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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the evaluation team. Any comments on this draft will be incorporated in the final draft which will be submitted for approval by the ILO Evaluation Office.

Abbreviations

ACTEMP	Bureau for Employers' Activities-ILO
ACTRAV	Bureau for Workers' Activities-ILO
СВТА	Competency-based Training and Assessment
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CIDA	Canadian International Development Agency
СО	Country Office-ILO
СРО	Country Programme Outcome
DCOMM	Department of Communication
DOLs	Provincial Departments of Labour
DW	Decent Work
DWA	Decent Work Agenda
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EVAL	Evaluation Office- ILO
FOS	Federal Ombudsman Secretariat
GB	Governing Body-ILO
GE	Gender Equality
GED	Gender Equality and Diversity Branch-ILO
GE4DE	Gender Equality for Decent Employment
GM	Gender Mainstreaming
GRB	Gender-responsive Budgeting
GRLI	Gender-responsive Labour Inspection
GRR	Gender-responsive Reporting
GR	Global Report
GU	Gender Unit
HBW	Home-based Workers/Home-based Work
HQ	Head Quarter-ILO
ILO	International Labour Organization
ILS	International Labour Standards
IT	Information Technology
ITC	International Training Center-ILO
LF	Logical Framework
MDG	Millennium Development Goal
MOF	Ministry of Finance
MOLW	Ministry of Labour and Manpower
MOWD	Ministry of Women Development
NAVTEC	National Vocational & Technical Training Commission
NPADW	National Plans of Action for Decent Work
NPC	National Project Coordinator
NSC	National Steering Committee
P&B	Programme and Budget
RBM	Results Based Management
ROAP	Regional Office for Asia and the Pacific
SDG	Sustainable Development Goal
SPA	Strategic Priority Areas
RO	Regional Office-ILO
TREE	Training for Rural Economic Empowerment
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNIDO	United Nations Industrial Development Organization
	Cinter Function Industrial Development Offunization

UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDAF	United Nations Development Assistance Framework
UNCT	United Nations Country Team
OP	One UN Programme
OPI	First Generation One UN Programme
OPII	Second Generation One UN Programme
WAPDA	Water and Power Development Authority
WEC-PK	Women Employment Concerns and Working Conditions Project
WEE	Women's Economic Empowerment

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Executive Summary

The independent evaluation team has found the GE4DE project to be highly relevant to: ILO's DWCP priorities and outcomes, national policy dialogue on gender equality, One UN Strategic Priority Areas (SPAs), and ILO's Social Justice and a Fair Globalization mandate. The GE4DE focus on gender issues and improving employment conditions is particularly relevant in the social, legal, policy development, and economic situation of the country, which also has particular reference to ILO Conventions 111, 100, 177 and 156. However, the project has long-term strategic outcomes, which makes it difficult to quantify and comment on the reported achievements.

The project has been successful in achieving an array of outputs within each immediate outcome, but there was no clear evidence that the three immediate outcomes were strategically linked among each other to optimize the achievement of the project's development objective. Lack of coordination and interface amongst partners implementing different components of the project can result in isolating the theme of decent work, which is common to all. At the same time, it deprives partners of mutual learning and forming partnerships. Although project outputs can still be achieved in terms of numbers, the lack of linkages can affect the strategic outcomes.

Although gender equality is the driver towards the achievement of decent employment, the immediate outcome teams have primarily focused on the core area of the outcome without necessarily paying enough attention to gender equality aspects.

The operationalization of gender equality and non-discrimination as a cross-cutting 'policy driver' is not commonly understood by some of the stakeholders at national or provincial levels.

Greater efforts were needed to enable national tripartite constituents to become champions of gender equality, as well as to review what support they required.

Activities realized to sensitize stakeholders have contributed to the policy dialogue and actions that have resulted in positive responses to women's employment concerns, formulation of gender policy, and its quick adoption by large number of stakeholders, including private sector and units of workers' federations. It is important to note these as contributions rather than attributions of project activities as often reported in progress reports.

It appears that the project has carried out activities in an efficient manner; however, data limitations preclude rigorous analysis. However, the project has faced difficulties in the oversight of its implementation contracts due to the lack of explicit office-wide M&E procedures and overall operational strategy as well as resource constraints, particularly with respect to staff with RBM and expertise specific to each of the three immediate outcomes. From a broader institutional perspective, while the Office has established planning and control systems, some deficiencies are apparent in the implementation of the GE4DE project. These include functional limitations in IRIS; the lack of integration of planning, reporting and financial systems; and the absence of a mechanism to independently validate results presented in project progress reports. Well-defined outcomes and indicators are needed to ensure accountability and provide a basis for continuous improvement. Looking ahead, future work on Gender Equality and Decent Employment would require measurable indicators, baselines, and milestones, for measuring the impact of ILO actions to improve the application and compliance of gender sensitive labour laws.

The final evaluation also found that the MTE lessons and recommendations had not been fully addressed in the last half of the project implementation. There was little evidence that the project enhanced coordination among the activities and under a systematic strategic and implementation plan to be able to generate effective results.

Looking forward, the gaps that need to be addressed include: linking the outcomes to the SDGs, adopting a broader empowerment approach, and a better focus on rural women, particularly considering that two out of ten ILO P&B outcomes are very much linked to rural areas.

LESSONS LEARNED

- 1. Good programme design involves the use of measurable quantitative and qualitative indicators, instead of opting for an easier approach of selecting one over the other.
- 2. Effective skills training responds to labour market needs. This requires greater collaboration with employers' and workers' organizations.
- 3. A holistic approach that aims at improving the livelihood of women is more effective in increasing productivity and potential earnings.
- 4. The formulation of gender equality and non-discrimination markers is important and requires better coordination among the outcome teams and other ILO projects as well as a review of good practices from other UN agencies.
- 5. User-friendly training materials customized to local realities and labour market requirements can increase utility and application of the acquired knowledge.
- 6. Given the lack of consistent and reliable labour statistics, it is difficult to assess the project's attribution towards the passing, implementation and compliance with gender equality and labour laws in Pakistan. Constituents offered different assessments of progress on compliance in provinces visited as part of this evaluation. While some suggested that significant strides had been made, many felt that the situation had not improved appreciably given the lack of enforcement. Representatives of workers' organization were more likely than other constituents to suggest that compliance with key legal provisions had seen little or no improvement.
- 7. Provision of transport and subsistence allowance can be strong motivating factors for trainees, especially for families of trainees, to perceive the value of the time spent by women outside their homes.
- 8. The lack of a consistent understanding of gender equality and decent work concepts among implementing partners can lead to results which may not be aligned with decent work and gender equality principles.
- 9. Effective use of media for sensitizing the overall population on gender equality issues should include print, radio and electronic means of communication. This is particularly important because the majority of the target population cannot read or write.

- 10. No project is an island in itself. The lack of linkages amongst the different activities within and among immediate outcomes can create missed opportunities for optimizing synergies and expanding the potential impacts of the intervention on the DWCP and the realization of ILO conventions dealing with gender and discrimination issues (Conventions 100 and 111).
- 11. Holistic training approaches to improve livelihoods of women and disadvantaged groups can have a positive effect on the well-being of immediate families and communities as a whole.
- 12. Limited participation of tripartite constituents in the implementation of the project hinders the sense of ownership and limits capacities to take forward the project outcomes on their own and translate policies into implementation. There is greater reliance in MOLW on ILO for taking forward the project objectives.
- 13. Stronger coordination mechanisms at the project level will contribute to the enhancement of project impact. The GE4DE project has made efforts to bring partners together and share information on various components. The project publications are widely disseminated with all implementing partners (IPs). However, these efforts have been fragmented and only selected groups among partners were involved in the information sharing forums. Since the effort lacked strategic and operational links, they could not generate effective results.
- 14. There is a need for coordination among all components, ILO constituents, and partners under a systematic strategic and implementation plan. All stakeholders need to be placed in their relevant role and allocated responsibilities that will complement and supplement each other. At the same time, IPs also need to take a proactive role in sharing information and taking the lead in developing cohesion and linkages within their own component and with partners from other components.
- 15. Focused partnerships with longer duration and more input support (technical, time, and financial) help achieve deeper impact compared to a broad range of partnerships with shorter duration, and limited inputs and targets.

RECOMMENDATIONS

In the area of gender equality and treatment in employment of women in the workplace, very limited progress can be directly attributed to the project. However, it is important to point out that the project has contributed to the national policy dialogue that has been crystalized in the strengthening of policies and laws that address gender equality and equal treatment of women in employment. With only a marginal increase in the share of women employed as legislators, senior public sector officials, managers and professionals, it is difficult to claim direct project impacts.

It is fair and appropriate to conclude that the project has laid fertile ground for further future efforts. However, substantial challenges remain on this front, primarily the growing and significant share of women working in the low-productivity agricultural occupations, with close to 66 percent of all employed women engaged in agricultural and fishery work since 2012. Other challenges for the future include expanding education and employment opportunities for women, ensuring equal pay for work of equal value, and reducing the considerable gender inequalities between men and women in wage employment. From the legislative perspective, the absence of any legal framework for ensuring equal remuneration for men and women outside of public-sector employment represents an important gap.

The following recommendations are presented for consideration of ILO and its tripartite constituents in the design of future ILO activities dealing with pending issues on gender equality and decent employment:

RECOMMENDATIONS ADDRESSED TO ILO

Recommendation 1. The long-term strategic objectives for gender equality and decent employment should be considered under a programmatic approach.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 2. A more comprehensive strategic approach would be needed to effectively carry out future endeavors to further gender equity and equality as the foundations for decent employment for men and women in Pakistan.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 3: Future ILO activities focusing on mainstreaming gender equality for decent employment should focus on designing skills development activities that fill the gaps in the demand and supply of skills in the labour market.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 4: Cohesion among various project components as well as among other ILO DWCP activities can help further achieve better and more sustainable results.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	Ongoing	No
		programming	
		activity	

Recommendation 5: Support capacity building among technical training institutions that can equip individuals with skills aligned with market demands and the rapidly changing technology.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	Medium	In the next 6	No
		months	

Recommendation 6: Building on the achievements of GE4DE and looking forward, ILO and potential donors for a follow-up phase of the project should consider targeting immediate outcomes to fill in the actual gaps on gender equality and decent work in each of the provinces included in the project.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 7: Review internal information systems and strategic planning platforms and develop an action plan to address current deficiencies in strategic and financial management.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad Directorate and	High	In the next 3	No
Programming Unit		months	

RECOMMENDATION ADDRESSED TO ILO, MOLW , AND DOLS

Recommendation 8. Effective impact on gender equality, sensitization, and mainstreaming of the national gender policy must include all units within provincial government departments and not only in the Inspectorates of the Departments of Labour.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6	No
		months	

Recommendation 9: Future ILO action on gender equality for decent employment would require a conscious effort to highlight the importance of a gender perspective in the budget process, allowing

the budget to work towards narrowing gender disparity and tackling the emerging issue of the feminization of poverty.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6	No
		months	

Recommendation 10: There is still a need for continued and increased sensitization on gender equality and women employment-related issues at various levels and for all stakeholders.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6-12	No
		months	

Recommendation 11: There is continued need to influence policy and advocate for greater awareness raising on better working conditions for women.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6- 12	No
		months	

Recommendation 12: The government should implement the 10% quota for women in government service without further delay.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6-12	Yes
		months	

Recommendation 13: Future ILO projects that aim at continuing the empowerment of women through equal and equitable working conditions should scale up the achievements of the GE4DE project to focus on the compliance of gender equality and nondiscrimination laws.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6-12	Yes
		months	

RECOMMENDATIONS ADDRESSED TO ILO, MLW, DOLS, PWF, EFP

Recommendation 14: There is great demand for professionally skilled and competent middle management in the private sector with great scope for women to fill in the gap.

Responsible Units	Priority	Time Implication	Resource Implication
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CO-Islamabad, MLW, DOLs, EFP, PWF	High	In the next 3-6	Yes
		months	

Recommendation 15: Gender mainstreaming endeavors should continue to support tripartite constituent's efforts to increase women's access to higher tiers of leadership in their respective organizations and institutions.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 12	No
		months	

Country Background

Demographic Situation

Pakistan is the sixth most populous country in the world with an estimated population of 184 million. Women constitute half the population.¹ The economic participation and empowerment of women is recognized globally as essential for the progress of a nation and growth of its economy. Indeed this has been recognized in the Government of Pakistan's principal planning document Vision 2025. The humanitarian crises and emergencies that have characterized most of the past decade and a half, have created various challenges for the implementation of development programmes and projects in the country.

Sociocultural Context

In Pakistan, women and young girls have lower literacy levels than their male counterparts, restricted mobility and lack of access to training, employment and other productive resources, together with preventive factors which include: cultural and religious beliefs about the role of women in society, lack of effective institutional structures to promote and enable gender equality; evolving institutional capacity for recognizing and promoting gender equality and providing increased number of more and decent employment opportunities for women; limited and sometimes ineffective implementation of labour laws; lack of adequate and appropriate legislation to empower women in the rural and informal sectors; and the need for more and better jobs for women in the urban and rural areas sectors. These factors obstruct gender equality in the society and limit access to decent employment for Pakistani women.

Pakistan's development paradoxes are perhaps most significantly testified within the World Economic Forum's Global Gender Gap Report, 2015². Global Gender Gap Report ranks Pakistan at 144 out of 145 countries. On the four pillars of Global Gender Gap, Pakistan stands 143 in economics participation and opportunity, 135 in educational attainment, 125 in health and survival and 87 in political empowerment.

¹ ILO, Decent Work country Profile, 2014

UN Women, "Women's Economic Participation and Empowerment- Status Report 2016"

² http://reports.weforum.org/global-gender-gap-report-2015/economies/

The score shows that Pakistan's position slightly improved its 2014 performance, but still ranks second-tolast in the world on the overall index.

Realizing low status of women, their weaker fallback position and bargaining power within and outside the households, as a direct result of their lack of access to and control over economic resources, many development agencies have adopted empowerment strategies to approach the powerlessness of women within and outside the households. For disadvantaged women, challenging the existing power relations through gaining access and taking greater control over the sources of power is termed as empowerment.

However, human rights activists in Pakistan argue that empowerment must include both 'access' and 'control' of both material and informational resources as crucial elements of empowerment. Although there have been some important changes in women's condition and position with improvement in socio economic and political developments in the country, clearly indicates that a growing number of Pakistani women's rejection of reliance on traditional patriarchal kinship ties in contemporary times - institutionalized patriarchal structures, policies, mechanism and practices continue to undermine many positive advances towards an inclusive and equitable society. This happening shift has been catalyzed by the civil society organizations, civil society groups and activists who have aligned their priorities and targets with the goals of women's empowerment in Pakistan and eradicating patriarchal structures that impede both women and men from leveraging on and enhancing their development potential.

Gender inequality is entrenched deep into the socio economic dynamics of the country, which has affected badly on women economic empowerment strategies and policies. However, national and international development organizations and bilaterals have been playing a significant role in promoting gender equality and non-discrimination in the country. Pakistan has a vibrant civil society, which acts as a powerful pressure group for advocacy, awareness and protection of women's rights in the country.

Situation of Women at Work

Pakistan has a very complex and multifaceted challenging situation related to different dimensions and determinants of economic participation. According to the country scorecard of the World Economic Forum Report 2015³, Pakistan ranks 143 out of 144 in Economic Participation and Opportunity, which is an alarming figure for a developing country like Pakistan. The statistics for educational attainment and health and survival are 135 and 125 respectively. Labour force participation ranks at 140, which is another red flag for economic empowerment in the country.

Social, economic, and cultural factors have a direct effect on gender equality in the workplace in Pakistan. Women are underpaid and overworked, even when they overcome structural and social barriers to seek employment. The near invisibility of women in micro and macroeconomic policies compounds the issue, as the different initiatives of the federal and provincial governments are aimed more at income generation than bringing women into the economic mainstream. The situation warrants a deeper analysis of the existing socioeconomic data as the basis for future ILO work on GE.

When the broad term of "women participation in the economy" is used, it may not highlight the extensive and diverse role that women play in all areas of the economy, especially in agriculture where depending on production patterns, the role of women can be different in urban and rural areas. The role and responsibilities of women change as the geographic area changes, along with changing local customs and traditions. Even the gender roles, food and nutrition practices vary across different areas, ethnic groups as

³ https://www.weforum.org/reports/

well as ecological zones. All these aspects result in different as well as similar kinds of constraints and challenges faced by women farmers in agriculture across the four provinces and three regions of Pakistan. In light of these constraints, certain key recommendations are given mainly focusing on promoting gender equality and empowerment of women in agriculture and identifying means of enhancing economic impact of women's work in agriculture, improving household food security and nutrition.

Sexual harassment⁴ is one of the top most issues for working-women in Pakistan. There are hundreds of incidents of sexual harassment every year. Social taboos and norms refrain women from speaking up against cases of sexual harassment. According to an estimate more than 70 percent of women are harassed at their workplaces every day. Protection against Harassment of Women at Workplace Act was passed in March 2010 for the whole country5. It makes sexual harassment of women in the workplace and in public spaces a criminal offence. However, most of the cases go unreported because of social norms of the patriarchal society.

Labour administration

The legal framework for Pakistan's labour administration has undergone several changes over time. Before the 18th Amendment in the Constitution of the Islamic Republic of Pakistan (2010), the subject of labour was on the concurrent list; as such, both the federal and provincial governments were empowered to legislate on labour issues. After the 18th Amendment, labour became a provincial subject, and the responsibility of legislating as well as administering labour laws was bestowed upon the provinces. The Provincial Departments of Labour (DOL), Minimum Wages Boards (MWBs), Workers' Welfare Boards (WWBs), Provincial Employees' Social Security Institutions (ESSIs), Labour Appellate Tribunals (LATs) and labour courts, amongst others, are responsible for administering laws and policy implementation.

The federal government, after the devolution of the Ministry of Labour and Manpower, created a new ministry –the Ministry of Overseas Pakistanis and Human Resource Development (MOP&HRD). It also retained the administration of the Employees' Old-age Benefits Institution (EOBI) created under the Employees' Old-age Benefits Act, 1976 and the Workers' Welfare Fund (WWF) created under the Workers' Welfare Fund Ordinance, 1973. However, retention of the EOBI has been challenged in the court and the matter is under litigation before the Supreme Court of Pakistan. The MOP&HRD has 24 Community Welfare *Attaches* posted at Pakistani missions abroad. The Bureau of Emigration & Overseas Employment (BE&OE) and the Overseas Employment Corporation (OEC) have been organized on a country-wide basis and have a network of Protectorates and sub-offices to promote overseas employment. The devolution of labour to the provinces has substantially reduced the mandate of MOP&HRD at the federal level and divested it of its role in implementing the ILO country office's Decent Work Country Programme.

The Labour Inspection Policy and Labour Protection Policy were issued in 2006, but no actions to implement these policies have been taken by any government. In 2010, the federal government issued a national Labour Policy. There are several permanent tripartite institutions, such as the Board of Trustees of EOBI, the Governing Body of the Workers' Welfare Fund and the Workers' Welfare Boards, the Minimum

⁴ Unwelcome sexual advances, requests for sexual favours or other verbal or physical conduct of a sexual nature that interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment constitute sexual harassment.

⁵ Amendment to Section 509 of the Pakistan Penal Code, 1860, clearly defines harassment and recognises it as a crime. This section has increased the maximum punishment for this offence to imprisonment, which may extend to three years or a fine of up to five hundred thousand rupees or both.

Wages Board (MWB), the Apprenticeship Advisory Committee, the Works Council, Joint Management Boards and the Skills Development Council.

MOP&HRD was established on June 7, 2013 through the merger of the erstwhile Ministry of Human Resource Development and the Ministry of Overseas Pakistanis. Under the Rules of Business 1973, MOP&HRD makes policies for employment promotion abroad, takes measures for the welfare of Pakistani Emigrants and their dependents in Pakistan, and coordinates with provincial governments to align national labour laws with Pakistan's international obligations on labour standards.

International commitments

Pakistan has adopted a number of key international commitments to gender equality and women's human rights - the Beijing Platform for Action, the Convention on the Elimination of all forms of Discrimination Against Women, the ratification of ILO Conventions No. 100 and 111, the Millennium Declaration and the Millennium Development Goals. Despite these commitments, Pakistan's ranking on gender equality remains one of the lowest in the world. In moving towards the realization of gender equality and women's empowerment, ILO's support to innovative initiatives that promote gender mainstreaming into the economic and policy is essential to enhance women's human rights, with special focus on their economic security, political participation and freedom from violence and exploitation.

