence to adapt to the changes?		X	X	X	X		X	
14. Do the benefits accrue equally and strategically to men and women?		X	X	X	X		X	X

15. To what extent did the constituents have the capacity to integrate the DWCP into the activities related to the SDGs in the country at the level of implementation, monitoring and evaluation? What are the needs and gaps to be addressed to strengthen this capacity for each?		X	X	X	X	X		X
<b>Efficiency</b>								
16. Were the results achieved efficient in relation to the cost of the activities undertaken?		X	X	X	X			Financial data
17. Were the results achieved on schedule?		X	X	X	X			X
18. Has the DWCP been implemented in the best possible way in view of the other existing possibilities?		X	X	X			X	
19. To what extent have financial resources been mobilized for the implementation of the DWCP?		X	X	X	X		X	Financial data
<b>Effectiveness of Management Mechanisms and Arrangements</b>								
20. Were the management modalities and governance arrangements of the DWCP adequate? Were the roles and responsibilities of the parties involved clearly understood?	X	X	X	X	X			



21. To what extent have the DWCP management structures (Steering Committee, ILO) effectively monitored the performance and results of the DWCP?	X	X	X	X	X			X
22. Has the DWCP received administrative, technical and even political support from the ILO Country Office, the Technical Support Team, the Regional Office and ILO Headquarters?		X	X	X	X			
23. What are the level and quality of resources earmarked for DWCP results by constituents? Are the technical and financial resources available adequate to accomplish the DWCP plans?	X	X	X	X	X	X		
<b>Impact</b>								
24. What concrete changes has the implementation of the DWCP brought to ILO tripartite constituents and final beneficiaries?		X	X	X	X		X	
25. Has the DWCP strengthened the capacity of constituents and national institutions and strengthened an environment (policies, laws, skills, attitudes, etc.) that promotes the sustainability of results?	X	X	X	X	X	X	X	
<b>Sustainability</b>								
26. How sustainable are the results of the DWCP?		X	X	X	X		X	

27. What are the main factors that affect the viability or non-sustainability of the DWCP? Have strategies being considered to ensure that institutions at various levels (local, national) will sustainably take ownership of the results?		x	x	x	x		x	
28. What is the level of ownership of the products by partners and target groups?			x	x	x		x	
29. How has the sustainability of results approach been affected by the Covid19 situation in the context of national responses and how stakeholders have responded in the context of COVID 19 to advance ownership of the results of the project?		x	x	x	x	x	x	

#### ANNEX 4: List of Stakeholders Interviewed

#### LIST OF ILO STAFF INTERVIEWED

Name	Organization	Function
Mr Coffi Agossou	ILO CO Antananarivo	Director
Ms. Clara Ramaromanana	ILO CO Antananarivo	Programme Officer
Mr Gary Rynhart	ILO DWT/Pretoria	ACTEMP Specialist
Mr David Dorkenoo	ILO DWT/Pretoria	ACTRAV Specialist
Mr Limpho Mandoro	ILO DWT/Pretoria	Labour Administration/Social dialogue Specialist
Ms. Amanda Mejia Canadas	ILO DWT/Pretoria	International Labour Standards Specialist
Ms. Maria Payet	ILO DWT/Pretoria	Labour market Statistics
Mr. Ricardo Furman	ILO ROAF	Regional Monitoring and Evaluation Officer
Mr. Baizebbe Na Pahimi	ILO ROAF	Program Analyst

## LIST OF NATIONAL STAKEHOLDERS IN SCHEYCHELLES INTERVIEWED

Organisation	Representative
<b>MINISTRY OF EMPLOYMENT AND SOCIAL AFFAIRS</b>	
Policy Planning Monitoring and Evaluation	Ms Susan Morel Chief Policy Analyst
Policy Planning Monitoring and Evaluation	Mr Mario Dupres Principal Planning Officer
International Cooperation	Ms Juliette Vidot Senior Cooperation Officer
Employment Promotion	Ms. Letimie Dookley Director General Employment Promotion
Labour Migration	Ms. Annabelle Adrienne Director labour Migration
Industrial relations	Ms. Alda Aumeeruddy Director Industrial relations
	Ms. Tara Dialo Director Labor Monitoring and Compliance
Praslin Outstation	Ms. Vicky Aglae Director Praslin Outstation
<b>OTHER GOVERNMENT MINISTRIES</b>	
National Planning Department Ministry of Finance	Ms. Elizabeth Agathine Principal Secretary  Ms. Maryana Labonte Economist
National Bureau of Statistics	Ms. Laura Ahtime Chief Executive Officer
Ministry of Education Department of Early Childhood, Primary and Secondary Education	Mr. Jean Alcindor Director General