In this regard, ILO's work on gender equality and women empowerment has been grounded on the GE4DE project theory of change that is premised on three focus areas:

- Aligning laws and policies of the governments to create a conducive environment for gender equality and women's economic empowerment;
- Strengthening work processes, resources, and capacities in tripartite constituent organizations to equitable working conditions for women to achieve decent employment;
- Supporting community and media-level initiatives that demonstrate how changes in practices and attitudes can be achieved to implement commitments that promote gender equality and women's empowerment.

Looking forward to the alignment with the Sustainable Development Goals (SDGs) adopted by the UN General Assembly in September 2015, future ILO Gender Equality (GE) work would contribute to SDG 5, which calls to "achieve gender equality and empower all women and girls." The targets for this goal aspire to end all forms of discrimination, eliminate violence against women and girls in all its manifestations, ensure health and reproductive rights, and ensure political, social, and economic participation of women. Targets 5.4, 5a and 5b are of particular importance for enabling women's economic empowerment, as they relate to acknowledging the value of unpaid care work and domestic work, and encourage women's access to land, physical assets and information and communication technology.

Pakistan is signatory to a number of ILO conventions, such as those on equal wages and remuneration, and standards of work. Yet Pakistan does not fare well on global indicators for women's economic participation. The Global Gender Gap Report 2015 ranks Pakistan at 143 in economic participation and opportunities, and 135 in educational attainment. The country's extremely low ranking occurs despite Article 38 of the Constitution of Pakistan, which guarantees citizens' right to pursue economic opportunities irrespective of gender or creed, as well as related labour laws.

GE4DE Project Background

Overview

GE4DE is a national multi-year project (2010-2016) funded by Global Affairs Canada (CAN\$8 million), formerly known as the Canadian International Development Agency (CIDA) and implemented by the ILO Country Office (CO) in Pakistan. The project was developed to contribute to the ILO Office's 2010-2015 Decent Work Country Programme (DWCP).

The main premise of the Gender Equality for Decent Employment (GE4DE) is that "gender equality and the empowerment of women are essential to overcome poverty".⁶ The project is very much in-line with the gender equality policies of the ILO and the donor agency Global Affairs Canada. ILO and the Canadian Government joined forces in 2010 to further the achievements realized under the Women Employment Concerns and Working Conditions Project (WEC-PK), which was implemented from May 2005 through March 2010.

GE4DE builds upon WEC-PK's experiences, resources developed, and lessons learned, and brings together technical resources from different ILO departments with expertise in: skills development, enterprise development, labour inspection and labour administration, and GE. The project used a multi-sectoral approach to GE including support to the implementation of ratified labour standards and the strengthening the gender equality aspects of legislation, policies, and strategies.

Gender Equality for Employment Program in Pakistan

The GE4DE project is highly relevant to the National Plan of Action for Decent Work (NPADW) 2010-15, the Decent Work Country Programme (DWCP) which is aligned with the ILO's Programme and Budget (P&B), the United Nations Development Assistance Framework (UNDAF). Moreover, ILO's project GE4DE is embedded well into the normative principles of the ILO as well as those strategic priority areas for One UN with special focus on gender equality and capacity building. GE4DE is particularly aligned with Strategic Priority Area (SPA) 5 Ensure Gender Equality and Social Justice (Equality) of OP II under One UN Reforms in Pakistan.

SPA 5 Ensure Gender Equality and Social Justice (Equality) has strong references to National Development Goals especially, *National Policy for Development & Empowerment of Women* (2002), *National Human Rights Policy* (in process), *Development Amidst Crisis: Pakistan Millennium Development Goals Report* (2010)

Tripartism

Pakistan Decent Work Country Programme is formulated in extensive tripartite consultations involving Provincial Departments of Labour, Employers Federation of Pakistan and Pakistan Workers Federation with support from ILO Country Office. National Plan of Action for Decent Work (NPADW, 2010 - 2015) was prepared in alignment with the national planning cycle and aimed to guide the DWCP (2010-2015).

⁶ ILO, Project Document - Promoting Gender Equality through Decent Employment

Building on the achievements of DWCT (2010-2015), the ILO Country Office has recently introduced Decent Work Country Programme (2016-2020). Likewise, the design of the GE4DE project involved consultations and collaboration with national tripartite constituents and civil society partners. The outcome of these consultations was a unified vision for GE in the work-place which involves various activities that aim to empower working women in Pakistan so that they "have better incomes, a better working environment and increased participation in household decisions and specifically expenditures."

GE4DE and the UN One Programme

The United Nations Development Assistance Framework (UNDAF) for Pakistan One Programme One OPI (2009-13) and One Programme two OPII (2013-17) is based on the five UN normative principles and operational guidelines:

- i. Human Rights Based Approach
- ii. Gender Equality
- iii. Environmental sustainability
- iv. Results based management
- v. Capacity Development

One Programme II (OP II) has six Strategic Priority Areas (SPAs), which all contribute to national goals and plans. The GE4DE project is directly linked to SPA 5 although some of its activities can be reflected in SPA 4.

GE at the core of ILO and Donor Strategies

Equality for women and men in the world of work is a core value of ILO. It has four strategic objectives of employment, social protection, social dialogue, and tripartism. Fundamental principles and rights at work are inseparable, interrelated and mutually supportive, and gender equality must be considered cross-cutting in these issues.

The 2009 International Labour Conference, reaffirmed ILO's commitments to equality between women and men in the world of work as espoused by the 2008 Declaration on Social Justice for a Fair Globalization. The Conclusions take particular cognizance of the impact of the global financial and economic crisis on the working lives of women and men and the need to ensure that the crises should not be used as a reason to create even greater inequalities nor undermine women's acquired rights. ILO works to advance understanding of the vital links between decent work, poverty reduction, and gender equality.

The ILO's fundamental Conventions and other ILO instruments on gender equality and nondiscrimination provide the overarching reference framework for this cross-cutting policy driver. ILO work in the three biennia covered by the G4EDE project aims at supporting constituents in the realization of gender equality and the elimination of discrimination, including in the context of the post-2015 development agenda.

Likewise, for Global Affairs Canada gender equity means being fair to women and men, and to ensure fairness, measures are often needed to compensate for historical and social disadvantages that prevent women and men from otherwise operating as equals. This policy reflects Canada's motto that equity leads

to equality. Gender equality means that women and men enjoy the same status and have equal opportunity to realize their full human rights and potential to contribute to national, political, economic, social, and cultural development, and to benefit from the results.

Project Design

The project's overarching development goal is to empower working women in Pakistan so that they "have better incomes, a better working environment and increased participation in household decisions and specifically expenditures."⁷ To achieve this goal, the project design is further divided into specific intermediate outcomes and immediate objectives.

The intermediate outcomes of the project are the following:

1) Pakistani women have greater equal employment opportunities and decent working conditions

in selected economic sectors; and

2) Stakeholders have increased understanding and favorable attitudes towards working women's issues.

The immediate outcomes of the project are threefold:

- 1) Strengthening national legal and policy frameworks on Gender Equality;
- Increasing the capacity of the government, employers' organizations, workers' organizations, the media, and other social partners, including law enforcement, to tackle the issue effectively; and
- 3) Skills development programs to enhance the employability of poor and marginalized women.

The project was expected to promote gender equality in government programmes and projects through capacity development of public sector at the federal, provincial and district level, parliamentarians, particularly the women parliamentarians in the national and provincial assemblies. Technical assistance activities were built into each of the three immediate outcomes of the project to: (i) strengthen gender-sensitive policy frameworks and assist in supporting effective implementation of the same, (ii) strengthen national skills development initiatives to ensure gender balanced approaches that would empower men and women workers in need of acquiring or improving skills needed to enter the labour market, and (iii) sensitize media on gender equality and labour issues, particularly as they pertain to women, to increase and improve coverage of issues relating to women's productive labour and employment.

Project Partners

The project envisioned the engagement of the following constituents in the implementation of the project:

- **Government:** Ministry of Labour and Manpower (MOLW), Provincial Departments of Labour (DOLs), Ministry of Women Development (MOWD), Ministry of Finance (MOF), National Vocational & Technical Training Commission (NAVTEC), Technical Education & Vocational Training Authority (TEVTA), polytechnics/training institutions, Ministry of Textiles, Ministry of Food, Agriculture and Livestock, Inter-ministerial bodies, Planning Commission, District governments (Nazims and labour councilors), Judiciary, and Labour inspectorates, with the purpose of creating an enabling environment to facilitate women participation in the labour force.
- **Employers:** Employers Federation of Pakistan (EFP), Chambers of Commerce and business association, and Women Chambers of Commerce Industries, to implement their responsibilities under the rubric of the Global Compact and Corporate Social Responsibility.
- Workers: Pakistan Workers Federation (PWF), trade unions in various sectors and provinces, to

⁷ ToR Independent Final Evaluation: Promoting Gender Equality for Decent Employment (GE4DE).

raise awareness on workers' rights, organize workers and build the capacity of workers for effective collective bargaining.

- **Civil Society:** Universities, think tanks, and NGOs to act as watchdog, developing a knowledge base, and building alliances and networks for collective action and raising awareness.
- **Parliamentarians:** at Federal and Provincial level to pass public law and monitor government action.
- **Media:** Electronic and print media to improve reporting on women's labour participation and GE, ensuring visibility of labour issues, creating widespread public awareness and sensitization on Pakistan's international commitments on Labour and GE, on women's labour participation, work discrimination and harassment, removal of stereotypes for women's work, and training for Urdu and local language newspaper journalists at the provincial and district level.

Geographical Coverage

As a national project, GE4DE operated in different provinces and districts including (i) Outcome 1: the provincial capitals of Quetta, Peshawar, Lahore, Karachi and Gilgit of Gilgit-Baltistan (GB); (ii) Outcome 2: districts across Pakistan, Hub (Balochistan), Charsadda (Khyber Pakhtunkhwa), Lahore and Rahimyar Khan (Punjab), Thatta and Karachi (Sind) and Gilgit (GB); and (iii) Outcome 3: districts across Pakistan, Hub (Balochistan), Charsadda (Khyber Pakhtunkhwa), Lahore and Rahimyar Khan (Punjab), Charsadda (Khyber Pakhtunkhwa), Lahore and Rahimyar Khan (Punjab), Thatta and Karachi (Sind) and Gilgit (GB); and (iii) Outcome 3: districts across Pakistan, Hub (Balochistan), Charsadda (Khyber Pakhtunkhwa), Lahore and Rahimyar Khan (Punjab), Thatta and Karachi (Sindh) and Gilgit (GB) and another 35 districts around the country.

Project Management

The project was nationally executed under the overall supervision of the Country Director of the ILO office in Islamabad. It was headed by a National Project Coordinator (NPC) reporting to the ILO Country Director. The NPC was supported by a team consisting of backstopping by the Senior Programme Officers and a Programme Officer, as well as the technical backstopping of the DWT- and HQ GED. The NPC position was occupied until September 2015 and national Gender Specialist position was occupied till September 2014. The administration of the project was supported by two senior programme assistants, an administrative/finance assistant, and two drivers. The project team's responsibilities were to: (i) coordinate and monitor the implementation of all programme components; (ii) provide technical support and oversight to the activities; (iii) using the services of consultants to be subcontracted, carry out the information gathering, dissemination, and advocacy activities; and (iv) facilitate and coordinate the networking activities among the various stakeholders. In line with ILO monitoring procedures, the NPC and the team were expected to undertake regular field visits to the programme locations to monitor progress, identify implementation problems, and take corrective measures. The team also included an administrative/finance assistant, a project assistant, and a driver.

Evaluation Background

This evaluation presents the project's demographic, socioeconomic, and cultural backdrop, the project's logical and conceptual background, the evaluation's methodological approach, data collection system, workplan, and evaluation strategy as stipulated in the Terms of Reference (ToR) for the independent final evaluation of the <u>Promoting Gender Equality for Decent Employment (GE4DE</u>) project. The report responds to the purpose, scope, and key questions stipulated in the TOR and presents key findings, lessons learned, conclusions, and recommendations for plausible future action by ILO towards strengthening gender equality as a basic principle for achieving the Decent Work Agenda (DWA). The findings are based on empirical evidence drawn from the desk review of project documents and issues and gaps identified by

the evaluation team during the field mission undertaken from August 29 through September 9, 2016, as well as surveys conducted to ILO staff, external stakeholders, and donor and development partner agencies.

The evaluation team consists of Francisco L. Guzman, independent international evaluator at the Global Center for International Development Evaluation Professionals (Global-CIDEP), Adeela K. Zubair, national evaluation consultant hired by the ILO Office in Islamabad, and Nuria Moya, evaluation assistant at Global-CIDEP.

The principal clients for the evaluation are the ILO Country Office in Islamabad, ILO Decent Work Country Team (DWT)-New Delhi, Regional Office for Asia and the Pacific (ROAP), ILO Evaluation Office (EVAL), ILO GED-Geneva, national tripartite stakeholders, and the donor agency. The final evaluation report provides a set of clear, summative, and forward-looking recommendations based on key findings and lessons learned. The recommendations propose options for management to take into account in the design of subsequent interventions and strategies aimed at promoting GE and decent employment.

Evaluation Purpose and Objective

The main purpose of the evaluation is "to assess the extent to which the project has achieved its immediate objectives." To this end the evaluation team has:

- 1. Examined the performance of the project by assessing the extent to which outputs have been delivered and immediate objectives have been achieved;
- 2. Assessed strengths and weaknesses, opportunities and challenges, and any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs. In particular, examine how the different roles and the status of women and men within the community, political sphere, workplace, and household have affected the performance of the project;
- 3. Assessed the emerging impact of the interventions (either positive or negative) and the sustainability of the project's benefit and the local partners' strategy and capacity to sustain them;
- 4. Assessed the extent to which the project has responded to the recommendations of the midterm evaluation; and
- 5. Drawn lessons and provided concrete recommendations for future design and implementation of projects/programs based on the evaluation findings and conclusions.

In addition, the evaluation has:

- Assessed the project's contributions to higher-level outcomes such as DWCP, national development goals and ILO's strategic outcomes dealing with greater gender equality and the elimination of discrimination in the work place;
- Assessed the project's effectiveness in creating synergies with other ILO projects in Pakistan; and
- Highlighted lessons that can improve the strategic impacts of future ILO projects designed to promote gender equality and decent employment for women in Pakistan.

Conceptual Framework and Scope of the Evaluation

The points of departure for the final evaluation are the Project Document and the ToR, taking into account the outputs of the project's immediate outcomes and their contributions to higher-level outcomes such as the Decent Work Country Programme Outcomes (CPOs) and the ILO Programme and Budget (P&B) Strategic Outcomes, namely Outcome 17 on discrimination, Outcome 2 on employment and skills, Outcome 3 on enterprise development, Outcome 6 on occupational health and safety, and Outcome 11 on labour administration. The conceptual framework for this evaluation is also anchored in the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and the Equal Remuneration Convention, 1951

(No. 100), which provide the foundation for the ILO's strategy on work equality and elimination of discrimination in employment and occupation (Outcome 17).

While the evaluation has primarily assessed the extent to which the project has achieved its immediate outcomes, this exercise also calls for an assessment of whether the means of action have effectively contributed to the outcomes of the Pakistan DWCP and national development goals. Thus, it required not only an assessment of outputs and immediate outcomes, but also an assessment of the project's contributions to higher-level outcomes, such as DWCP, national development goals, and ILO's strategic outcomes dealing with the elimination of discrimination in the work place. This formative aspect of the evaluation highlights lessons that can improve the strategic impacts of future ILO projects designed to promote GE.

In accordance with the GE4DE project document, the evaluation team assessed the project's effectiveness in planning, requesting, and receiving technical expertise from the ILO experts in DWT-New Delhi and HQ pertaining to Standards, Gender, ACTRAV, ACTEMP, Social Finance, Skills, Social Protection, DCOMM, and ITC. The project was expected to draw on the technical expertise on GE from the DWT and/or HQ to support the achievement of the project's GE objectives while adhering to the strategic guidance presented in the ILO Action Plan on Gender Equality and Mainstreaming (2001), GEMS (Gender Mainstreaming Strategy for Asia and Pacific), and TREE (Training Rural Economic Empowerment). The project was also expected to complement other ILO activities in Pakistan, both RBTC-supported work on the DWCP and promotion of international labour standards. The evaluation team assessed the project's effectiveness in creating synergies with other ILO projects in Pakistan.

The project's initiatives and immediate outcomes were strategically designed to contribute to all priorities of DWCP Pakistan, specifically, the promotion and realization of labour standards, national labour laws, and policies on GE in Pakistan. The project operated in the context of the United Nations Reform process within the backdrop of a national administrative devolution. The evaluation team reviewed and assessed all opportunities for system-wide collaboration, coordination, and joint programming with other UN agencies, particularly UN Women, UNDP, and UNIDO.

The project was expected to work under the general guidance and coordination mechanism of the National Steering Committee (NSC), a tripartite-plus committee set up under the Ministry of Labour and Manpower. The evaluation assessed the effectiveness of this mechanism and identify good practices and/or issues that might have impeded its functioning.

The project was nationally executed and operated under the overall supervision of the Director of the ILO Office in Islamabad. The evaluation team assessed the efficiency of the management mechanism in terms of project implementation, M&E requirements, and oversight of technical and financial aspects of all subcontracts and ExColl service contracts.

The evaluation report also provides impartial insights on how effectively the ILO's GE4DE project strategy and immediate outcomes reflected national GE priorities as stated in Outcome 17 of the P&B, and reflected the discussion and recommended outcomes for the period covered by the project (March 2010-October 2016). These include: (i) promoting GE in the world of work by strengthening national mechanisms to promote equal opportunities for women; (ii) mainstreaming non-discrimination and equality of access to skills development as a key element for achieving DW; (iii) better laws and better enforcement; (iv) more effective regulatory initiatives; and (v) social partners better equipped to make equality a reality in the workplace. The evaluation assessed the contributions of ILO's strategies across all relevant outcomes of the 2010-2015 FPF.

Evaluation Methodology

The final evaluation was participatory and involved all key stakeholders in the evaluation process. This exercise was guided by the ILO's evaluation policy guidelines, the United Nations Evaluation Group (UNEG) evaluation norms and standard, and is anchored by the six core OECD/DAC evaluative criteria, addressing: the **relevance** of the project to the DWCP outcomes and selected GE challenges of the country; the **coherence** between the project activities and desired outcomes, including the integration across ILO instruments in support of project objectives, and the coordination with other ILO projects; and linkages with other UN entities and development partners, where applicable; the **efficiency** measured as (i) administrative and other project costs, (ii) timeliness of execution, (iii) technical, financial, and contractual monitoring and oversight of the many implementing partners contracted to carry out most of the project components; and the **effectiveness** of individual interventions as well as of the GE4DE as a whole. Effectiveness is assessed with particular attention to identify **immediate impacts**, the long-term **sustainability** of the results, and the project's contribution to the institutional development and DW gaps that national constituents have identified in the existing DWA draft documents and national DW strategies.

The final evaluation's recommendations correspond with the following four core guiding principles, such that lessons and solutions:

- Based on impartial, factual and evidence;
- Based on localized experiences, but of national and/or regional relevance;
- Focused on holistic approaches;
- Emphasize knowledge, reinforcement of constituent capacities, partnerships and communication, and ILO operational capacity; and
- Explore how innovation should be leveraged.

Evaluation Questions by Criterion

As previously noted, the evaluation criteria and relevant questions have been developed according to the criteria set forth in the ILO's Evaluation Policy Guidelines,⁸ which adhere to the OECD/DAC Principles and UNEG norms and standards for evaluation. Accordingly, the evaluation questions have been developed under each of the following definitions of these criteria:

Relevance: The extent to which ILO support (i.e., strategy and action) are consistent with the objectives of national tripartite constituents' priorities, beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies. This gives attention to how the support is strategic and applies ILO's comparative advantage.⁹ The evaluation inquires:

- a. To what extent was the GE4DE strategy and actions **relevant** to national policy dialogue addressing its country programme/project outcomes?
- b. Have GE4DE project strategies and actions responded to priorities and needs expressed by its constituents?
- c. Have the project strategies and actions responded to ILO gender equality strategy and are these aligned to the respective MDGs?
- d. To what extent are the results found aligned to the respective Sustainable Development Goal (SDG) on gender equality and social protection?

⁸ ILO Evaluation Policy Guidelines (2nd Edition).