Ministry of Fisheries and Blue Economy	Ms. Stephanie Radegonde Senior Policy Analyst Department of Fisheries
<b>SOCIAL PARTNERS</b>	
Seychelles Federation of Workers Union	Secretary General Mr. Antoine Robinson
Seychelles Labour Union	Mr. Ralph Volcere Secretary General
Seychelles Chamber of Commerce and Industry	Mr. Oliver Bastienne Secretary General
General Employers Trade Union of Seychelles	Executive Secretary, Mr. Donald Monnaie
<b>NON-GOVERNMENTAL ORGANIZATIONS</b>	
Citizen Engagement Platform	Mr. Alvin Laurence Chief executive Officer
Association for Rights, Information and Democracy (Arid)	Mrs. Lucianne Bristol Chairperson
<b>UNITED NATIONS</b>	
United Nations Resident Coordinator's Office for Mauritius and Seychelles	Mr. Alexander Mancham, Coordination officer  Mr. Pierre Fallavier Senior Development Coordination Advisor

## ANNEX 5: Details Of Programme Status<sup>14</sup>

A detailed programme status is presented below which shows DWCP's Planned Activities and Status of Work for the 3 Country Priorities and related Outputs.

### COUNTRY PRIORITY I: CREATION OF DECENT AND PRODUCTIVE EMPLOYMENT

#### Country Programme Outcome (CPO) 1:

Increased decent and productive employment for the youth, women and other unemployed that are most vulnerable

1. Integrated employment services are restructured and are functioning

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Conduct a School to Work Transition Survey (SWTS) to generate relevant labour market information on young people age 15 to 24 years	1 SWTS	MEICS	Skills mismatch study conducted, and module developed for SWTS for NBS. This has to be redone as sampling in initial survey inadequate.	An ILO Skills Specialist conducted a mission on skills mismatch, and it was decided to conduct the STWTS first before developing strategies to address skills mismatch. The STWTS Questionnaire workshop was held in December 2019 by an ILO

<sup>14</sup>Sources of this data include the Implementation Monitoring Plan for the SDWCP produced and updated by the Ministry Employment, and Stakeholder Interviews

				<p>Statistics Specialist to Employment Department and National Bureau of Statistics Officials. Unfortunately, due to the limited sample size caused by the size of the population it was then decided to redo the STWS module in Q1 2021. This was also due to the COVID-19 restriction is not undertaken as NBS was not able to conduct any QLFS in 2021. the project is currently on hold as NBS has the Population and Census Survey as a priority in 2022.</p>
<p>Activity 2. Provide accurate labour market information to schools and training institutions to better prepare students for the world of work</p>	<p>LMIS established and data transmitted to relevant institutions on a regular basis</p>	<p>MEICS</p>	<p>These are part of ongoing MESA activities. No new activity started</p>	<p>The Employment Department has yet to initiate such activity regarding careers teachers. However basic labour market information is provided to students that will be graduating from secondary/post-secondary school when Employment Officers undertake their end of year school talk programme on the different employment programme and services offered by the Employment Department.</p>

<p>Activity 3. Hold job counseling workshops for young women to address the 3.2% youth unemployment gap between young women and young men</p>	<p>4 sessions each year</p>	<p>MEICS</p>	<p>These are part of ongoing MESA activities. No new activity started</p>	<p>Job counselling is currently undertaken as part of the services given to jobseekers upon registration on employment programmes. Counselling is continued as long as they are registered.</p>
<p>Activity 4. Make provisions for more relevant employment services to the unemployed, retrenched workers and other jobseekers, including access to trainings for young people 'not in Education, Employment or Training' (NEET)</p>	<p>Trainings provided to young people 'not in Education, Employment or Training' (NEET); Employment services reinforced.</p>	<p>MEICS</p>	<p>These are part of ongoing MESA activities. In 2021 a new Employment Services office for re-skilling in MESA started</p>	<p>Prior to the COVID-19 pandemic in Seychelles, the Employment Department had conducted a door-to-door community programme for the registration of participants under the Unemployment Relief Scheme (URS) including youth NEET and any other workers that are seeking for employment but are not coming forward to be registered at the Employment Department. Also, to be more relevant and proactive to labour market needs, in March 2021, the Employment Department opened a new Employment Services Office and Training and Re-skilling Unit for providing</p>



				training and re-skilling opportunities for those seeking employment opportunities. The aim of the new Unit is to reduce the entry barrier into new occupations/sector through training and re-skilling thus facilitating employment opportunities.
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2. Skills development programmes are reviewed and aligned with the labour market needs

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Conduct training on skills development and re-skilling that will better equip 'young men and women, retrenched workers and school	A total of 50 people from the specified group received and completed training	MEICS	Re-skilling in response to COVID done with support of ILO. The Employment Department has created a new Skills Development Unit in 2021 to help those who have dropped	The Skills Development Programme is an ongoing programme, launched in 2010 and amended in 2016. The Programs 15-18 years old that has dropped out of schools or failed to secure professional centre placement. The My First

drop-outs with employable skills			out of the labour force to get jobs.	Scheme, also launched in 2016, on the other hand target professional centre graduates to secure employment in the shortest possible time. As mentioned above a new Training and Re-skilling Unit was also created in 2021.
Activity 2. Reinforce the implementation of skills development programmes with a special focus on responding to the needs of Praslin and La Digue islands	Programmes on skills development reinforced and implemented	MEICS	These are part of ongoing MESA activities. No new activity started	The Employment Department currently has offices on Praslin and La Digue and officers also undertake placements of youth the Skills Development Programme

3. Sectors with job opportunities and skills needed are identified

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. Conduct studies on growth sectors to identify employment opportunities for young people entering the labour market	A report with recommendations completed and validated	MEICS	Request made to UNECA but still Employment Dept is doing some analysis on this from time to time.	Request to the United Nation Economic Commission for Africa was made and assistance was received, followed by a mission to a Seychelles. However, the project did not go through due to other commitment of UNECA. Nonetheless the Department is always analysing the trends in regard to labour market demand from vacancies published and demand for foreign labour.
Activity 2. Undertake skills development activities for growth sectors and climate change adaptation and mitigation	Green / Blue jobs created; Skills/training	MEICS/ Ministry of	These are part of ongoing MESA activities. No new activity started	Officers from the Special Employment Programmes are always counselling youths in regard to training opportunities and career development. Also, with the financial assistance of

	programmes transformed	Environment		the ILO the Employment Department in partnership with the Seychelles Maritime Academy provided training opportunities for youth in the Blue Economy.
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4. The awareness of entrepreneurship education in-school youth and post-secondary education has increased

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Develop and incorporate Entrepreneurship Education in Seychelles' Schools' Curriculum – primary and secondary levels - to develop and cultivate an entrepreneurial mindset from the very beginning of education and provide	Entrepreneurship Education incorporated into schools' curriculum	MEHRD	MEHRD initiated this with support from ILO	The ILO provided technical assistance to the Ministry of Education on incorporating entrepreneurship in school curriculum. Workshops were held with the Ministry of Education including with Headteachers and teachers. ILO also made donations of materials on "Know about

them with entrepreneurial skills to promote innovation and create jobs				Business" to the Ministry of Education.
Activity 2. Develop capacities of teacher educators and teachers to deliver the Seychelles Curriculum for Entrepreneurship Education at different levels of education	Teachers trained in entrepreneurship education	MEHRD	MEHRD conducted TOT for this and is currently tracking students graduating with skill sets	A study conducted on youth employment in Seychelles and report was submitted. The issue of academic performance and proper careers guidance was raised as an issue to the Ministry of Education. However, the report was not validated despite several request to comments by the Employment Department

Country Programme Outcome (CPO) 2:

Improved effectiveness of the Labour Market Information System (LMIS) for decent work in line with Sustainable Development Goals (SDGs)

1. National labour market disaggregated statistics, standards, and information systems are strengthened through improved statistical surveys and use of other statistical sources (including sex, age, sector, etc.)