⁹ ILO's unique access to governments, employers' and workers' organizations, its norm-based mandate, tripartite structure, global perspective, competence and capabilities, comparative analysis, and cross-regional exchange of expertise, mainstreaming gender equality, nonpartisan approach, and favorable bidding position.

e. Have the project strategy and action addressed identified gaps in the realization of respective project outcomes, CPOs and linkages to ILO P&B outcomes and national priorities?

Coherence: The compatibility of the GE4DE project strategy and results with the GE and DW strategy and action, as well as other ILO projects, UNDAF outcomes related GE and DW, system-wide programming and operations, namely the first and second generation One UN Programmes (OP I and OP II). The evaluation responds to the following questions:

- (a) To what extent is GE4DE strategy and action **coherent** and complementary to support the realization of country programme outcomes and national policy objectives, and does it promote synergies with other ILO projects and strategic outcomes as well as with national constituents' and partners' priorities?
- (b) Are GE4DE project goals consistent and mutually supportive, enabling synergistic use of resources and enabling activities with P&B outcomes, DWCPs and CPOs?
- (c) Are project strategies and actions in pursuit of respective project outcomes, CPOs and linkages to ILO P&B outcomes and national priorities coordinated, mutually supportive, and wherever possible operationally leveraged to maximize effect?
- (d) Are project strategies and actions in pursuing respective project outcomes, CPOs and linkages to ILO P&B outcomes and national priorities recognized for this effect?
- (e) Are GE4DE project implementation strategies and actions coordinated with UN and other development partners and embedded well into the One UN Programme, building on the comparative advantage of ILO?

Efficiency: The measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. The evaluation considers:

- (a) The extent to which ILO GE strategy and action as operationalized lend themselves to **efficient** project implementation.
- (b) Arrangements for financing support activities in a way that is consistent with respective CPOs and linkages to ILO P&B outcomes and national priorities.
- (c) Whether GE4DE funds have supported the realization of respective CPOs and linkages to GE4DE outcomes and national priorities in a way that leverages all available resources.
- (d) GE4DE strategy and action have an operational synergy with UN and other actors, enabling results that are greater than the sum of their individual components.

Effectiveness: The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

- (a) How **effective** are ILO strategy and action in helping the Government of Pakistan, and how effectively do social partners realize their GE and DW policy objectives?
- (b) Have project strategy and actions resulted in the reduction of decent employment gaps and reduced incidences of discrimination in the workplace for women in the realization of respective CPOs and linkages to ILO P&B outcomes and national priorities?
- (c) Have GE4DE strategy and actions assisted national tripartite constituents and implementation partners promote and realize respective CPOs and linkages to ILO P&B outcomes' and national priorities?
- (d) Have Declaration follow-up mechanisms¹⁰ enabled GE4DE support to Pakistan's efforts to promote and realize respective CPOs and linkages to ILO P&B outcomes' and national priorities?

¹⁰ Including the compilation of annual reports, observations by international employers and worker's organizations, the review of annual country reports.

Impact: Positive and negative primary and secondary long-term effects produced by development intervention, directly or indirectly, intended or unintended.

- (a) What **impact** has the ILO project had on policy, legal frameworks, and awareness regarding respective CPOs and linkages to ILO P&B outcomes and national priorities?
- (b) GE4DE strategies and actions actually have resulted in helping national tripartite constituents reduce gender equality and skills development gaps in the realization of respective CPOs and linkages to ILO P&B outcomes' and national priorities.
- (c) GE4DE strategies and actions do not have unintended or unexpected effects that are counterproductive in realizing respective CPOs and linkages to ILO P&B outcomes and national priorities.

Sustainability: The strategic orientation of the support aimed at making a significant contribution to broader, long-term, sustainable development changes. The likelihood that the results of supports are durable and can be maintained or even scaled up and replicated by intervention partners after major assistance has been completed. The evaluation inquires as to whether:

- (a) To what extent is ILO strategy and action designed and implemented to maximize the **sustainability** of results of GE4DE?
- (b) Results of ILO programme/project strategies and actions that have helped reduce the gap in realization of gender equality, skills development, work quality, and decent employment respective CPOs and linkages to ILO P&B outcomes and national priorities endure over time.
- (c) ILO and partners take steps to help ensure that the results of ILO strategies and actions designed to reduce gaps in the realization of respective CPOs and linkages to ILO P&B outcomes and national priorities can be sustained or otherwise contribute to the sustainability of results.

Evaluation Work Plan

This evaluation's primary focus is at a project strategy level based on project-specific assessments of each of the six evaluation criteria: relevance, coherence, efficiency, effectiveness, immediate impacts, and sustainability. The evaluation team has gathered facts in a step-by-step fashion, taking up the evaluation criteria in the process. The line of inquiry proceeded from general to specific, moving from theoretical to practical.

Step one: The evaluators assessed the different findings to determine whether and how well the project strategy helped beneficiaries, including government institutions, the relevant project constituents, and stakeholders, to close the gaps in realizing respective CPOs and linkages to ILO P&B outcomes and national priorities on GE and DW for women. This involves determining what support ILO has given and its impact.

Step two: The evaluators determined if execution of the project's immediate outcome strategies and actions has resulted in reducing GE and DW gaps in realizing the relevant CPOs and linkages to ILO P&B outcomes and national priorities, and how that progress has been acknowledged.

Step three: The evaluation has also identified the project CPOs and linkages to ILO P&B outcomes and national priorities for Pakistan and assessed ILO project strategies and actions at the provincial level and their implications at the national level. Linkages with One UN Strategic Priority Areas (SPAs) have also been established and analyzed. The evaluators identified the "supply and demand" aspects of ILO's engagement in the country. That is, the evaluators reviewed what ILO has said it should do at the national, provincial, and district levels, including action plans and implementation strategies adopted. Not least of these is the DWCP for Pakistan. The evaluators compared these references with what the national constituents, ILO, and the donor have actually asked for and approved the project to do and achieve.

In order to accomplish its purpose, the evaluation team has tried to identify trends and gaps in the realization of respective project immediate outcomes, actions, and CPOs' linkages to ILO P&B outcomes and national priorities by carefully reading of the relevant literature, in order to highlight strategies and actions in light of developments and deficits. This assessment addresses the national and subnational level of the project. Simultaneously, the evaluation team has triangulated information obtained to verify findings and resolve any ambiguities or contradictions that may arise.

Data Sources and Collection Methods

For this evaluation, the evaluation team has taken a four-pronged data-collection approach consistent with ILO EVAL's guidance. Figure 1, below, illustrates the key sources of information for this evaluation: (i) a desk review of relevant documents; (ii) case studies of individual project activities visited; (iii) field validation in the form of interviews, focus groups, and site visits; and (iv) electronically conducted surveys using internet survey tools. This approach gathers facts at both the national and subnational levels, as well as from development partners and ILO staff at the CO, DWT, RO and HQ.

Desk Review. The evaluation team conducted a thorough review of numerous documents, reports and data, including but not limited to:

- (a) The ILO's RBM systems provide one of the foundational data sets. These include P&B documents that set outcomes and indicators, the Strategic Policy Framework 2010–2015, the Director-General's Implementation Reports (2010–2011, 2012–2013, and 2014–15), reporting progress against the respective P&B criteria.
- (b) Project profiles, activities, impact studies produced as part of the follow-up to project activities, baseline studies which identify national gaps and challenges in the realization of respective immediate objectives, and their contributions to CPOs and linkages to ILO P&B outcomes and national priorities.
- (c) Project document, progress reports, biannual implementation reports prepared at the end of each P&B cycle, and annual reviews that ILO issues on the basis of annual reports provided by the Government of Pakistan under the follow-up to the 1998 Declaration. These will be particularly relevant for those activities that involve contributions to SPF Outcomes (namely, Outcome 17).
- (d) Responses to Committee of Experts' observations and recommendation about the implementation of relevant conventions.¹¹ These annual reports are required from member states that have not ratified at least one of the Conventions associated with each of the three immediate outcomes.
- (e) Documentation of the ILO's supervisory bodies with respect to the application of ratified and unratified ILO Conventions and Recommendations.
- (f) Financial information regarding all resources applied towards the achievement of the outputs that have produced the immediate, and intermediate, outcomes of the GE4DE project and have been recorded as contributing to the achievement of the desired development goal of the project and to the achievement of CPOs that have contributed to Outcome 17, and the other Outcomes of the SPF that the holistic approach of this project has made directly and/or to which it has indirectly contributed.
- (g) Strategic, thematic, and project evaluations relevant to respective Pakistan CPOs and linkages to ILO P&B outcomes and national priorities.
- (h) The information gathered through interviews of all relevant stakeholders will be triangulated against information gathered through the abovementioned documents as well as through the electronic surveys administered for this evaluation.

Case Studies. Undertaken as desk studies, case studies were based on a synthesis of highlights within each immediate outcome, review of progress reports, and triangulation of information gathered through

interviews, focus groups, and electronic surveys. The national evaluation consultant conducted these studies in light of (i) a careful reading of the relevant literature to collect data and analysis on the trends and gaps during the evaluation period, and (ii) local knowledge of the institutional situation of the country and DW conditions and dynamics.

Field Verification. The evaluation team leader and national consultant conducted field data verification through interviews, focus groups, and consultations in site visits, which were selected by the project team given their knowledge of the geographical areas accessibility during the evaluation mission and cleared by the Pakistan UN-DSS. The selected sites included Islamabad, Karachi, Thatta, Lahore, and Sialkot. These visits enabled cooperation and coordination with the ILO CO and constituents. They also helped identify gaps in documentation, additional information needed, provided an opportunity to address administrative issues, and allowed for personal meetings with the parties concerned.



Consultations with ILO staff at HQ and in the field, representatives of employers' and workers' organizations in the visited and case-study project activities, tripartite constituents, other stakeholders, experts, select civil society and relevant new social formations helped the evaluation team to verify and triangulate information obtained through other interviews, electronic surveys, and document reviews. An illustrative contact list for consultations can be found in Annex 3.

Interviews, focus groups, and consultations conducted by the evaluation team served the purpose of verifying and illustrating desk-study findings. The investigation at the immediate outcome level supported findings and recommendations relative to the project as well as to ILO policies and strategies. General country developments were taken into consideration insofar as they related to the GE4DE immediate outcomes and to the broader ILO strategy and action.

Online Surveys Consultations and the desk review informed the design and content of the online questionnaires (see Annex). The evaluation team adapted national constituents' questionnaires to the subnational context, including translation where necessary. The evaluation team also adapted the model questionnaires to the stated independent evaluation objectives for the following categories of respondents:

- 1. National constituents: Government, workers' associations, employers' associations, project implementation partners, civil society/social actors, right holders (beneficiaries), national and subnational stakeholders
- 2. ILO staff (CO, DWT, RO and HQ): Sector specialists, programme units at CO, RO and HQ (project managers, programme officers, etc.), former CO-Islamabad and staff members)
- 3. Donor, UN country team (Office the UN Resident Coordinator, UN Women, UNICEF, UNDP, etc.)

The questionnaires posed evaluation questions to which the respondents replied with simple selections from a five-step scale. The form also provided a field to allow for textual commentary for respondents that so required. The collection of responses enabled a numerical basis for rating and ranking strategic outcomes and perceptions, as well as to collect any additional analysis offered in the narrative fields. The evaluation

team was alert to gaps in responses to certain questions or insufficient responses from a certain respondent category, or the emergence of a particular contradiction in information, which would require the evaluators to return to some respondents for further information or clarification.

Evaluation Limitations

The delayed formation of the evaluation team and start of the evaluation process on 29 August 2016 created an unusually tight timeline for a sequenced evaluation process. This made it necessary to lump the desk review and field mission together, which created unusual pressures on the evaluation team to review documentation provided by project staff incrementally.

A more concerning limitation was the having project staff present in some evaluation interviews despite concerns expressed by the team leader. The Office management intervened to solve this issues at the request of the team leader and social partners.

The evaluation surveys ran the risk of small or self-biased responses to internet-based surveys. There was also a risk of not being able to identify or contact relevant key informants in site visits due to frequent turnover of strategic personnel in some provinces and districts.

Evaluation Findings

Key Findings by Evaluation Criterion

This section presents an assessment of the performance of ILO with respect to the six evaluation criteria listed in Table 1 below.

Criteria	Definition
Relevance	The extent to which ILO support (i.e., strategy and action) are consistent with the objectives of national tripartite constituents' priorities, beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies. This gives attention to how the support is strategic and applies ILO's comparative advantage.
Coherence	The compatibility of the GE4DE project strategy and results with the GE and DW strategy and action, as well as other ILO projects, UNDAF outcomes related GE and DW, system-wide programming and operations, namely the first and second generation One UN Programmes (OP I and OP II).
Efficiency (a)	The extent to which the GE4DE project has used available resources effectively and economically to generate results as well as the extent to which the ILO's organizational structure and management systems are sufficient to accomplish stated goals while complying with Office-wide administrative and financial directives.
Effectiveness	The extent to which planned outputs have been produced and intended outcomes have been achieved as a result of ILO engagement, particularly with respect to the application and compliance of Laws pertaining to C100/C111 and concurrent improvements in gender sensitive labour inspection systems.
Impact	The extent to which compliance with national labour laws has increased and resulted in improved employment and working conditions for women in Pakistan.
Sustainability	The extent to which improvements in labour inspection systems have remained in effect since engagement with ILO and/or are likely to persist over time

Notes: (a) the ILO evaluation framework includes issues related to management under efficiency.

Relevance

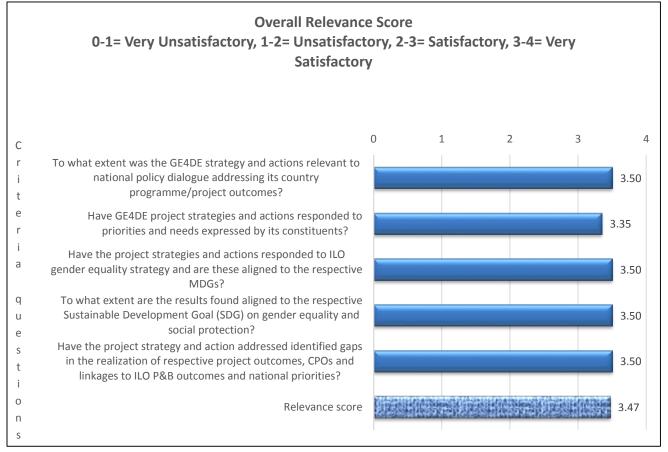
The ILO strategy and actions have been largely aligned with the needs of the Government of Pakistan and Social Partners.

The importance of effective gender sensitive labour laws and the labour inspection systems to ensure compliance with national labour laws is well recognized. The ILC 2011 Conference report, CEACR supervision reports, and labour inspection audits carried out by ILO have documented weaknesses in existing systems, particularly with respect to the legal framework under which labour inspectorates operate and the institutional capacity of inspectorates to fulfil their mandates, particularly that which calls for ensuring compliance with national laws that call for gender equality in the work place. The technical assistance offered by ILO has aimed to address these weaknesses.

Tripartite constituents have acknowledged that to effectively address the issues of gender inequality and sexual harassment in the work place, the is a pressing need to further strengthen labour inspection systems as reflected in DWCP agreed with the ILO. However, the priority attached to needed reforms varies across Provinces and among constituent groups.

Figure 1 below shows the composite score for relevance. It is based on triangulated data from stakeholder surveys (ILO staff and constituents) as well as scores given by the evaluation team based on information gathered during the field visits and interviews. The result of the triangulated data show that all stakeholders and the evaluation rated the GE4DE project strategy as having been **very satisfactory**.

FIGURE 1: RELEVANCE SCORE



Looking forward to a new phase of the project, undoubtedly there is an overabundance of issues that need to be addressed to ensure the continued relevance of the GE4DE project achievements on the development and/or improvement of policies and further strengthening of central and provincial laws and codes of conduct that would ensure compliance with non-discrimination and social protection, and occupational safety and health laws at the workplace. The issue of sexual harassment and discrimination in the work place still needs to be tackled in a systematically through the strengthening of the legal framework and the compliance mechanisms.

ILO staff and constituents, who responded to the survey, have rated the project's results as **very** relevant for promoting, adapting, and/or applying international labour standards on gender equality, elimination of discrimination in employment, and **relevant** with regard to social protection, occupational safety and health and equitable working conditions as shown in Table 2.

Table 2.

In your view, how relevant was the ILO's project strategy and approach for promoting, adapting, and/or applying international labour standards on gender equality, elimination of discrimination in employment, social protection, occupational safety and health and equitable working conditions?

	Not relevant	Not very relevant	Moderately relevant	Relevant	Very Relevant	Total responses
Gender equality and elimination of discrimination	0.00%	0.00%	15.38%	30.77%	58.85%	13
Social protection	0.00%	8.33%	16.67%	50.00%	25.00%	12
Occupational safety and health	8.33%	0.00%	16.67%	50.00%	25.00%	12
Equitable working conditions	0.00%	8.33%	8.33%	41.67%	41.67%	12

Source: ILO staff Surve

Coherence

Although the project design and logical framework are coherent and have clear logical linkages, the implementation of project activities are not explicitly coherent. The lack of linkages among implementing partners from one project outcome to the other has forfeited opportunities to optimize resources and gains. While a detailed analysis of the logframe is well outside the scope of this evaluation, the evaluation team conducted an evaluability assessment of the project logical framework and its M&E framework and found it to be of limited evaluability mostly due to the lack of SMART indicators.

The implementation of project activities within each of the three immediate outcomes has not been holistic and often too focused on outputs rather than on the strategic impact of the sum of all outputs produced. Throughout the implementation of the project there has been a lack of consistency in the use of the logical framework terminology.

IIO IS WELL PLACED TO ADDRESS GENDER EQUALITY ISSUES.

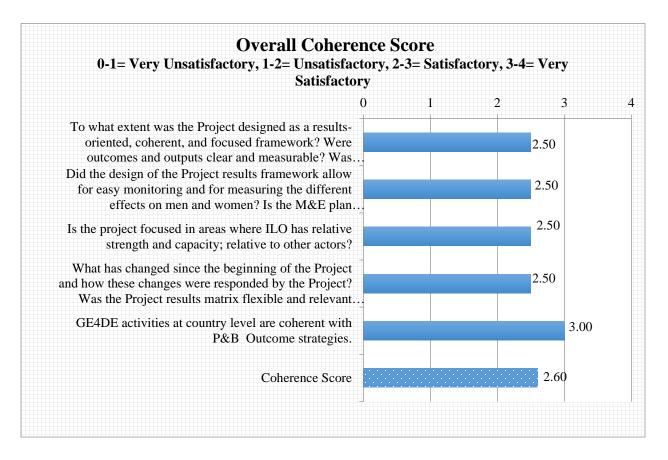
ILO gender equality strategy and actions have been designed to complement related efforts of constituents, UN partners, and other national civil society organizations working towards improving gender equality and decent employment fro in Pakistan. The GE4DE project strategy has focused on activities in which ILO has a comparative advantage given its mandate, organizational structure, technical expertise, and financial resources. As a specialized agency of the United Nations, ILO is tasked with the promotion of the decent work agenda, labour rights,

gender equality, and social justice. Its tripartite nature brings a distinct advantage in dealing with issues that require the joint action of government, employers and workers. It has a great deal of expertise in the field of labour laws, labour administration, and employers' and workers' organizations. Finally, ILO has a demonstrated ability to secure funding for specific technical cooperation projects as well as for the institution as a whole.

THE GE4DE PROJECT WAS GENERALLY WELL DESIGNED; HOWEVER, SOME ASPECTS OF DESIGN COULD BE IMPROVED.

The desk review and evaluability assessment of the project logical framework concluded that the project was well planned: development objective and immediate outcomes were well defined, activities were clearly specified, and budgets were aligned, but these lacked of SMART indicators, baselines, and milestones. This contributed to fairly vague project implementation plans. In addition, the time required to complete tasks was often underestimated.

Figure 2 below shows the composite score for coherance. It is based on triangulated data from stakeholder surveys (ILO staff and constituents) as well as scores given by the evaluation team based on information gathered during the field visits and interviews. The result of the triangulated data show that all stakeholders and the evaluation rated the GE4DE project strategy as having been **satisfactory**.



The GE4DE project primarily engaged with Central and Provincial Governments in efforts to strengthen gender mainstreaming in the DOLs labour inspectorates; however, some workers' organization would like to play a more direct role in the labour inspection process.

Labour inspection is inherently a public function responsible for ensuring compliance with labour laws including those that aim at promoting gender equality and non-discrimination in employment. Efforts to strengthen labour inspection focus primarily on the labour inspectorate instruments. As such, in providing technical assistance, ILO engages primarily with Government agencies as indicated by ILO staff an constituents in the survey (Table 3) and born out in the interviews. That said, interviews suggest that some workers' organizations would like to be more actively involved in the labour inspectors on inspection visits, and monitoring payment of fines and/or actions to bring the enterprise into compliance with labour laws that address the many gender discrimination issues.

Table 3.In general, to what extent has ILO engaged with tripartite constituents during the process of providing
assistance to strengthen gender sensitive labour inspection systems in the DOLs?

	No engagement	Low engagement	Moderate engagement	High engagement	Very high engagement
Government	0.00%	0.00%	3.45%	44.83%	51.72%
	0	0	1	13	15
Workers'	0.00%	3.45%	37.93%	48.28%	10.34%
organizations	0	1	11	14	3
Employers'	0.00%	6.90%	44.83%	37.93%	10.34%
organizations	0	2	13	11	3

Sources: ILO survey, interviews and evaluation team assessments.

Effectiveness

Project delivery was very effective. The project had a 90% delivery rate at the time of the evaluation field mission. The major factors that led to the achievement of immediate outcomes were: a dedicated team with little staff turnover, experienced implementation partners and training institutes, and responsive partnerships with tripartite constituents and social partners at federal and provincial levels.

The project has invested a significant amount of resources in the capacity building on gender discrimination issues in the work place for government, constituents, and social partners. However, the impact of these training activities cannot be gauged due to the absence of effective follow-up and M&E systems.

There has been effective social mobilization for creating greater awareness on the right of women to work. However, the evaluation team found a lack of common understanding about gender equality principles and relationships to equal employment among some of the stakeholders. Some of the most successful activities have shown close collaboration among all stakeholders. For example, in Sialkot, the project effectively re-skilled laid off workers needing new skills to be reemployed by involving employers in the design of the training components. Government officials and representatives of employers' and workers' organization interviewed as part of the evaluation suggest that the GE4DE project has been very helpful in addressing needs, particularly given the magnitude and complexity of the problem. With some exceptions, outputs were well received by stakeholders at the central and provincial government levels.

Figure 3 below shows the composite score for effectiveness. The result of the triangulated data show that all stakeholders and the evaluation rated the effectiveness of the GE4DE project strategy as having been **very satisfactory**.

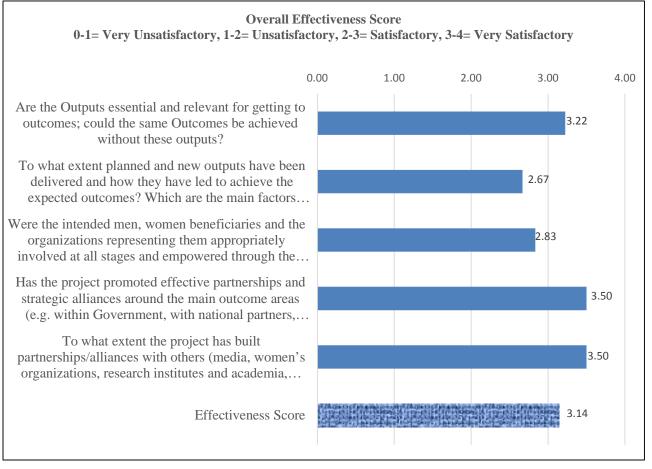
ILO HAS REPORTED ACHIEVING RESULTS IN PROGRAMME IMPLEMENTATION REPORTS; HOWEVER, RESULTS APPEAR OVERSTATED IN SOME CASES

The project has invested a significant amount of resources in the capacity building of government, constituents, and social partners. However, the impact of these training activities cannot be gauged due to the absence of effective follow-up and M&E systems.

A review of the findings under each of immediate outcomes presented in the next findings section suggest that some reported resulted should be treated with caution. For example, attributing the passage of gender sensitive polices and laws to project activities is not accurate. The project can claim specific outputs that might have direct contributed to the national dialogue on gender equality and the need for stronger policies and laws, but it cannot claim attribution to these results. The upstreaming of the GE4DE project results in a next phase could very well focus on directly supporting the strengthening of the national legal framework for gender equality in the work place.

While the development of the roadmap to establishing Gender Units is noteworthy, critical elements for the effective gender mainstreaming within the DOLs and other Provincial Departments have not yet been implemented, including a review of competency requirements for labour inspectors specialized on gender issues and the development of an institutional training policy.

There has been effective social mobilization for creating greater awareness on the right of women to work. However, the evaluation team found a lack of common understanding about gender equality principles and relationships to equal employment among some of the stakeholders. Some of the most successful activities have shown close collaboration among all stakeholders. For example, in Sialkot, the project effectively reskilled laid off workers needing new skills to be reemployed by involving employers in the design of the training components. FIGURE 2



ILO staff and constituents, who responded to the survey, have rated the project's strategy as very effective for promoting, adapting, and/or applying international labour standards on gender equality, elimination of discrimination in employment, and effective with regard to social protection, occupational safety and health and equitable working conditions as shown in Table 4 below.

Table 4.

In your view, how effective was the ILO's project strategy and approach for promoting, adapting, and/or applying international labour standards on gender equality, elimination of discrimination in employment, social protection, occupational safety and health and equitable working conditions?

Source: Constituents ad Staff survey composite scores.

	Not effective	Not very effective	Moderately effecitive	Effective	Very Effective
Gender equality and elimination of discrimination	0.00%	0.00%	16.14%	30.30%	53.56%

Social protection	0.00%	4.54%	19.19%	39.05%	37.22%
Occupational safety and health	0.00%	10.1%	13.64%	42.30	33.96%
Equitable working conditions	0.00%	9.03%	13.64%	42.30%	35.03%

Efficiency

The original project design envisioned a designated gender specialist, but that position was not consistently filled, and remained vacant for a significant part of the duration of the project, which may have limited the project's ability to count with in-country gender expertise. However, it must be noted that the project did receive technical backstopping on Skills and Gender Equality from the DWT-New Delhi whenever possible. Travel restriction due to the security issues made it difficult specialists' missions to keep timely responses.

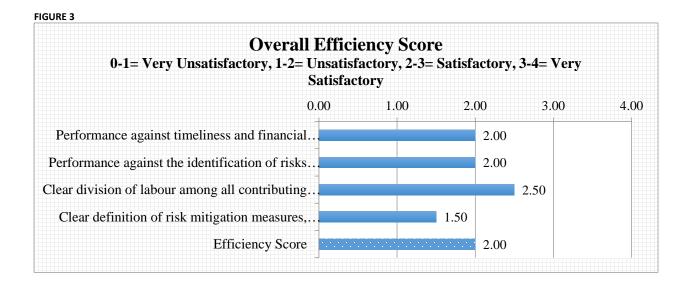
The potential efficiency of project implementation seems to have been compromised by the absence of an effective M&E framework and appropriate monitoring system to oversee the project implementation processes and to validate the technical aspects of the three immediate outcomes. Moreover, although it was not envisioned in the original project design, the lack of a dedicated M&E official might have exacerbated some of the implementation issues found in this evaluation, specifically with regard to oversight, selection, and implementation of subcontracted activities.

The efficiency of the project could also have been negatively affected by the absence of an effective tripartite oversight mechanism as originally envisioned in the project design (Steering Committee). This was evident in many of the implementation gaps identified, i.e. lack of synergies and linkages between activities and outcomes and a limited appreciation for the project as whole many stakeholders. The project, for many stakeholders, consisted of the activities under the respective immediate outcome, very much a compartmentalized appreciation of the project's achievements.

Progress reports have limited information on the assessment of effective linkages among the activities and outputs within and among the three immediate outcomes. In the absence of standardized M&E reporting guidelines, the evaluation team has not been able to verify the effectiveness of the validation processes of the progress reports.

A properly operationalized results-based monitoring and evaluation framework could have permitted a more proactive identification of results and allowed for corrective measures to improve performance and the achievement of desired outcomes. The Office has provided an M&E framework which lacks SMART indicators, baselines, millstones, means of verification, and assumptions and without the mechanisms in place for operationalizing it.

Figure 4 below shows the composite score for efficiency. The result of the triangulated data show that all stakeholders and the evaluation rated the effectiveness of the GE4DE project's effciency as having been **marginally satisfactory**.



IN GENERAL, ILO PROVIDES ASSISTANCE TO MEMBER STATES IN AN EFFICIENT MANNER; HOWEVER, DATA LIMITATIONS PRECLUDE RIGOROUS ANALYSIS

As discussed above, given existing information systems, it is impossible to determine the costs associated with specific activities and reported results. This type of analysis would require data on the cost of all resources used to undertake activities, produce outputs, and generate outcomes.

While hard data is limited, as shown in Table 5, ILO staff, who responded to the survey, are overwhelmingly satisfied with the extent to which technical cooperation projects are carried out without wasting time or money.

Table 5. Satisfaction with the extent to which the project was implemented economically without wasting time or money.

	Very	Unsatisfactory	Somewhat	Somewhat	Satisfactory	Very			
	Unsatisfactory		Unsatisfactory	Satisfactory		Satisfactory			
Efficiency	0.00%	3.85%	3.85%	34.62%	34.62%	23.08%			
	0	1	1	9	9	6			

ILO has established planning and control systems, but some deficiencies in the project implementation are apparent.

A number of issues related to the application of planning and oversight systems, which emerged during the course of this evaluation, are summarized below:

Designated technical backstopping. In practice, projects normally originate with technical units or country offices, which have on-going relationships with particular donors. With respect to technical units, the entity that initiated the project is typically designated as the backstopping unit. Each project can only have one technical backstop. It is rare for the responsibility for technical backstopping to be shifted away from the unit that conceived the project and mobilized donor resources even if another unit has been charged by the Office as the lead for particular fields. In the case of the GE4DE project the designated backstopping unit was the DWT-New Delhi Gender and Skills specialists the administrative responsibility was transferred to the Country Director of the CO-Islamabad. This divide between technical and administrative responsibilities might have caused delays in the implementation.

Financial management. While an assessment of IRIS is outside the scope of this evaluation, several issues emerged: i) GE4DE project as all other projects can only be coded in terms of one outcome and cannot be coded at all in terms of indicators; ii) budgets and expenditures for components of projects or specific activities cannot be tracked in IRIS; this is done manually by HQ and field staff; iv) ILO does not have a time tracking system (to record the amount and value of time spent by staff on specific projects; and v) there is a disconnect between planning, reporting and financial systems, making it difficult to determine spending associated with reported results. As a result, information on the portfolio of project and other forms of assistance provided to member is incomplete and potential inconsistent.

Monitoring and evaluation. ILO has gone a long way toward establishing needed monitoring and evaluation systems. As noted in the inception report there is a disconnect between TC M&E and reporting and the ILO's corporate reporting platform. The P&B specify intended outcomes along with indicators and associated measurement criteria. Responsibility for the preparation of biennial Implementation Reports rests with PROGRAMME. These reports present results achieved during the two years based on information provided by DWT and country offices on agreed CPOs. The IRIS SM Implementation Reporting (SM/IR) module enables field offices to report on the achievement of country programme outcomes (CPO), which are consolidated by the regional offices and HQ technical sectors to inform biennial programme implementation reports. While an assessment of the project's M&E system is outside the scope of this evaluation, several issues emerged: i) the strategies for the immediate outcomes of the project deal with labour inspection, skills development, and gender equality training and awareness raising, these do not include associated SMART indicators; ii) Measurement criteria for some indicators lack clear operational definitions; and iii) there is no mechanism in place to provide independent validation of reported results.

Looking forward towards a possible new phase of the project, its design will fall under Outcome 7 in the transitional SPF 2016-17 which spans a wide array of potential activities, which as in the case of gender equality, cut across department, branches and units. The implementation of activities under this scenario would require sharpening the CO's RBM and M&E capacities.

The next phase of the GE4DE project might focus, *inter alia*, on drafting national labour laws and regulations, promoting the ratification and application of "relevant" conventions, helping central and provincial governments to develop policies and plans programmes to "strengthen enforcement, preventative interventions, and workplace compliance;" building the capacity of labour administration institutions to enforce gender polices and laws; encouraging dialogue among social partners; and improving data collection. Potential synergies within particular countries would depend on the extent to which activities are conceived, designed, and implemented in a comprehensive and integrated manner within the an effective M&E framework.

Impact

The absence of an effective M&E framework with SMART qualitative and quantitative indicators makes it very difficult to assess impact of the project's outputs. Although the project procured a series of impact assessments of its various activities, the validity of the attributions sited in those reports are refutable given the lack of adequate baselines and measurable indicators.

There is confusion about attribution and contribution of the project. This can be seen in the progress reports where some project activities were presented as contributing factors to national initiatives not directly related to the project. This is why too often the project claimed attributions of impacts that could not be validated by this evaluation. While the project activities made positive contributions to the national policy dialogue on gender equality and women's empowerment, it is not yet possible to unequivocally make impact claims.

It is also difficult to assess the effectiveness and impact of technical contributions of the project in terms of policy advice, coordination, and advocacy. This can be attributed to the absence well designed implementation strategies which lack measurable indicators.

The identified implementation issues could have been avoided through a more thorough M&E exercise, which could have been provided by a dedicated M&E officer.

Stronger labour inspectorates are a precursor to actual improvements in compliance of labour laws including those that aim at ensuring gender equality for decent employment. However, as noted above, The ILO Office in Islamabad does not maintain time-series data on the extent of compliance with national labour laws, perhaps because this information is required by ILO HQ. Without hard data and careful analysis, it is impossible to determine with any degree of certainty whether compliance has improved over time, let alone whether any observed changes are due to the project's interventions.

Sustainability

The capacity-building activities carried out under the project focused mostly on creating trained individuals rather than creating institutional capacities, thus limiting the potential impact, sustainability and cost effectiveness of these efforts.

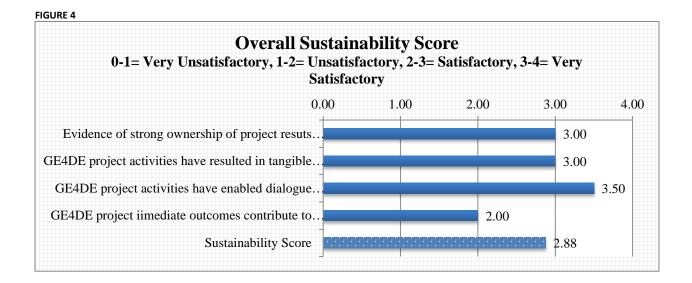
The reliance on NGOs and private firms for the implementation of the project created a missed opportunity to build sustainable institutional capacities among government and social partner institutions.¹²

The emphasis on financial delivery rates of the project throughout its implementation has minimized focus on technical and programmatic aspects of the project which could affect the sustainability of the results..

In the absence of standardized M&E reporting guidelines, the evaluation team has not been able to verify the effectiveness of the project's sustainability strategies and as reported in the progress reports. Progress reports have limited information on the assessment of effective linkages among the activities and outputs within and among the three immediate outcomes, thus diluting the ultimate responsibility for the sustainability of the overall achievements of the projects. A results-based monitoring and evaluation

¹² The project signed contracts with three consulting firms, totaling \$1,215,787, for the technical implementation of each of its three immediate outcomes. Contracts for certain activities were signed with six public sector institutions for a total of \$665,779.

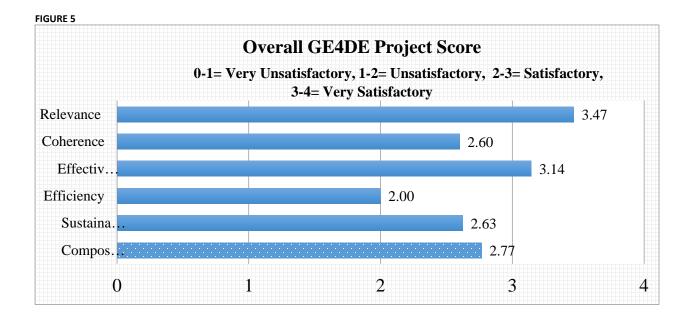
framework could have permitted a more proactive identification of results and allowed for corrective measures to improve performance and the achievement of desired outcomes.



There are numerous examples of where GE4DE actions have contributed to legal reforms, including changes in laws and regulations directly related to gender equality and the structure and functions of the labour inspectorate. In all cases, an institutional capacity to provide training to newly recruited staff and existing inspectors has yet to be established. Without this capacity, labour inspectorates lack the means to ensure that labour inspectors will have the skills to carry out their duties in the future.

Overall Project Performance Assessment Rating

The GE4DE project has been quite successful in achieving the activity outputs within its three immediate outcomes. However, the implementation approach has been vertical with limited horizontal linkages between the activities and outputs within each of the three immediate outcomes. This issue was also highlighted in the mid-term evaluation (MTE), and recommendations were made to ensure a more strategic approach to the project and a wider impact through improved planning and monitoring in order to capture how the projects would be consolidated.



Key Findings on achievements, good practices and missed opportunities by Immediate Outcomes

The following paragraphs, which outline the progress made to date on each objective, are excerpted from the final progress report provided by the project staff at the ILO CO in Pakistan. They offer a sound briefing and status report on the project. These achievements guided the evaluation team in their validation through interviews to stakeholders and in the design of electronic surveys.

Immediate Outcome 1: Strengthening national mechanisms to promote equal employment opportunities for women.

REPORTED ACHIEVEMENT:

The provincial governments have established Gender Units (GUs), with trained staff, in all five provincial Departments of Labour (DoLs), which are working on Gender-responsive Labour Inspection (GRLI), Gender-responsive Budgeting (GRB), and project development.

<u>E</u>VALUATION FINDING:

While DoLs have designated Gender Focal Persons (GFPs), this is an added-on responsibility, as all of the GFPs are Directors responsible for running the Inspectorates and in most cases have policy advisory duties, which compete with the arduous task of gender mainstreaming. Such tasks include creating a culture of gender equality and supporting their respective DoLs design, implementing and enforcing gender equality polices and ensure compliance with national gender equality and equality policies and laws. These are not GUs dedicated solely to promote gender equity and equality within the institution, much less to enforce the application of equality and non-discrimination laws in the workplace.

GOOD PRACTICE

The designation of the GFPs was an important first step towards changing institutional culture, ensuring that new labour policies and procedures are gender sensitive, sensitizing labour inspectorates on gender equality issues in the workplace, promoting policy dialogue about gender issues, and identifying administrative and procedural gaps.

MISSED OPPORTUNITY

While the designation of GFPs is a good foundation for creating institutional awareness about gender equality and women's issues in the workplace, this is only a first step toward what must be a concentrated effort at the federal and provincial government levels. The GE4DE project missed an opportunity to scale up the achievements of the GFPs to demonstrate the effectiveness of the efforts realized, albeit with few human and budgetary resources allocated for the tasks. Building effective and impactful gender-sensitive policies and rolling the establishment of gender units beyond the Departments of Labour would require concentrated efforts involving all government Ministries and Departments through the establishment of appropriately funded and resourced GU to advise the highest levels of each institution on gender equality and non-discrimination.

REPORTED ACHIEVEMENT:

In some provinces, women have been recruited in the Departments of Labour for the first time, including as labour inspectors. The GU Punjab won the 2013 international UN Public Service Award for genderresponsive service delivery. National labour laws have been reviewed to mainstream Decent Work (DW) and gender and, for the first time, the government of Sindh has extended labour laws to agriculture and fishery sector workers.

EVALUATION FINDING:

Legislation:

In accordance with Article 27 of the Constitution of Pakistan 2010, "No citizen otherwise qualified for appointment in the service of Pakistan shall be discriminated against in respect of any such appointment on the ground only of race, religion, caste, sex, residence or place of birth." Moreover, Article 27 also provides for gender-based occupational segregation by stating that "specified posts or services may be reserved for members of either sex if such posts or services entail the performance of duties and functions which cannot be adequately performed by members of the other sex." The government has fixed a special quota of 10 percent for women in government service. However, Article 27 concerns public sector jobs only. The evaluation team could not locate a similar provision for non-discrimination in private sector employment. Moreover, there is no national standard definitions of what constitutes discrimination in employment and occupation, which are instrumental in identifying and addressing the many manifestations in which it may occur. The ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) has requested the Government "to take the necessary measures to ensure, including through the tripartite consultation committee established at the federal level, that all new labour laws adopted by the provinces include provisions expressly defining and prohibiting direct and indirect discrimination, in all aspects of employment and occupation, for all workers, on all the grounds set out in Article 1(1)(a) of the Convention including political opinion and national extraction. The Committee also requests information on any development in this regard."