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. Establish a coordinating and data sharing system within the MDAs	Data sharing and coordinating system in place	MEICS/ NBS	LMIS Workshop held in March 2022. Indicators currently being finalized, with two modules expected to be launched in December 2022.	As part of the implementation of the ILO-LMIS in Seychelles, the Employment Department in partnership with the ILO undertook a data production workshop in March 2022 to discuss on collection and analysis of Labour Market indicators. All stakeholders involved in the production of labour market indicators was invited and present in the workshop. The Employment Department in partnership with DICT is also currently developing an internal LMIS system. Two

				modules were launched in December 2021
Activity 2. Build the technical capacity of the staff on the Labour Market Information System;	Staffs trained on the LMIS	MEICS/ NBS	This activity is pending joint ILO-MESA project clearance	Capacity building of stakeholders in regard to the ILO-LMIS is planned as of when the Seychelles LMIS Project document is signed by the leading agencies and the ILO.
Activity 3. Develop a LMIS central database.	Central database established	MEICS/ NBS	MESA digitizing internal database and online access to Ministry services	Development of the ILO-LMIS has been initiated in late 2021 with the data production workshop undertaken in March 2022. The Employment Department is also currently development an internal LMIS for the digitization of work processes. This internal LMIS will also include an online component for application to any Employment Department services.

2. Relevant national disaggregated indicators for monitoring and reporting on decent work-related SDGs are produced with ILO advice and support.

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. To collect national data and report on Tier I and II indicators for which the ILO is custodian in the Global Indicator Framework of the SDGs	Strategy for data collection on SDGs implemented; National data collected on a regular basis for the reporting.	MEICS/ NBS	A set of indicators that represent Decent Work and SDG goals has been produced.	The Employment Department in partnership with the National Bureau of Statistics in collaboration of the ILO finalized the list of SDG and Decent Work Indicators for Seychelles a workshop held in 2018 facilitated by ILO.
Activity 2. Strengthen partnership with the National Bureau of Statistics (NBS) for improved labour force survey.	Cooperation platform established with the NBS	MEICS/ NBS	A close working relationship already exists	The Employment Department and NBS has a close working relationship in regard to labour market data and joint media interviews on QLFS results
Activity 3. Establish a network between the Department of Employment and the	Data sharing Network on school drop outs established and coordinated	MEICS	This is part of ongoing MESA activities. No new activity started	It is established procedure that any youth dropping out of school to receive a letter from the Ministry of Education to be



Ministry of Education for data sharing on school dropouts to have timely and accurate information				presented to the Employment Department prior to enrolment on the Skills Development Programme
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3. The resolution of the 19th International Conference of Labour Statisticians in Geneva in October 2013 is implemented

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. With the ILO support, ensure implementation of the minimal list of decent work indicators for best international reports, monitoring and reporting	List of standardized decent work indicators established	MEICS	Completed	National list of Seychelles SDG and Decent Work indicators has been identified in 2018 and the National Bureau of Statistics is currently collecting and compiling such information.
Activity 2. Establish and enforce a system for regular recording and notification of all labour			This is part of ongoing work. However, the incidents are underreported. MESA is planning to do an OSH Decree review in 2022	There is ongoing work in that regards. While the reporting of accidents is mandatory in Seychelles laws and regulations there are still underreporting

incidents, including OSH accidents and diseases	Regular reporting on labour incidents, including OSH accidents and diseases, established	MEICS		regarding occupational accidents. The Employment Department is planning of undertaken an OSH Decree review in 2022 and reporting and notification mechanism of occupational accidents will be a priority area to address. The modality of the OSH Decree was reviewed on the Occupational Safety Board level and the management. TOR drafted for the review of the OSH decree. Technical support requested for the review 2021.
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Country Programme Outcome (CPO) 3:

Enhanced policy and legislative frameworks for decent work

1. A National Labour Migration Policy is developed and implemented

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Undertake a situational analysis on labour migration with the support and guidance of the ILO	Situational analysis on Labour Migration completed	MEICS	Done in partnership with SAMM project	A situational analysis was undertaken in 2019 by an ILO consultant for Labour Migration and a draft National Labour Migration Policy and Action Plan was submitted to Government and was approved in 2019
Activity 2. Develop a National Labour Migration Policy and its implementation plan	National Labour Migration Policy implemented	MEICS	National Labour Migration Policy completed in partnership with SAMM project. Implementation Plan also developed and currently being monitored.	The Seychelles National Labour Policy was launched in October 2019 with its Action Plan finalized in 2020. An Advisory Committee has been created and work has begun on implementation of the policy.