No specific law relating to equality of opportunity is prevalent in the country which could cover all workers in Pakistan. However, the province of Khyber Pakhtunkhwa has provided in all new laws, such as the Khyber Pakhtunkhwa Minimum Wages Act, 2013, that no discrimination shall be made on the basis of religion, political affiliation, sect, colour, caste, creed or ethnic background when considering and disposing of issues relating to the enforcement of the law.

Although Pakistan ratified the Equal Remuneration Convention, 1951 (No.100) on October 2001, and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111) on January 1962. The application of these conventions is far from complete. This situation might have been exacerbated by the decentralization and devolution process which was promulgated by the 18th Constitutional Amendment, which devolved the power to enact laws related to labour from the federal Parliament to the provincial governments.

Evidence of the delayed application of these Conventions is found in the observations made by the ILO CEACR. The Committee requested information concerning the National Gender Reform Plan, which, according to the Government, provides for measures to increase women's employment in the public sector, and to fill the10 percent quota in government employment at the federal level. The Committee also requested the Government to provide more information on the implementation of the public sector quota system, including statistical information on the distribution of men and women in the different government departments, jobs, and positions.

The Committee further asked the Government to provide detailed information on the specific measures taken to promote and ensure women's equality of opportunity and treatment in employment and occupation in the public sector and the specific measures taken to enable women to move from the informal to the formal economy, as well as statistical information indicating the progress made in enhancing their participation in the labour market both in rural and urban areas. It also asked the Government to provide information on measures taken or envisaged to promote the equal access of women and girls to education and training at all levels, including in the context of the National Education Policy, as well as up-to-date statistical information in this regard.

Women's Employment:

Labour survey results show that there was an increase in the participation of women in economic activities between 2010 and 2013. The highest concentration was found in the skilled agricultural workers category, where the share of women increased from 20 percent between 2001-10 to close to 40 percent of all workers in this category between 2012-13.¹³ This data indicates that more poor women participate in the agricultural workers category, which has the largest percentage of informal and vulnerable workers. Women's limited access to formal education or skills training hinders their opportunities to aspire to less vulnerable jobs. Vulnerability in the social sphere juxtaposed with vulnerability in the economic sphere keeps women underpaid and overworked.

GOOD PRACTICE

Legislative bills on home-based workers (HBW) and against harassment of women are major achievements under immediate Outcome 1 of the project. These bills, as argued by a number of partners, have been passed through the joint efforts of stakeholders under immediate Outcome 1 with spillover effects of the efforts of stakeholders from other outcomes. This is a good example of joint efforts and the contribution of multiple

¹³ Women's Economic Participation and Empowerment Status Report 2016; prepared by the Center of Gender and Policy Studies and commissioned by UN Women, Pakistan.

partners towards project outcomes. Moreover, it strongly supports the need to intensify the efforts and take concrete steps to bring about cohesion and strengthen links among the partners and outcomes to enhance the impact of the project.

MISSED OPPORTUNITY

One of the main objectives of ILO's technical cooperation activities is to produce outputs that can support Member States' compliance with the implementation and effective application of Fundamental Conventions and with the preparation of CEACR requests for reports. The project produced many outputs that could have been used to support reporting. However it is for the ILO-Office to ensure that the project has been designed in such a way to generate outputs that the Office can use to assist the constituents respond to CEACR reporting- if requested. As such, we can see that the project did produce important outputs to apply fundamental conventions, which could have been used to report on Pakistan's progress

REPORTED ACHIEVEMENT:

The Federal Ombudsperson's Secretariat (FOS) against Workplace Harassment has established an online complaint and SMS-based tracking system and has seen an increase in the number of cases registered and improvement in the grievance redressal process. Two provinces, Sindh and Punjab, have drafted policies for home-based workers (HBW), which are pending approval by their Cabinets, and awareness on the issue has substantially improved.

EVALUATION FINDING:

The evaluation found that this initiative is the activity that provides the most value for money. With the project's contribution of approximately US\$ 50,000, the FOS disseminate the law and informed victims of sexual harassment and discrimination in the workplace about the arbitration process. A good portion of the funds provided by ILO were used to produce three public awareness videos, which will be run by the Pakistani Public Broadcasting Corporation.

GOOD PRACTICE

GE4DE support to the FOS demonstrated how not all good results require large amounts of resources. The project showed good value for money in its support for the FOS initiatives with the use of social media to register and track complaints. Effective information dissemination can be more cost-effective when development aid is used to promote and scale up local initiatives.

OPPORTUNITY MISSED

These public awareness videos could have benefitted from professional advice from other beneficiaries of the project under the immediate Outcome 3, which aims at enhancing coverage of gender and labour issues in the workplace. This lack of synergy among the activities within each of the three immediate outcomes of the project might have hindered the potential impacts of establishing greater complementarities among the different project activities and players. This was a missed opportunity, which, if corrected, could have had a significant impact on the cost-effectiveness of the project.

REPORTED ACHIEVEMENT:

The project has extended technical support to the Women's Development Department (WDD) Punjab, to achieve some of the objectives under the Punjab Women's Empowerment Package. These include implementing quality standards for the government's Punjab Day Care Fund, training of newly established day care staff, and training and organizing domestic workers, leading to improvements in their working conditions.

EVALUATION FINDING:

This was one of the most important outputs of the project, as it affords working mothers the opportunity to participate in skills development training to prepare them to have greater opportunities to access the labour market. In recent years, towns and cities have seen an increase in the number of private sector training institutes offering short courses in IT skills, graphics, and fashion design for women, and housekeeping skills for domestic workers.

The skills training activities under immediate Outcome 2 that demonstrated appreciable results in terms of utilization, generating incomes, and alleviating poverty were designed in accordance with the needs of the labour market. For example, the most successful trainings for women were those that addressed the technical and skill set requirements of the sectors in which women are already working. The newly acquired knowledge enhanced their skills for value-added production. The GE4DE partnership with the WDD-Punjab seems to be a cost-effective initiative, which is empowering vulnerable women workers, such as domestic workers.

GOOD PRACTICE

In 2014, a significant breakthrough was achieved when the first Domestic Workers' Union was registered in Lahore as part of the project. Under this initiative, GE4DE worked with the Women's Development Department (WDD) Punjab and the PWF by training domestic workers on competency standards that were developed under a similar ILO programme in India, and then reviewed, amended, and endorsed by employers in Pakistan. WDD Punjab also piloted a placement and grievance redressal system for domestic workers, while the PWF supplemented WDD's training with orientations for domestic workers on workers' rights and linking them with state social security schemes for health, injury, and old age.

OPPORTUNITY MISSED

The GE4DE achievements within each of the three immediate outcomes were not always shared and replicated among all three immediate outcomes. This points out a lack of a cohesive strategy in the implementation of the project as a whole. Although clear achievements can be identified within each immediate outcome, the absence of strategic linkages among all the parts of the project has diminished the impact of the project as a whole. The project's successes cannot only be measured by the achievements of each of its parts; there should be obvious impacts for the project development objective as a whole.

REPORTED ACHIEVEMENT:

The Higher Education Commission of Pakistan has been supported to implement its national entrepreneurship policy by strengthening the capacity of staff at business incubation centres in selected universities across Pakistan and to provide gender-mainstreamed business development services. The pool of trainers has successfully imparted training to over 1,100 women and men and has supported the establishment and improvement of small enterprises.

EVALUATION FINDING:

Sustainable capacity building can be more effectively attained by tapping into existing national training institutions rather than training individuals. The Start and Improve Your Business (SIYB) programme is an ILO global entrepreneurship tool in the form of a management-training programme, with a focus on starting and improving small businesses as a strategy for creating more and better employment in developing economies and economies in transition. In 2014, the ILO introduced the SIYB in Pakistan through the GE4DE Project, which collaborated with the Higher Education Commission (HEC) to select nine public universities to work with. In each of these universities, the Government of Pakistan established business incubation centres with the necessary human resources and equipment to support university graduates and facilitate their business ambitions. Twenty-two facilitators from these nine universities were trained on providing business development services. This cadre of SIYB facilitators will roll out the SIYB training to reach an additional 300 women and men with the aim of helping them establish at least 50 sustainable businesses during 2015 – including women-led businesses.

GOOD PRACTICE

The GE4DE strategic partnership with the higher education commission proved that the impact of capacity building activities can be optimized by partnering with national training and academic centers to establish relevant and sustainable capacity-building initiatives that inform, sensitize, and educate public and private sector stakeholders on the key concepts of the DW agenda and international labour standards.

MISSED OPPORTUNITY

Unfortunately, this strategic partnership was not taken to full fruition, as the project did not attempt to link some of its activities with the already established business incubators. A number of rural women were trained in local handicrafts and locally marketable skills but those rural community groups were not formally linked with another set of trained young people managing e-businesses in incubators housed in different universities. Doing so could have provided additional opportunities to open new markets for rural women artisans. These women had received training on production and product quality, but still had limited access to markets beyond their immediate surroundings. One of the business incubators had developed an effective e-marketing platform, which could have been linked to the quality products produced by these home-based artisans.

REPORTED ACHIEVEMENT

Employers and workers' organizations are promoting GE in their structures and work through training to promote women's leadership and paralegal skills. Many women are showing excellent progress in addressing workplace harassment, securing separate facilities such as bathrooms and rest rooms, and lobbying for transportation, training opportunities, and equal wages. One woman from the Water and

Power Development Authority (WAPDA) Multan who received this training managed to obtain not only transportation for women in her agency but also a 20% 'HQ allowance' that all headquarters workers were entitled to by law. She went on to successfully arrange regular supply by water tankers, a gas connection, and a small park in her community.

EVALUATION FINDING:

As part of its responsibility to vulnerable youth, the Pakistan Workers Federation (PWF) established a vocational training institute at Solidarity House Karachi, located in the middle of an impoverished community – Qasba Colony. The Skills Centre, with technical assistance from the ILO, is imparting relevant and marketable skills to the young women and men from this marginalized community. In 2014, 86 young girls and 90 young men completed their vocational training at the institute. In 2015, the ILO was due to prepare a practical business development plan to ensure the sustainability of the services provided by the Skills Centre.

GOOD PRACTICE

It is important to highlight the PWF concentrated activities, which have strengthened women's standing in the unions and networks. This has provided women new opportunities to play more prominent roles in trade unions and PWF.

The PWF and its provincial unions have effectively embarked on internal and external awareness raising on gender equality and workers' rights. Internally, trade unions have effectively organized youth and women's leadership training efforts. These efforts aim at sensitizing young trade unionists and particularly women workers on the legal framework that covers workers' rights to fair, equitable and equal employment opportunities. Trainees have been involved in advocacy resulting in female healthcare workers being made permanent government employees in Punjab and forming unions in sectors where they did not exist before, such as fishing and agriculture. The first-ever trade unions for agriculture and fishery sector workers and for domestic workers have been registered with the Departments of Labour in Sindh and Punjab, respectively. There has been a significant increase in the membership of these trade unions, which have raised a collective voice for the protection of their rights.

Likewise, employers' organizations have facilitated research on GE practices in the workplace and have replicated good practices. Employers organized a series of sessions to raise awareness on women-friendly policies, specifically harassment in the workplace, national laws, and the grievance mechanism established by the Federal Ombudsman Secretariat (FOS). As a result of the collaboration, feedback shows that employers are recruiting more women to a wider range of jobs, taking affirmative actions to seriously address sexual harassment and providing support facilities.

MISSED OPPORTUNITY

Looking forward to the continued strengthening of trade unions gender equality policies and initiatives, it is important not only to continue replicating effective practices, but also to identify missed opportunities to achieve greater impact by placing greater attention of evaluable indicators. Sensitization on gender issues, particularly sexual harassment, must go beyond trade union activities. These efforts must be embedded in all recruiting and organizational activities. The trade union's role in educating all workers includes providing training classes and direct outreach to future workers at their school and universities, and launching traditional media and social campaigns. The GE4DE project could have provided these opportunities by proactively involving trade unions in activities carried out for and by the media under immediate Outcome 3.

Immediate Outcome 2: Enhancing skills and employability of poor women in rural and urban areas of selected districts.

REPORTED ACHIEVEMENT:

Over 11,000 women and men from urban and rural areas have been trained in selected districts of Pakistan. Over 80% obtained employment in the fields of hospitality, industrial garment manufacturing, sewing, weaving, fish processing, fruit processing, beauty, information technology (IT), and high-end embroidery. One-third of the trainees have received additional, focused support for entrepreneurship development and almost all of them are using the acquired knowledge and skills to establish small enterprises in their communities.

EVALUATION FINDING:

The DWCP profile for Pakistan reports that training, especially for women, remains underutilized and confined to a few traditional skills. The proportion of women who have received technical or vocational training is a low, at 11% nationally; the majority in embroidery, knitting and sewing, which generate monthly incomes below the minimum wage. The overall menu of training offered to both women and men remains limited, with few if any market or demand-driven linkages. New initiatives are being taken through the provincial Technical Education and Vocational Training Authorities (TEVTA). Limited options, especially for women, remain restricted to traditional skills that offer low returns.

GOOD PRACTICE

The project has a high job placement rate of 80 percent. This project's training efforts reflect good targeting of sectors and types of training provided, which also shows good understanding of labour market needs.

MISSED OPPORTUNITY

The lack of a strategic approach to ensure linkages and complementarities among project activities carried out within the three immediate outcomes created missed opportunities to optimize the results of every effort by linking it with others.

To illustrate this point, it is possible to look at the missing linkages of two seemingly successful initiatives. On the one hand, the project effectively trained rural women in Thatta in embroidery, *ajrak, ralli* making, entrepreneurship, and marketing skills. On the other hand, the project worked with startup incubators at universities, some of which host successful online and e-marketing businesses. These two different interventions could benefit from complementarity by offering their beneficiaries new market access and production supply.

REPORTED ACHIEVEMENT:

All of the trainers have employed ILO's Training for Rural Economic Empowerment (TREE) methodology, which provides demand-driven, gender-mainstreamed trainings, pre-training, training, and post-training support. The project has trained national experts to develop industry-specific competency standards,

including garment manufacturing; and hospitality and beauty, which are being used in the national TVET reform programme, helping to introduce Competency Based Training and Assessment (CBTA) to the national system. Competency standards for cotton growing have provided the basis for a large textile reform programme, Cleaner Cotton, whereby master trainers have been trained and provided extension services to more than 1,700 female cotton pickers in Southern Punjab.

EVALUATION FINDING:

Although new in its application in urban settings, the TREE methodology was successfully implemented by the project. It contributed to the capacity building of the College of Truism and Hotel Management (COTHM) to develop gender-sensitive, competency-based training materials for the hospitality sector. The Pakistan Readymade Garments Technical Training Institute (PRGTTI) supported developing competency standards for garment manufacturing sector and developed training courses in high demand skills as identified by industry/employers. Specifically in the garment manufacturing industry to improve the performance of employees. The four core competencies desired by employers were (i) occupational health and safety practices; (ii) communication with co-workers; (iii) team work; and (iv) time management.

GOOD PRACTICE

Under output 2 of immediate Outcome 2, the project developed the capacity of training providers and implementing partners using the TREE methodology. The use and adaptation of the TREE methodology has helped partner organizations to effectively organize and mobilize communities and community leadership to support project initiatives, work effectively with local communities through the training and post-training period, and follow through with beneficiaries and their businesses in the field. This is not only a good practice in the use and adaptation of a methodology; it is also a good practice in the selection of implementing partners with proven strong community-level work and organizational skills. This good practice was found in the effective organization of the home-based artisans who had strong support from community elders as well as the men in the community.

From the project design perspective, employers and workers' engagement in training, planning, and implementation not only contributed to their successful utilization of the methodology for their own training activities, but most importantly it transferred ownership of the tool.

In addition to technical training aimed at securing employment, women and men received ILO's Skills Plus training. It is a supplementary module on enterprise skills, workers' rights and responsibilities, basic health, and basic communication skills. Partner organizations also ensured support mechanisms underlined by the TREE methodology for conditions conducive to training and work such as transport, clean airy rooms with toilets, health facilities, and put in place business development plans post training.

Immediate Outcome 3: Strengthening capacity of media to raise awareness on issues related to working women.

REPORTED ACHIEVEMENT:

One hundred fifty policy-level representatives from various media groups in Pakistan have signed a declaration committing themselves to promote Gender-Responsive Reporting (GRR). Over 900 media personnel from print and electronic media from over 36 districts in Pakistan have been trained in GRR using a module that some universities are now interested in using in their regular Mass Communications

courses. There has been a marked increase in reporting on women and work, and reports written by GE4DE trained journalists show that they are increasingly applying their skills. The first Journalism Awards were held in 2013 to mark successes in GRR. The second Journalism Awards was held in early 2015.

EVALUATION FINDING:

The project has worked towards enabling gender-responsive reporting into a wider journalistic skills training programme targeting 700 journalists from print and electronic media (in 35 districts all over Pakistan) of which 331 have completed training. The project has also conducted a series of policy-level dialogues with senior representatives of national and regional level media organizations. This led 150 policy level representatives to agree on a declaration unanimously signed to promote gender sensitive reporting in their respective organizations. However, over half of the media trainees who participated in the survey think that the skills gained have not been fully utilized in their work, mostly due to the lack of interest among editors and media executives in stories that might be seen as soft and not profitable. This assessment was shared by half of the journalists interviewed as well as respondents to the electronic survey.

MISSED OPPORTUNITY

Key achievements of the media component include high-quality newspaper articles, a newsletter produced in both English and Urdu, 'Women of Courage' documentary, and advocacy materials such as posters and calendars. However, future activities to sensitize a greater percentage of the population must go beyond the use of print media and develop a radio and TV strategy to also reach the illiterate population.

Conclusions

- 1. The GE4DE project is highly relevant to: ILO's DWCP priorities and outcomes, national policy dialogue on gender equality, One UN Strategic Priority Areas (SPAs), and ILO's Social Justice and a Fair Globalization mandate. The GE4DE focus on gender issues and improving employment conditions is particularly relevant in the social, legal, policy development, and economic situation of the country, which also has particular reference to ILO Conventions 111, 100, 177 and 156. However, the project has long-term strategic outcomes, which makes it difficult to quantify and comment on the reported achievements.
- 2. The project has been successful in achieving an array of outputs within each immediate outcome, but there was no clear evidence that the three immediate outcomes were strategically linked among each other to optimize the achievement of the project's development objective. Lack of coordination and interface amongst partners implementing different components of the project can result in isolating the theme of decent work, which is common to all. At the same time, it deprives partners of mutual learning and forming partnerships. Although project outputs can still be achieved in terms of numbers, the lack of linkages can affect the strategic outcomes.
- 3. Although gender equality is the driver towards the achievement of decent employment, the

immediate outcome teams have primarily focused on the core area of the outcome without necessarily paying enough attention to gender equality aspects.

- 4. The operationalization of gender equality and non-discrimination as a cross-cutting 'policy driver' is not commonly understood by some of the stakeholders at national or provincial levels.
- 5. Greater efforts were needed to enable national tripartite constituents to become champions of gender equality, as well as to review what support they required.
- 6. Activities realized to sensitize stakeholders have contributed to the policy dialogue and actions that have resulted in positive responses to women's employment concerns, formulation of gender policy, and its quick adoption by large number of stakeholders, including private sector and units of workers' federations. It is important to note these as contributions rather than attributions of project activities as often reported in progress reports.
- 7. It appears that the project has carried out activities in an efficient manner; however, data limitations preclude rigorous analysis. However, the project has faced difficulties in the oversight of its implementation contracts due to the lack of explicit office-wide M&E procedures and overall operational strategy as well as resource constraints, particularly with respect to staff with RBM and expertise specific to each of the three immediate outcomes. From a broader institutional perspective, while the Office has established planning and control systems, some deficiencies are apparent in the implementation of the GE4DE project. These include functional limitations in IRIS; the lack of integration of planning, reporting and financial systems; and the absence of a mechanism to independently validate results presented in project progress reports. Well-defined outcomes and indicators are needed to ensure accountability and provide a basis for continuous improvement. Looking ahead, future work on Gender Equality and Decent Employment would require measurable indicators, baselines, and milestones, for measuring the impact of ILO actions to improve the application and compliance of gender sensitive labour laws.
- 8. The final evaluation also found that the MTE lessons and recommendations had not been fully addressed in the last half of the project implementation. There was little evidence that the project enhanced coordination among the activities and under a systematic strategic and implementation plan to be able to generate effective results.
- 9. Looking forward, the gaps that need to be addressed include: linking the outcomes to the SDGs, adopting a broader empowerment approach, and a better focus on rural women, particularly considering that two out of ten ILO P&B outcomes are very much linked to rural areas.

Lessons Learned

- 16. Good programme design involves the use of measurable quantitative and qualitative indicators, instead of opting for an easier approach of selecting one over the other.
- 17. Effective skills training responds to labour market needs. This requires greater collaboration with employers' and workers' organizations.

- 18. A holistic approach that aims at improving the livelihood of women is more effective in increasing productivity and potential earnings.
- 19. The formulation of gender equality and non-discrimination markers is important and requires better coordination among the outcome teams and other ILO projects as well as a review of good practices from other UN agencies.
- 20. User-friendly training materials customized to local realities and labour market requirements can increase utility and application of the acquired knowledge.
- 21. Given the lack of consistent and reliable labour statistics, it is difficult to assess the project's attribution towards the passing, implementation and compliance with gender equality and labour laws in Pakistan. Constituents offered different assessments of progress on compliance in provinces visited as part of this evaluation. While some suggested that significant strides had been made, many felt that the situation had not improved appreciably given the lack of enforcement. Representatives of workers' organization were more likely than other constituents to suggest that compliance with key legal provisions had seen little or no improvement.
- 22. Provision of transport and subsistence allowance can be strong motivating factors for trainees, especially for families of trainees, to perceive the value of the time spent by women outside their homes.
- 23. The lack of a consistent understanding of gender equality and decent work concepts among implementing partners can lead to results which may not be aligned with decent work and gender equality principles.
- 24. Effective use of media for sensitizing the overall population on gender equality issues should include print, radio and electronic means of communication. This is particularly important because the majority of the target population cannot read or write.
- 25. No project is an island in itself. The lack of linkages amongst the different activities within and among immediate outcomes can create missed opportunities for optimizing synergies and expanding the potential impacts of the intervention on the DWCP and the realization of ILO conventions dealing with gender and discrimination issues (Conventions 100 and 111).
- 26. Holistic training approaches to improve livelihoods of women and disadvantaged groups can have a positive effect on the well-being of immediate families and communities as a whole.
- 27. Limited participation of tripartite constituents in the implementation of the project hinders the sense of ownership and limits capacities to take forward the project outcomes on their own and translate policies into implementation. There is greater reliance in MOLW on ILO for taking forward the project objectives.
- 28. Stronger coordination mechanisms at the project level will contribute to the enhancement of project impact. The GE4DE project has made efforts to bring partners together and share information on various components. The project publications are widely disseminated with all implementing partners (IPs). However, these efforts have been fragmented and only selected groups among partners were involved in the information sharing forums. Since the effort lacked strategic and operational links, they could not generate effective results.

- 29. There is a need for coordination among all components, ILO constituents, and partners under a systematic strategic and implementation plan. All stakeholders need to be placed in their relevant role and allocated responsibilities that will complement and supplement each other. At the same time, IPs also need to take a proactive role in sharing information and taking the lead in developing cohesion and linkages within their own component and with partners from other components.
- 30. Focused partnerships with longer duration and more input support (technical, time, and financial) help achieve deeper impact compared to a broad range of partnerships with shorter duration, and limited inputs and targets.

Recommendations

In the area of gender equality and treatment in employment of women in the workplace, very limited progress can be directly attributed to the project. However, it is important to point out that the project has contributed to the national policy dialogue that has been crystalized in the strengthening of policies and laws that address gender equality and equal treatment of women in employment. With only a marginal increase in the share of women employed as legislators, senior public sector officials, managers and professionals, it is difficult to claim direct project impacts.

It is fair and appropriate to conclude that the project has laid fertile ground for further future efforts. However, substantial challenges remain on this front, primarily the growing and significant share of women working in the low-productivity agricultural occupations, with close to 66 percent of all employed women engaged in agricultural and fishery work since 2012. Other challenges for the future include expanding education and employment opportunities for women, ensuring equal pay for work of equal value, and reducing the considerable gender inequalities between men and women in wage employment. From the legislative perspective, the absence of any legal framework for ensuring equal remuneration for men and women outside of public-sector employment represents an important gap.

The following recommendations are presented for consideration of ILO and its tripartite constituents in the design of future ILO activities dealing with pending issues on gender equality and decent employment:

Recommendations addressed to ILO

Recommendation 1. The long-term strategic objectives for gender equality and decent employment should be considered under a programmatic approach. A programme approach to gender equality for decent employment with a long-term goal, strategic approach and input support will contribute more effectively to the achievement of the outcomes. Moreover, this programmatic approach would also allow ILO to better monitor, identify gaps in capacities at policy and implementation levels, and incorporate feedback into the programme to better achieve project outcomes.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 2. A more comprehensive strategic approach would be needed to effectively carry out future endeavors to further gender equity and equality as the foundations for decent employment for men and women in Pakistan. This would require a closer linkage of all ILO immediate outcomes and outputs with the DWCP outcomes through a systematic M&E system to oversee the implementation of ILO activities within the framework of the DWCP. A strong Programming Unit with adequate staff levels and a comprehensive M&E framework would be prerequisites for this approach.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 3: Future ILO activities focusing on mainstreaming gender equality for decent employment should focus on designing skills development activities that fill the gaps in the demand

and supply of skills in the labour market. The experiences with the textile industry and sports manufacturing should be replicated as good practices. There is a huge demand for skilled women labour as the cost efficiency of the industry is dependent upon them. There are high chances of employment opportunities for women with relevant skills. This will also contribute to the effort of bringing more women towards the formal sector. Furthermore, there should also be a comprehensive market survey, which can help identify gaps in demand and supply of skilled labour in all sectors and throughout the country.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 4: Cohesion among various project components as well as among other ILO DWCP activities can help further achieve better and more sustainable results. This should be done though a proper strategic and interlinked approach rather than individual and one-time efforts. All stakeholders should be placed in their relevant and sequential roles. For example, EFP forums have played a role in lobbying for women harassment bills. The Parliamentarians participated in training and advocacy programmes organized by EFP in various provinces, becoming cognizant of the issues and thus advocating and supporting the Bill on Harassment at Workplace. The EFP could help in conducting market surveys and facilitate linking skilled workers with market/employers. In addition, the EFP role can be effectively utilized to address the need to expand throughout the country and all sectors. NGOs and other training institutes could be engaged to conduct social mobilization, skills training and linking skilled labour with employees. In this regard, the project should consider inviting staff from other components of the project to participate in the various training events. This will not only build linkages among various components and link stakeholders, but would also contribute to information sharing and to bringing cohesion among project partners.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	Ongoing	No
		programming	
		activity	

Recommendation 5: Support capacity building among technical training institutions that can equip individuals with skills aligned with market demands and the rapidly changing technology. These institutions should expand the courses being offered to women in non-traditional fields such as microelectronics, carpentry, plumbing, repair of electrical appliances, and other information and communication technology-relevant skills. Particular attention is required for improving access of female trainees with disabilities and minorities to such institutes, through a percentage of seats allocated for them and through incentives (direct and indirect) to both the trainee and the institution.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	Medium	In the next 6	No
		months	

Recommendation 6: Building on the achievements of GE4DE and looking forward, ILO and potential donors for a follow-up phase of the project should consider targeting immediate outcomes to fill in the actual gaps on gender equality and decent work in each of the provinces included in the project.

This would require involving and bringing all related stakeholders at the same level of sensitization on the subject. Decentralization at provincial levels and building upon the existing government structures will also pave the way for ensuring equal involvement of all provinces, which was somewhat lacking in the current project. The decentralization process should also take into account inclusion of other related departments that contribute to the implementation of activities. These include (i) planning department, ii) finance department, and (iii) women's development department.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, DWT-New Delhi	High	In the next 3	No
		months	

Recommendation 7: Review internal information systems and strategic planning platforms and develop an action plan to address current deficiencies in strategic and financial management. ILO Office should review its current M&E information, paying particular attention to issues related to CPO linkages, progress reporting validation and coding of implementation results, and the integration of programming and financial systems.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad Directorate and	High	In the next 3	No
Programming Unit		months	

Recommendation addressed to ILO, MOLW, and DOLs

Recommendation 8. Effective impact on gender equality, sensitization, and mainstreaming of the national gender policy must include all units within provincial government departments and not only in the Inspectorates of the Departments of Labour. This will attain more sustainable results rather than compartmentalizing them. Tackling this challenge would require coordinated efforts among provincial governments and the donor community, ideally under the umbrella of the One UN Programme. Once policy and work plans are engendered, budgets should be automatically allocated to the identified activities. The provincial GFPs in the DoLs are mandated to provide technical backstopping to departments in the development and implementation of work plans. However, this task is currently unattainable given that the GFPs are inspectorate directors with other responsibilities. ILO should continue to provide assistance to DoLs to create properly staffed and budgeted gender units, as well as technical backstopping to the Ministry.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6	No
		months	

Recommendation 9: Future ILO action on gender equality for decent employment would require a conscious effort to highlight the importance of a gender perspective in the budget process, allowing the budget to work towards narrowing gender disparity and tackling the emerging issue of the feminization of poverty. Future endeavors to scale up the achievements of the GE4DE project would require greater emphasis on gender sensitive governance structures that would ensure sustainability of individual outcome activities. The gender-responsive budgeting (GRB) approach would bring this gender awareness into policies and budgets by effectively combining two very important issues: gender equality and public financial management. As a tool of policy analysis, it would incorporate gender equality principles at all stages of the budget cycle, including formulation, discussion, scrutiny, and debate. In doing

so, the budget would transform a simple exercise of resource allocation into an essential tool for social empowerment, economic progress, and social change.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6	No
		months	

Recommendation 10: There is still a need for continued and increased sensitization on gender equality and women employment-related issues at various levels and for all stakeholders. This will help sustain institutional commitments and enhance the project's impact on the achievement of the DWCP outcomes related to gender equality and decent employment. In this regard, a number of steps may need to be taken, such as the already trained master trainers should be properly utilized. They should be given periodic refresher courses and more master trainers should be trained at unions/provincial/district level. In addition, trained master trainers should be allocated with specific responsibilities that would provide regular progress report to their management and to the project.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6-12	No
		months	

Recommendation 11: There is continued need to influence policy and advocate for greater awareness raising on better working conditions for women. In this regard, legislation on gender and employment matters is of prime importance for effective implementation at all levels. Once legislation is passed, as was done during the project life, contributing activities should be identified and required budget should be allocated in the next planning period. In this regard, strong engagement of parliamentarians (at federal and provincial levels) is important to get political will and support for addressing issues related to women employment.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6- 12	No
		months	

Recommendation 12: The government should implement the 10% quota for women in government service without further delay. This would lead to an increase in number of women in the police force and allied law enforcement and female judges at all levels, which would in turn generate positive spillover effects in gender equality and descent working conditions of women in Pakistan. A study to identify the factors that lead to low recruitment of women in public service could be undertaken in collaboration with UN Women, to help inform further actions in this area.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6-12	Yes
		months	

Recommendation 13: Future ILO projects that aim at continuing the empowerment of women through equal and equitable working conditions should scale up the achievements of the GE4DE

project to focus on the compliance of gender equality and nondiscrimination laws. This would require strengthening the labour inspectorates both in terms of budget and human resources; increasing the number of women inspectors and the overall number of labour inspectors.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 6-12	Yes
		months	

Recommendations addressed to ILO, MLW, DOLs, PWF, EFP

Recommendation 14: There is great demand for professionally skilled and competent middle management in the private sector with great scope for women to fill in the gap. A follow-up phase to the GE4DE project should focus on enhancing professional skills and competencies among women professionals already working in the private sector, which would contribute to breaking the glass ceiling. A survey focused on the identification of issues and causes leading to fewer working women at the management level would help inform these endeavors.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MLW, DOLs, EFP, PWF	High	In the next 3-6 months	Yes

Recommendation 15: Gender mainstreaming endeavors should continue to support tripartite constituent's efforts to increase women's access to higher tiers of leadership in their respective organizations and institutions. It is important to provide strategic guidance to PWF to focus on capacity building of youth union members, particularly women, and to continue to ensure active involvement of women in unions at provincial and district levels.

Responsible Units	Priority	Time Implication	Resource Implication
CO-Islamabad, MOLW, DOLs	Medium	In the next 12	No
		months	

Annex I: Independent Final Evaluation Terms of Reference (TOR)

Project Code Project Title: Total Budget: Donor: Starting Date ¹⁴ :	PAK/090/3MCAN Promoting Gender Equality for Decent Employment (GE4DE) CAD 8 million (US\$ 7.5 million) Department for Foreign Affairs, Trade and Development, Canada March 2010 (revised)
End Date ¹⁵ :	October, 2016 (revised)
Midterm evaluation	Mid-term Evaluation 16 th February to 30 th March, 2013
Date:	
ILO Administrative Unit:	ILO Office in Pakistan
ILO Technical Units	ILO Decent Work Technical Support Team for South Asia, New Delhi
Final Evaluation	August, 2016
date and field work	
dates	
Evaluation Manager	Nita Neupane
TOR preparation	
date	

BACKGROUND INFORMATION

Promoting Gender Equality for Decent Employment (GE4DE) is a six year (2010–2016) project funded by Canadian Government (formerly known as Canadian International Development Agency (CIDA) and executed by the ILO Office in Pakistan. The Government counterpart in Pakistan is the Ministry of Overseas Pakistanis and Human Resource Development (OPHRD). Project implementation started in March 2010. A midterm evaluation was conducted in February 2013. With two no-cost extensions, the project will now end in October, 2016. The ILO's evaluation policy requires that a final independent evaluation be conducted at the end of the project. Accordingly, an independent evaluation is scheduled during August, 2016.

The Log Frame

<u>Ultimate Outcome</u>: Working women in Pakistan have better incomes, working environment and increased participation in household decisions and specifically expenditures;

Intermediate Outcome:

¹⁴Start date as indicated in the donor approved project document.

¹⁵End date as indicated in the donor approved project document. If these dates have been formally revised, indicate revised dates with "Revised" in brackets after the date.

- 1. Pakistani women have greater access to equal employment opportunities and decent working conditions in selected economic sectors; and
- 2. Stakeholders have increased understanding of and favorable attitudes towards working women's issues.

Immediate Outcomes:

- 1. Strengthening national mechanisms to promote equal employment opportunities for women
- 2. Enhancing skills and employability of poor women in rural and urban areas of selected districts.
- 3. Strengthening capacity of media to raise awareness on issues related to working women

The project contributes to the ILO Office's Decent Work Country Programme (2010–2015) which prioritises 8 areas of work with ILO constituents. GE4DE contributes in particular to the "Country Programme Outcome (CPO) 1-Access to employment, including for vulnerable groups improved". Through its work with constituents, the project also contributes to "CPO 3- Employers have strong, representative, independent organisations"; and "CPO 4-Workers have strong, representative, independent organisations"; and "CPO - Strengthened capacity of member states to ratify and apply international labour standards and to fulfil their reporting requirements.

Key Collaborators/Implementing Partners:

Government: OPHRD and its provincial departments, DOLs, WDD, MOF, NAVTTC, TEVTA, polytechnics/training institutions, Ministry of Textiles Industries, Ministry of Food, Agriculture and Livestock, Inter-ministerial bodies, Planning Commission, District governments Nazims and labour councillors), Judiciary, Labour inspectorates

Employers: Employers Federation of Pakistan (EFP), Chambers of Commerce and business association, Women Chambers of Commerce and Industries

Workers: Pakistan Workers Federation (PWF), existing trade unions in various sectors and provinces.

Civil Society: Universities, Think Tanks and NGOs.

Parliamentarians at Federal and Provincial level.

Media: Electronic and print media.

Geographical Coverage:

Pakistan has four provinces and several special territories, including the Islamabad Capital Territory, The Federally Administered Tribal Areas and the Northern Areas. The Northern Areas was recently renamed Gilgit-Baltistan (GB) and through the GB Empowerment and Self-Governance Order 2009 given semi-provincial status. Therefore, for the purposes of the project, GB is referred to as the fifth province. The project has its activities all across Pakistan. However, in order to respond to specific problems in different provinces the project also has added focus in some provinces. Interventions related to capacity building of stakeholders and their empowerment were implemented in all five provinces- Quetta, Balochistan; Peshawar, KPK; Lahore, Punjab; Karachi, Sindh and Gilgit-Baltistan). Skills development was a priority in Hub, Balochistan; Charsadda, KPK; Lahore and Rahimyar Khan, Punjab; and Thatta and Karachi, Sindh. Training for media has covered all the above mentioned districts and additional few other districts in all the provinces.

Management Set-Up:

A national steering committee, comprising of representatives of employers, workers, provincial departments and non-government organisations, and led initially by the Secretary, Ministry of Labour, and by the Secretary of Ministry of OPHRD after devolution, provided strategic guidance to the project.

A Project Management Unit (PMU) was responsible for day –to-day operation and monitoring of the project activities. The PMU was led by a National Project Coordinator (Female) and supported by two Senior Program Officers (female), one Programme Officer for communication and media activities, two Programme Assistants (male), One Project Secretary (male), One Administration and Finance Assistant male) and two drivers. The post for National Project Coordinator has remained vacant since September 2015 and for Gender Adviser (one of the two Senior Program Officers) since February 2015. The Senior Program Officer, responsible for skill component of the project has been the Officer-In-Charge for the project since September 2015. Overall management support has been provided by the Country Director of ILO-Islamabad. One of the project. Necessary technical backstopping is provided by DWT Delhi.

PURPOSES AND OBJECTIVES OF THE EVALUATION:

The **main purpose** of this evaluation is "to assess the extent to which the project has achieved its immediate objectives". It will include consideration of whether the means of action have made contributions toward achieving relevant Pakistan DWCP outcomes and national development goals. The focus should also be on assessing the emerging impact of the interventions (either positive or negative) and the sustainability of the project's benefit and the local partners' strategy and capacity to sustain them. It will also look at strengths and weaknesses, opportunities and challenges and any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs. The final evaluation will also assess the extent to which the project has responded to the recommendations of the midterm.

More specifically the evaluation will:

- 6. Examine the performance of the project by assessing the extent to which outputs have been delivered and immediate objectives have been achieved;
- 7. Assess strengths and weaknesses, opportunities and challenges and any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs. In particular, examine how the different roles and status of women and men within the community, political sphere, workplace, and household have affected the performance of the project;
- 8. Assess the emerging impact of the interventions (either positive or negative) and the sustainability of the project's benefit and the local partners' strategy and capacity to sustain them.
- 9. Assess the extent to which the project has responded to the recommendations of midterm evaluation.
- 10. Draw lessons and provide concrete recommendations for future design and implementation of projects'/programs based on the evaluation findings and conclusions.

CLIENTS AND USERS OF THE EVALUATION

External clients and users

- The Constituents (Pakistan Government, Employers' and Workers' Organisations)
- The implementing partners(Civil Society organizations, provincial governments and media)
- The Donor

Internal clients and users

- ILO Country Office for Pakistan
- Project management Team
- DWT-New Delhi

- ILO technical unit at HQ
- RO-Bangkok

SCOPE OF THE ASSESSMENT

The final evaluation takes into account all interventions, geographical coverage, and the whole period of the project (March 2010 to October 2016). The evaluation will integrate gender equality and labour standards as cross cutting concerns throughout its process and deliverables. Considering different focus of the project in different provinces and districts the following sampling of areas have been suggested for field missions: Islamabad; Punjab: Lahore, Sialkot; Sindh: Karachi, Thatta; Baluchistan: Lasbela; and KPK: Peshawar, Charsadda. Gilgit-Baltistan is not selected due to difficult access though the project has very interesting interventions in the district. If the weather condition is favourable during the evaluation period field mission to Gilgit can be reconsidered. The evaluation will be launched in first week of August, 2016 and evaluation report finalised before the end of project.

EVALUATION CRITERIA AND QUESTIONS

Relevance, effectiveness, efficiency, impact and/or sustainability are the evaluation criteria against which the intervention will be assessed. The evaluator may adapt the evaluation criteria and questions but the changes should be agreed between the evaluation manager and the evaluator and reflected in the inception report. The evaluation criteria (OECD/DAC criteria) and suggested questions under each criteria is provided in the table below. Evaluator may suggest and make necessary changes on the questions upon approval by the evaluation manager.