2. A report of the case study on flexible working time arrangements, gender equality and work-life balance is produced

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Undertake a case study on flexible working time arrangements, gender equality and work-life balance.	Study on flexible working time arrangements, gender equality and work-life balance completed	MEICS	A TOR has been done and support from ILO has been requested for his.	The TOR has been completed and sent to the ILO in October 2021. Additionally, the Employment Department has sought technical assistance for conducting a study on Flexible Working Arrangements Gender Equality & Work life Balance of which the ILO has agreed to provide such. The Department further requested financial assistance in October 2021 from the ILO, to fund the project.
Activity 2. Update or develop employment policies based on study findings.	Study completed	MEICS	Pending completion of Study	The study has yet to be undertaken.

3. An in-depth analytical Report on the Informal Sector and Informal Employment in Seychelles is produced

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. Conduct an in-depth analysis of the Informal Sector and Informal Employment in Seychelles, aiming to establish regulatory structures and to effectively empower workers in the informal economy	Analysis on the Informal Economy completed with recommendations	MEICS	A request to ILO for support is pending	The Employment Department sought and received technical assistance in March 2021 from the ILO regarding to conduct an Informality Study “Determining drivers of informality and the legislative framework for formalization in Seychelles”. A national consultant was contracted however, the draft report submitted did not meet the requirements and standard laid out in the Terms of Reference of the Study. Upon discussion with the ILO Informality Specialist, the

				Ministry decided to terminate the contract of the national consultant and has requested for the ILO to re-initiate the study in 2022.
Activity 2. Organize workshops and forums to sensitize informal workers and relevant stakeholders on the informal sector with the aim to promote the legalization of informal enterprises	Sensitization workshops/forums conducted	MEICS	Pending completion of Study	The study has yet to be undertaken and order to identify priority areas

**COUNTRY PRIORITY 2: STRENGTHENING OF SOCIAL DIALOGUE AND TRIPARTITE INSTITUTIONS**

Country Programme Outcome (CPO)4 :

Strengthened Tripartite Platforms for effective social dialogue

1. NCCE is restructured and functioning.

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. Strengthen capacity building of members of the NCCE	Effective and functional NCCE	Tripartite Constituents	NCCE is defunct as of 2020, and dialogue with social partners not proceeding well	No activities to build the capacity of NCCE members was conducted in the reporting period, but the NCCE remained effective and functional until the first half of 2020, when due to the restrictions on movement, a scheduled meeting was cancelled. The members' appointments expired in 2020, and the Ministry of Employment and Social Affairs will appoint members as soon as the most representative organisation of workers and the most

				representative organisation of employers are identified.
Activity 2. Review and implement the NCCE structure	4 meetings for each tripartite committee or organization and 1 agreed policy, programmes, plans or legislative amendments per committee annually	Tripartite Constituents	MESA dialogue with workers and employers' organizations not currently happening	The NCCE held 4 meetings in 2019 and remained effective and functional until the first half of 2020, when due to the restrictions on movement, a scheduled meeting was cancelled. The members' appointments expired in 2020, and the Ministry of Employment and Social Affairs will appoint members as soon as the most representative organisation of workers and the most representative organisation of employers are identified.
Activity 3. Act as a National platform for negotiation, consultation, and to make recommendations and advice	Timely report on the implementation of the action plan	Tripartite Constituents	MESA in bilateral dialogue with some social partners only	The NCCE remained effective and functional until the first half of 2020, when due to the restrictions on movement, a scheduled meeting was cancelled. Since then, there were consultations with the social partners on different topics leading to policies and legislative amendments, but they took place outside of the framework of the NCCE.



2. Collective agreements are developed and implemented at workplace and sectorial levels, including in the public sector.