Criteria	Questions
Relevance	 What has been the relevance of the project in achieving the relevant DWCP outcomes? To what extent did the project contribute to achieving Donor's priority objective and National Development goals? How the project has contributed (or not) towards gender equality goal of ILO? Were the project strategies and the selected means of action appropriate considering the cultural setting, capacity of institutional partners for project implementation and the capacities of intended men and women beneficiaries in Pakistan? To what degree have we learned from this experience that we can share in order to do differently, or to do more of for the economic empowerment of women?
Validity of design	 To what extent was the Project designed as a results-oriented, coherent, and focused framework? Were outcomes and outputs clear and measurable? Was there a clear and compelling relationship between each level of logic model? Did the design of the Project results framework allow for easy monitoring and for measuring the different effects on men and women? Is the M&E plan (indicators) capable of measuring actual delivery of outputs and occurrence of outcomes? Is the project focused in areas where ILO has relative strength and capacity; relative to other actors? What has changed since the beginning of the Project and how these changes were responded by the Project? Was the Project results matrix flexible and relevant to respond to new issues and their causes as well as challenges that arose during the project cycle?
Effectiveness	1. Are the Outputs essential and relevant for getting to outcomes; could the same Outcomes be achieved without these outputs?

	 To what extent planned and new outputs have been delivered and how they have led to achieve the expected outcomes? Which are the main factors that contributed to the realization or non-realization of the Project outcomes? Were the intended men, women beneficiaries and the organizations representing them appropriately involved at all stages and empowered through the process? Has the project promoted effective partnerships and strategic alliances around the main outcome areas (e.g. within Government, with national partners, donors and other external support agencies)? To what extent the project has built partnerships/alliances with others (media, women's organizations, research institutes and academia, trade unions, commodity associations etc.) and contributed to the development of a campaign or advocacy force to promote women's decent employment? To what extent were the identified risks and key assumptions relevant in the country situation? To what extent the mitigation strategies were effective in addressing the risks during the implementation of the project? How has the project contributed to and benefitted from tripartism? To what extent the project has managed the practice of knowledge management and lessons dissemination and visibility effort on project branding?
Efficiency of resource used	 How could the same outputs be achieved with less resources; or could the same resources be used to achieve greater results? Was cost effectiveness considered while making choice of strategies? Is the selection of partners and distribution of roles and responsibilities among the different partners well defined and manifest efficient implementation of the project? What were the main internal and external factors that have been responsible for the delay in delivering the available funds and the planned outputs? Were any mechanism put in place to monitor the delivery of project funds and outputs and mitigate the problems? What were the successful efforts made to avoid duplication of interventions? To what extent the project has leveraged resources/collaborated with other projects in the target areas?
Effectiveness of Management arrangement	 Given the size of the project, geographical coverage and the complexity and challenges related to the project objectives, were the existing management structure and technical capacity appropriate and adequate? Was the team adequately gender sensitive? Did the project receive adequate and timely technical support from DWT and administrative/management support from the Country Office? If not, how that could be improved? How the gender composition of the management and backstopping team did affect the performance of the project? How well did the project manage its finances? This should include budget forecasts, delivery monitoring, actions taken for improving the delivery, budget revision and financial reporting. What percentage of the budget was spent on men specific activities? How effective was the monitoring mechanism set up for the project? How were the Project steering committee and the donor involved in monitoring? Were any significant corrective actions recommended and follow-up actions taken following monitoring missions? Did the M&E system in place allow to collect sex-disaggregated data, monitor results and prepare regular progress reports?
Impact , Sustainability	1. What are the emerging impacts of the project? To what extent women beneficiaries perceive their improved bargaining power at household level and also in their work places?

	 Are there any evidences of changes among working women's family members, employers and service providers' attitude and behavior in relation to women's employment? To what extent the project has transferred the knowledge and technology to its partners in order for them to sustain the project benefits?
Gender	 4. What was the project strategy to engage and seek male family and community members' support to the project interventions, which were targeted mainly on women? 5. What particular actions have been undertaken by government and non-government partners including the workers' and employers' organizations to encourage women's participation in the project activities and how these actions have contributed to women's increased participation?

METHODOLOGY

ILO's policy guidelines for results-based evaluation (2nd edition) 2012, which are also aligned to the United Nations Evaluation Group (UNEG) norms and standards on evaluation as well as to the OECD/DAC evaluation quality standards, provides the basic framework in planning and conducting this evaluation. *The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the evaluation team in consultation with the evaluation manager and will receive technical guidance from the GE4DE OIC, assisted by ILO technical specialists and national and local partners.*

A combination of methodologies will be used. Specifically, the following methodological elements are suggested:

- **Desk review** of relevant documents: The suggested list includes the initial project document, results framework, M and E plan, the no-cost extension document, mid-term evaluation report, progress reports, UNDAF, DWCP, National Development Plan, Donor's strategy document for Pakistan, minutes of National Steering Committee meetings, project monitoring reports, documentation on project best practices, selected partners' progress reports, training evaluation reports, relevant legal and policy documents etc.
- Internal meetings and Interviews: This will include interview and meetings with ILO Country Office management and the immediate past Country Director, Project OIC and the team members, backstopping Program Officer and DWT Specialists both at HQ and in DWT New-Delhi, other project/program staff of ILO Co –Islamabad as necessary.
- **Interviews with other key project stakeholders** at National level e.g. concerned officials/representatives of tripartite constituents, selected National Steering Committee Members and donor representative and focal person.
- **Field visits**: Over a period of 10 to11 days, the consultants will tentatively visit the following project sites:

These visits will be facilitated by ILO and partner organizations in respective sites. Field visits will include meeting and interviews with range of stakeholders. For e.g implementing partners' management officials and project implementation staff of the partners, head of training institutes

and trainers, Officials of provincial Department of Labour and other Government agencies, media organizations, men and women beneficiaries of the project and their male and female family members, community leaders, the employers of project beneficiaries and other as relevant.

- Consultant will organize focus group discussions with community members and the men and women direct beneficiaries of various project interventions to brain storm and find out what went well and how it can be sustained;
- To the extent possible consultant will physically observe major project interventions of workers, employers, media, training institutes and project beneficiaries in work places.
- All quantitative data collected should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.
- A detailed methodology will be elaborated by the evaluation team on the basis of this TOR, desk review and initial meeting with project management team and documented in the Inception Report, which is subject to approval by the evaluation manager.
- At the completion of the field mission, a stakeholder workshop will be organized by the ILO-Islamabad for the evaluation team to present the methodology used and preliminary findings and proposed recommendations.

The gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. (Involving both men and women in the consultation, evaluation analysis, and evaluation team). The evaluators will review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

MANAGEMENTE ARRANGEMENTS, WORK PLAND AND TIMEFRAME

Management Arrangements:

ILO is engaging a team of two external consultants, one national and one international, to undertake the Final evaluation. The consultants will work under the overall management and responsibility of the ILO Director in Islamabad. Evaluation manager is responsible for the overall coordination, management and follow up of this evaluation. The Program Officer of ILO CO-Kathmandu in Nepal (Ms. Nita Neupane, neupane@ilo.org) is the Evaluation Manager for this evaluation whom the evaluator reports to. The Monitoring and Evaluation Officer in RO-Bangkok will provide support and oversee the evaluation process and quality control of the report.

Evaluator's Tasks:

The evaluation will be conducted by an external independent evaluator and an external national consultant responsible for conducting a participatory and inclusive evaluation. The evaluators will deliver the above evaluation outputs using a combination of methods mentioned above.

Evaluation team

The Evaluation Team is expected to work in full independence from the evaluation commissioners. The evaluation team will consist of a team leader (International Evaluator) and one team member (national evaluator) with the following responsibilities:

Team Leader (International evaluator): The evaluation team leader (TL), an international consultant, will lead the entire evaluation process as per ILO's evaluation guidelines and deliver the above listed deliverables, working closely with all team members. He/she will conduct the evaluation process in a timely manner and communicate with the Evaluation Management Group on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing the inception report, the draft and final evaluation reports and an evaluation summary.

Tasks/Responsibilities:

- Conduct Desk Review
- Prepare Inception report
- Develop tools for interviews and discussions
- Conduct Internal meetings and Interviews with ILO Officials
- Conduct Interviews with other key project stakeholders
- Make field visits to interact with project partners and beneficiaries
- Present the preliminary evaluation findings to stakeholders
- Prepare the draft evaluation report
- Finalize the evaluation report by integrating comments from stakeholders; and inputs received from the ILO
- Prepare the evaluation Summary.

Qualification of the team leader:

- Master's Degree with minimum 8 years of experience in project /program evaluation, especially, in the areas of gender, women's economic empowerment and gender equality;
- Strong background in Human Rights Based Approach programming and Results Based Management
- Extensive knowledge of, and experience in applying, qualitative and quantitative research and evaluation methods
- Experience on qualitative research methods, for example: document reviews, in-depth interviews, focus groups, direct and participatory community-based observation, and experience in participative evaluation techniques.
- Experience in gender analysis and human rights, Knowledge of ILO's roles and mandate and its tripartite structure will be an advantage
- Knowledge of the role of the UN and its programming is desirable
- Excellent analytical skills and communication skills
- Demonstrated excellent report writing skills in English

Roles of Other Key Stakeholders

All stakeholders particularly those relevant ILO staff, national Steering Committee, the donor, tripartite constituents, relevant government agencies, media organizations and professionals, research institutes, training providers, NGOs and key other partners – will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to comment and provide inputs to the TOR and to the draft final evaluation report.

ROLES OF THE PROJECT -PROMOTING GENDER EQUALITY FOR DECENT EMPLOYMENT (GE4DE)- WILL FACILITATE the evaluation process and provide necessary **Administrative and logistic support.** Especially, the Project will:

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

TIME LINE

The evaluation process started in June, 2016, with draft ToRs. The selection of evaluators started in July, 2016. Actual evaluation will be launched in mid-August upon hiring the independent evaluators. The final

evaluation report is expected to be approved by third week of October, 2016. Descriptions of key stages of the evaluation process and an indicated time frame, reflecting milestones/ deadlines is provided in tabular form in <u>Annex 2</u>.

RESOURCES

The following resources are required from the projects.

- The international consultants' fee
- Daily Subsistence Allowance (UN rate)
- international and national travels as per ILO rules and regulations for international consultant
- stakeholders workshop(s)
- transportation during the on-site visit(s).

Travel schedules, means of transport are subject to prior arrangement with ILO. Funding will come from the GE4DE project. The consultants will be contracted for a period of 33 work days (for Team Lead) starting from August 15 and ending by October 31, 2016.

MAIN DELIVERABLES

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

The inception report will:

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

Preliminary Findings to be presented at the stakeholders' workshop at the end of evaluation mission.

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

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

Suggested content for the report (Check list -5):

• **Cover page** with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).

Evaluation summary – according to ILO standard format – will also be drafted by the evaluation team leader after the evaluation report is finalized. The evaluation manager will assess it against EVAL checklist 8.

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

Timeline

Activities	Estimated Dates	Work Days
1. Inception report		
1.1 Desk review	15-20 August	2 days
1.2 Report drafting and finalizing by	15-19 August	2 days
addressing comments		
2. Preliminary evaluation findings		
2.1 Travel to Islamabad	21 August	-
2.2 Briefing at the Office, meeting, interview	22-24 August	3 days
with constituents and donor at central level,		
consultation with project/programme staff		
2.3 Field mission (inclusive of travel days)	25 August -04	11 days
	Sept	5
2.4 Analyze data, compile questionnaires, and	05-08 September	4 days
prepare a presentation on preliminary findings.		
2.5 Presentation to Stakeholders	09 September	1 day
3. Draft Evaluation report		
3.1 Travel back	10 September	
3.2 Prepare and submit first draft report for initial comments	11-23 September	6 days
3.3 Improve the draft with Evaluation	26-30 September	1 day
manager's comments		
4. Final Evaluation report		

	4.1 Incorporate comments as appropriate and finalize the draft (2 revisions expected)	03-28 October	3 days
	Total duration and number of days required (estimated)	August-October, 2016	33 days
nex I	I. Inception Report		

INTRODUCTION

This inception report presents the proposed conceptual framework, methodological approach, data collection system, work plan, and evaluation strategy as required in the terms of reference (ToR) for the independent final evaluation of the International Labour Organization's (ILO) project: **Promoting Gender Equality for Decent Employment (GE4DE**). The broad purpose of this inception report is to set out the evaluation team's approach to the final evaluation. The report responds to the purpose, scope, and key questions presented in the TOR and is based on the desk review of project documents and emerging findings of the field mission undertaken from August 29 through September 9, 2016.

The evaluation team is composed of Francisco L. Guzman, independent international evaluator at the Global Center for International Development Evaluation Professionals (Global-CIDEP), Adeela K. Zubair, national evaluation consultant hired by the ILO Office in Islamabad, and Nuria Moya, evaluation assistant at Global-CIDEP. The team has prepared and submitted this inception report to the ILO for discussion of the proposed evaluation methodological approach.

The principal clients for the evaluation are the ILO Country Office in Islamabad, ILO Decent Work Country Team (DWT)-New Delhi, Regional Office for Asia and the Pacific (ROAP), ILO GED-Geneva, national tripartite stakeholders, and donor agency. The final evaluation report to be delivered by October 31, 2016, will provide a set of clear, summative, and forward-looking recommendations based on key findings and lessons learned. The recommendations will propose options for management to take into account in the design of subsequent interventions and strategies aimed at promoting gender equality (GE) and decent employment.

PROJECT BACKGROUND

GE4DE is a national multi-year project (2010-2016) funded by the Canadian International Development Agency (CIDA) and implemented by the ILO Country Office (CO) in Pakistan. The project was developed to contribute to the ILO Office's 2010-2015 Decent Work Country Programme (DWCP). It was designed to further the achievements realized under the Women Employment Concerns and Working Conditions Project (WEC-PK) by building upon WEC-PK's experiences, resources developed, and lessons learned, and bringing together technical resources from different ILO departments with expertise in: skills development, enterprise development, labour inspection and labour administration, and GE. The project used a multi-sectoral approach to GE in legislation, policies, and strategies.

The project's overarching development goal is to empower working women in Pakistan so that they "have better incomes, a better working environment and increased participation in household decisions and specifically expenditures."¹⁶ To achieve this goal, the project design is further divided into specific intermediate outcomes and immediate objectives.

The intermediate outcomes of the project include:

1) Pakistani women have greater equal employment opportunities and decent working conditions in selected economic sectors; and

2) Stakeholders have increased understanding and favorable attitudes towards working women's issues.

The immediate objectives of the project are threefold:

1) Strengthening national legal and policy frameworks on Gender Equality;

2) Increasing the capacity of the government, employers' organizations, workers' organizations, the media, and other social partners, including law enforcement, to tackle the issue effectively; and

3) Skills development programs to enhance the employability of poor and marginalized women.

Progress Report on Immediate Objectives/Project Outcomes

The following paragraphs, which outline the progress made to date on each objective, are excerpted from the final progress report provided by the project staff at the ILO CO in Pakistan. They offer a sound briefing and status report on the project. These achievements will help guide the evaluation team in the preparation of validation tools, such as interview guides and electronic surveys.

Objective 1: Strengthening national mechanisms to promote equal employment opportunities for

women. The provincial governments have established Gender Units (GUs), with trained staff, in all five provincial Departments of Labour, which are working on Gender-responsive Labour Inspection (GRLI), Gender-responsive Budgeting (GRB), and project development. In some provinces, women have been recruited in the Departments of Labour for the first time, including as labour inspectors. The GU Punjab won the 2013 international UN Public Service Award for gender-responsive service delivery. National labour laws have been reviewed to mainstream Decent Work (DW) and gender and, for the first time, the government of Sindh has extended labour laws to agriculture and fishery sector workers. The Federal Ombudsperson's Office against Workplace Harassment has established an online complaint and SMSbased tracking system and has seen an increase in the number of cases registered and improvement in the grievance redressal process. Two provinces, Sindh and Punjab, have drafted policies for home-based workers (HBW), which are pending approval by their Cabinets, and awareness on the issue has substantially improved. The project has extended technical support to the Women's Development Department, Punjab, to achieve some of the objectives under the Punjab Women's Empowerment Package. These include implementing quality standards for the government's Punjab Day Care Fund; training of newly established day care staff, and training and organizing domestic workers, leading to improvement in their working conditions. The Higher Education Commission of Pakistan has been supported to implement its national Entrepreneurship Policy by strengthening the capacity of staff at Business Incubation Centres in selected universities across Pakistan and to provide gender-mainstreamed business development services. The pool of trainers has successfully imparted training to over 1,100 women and men and has supported the establishment and improvement of small enterprises.

¹⁶ ToR Independent Final Evaluation: Promoting Gender Equality for Decent Employment (GE4DE).

Workers' organizations are promoting GE in their structures and work through training on promoting women's leadership and paralegal skills. Many women are showing excellent progress in addressing workplace harassment, securing separate facilities such as bathrooms and rest rooms, lobbying for transportation, training opportunities, and equal wages. One woman from the Water and Power Development Authority (WAPDA) Multan who received this training managed to obtain not only transportation for women in her agency but also a 20% 'HQ allowance' that all headquarters workers were entitled to by law. She went on to successfully arrange regular supply by water tankers, a gas connection, and a small park in her community.

Trainees have been involved in advocacy resulting in lady health care workers being made permanent government employees in Punjab and forming unions in sectors where they did not exist before, such as fishing and agriculture. The first-ever trade unions for agriculture and fishery sector workers and for domestic workers have been registered with the Departments of Labour, Sindh and Punjab, respectively. There has been significant increase in the membership of these trade unions, which have raised a collective voice for the protection of their rights.

Employers' organizations have facilitated research on GE practices in the workplace and have replicated good practices. Employers organized a series of sessions to raise awareness of women-friendly policies, specifically harassment in the workplace, national laws, and the grievance mechanism established by the Federal Ombudsman Secretariat (FOS). As a result of the collaboration, feedback shows that employers are recruiting more women to a wider range of jobs, taking affirmative actions to seriously address sexual harassment and providing support facilities.

Objective 2: Enhancing skills and employability of poor women in rural and urban areas of selected districts. Over 11,000 women and men from urban and rural areas have been trained in selected districts of Pakistan. Over 80% obtained employment in the fields of hospitality, industrial garment manufacturing, sewing, weaving, fish processing, fruit processing, beauty, information technology (IT), and high-end embroidery. One-third of the trainees have received additional, focused support for entrepreneurship development and almost all of them are using the acquired knowledge and skills to establish small enterprises in their communities. The endline studies show that most women have access to and control over their income, and are spending on education for their siblings, children, or even themselves, contributing to household expenditures including food and health. This has elevated their position in their families and communities.

All of the training providers have employed ILO's Training for Rural Economic Empowerment (TREE) methodology, which provides demand-driven, gender-mainstreamed trainings, pre-training, training, and post-training support. The project has trained national experts to develop industry specific competency standards, including garment manufacturing; and hospitality and beauty, which are being used in the national TVET reform programme, helping to introduce Competency Based Training and Assessment (CBTA) to the national system. Competency standards for cotton growing have provided the basis for a large textile reform programme, Cleaner Cotton, whereby master trainers have been trained and provided extension services to more than 1,700 female cotton pickers in Southern Punjab.

Objective 3: Strengthening capacity of media to raise awareness on issues related to working women. One hundred fifty policy-level representatives from various media groups in Pakistan have signed a declaration committing themselves to promote Gender-responsive Reporting (GRR). Over 900 media personnel from print and electronic media from over 36 districts in Pakistan have been trained in GRR using a module that some universities are now interested in using in their regular Mass Communications courses. There has been a marked increase in reporting on women and work, and reports written by GE4DE trained journalists show that they are increasingly applying their skills. The first Journalism Awards were held in 2013 to mark successes in GRR. The second Journalism Awards was held in early 2015.

SOPE OF THE EVALUATION

The conceptual framework and scope of the evaluation sets out the objectives and design of the strategy for conducting the final independent evaluation of the ILO's GE4DE project in Pakistan. The framework is anchored on the purpose and scope of the evaluation, describes the evaluation design, and provides details about the proposed plan of work.

The points of departure for the final evaluation are the Project Document and the ToR, taking into account the outputs of the project's immediate objectives and their contributions to higher-level outcomes such as the DW Country Programme Outcomes (CPOs) and the ILO Programme and Budget (P&B) Strategic Outcomes, namely Outcome 17 on discrimination, Outcome 2 on employment and skills, Outcome 3 on enterprise development, Outcome 6 on occupational health and safety, and Outcome 11 on labour administration. The conceptual framework for this evaluation is also anchored in the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and the Equal Remuneration Convention, 1951 (No. 100), which provide the foundation for the ILO's strategy on work equality and elimination of discrimination in employment and occupation (Outcome 17).