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. Conduct workshops on awareness building and sensitization programmes on the importance and benefits of collective agreements	Sensitization Workshops organized	Tripartite Constituents	One Workshop conducted in 2019. No collective agreements followed.	Workshop on awareness building on the importance and benefits of collective agreements conducted in September 2019. To note no collective agreements has been reached during the reference period. A presentation on the importance and benefits of collective agreements was also conducted at a specific workplace in the first half of 2022.
Activity 2. Establish formal mechanism to carry out meaningful consultations on pertinent employment	Mechanism established at workplace level	Tripartite Constituents	Stevedore Conditions of Employment Regulations 2019 allows creation of a	The Employment (Stevedore Conditions of Employment) Regulations, 2019 allowed the creation of a formal mechanism to carry out meaningful

issues at workplace and sectorial levels, in the private sector			formal mechanism for employment issues.	consultations on pertinent employment issues in the sector of stevedores and it is now being established.
Activity 3. Develop and implement collective agreements at workplace level in the private sector	Consultations undertaken and agreements reached	Bipartite Constituents	No work on this	
Activity 4. Establish formal mechanism to carry out meaningful consultations on pertinent employment issues in the public sector	Mechanism established at workplace level	DPA	No work on this	
Activity 5. Develop and implement collective agreements in relevant areas of the Public Sector	Collective agreements established for the Public Sector	DPA	No work on this	

3. Industrial Relations Act is reviewed and enforced.

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. Review the Industrial Relations Act, 1993 and validate proposals	Committee established; Recommendations identified; Monitoring on a regular basis established	MEICS	IRA review completed with support of ILO. This report is being internally reviewed by the government.	An international consultant was contracted by the ILO to undertake the review of the IRA. The review began with a desk review and followed with virtual meetings with the different stakeholders. The consultant submitted draft report with recommendations to MESA and the ILO in October 2021. The Department is reviewing the report internally and will provide its input on the report submitted.
Activity 2. Conduct consultation and validation workshops on the review of the Industrial Relations Act, 1993	Consultation / validation workshops conducted.	MEICS	Pending completion of Internal review by government which is still ongoing	Review of the Industrial Relations Act is yet to be completed.

Country Programme Outcome (CPO) 5:

Strengthened workers and employers organizations for effective participation in social dialogue and other national development issues

1. The structure for employers and workers organizations are reviewed for effective social dialogue on employment and labour issues

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Conduct a review of both the workers and employers institutions to establish gaps and remediate gaps and weaknesses	Gap analysis undertaken and Action Plan drafted	Bipartite Constituents	Currently no workplans with social partners for this activity	
Activity 2. Develop a communication plan to build awareness of the workers and employers' individual organizations and promote their services	Communication plan developed; Promotion and awareness campaign developed	Workers and Employers Organizations	Currently no workplans with social partners for this activity	

Activity 3. Organize and implement a recruitment drive of new members to join the employers and workers' organizations	100% Increase on the 2017 total number of active members for both workers and employers' organizations	Workers and Employers Organizations	Currently no workplans with social partners for this activity	
Activity 4. Conduct sensitization and a specific recruitment exercise on Praslin and La Digue	Sensitization conducted for Praslin and La Digue	Workers and Employers Organizations	Currently no workplans for this activity	

2. Knowledge and awareness of workers and employers are improved to effectively participate in industrial relations issues at national and workplace level

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Conduct training on employment legislations that will empower employers and	Capacity building workshop/trainings undertaken	Workers and Employers Organizations	Currently no workplans for this activity	ILO mission in 2018, no training for this DWCP II

workers to better participate in social dialogues				
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**COUNTRY PROGRAMME PRIORITY 3:**

**EFFECTIVE IMPLEMENTATION OF INTERNATIONAL LABOUR STANDARDS**

Country Programme Outcome (CPO) 6:

Enforced workplace compliance to better protect labour rights and promote safe and secure working environments

1. The awareness of responsibility and accountability of workers and employers on the 8 fundamental core Conventions is improved

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Organize workshop for Labour Officers, social partners and other stakeholders	Workshop organized	MEICS	Currently no workplans for this activity	

on International Labour Standards				
Activity 2. Develop awareness tools on national legislations and labour laws for employers and workers	Awareness tools on national labour legislations and laws presented to employers and workers	MEICS	Currently no workplans for this activity	
Activity 3. Promote and disseminate information on the International Labour Conventions	Promotion and dissemination of International Labour Conventions	MEICS	Currently no workplans for this activity	

2. Institutional capacities of Ministry of Employment, workers and employers are strengthened to enforce the implementation of the fundamental principles and rights at work

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Conduct training for labour inspectors	Employment policies developed based on study findings	MEICS	Inspectors ongoingly get on the job and short- term	

enforcement of labour and employment policies			training on OSH, identification of human trafficking etc.	
Activity 2. Conduct training for officers of key ministries to enforce the labour and employment monitoring and compliance	Officers and key ministries trained	MEICS	Currently no workplans for this activity	
Activity 3. Conduct regular refresher courses for officers and new recruited officers, human resource officials and social partners on national labour laws.	1 session of refresher courses conducted annually	MEICS	These courses are conducted by the Ministry. Ministry faces challenge in retaining trained inspectors	



3. Contextual analyses are completed on discrimination, OSH, gender equality, forced labour

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Conduct study on discrimination with respect to employment and occupation	Study on Discrimination in the workplace completed	MEICS	Currently no workplans for this activity	The Employment Department has yet to initiate such activity.
Activity 2. Conduct a contextual analysis on OSH, gender equality and forced labour	Contextual analysis completed	MEICS	This will be part of OSH review, and study on “Flexible working arrangements, Gender Equality and Work-Life balance”	Contextual Analysis on OSH will be undertaken when conducting the OSH Decree Review. Analysis on gender equality will be research topic under the "Flexible Working Arrangements Gender Equality & Work life Balance" yet to be undertaken.

Country Programme Outcome (CPO) 7:

Enhanced mechanisms for effective reporting on the international labour conventions and standards and for consequent conformity with CEACR comments

1. The capacity of the Ministry responsible for employment and stakeholders are enhanced for ILS reporting

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Training of the inter-ministerial Officials and key stakeholders on the reporting mechanism	Focal person identified in each Institution/Organization; Workshop and consultations organized with key officers/stakeholders;	MEICS	Currently no workplans for his activity	

2. Pending ILO instruments are submitted to the National Competent Authority and the ILO

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. Conduct gap analysis on the pending ILO instruments to be submitted to the National Competent Authority and reports to be submitted to the International Labour Office	All pending instruments submitted to Cabinet and Reports submitted to the International Labour Office	MEICS	Technical assistance sought with ILO in March 2022	Six ILO Recommendations were submitted to Cabinet of Minister in 2018 and this information was communicated to the ILO in 2019. However, the instruments have to be submitted to the National Assembly as the Competent Legislative Authority along with other priority instruments. Technical assistance sought with ILO in March 2022

3. Completed reports on ratified and non-ratified conventions and recommendations in compliance with the ILO's Constitution (art. 19, paragraph 5(e) / 6(d); art. 22 are informative and submitted on time

PLANNED ACTIVITIES	CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE	RESPONSIBLE UNIT/ OFFICIAL	STATUS OF WORK	REMARKS
Activity 1. To increase capacity of relevant officers for reporting	Recruitment of competent officers and / or training of relevant officers / Informative and Responsive reports completed and submitted to the ILO	MEICS	Currently no workplans for this activity	

4. Gap analysis prepared on Conventions No.189–Domestic Workers, 2011 and No.188–Work in Fishing, 2007, and other relevant ILO Conventions

<b>PLANNED ACTIVITIES</b>	<b>CP OUTCOME INDICATOR/ ANNUAL MILESTONES TO WHICH OUTPUTS CONTRIBUTE</b>	<b>RESPONSIBLE UNIT/ OFFICIAL</b>	<b>STATUS OF WORK</b>	<b>REMARKS</b>
Activity 1. Conduct a gap analysis on Conventions No.189 – Domestic Workers, 2011 and No.188 – Work in Fishing, 2007 and other relevant ILO Conventions	Gap analysis on C.189 and C.188 completed	MEICS	Gap analysis has been undertaken on the Fishing Convention. This is currently under internal review of the government. Cabinet Paper on the Domestic Worker Convention has been drafted but submission was delayed due to the COVID-19 pandemic. Cabinet Paper for the Violence and Harassment in the Workplace Convention has also been drafted and was planned to be submitted alongside the Domestic Worker Convention Cabinet Paper.	Gap analysis is currently being undertaken in regards to the Work in Fishing Convention. Cabinet Paper on the Domestic Worker Convention has been drafted but submission was delayed due to the COVID-19 pandemic. Cabinet Paper for the Violence and Harassment in the Workplace Convention has also been drafted and was planned to be submitted alongside the Domestic Worker Convention Cabinet Paper.