The main purpose of the evaluation is "to assess the extent to which the project has achieved its immediate objectives" and to this end the evaluation team will:

- 11. Examine the performance of the project by assessing the extent to which outputs have been delivered and immediate objectives have been achieved;
- 12. Assess strengths and weaknesses, opportunities and challenges, and any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs. In particular, examine how the different roles and the status of women and men within the community, political sphere, workplace, and household have affected the performance of the project;
- 13. Assess the emerging impact of the interventions (either positive or negative) and the sustainability of the project's benefit and the local partners' strategy and capacity to sustain them;
- 14. Assess the extent to which the project has responded to the recommendations of the midterm evaluation; and
- 15. Draw lessons and provide concrete recommendations for future design and implementation of projects/programs based on the evaluation findings and conclusions.

While the evaluation will primarily assess the extent to which the project has achieved its immediate objectives, this exercise also calls for an assessment of whether the means of action have effectively contributed to the outcomes of the Pakistan DWCP and national development goals. Thus, it requires not only an assessment of outputs and immediate outcomes, but also an assessment of the project's contributions to higher-level outcomes, such as DWCP, national development goals, and ILO's strategic outcomes dealing with the elimination of discrimination in the work place. This formative aspect of the

evaluation will highlight lessons that can improve the strategic impacts of future ILO projects designed to promote GE.

In accordance with the GE4DE project document, the evaluation team will also assess the project's effectiveness in planning, requesting, and receiving technical expertise from the ILO experts in DWT-New Delhi and HQ pertaining to Standards, Gender, ACTRAV, ACTEMP, Social Finance, Skills, Social Protection, DCOMM, and ITC Turin. The project was expected to draw on the technical expertise on GE from the DWT and/or HQ to support the achievement of the project's GE objectives while adhering to the strategic guidance presented in the ILO Action Plan on Gender Equality & Mainstreaming (2001), GEMS (Gender Mainstreaming Strategy for Asia and Pacific), and TREE (Training Rural Economic Empowerment). The project was also expected to complement other ILO activities in Pakistan, both RBTC-supported work on the DWCP and promotion of international labour standards. The evaluation team will assess the project's effectiveness in creating synergies with other ILO projects in Pakistan.

The project's initiatives and immediate objectives were strategically designed to contribute to all priorities of DWCP Pakistan, specifically, the promotion and realisation of labour standards, national labour laws, and policies on GE in Pakistan. The project operated in the context of the United Nations Reform process within the context of national administrative devolution. The evaluation team will review and assess all opportunities for system-wide collaboration, coordination, and joint programming with other UN agencies, particularly UN Women, UNDP, and UNIDO.

The project was expected to work under the general guidance and coordination mechanism of the National Steering Committee (NSC), a tripartite-plus committee set up under the Ministry of Labour and Manpower. The evaluation will assess the effectiveness of this mechanism and identify good practices and/or issues that might have impeded its functioning.

The project was nationally executed and operated under the overall supervision of the Director of the ILO Office in Islamabad. It was headed by a national project coordinator (NPC), who remained with the project until September 2015. The NPC reported to the Director of the ILO Office. The NPC was supposed to be supported by a team composed of: a gender advisor, two programme officers, and a communication officer. The project team's responsibilities were to: (i) coordinate and monitor the implementation of all programme components; (ii) provide technical support and oversight to the activities; (iii) using the services of consultants to be subcontracted, carry out the information gathering, dissemination, and advocacy activities; and (iv) facilitate and coordinate the networking activities among the various stakeholders. In line with ILO monitoring procedures, the NPC and the team were expected to undertake regular field visits to the programme locations to monitor progress, identify implementation problems, and take corrective measures. The team also included an administrative/finance assistant, a project assistant, and a driver. The evaluation team will assess the efficiency of the management mechanism in terms of project implementation, M&E requirements, and oversight of technical and financial aspects of all subcontracts and ExColl service contracts.

The evaluation will also provide impartial insights on how effectively the ILO's GE4DE project strategy and immediate outcomes reflected national GE priorities as stated in Outcome 17 of the P&B, and reflected the discussion and recommended outcomes for the period covered by the project (March 2010-October 2016). These include: (i) promoting GE in the world of work by strengthening national mechanisms to promote equal opportunities for women; (ii) mainstreaming non-discrimination and equality of access to skills development as a key element for achieving DW; (iii) better laws and better

enforcement; (iv) more effective regulatory initiatives; and (v) social partners better equipped to make equality a reality in the workplace. The evaluation will assess the contributions of ILO's strategies across all relevant outcomes of the 2010-2015 FPF.

EVALUATION METHODOLOGY

The final evaluation will be participatory and therefore involve all key stakeholders in the evaluation process. Moreover, it will seek to assess ILO's support to national efforts addressing GE strategies and activities designed to bridge DW gaps for women at the national, provincial, and district levels covered by the project. It will especially focus on GE as the entry point to address poverty reduction, social dialogue and youth unemployment, gender inequalities, and other issues that have emerged as national priorities.

The evaluation exercise is guided by six core evaluative criteria, addressing: the **relevance** of the project to the DWCP outcomes and selected GE challenges of the country; the **coherence** between the project activities and desired outcomes, including the integration across ILO instruments in support of project objectives, and the coordination with other ILO projects; and linkages with other UN entities and development partners, where applicable; the **efficiency** measured as (i) administrative and other project costs, (ii) timeliness of execution, (iii) technical, financial, and contractual monitoring and oversight of the many implementing partners contracted to carry out most of the project components; and the **effectiveness** of individual interventions as well as of the GE4DE as a whole. Effectiveness is assessed with particular attention to identify **immediate impacts**, the long-term **sustainability** of the results, and the project's contribution to the institutional development and DW gaps that national constituents have identified in the existing DWA draft documents and national DW strategies.

Lessons learned and recommendations will aim to contribute to the development of innovative solutions for future ILO projects addressing GE and employment issues in Pakistan. The final evaluation's recommendations will correspond with the following four core guiding principles, such that lessons and solutions:

- Are based on impartial, factual and evidence based;
- Are based on localized experiences, but of national and/or regional relevance;
- Focus on holistic approaches;
- Emphasize knowledge, reinforcement of constituent capacities, partnerships and communication, and ILO operational capacity; and
- Explore how innovation should be leveraged.

EVALUATION APPROACH

The final evaluation will assess the relevance, coherence, efficiency, and effectiveness of the ILO's strategies and actions undertaken to achieve the objectives set out through the various levels of planning. Thus, it seeks to establish the integrity and alignment among (i) the P&B outcomes and targets that ILO has set for the periods 2010–11, 2012–13, 2014–2015, as well the 10-month (no-cost) extension period

comprised until 31 October 2016; (ii) the subnational priorities as set out in the ILO Strategy for Pakistan; (iii) the specific ILO country programme outcomes (CPOs); (iv) the One UN Programme I and II for the country; and (v) the country's development policy objectives.

The evaluation will determine the extent to which ILO's results-based management (RBM) framework links the country programme outcomes (CPOs) with the ILO's 19 P&B outcomes and contributes to their realization. By doing so, the evaluation will identify the linkages between performance of ILO countrywide, provincial, and district-wide strategies and activities, and implementation of the priorities and outcomes set forth the ILO's Decent Work Country Programme (DWCP) in Pakistan, in the 1998 Declaration and the 2008 ILO Declaration on Social Justice for a Fair Globalization. The evaluation will assess these strategies and actions in light of ILO's P&B outcomes, which guided the development objectives, immediate outcomes, and activities implemented by the GE4DE project.

The evaluation will focus on the immediate objectives of the projects, the contributions of the project's outputs, and the results of its outcomes on the DWCP outcomes, as well as on the relevant SPF Strategic Outcomes¹⁷ since these can lead to improved efficiency of labour markets, support economic and job recovery, and reduce gender inequalities. Moreover, the evaluation questions will investigate how the project's outputs and immediate outcomes have affected conditions for women in the workplace.

Finally, this evaluation is rooted in the ILO's RBM system at the global level. The period covered by the evaluation involves three P&B cycles, 2010–11, 2012–13, 2014–15, and the extension period from January 1 to October 31, 2016 within the Strategic Policy Framework 2010–15.¹⁸ The P&B system is critically important to the evaluation. It provides the basis for outcome-based planning, implementation management, and reporting tools developed by the CO's programme staff to document what the ILO has intended to do and has done to support its member-state constituents in realizing respective CPOs and linkages to ILO P&B outcomes and national priorities. That is, the strategies and indicators related to the respective project CPOs and their linkages to ILO P&B outcomes and national priorities the various actions taken.

This evaluation takes place amid a period of growth in ILO's operations, in response to changing circumstances both at the national and the subnational levels and increased donor efforts to prioritize employment and DW in the context of GE and women's rights protection in the workplace and political change. Against this backdrop, the evaluation team will assess the performance of the ILO as an organization, to support the national tripartite constituents with the appropriate strategic interventions to address some of the principal challenges for GE, non-discrimination, and safe workplace environments for women, youth, and vulnerable groups as the basis for DW and social protection.

At its essence, this final evaluation aims to find out (i) what the ILO's project strategies and actions intended with respect to support to national constituents' realization of the GE and DWA; (ii) what has actually been done; (iii) whether what has been achieved is consistent with what the ILO intended to do in support of more equitable working conditions for women; and (iv) what have been the main

¹⁷ Outcome 17 on the elimination of discrimination in the workplace, Outcome 2 on skills development, Outcome 11 labour administration and labour law, Outcome 6 occupational safety and health, Outcome 3 on sustainable enterprises, Outcome 5 on working conditions, and Outcome 19 on mainstreaming decent work.

¹⁸ http://www.ilo.org/public/english/bureau/program/spf/spf1015.htm

contributions to the achievements and impediments in the realization of the objectives stated in ILO GE4DE project strategies. Accordingly, the evaluation will pass on the lessons from these findings and recommendations to national constituents, donor agency, and other key project stakeholders.

EVALUATION CRITERIA AND QUESTIONS

The evaluation criteria and relevant questions have been developed according to the criteria set forth in the ILO's Evaluation Policy Guidelines,¹⁹ which adhere to the OECD/DAC Principles and UNEG norms and standards for evaluation. Accordingly, the evaluation questions have been developed under each of the following definitions of these criteria:

Relevance: The extent to which ILO support (i.e., strategy and action) are consistent with the objectives of national tripartite constituents' priorities, beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies. This will give attention to how the support is strategic and applies ILO's comparative advantage.²⁰ The evaluation inquires:

- a. To what extent was the GE4DE strategy and actions **relevant** to national policy dialogue addressing its country programme/project outcomes?
- b. Have GE4DE project strategies and actions responded to priorities and needs expressed by its constituents?
- c. Have the project strategies and actions responded to ILO gender equality strategy and are these aligned to the respective MDGs?
- d. To what extent are the results found aligned to the respective Sustainable Development Goal (SDG) on gender equality and social protection?
- e. Have the project strategy and action addressed identified gaps in the realization of respective project outcomes, CPOs and linkages to ILO P&B outcomes and national priorities?

Coherence: The compatibility of the GE4DE project strategy and results with the GE and DW strategy and action, as well as other ILO projects, UNDAF outcomes related GE and DW, system-wide programming and operations, namely the first and second generation One UN Programmes (OP I and OP II). The evaluation responds to the following questions:

- (f) To what extent is GE4DE strategy and action **coherent** and complementary to support the realization of country programme outcomes and national policy objectives, and does it promote synergies with other ILO projects and strategic outcomes as well as with national constituents' and partners' priorities?
- (g) Are GE4DE project goals consistent and mutually supportive, enabling synergistic use of resources and enabling activities with P&B outcomes, DWCPs and CPOs?
- (h) Are project strategies and actions in pursuit of respective project outcomes, CPOs and linkages to ILO P&B outcomes and national priorities coordinated, mutually supportive, and wherever possible operationally leveraged to maximize effect?
- (i) Are project strategies and actions in pursuing respective project outcomes, CPOs and linkages to ILO

¹⁹ ILO Evaluation Policy Guidelines (2nd Edition).

²⁰ ILO's unique access to governments, employers' and workers' organizations, its norm-based mandate, tripartite structure, global perspective, competence and capabilities, comparative analysis, and cross-regional exchange of expertise, mainstreaming gender equality, nonpartisan approach, and favourable bidding position.

P&B outcomes and national priorities recognized for this effect?

(j) Are GE4DE project implementation strategies and actions coordinated with UN and other development partners and embedded well into the One UN Programme, building on the comparative advantage of ILO?

Efficiency: The measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. The evaluation will consider:

- (e) The extent to which ILO GE strategy and action as operationalized lend themselves to **efficient** project implementation.
- (f) Arrangements for financing support activities in a way that is consistent with respective CPOs and linkages to ILO P&B outcomes and national priorities.
- (g) Whether GE4DE funds have supported the realization of respective CPOs and linkages to GE4DE outcomes and national priorities in a way that leverages all available resources.
- (h) GE4DE strategy and action have an operational synergy with UN and other actors, enabling results that are greater than the sum of their individual components.

Effectiveness: The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

- (e) How **effective** are ILO strategy and action in helping the Government of Pakistan, and how effectively do social partners realize their GE and DW policy objectives?
- (f) Have project strategy and actions resulted in the reduction of decent employment gaps and reduced incidences of discrimination in the workplace for women in the realization of respective CPOs and linkages to ILO P&B outcomes and national priorities?
- (g) Have GE4DE strategy and actions assisted national tripartite constituents and implementation partners promote and realize respective CPOs and linkages to ILO P&B outcomes' and national priorities?
- (h) Have Declaration follow-up mechanisms²¹ enabled GE4DE support to Pakistan's efforts to promote and realize respective CPOs and linkages to ILO P&B outcomes' and national priorities?

Within the assessment of effectiveness, specific consideration involves:

Impact: Positive and negative primary and secondary long-term effects produced by development intervention, directly or indirectly, intended or unintended.

- (d) What **impact** has the ILO project had on policy, legal frameworks, and awareness regarding respective CPOs and linkages to ILO P&B outcomes and national priorities?
- (e) GE4DE strategies and actions actually have resulted in helping national tripartite constituents reduce gender equality and skills development gaps in the realization of respective CPOs and linkages to ILO P&B outcomes' and national priorities.
- (f) GE4DE strategies and actions do not have unintended or unexpected effects that are counterproductive in realizing respective CPOs and linkages to ILO P&B outcomes and national priorities.

²¹ Including the compilation of annual reports, observations by international employers and worker's organizations, the review of annual country reports.

Sustainability: The strategic orientation of the support aimed at making a significant contribution to broader, long-term, sustainable development changes. The likelihood that the results of supports are durable and can be maintained or even scaled up and replicated by intervention partners after major assistance has been completed. The evaluation inquires as to whether:

- (d) To what extent is ILO strategy and action designed and implemented to maximize the **sustainability** of results of GE4DE?
- (e) Results of ILO programme/project strategies and actions that have helped reduce the gap in realization of gender equality, skills development, work quality, and decent employment respective CPOs and linkages to ILO P&B outcomes and national priorities endure over time.
- (f) ILO and partners take steps to help ensure that the results of ILO strategies and actions designed to reduce gaps in the realization of respective CPOs and linkages to ILO P&B outcomes and national priorities can be sustained or otherwise contribute to the sustainability of results.

ANALYTICAL FRAMEWORK

This evaluation's primary focus is at a project-strategic level based on project-specific assessments of each of the six evaluation criteria: relevance, coherence, efficiency, effectiveness, immediate impacts, and sustainability. The evaluation team will gather facts in a step-by-step fashion, taking up the evaluation criteria in the process. The line of inquiry will proceed from general to specific, moving from theoretical to practical.

Step one: The evaluators will assess evaluation findings to determine whether and how well the project strategy helped beneficiaries, including government institutions, the relevant project constituents, and stakeholders, to close the gaps in realizing respective CPOs and linkages to ILO P&B outcomes and national priorities on GE and DW for women. This involves determining what support ILO has given and its impact.

Step two: The evaluators will determine if execution of those programme/project immediate objectives strategies and actions has resulted in reducing GE and DW gaps in realizing the relevant CPOs and linkages to ILO P&B outcomes and national priorities, and how that progress has been acknowledged.

Step three: The evaluation will identify the project CPOs and linkages to ILO P&B outcomes and national priorities for Pakistan and assess ILO project strategies and actions at the provincial level and their implications at the national level. Linkages with One UN Strategic Priority Areas (SPAs) will also be established and analyzed. The evaluators will identify the "supply and demand" aspects of ILO's engagement in the country. That is, the evaluators will review what ILO has said it should do at the global and regional level, including action plans that the governing body has adopted. Not least of these is the DWCP for Pakistan. The evaluators will compare these references with what the national constituents, ILO, and the donor have actually asked for and approved the project to do and achieve.

In order to accomplish its purpose, this evaluation needs to identify trends and gaps in the realization of respective project outcomes, actions and CPOs and linkages to ILO P&B outcomes and national priorities by a careful reading of the relevant literature, in order to identify strategies and actions in the light of developments and deficits. This assessment needs to address the national and subnational level for the project.

Simultaneous with these steps in the inquiry, the evaluation team will triangulate information obtained to verify findings and resolve any ambiguities or contradictions that may arise.

DATA SOURCES AND COLLECTION METHODS

For this evaluation, the evaluation team will take a four-pronged data-collection approach consistent with ILO EVAL's guidance. The evaluation will rest on (i) a desk review of relevant documents; (ii) case studies of individual project activities visited; (iii) field validation in the form of interviews, focus groups, and site visits; and (iv) electronically conducted surveys using internet survey tools. This approach gathers facts at both the national and subnational levels, as well as from development partners and ILO staff at the CO, DWT, RO and HQ.

Desk Review

Numerous types of documents will provide data for the evaluation. Documentary resources are managed in a common Google Drive file. All evaluation team members have common access to a vast cache of project documents. These include project documents, budgets, reports, relevant studies and meeting minutes. The Google Drive master folder includes separate files for project design, implementation, and M&E sub-files and their sets of documents. A separate file also holds pooled reference material, organized by country sub-files including:

- (i) The ILO's RBM systems provide one of the foundational data sets. These include P&B documents that set outcomes and indicators, the Strategic Policy Framework 2010–2015, the Director-General's Implementation Reports (2010–2011, 2012–2013, and 2014–15), reporting progress against the respective P&B criteria.
- (j) CS conducted as part of some project activities, impact studies produced as part of the follow-up to project activities, baseline studies which identify national gaps and challenges in the realization of respective immediate objectives, and their contributions to CPOs and linkages to ILO P&B outcomes and national priorities.
- (k) Project progress reports, biannual implementation reports prepared at the end of each P&B cycle, annual reviews that ILO issues on the basis of annual reports provided by the Government of Pakistan under the follow-up to the 1998 Declaration. These will be particularly relevant for those activities that involve contributions to SPF Outcomes (namely, Outcome 17).
- (I) Responses to Committee of Experts' observations and recommendation about the implementation of relevant conventions.²² These annual reports are required from member states that have not ratified at least one of the Conventions associated with each of the three immediate outcomes.
- (m) Documentation of the ILO's supervisory bodies with respect to the application of ratified and unratified ILO Conventions and Recommendations.
- (n) Financial information regarding all resources applied towards the achievement of the outputs that have realized the immediate, and intermediate, outcomes of the GE4DE project and have been recorded as contributing to the achievement of the desired development goal of the project and to the achievement of CPOs that have contributed to Outcome 17, and the other Outcomes of the SPF that the holistic approach of this project has made directly and/or to which it has indirectly contributed.

²² Comments of the Committee of Experts (CEACR), Observation on the application of a Convention: C081, C096, C100, C111, Direct request on the application of a Convention: C081, C100, C111, C144, C159, Observation on submission to competent authorities: 2015

- (o) Strategic, thematic, and project evaluations relevant to respective Pakistan CPOs and linkages to ILO P&B outcomes and national priorities.²³
- (p) The information gathered through interviews of all relevant stakeholders will be triangulated against information gathered through the abovementioned documents as well as through the electronic surveys administered for this evaluation.

CASE STUDIES

Case studies, undertaken as desk studies, will be based on a synthesis review of the independent midterm evaluation and progress reports. The national evaluation consultant will conduct these studies in light of (i) a careful reading of the relevant literature to collect data and analysis on the trends and gaps during the evaluation period, and (ii) local knowledge of the institutional situation of the country and DW conditions and dynamics.

FIELD VERIFICATION

The evaluation team leader and national consultant will conduct field verification through interviews, focus groups, consultations in site visits selected by the project team given their knowledge of the geographical areas accessible during the evaluation mission, and cleared by the Pakistan UN-DSS. For the final list of site visits and interviewees, see Annex III. These visits will enable cooperation and coordination with the ILO CO and constituents. They also will help identify any gaps in documentation, other information needed, provide a chance to address administrative issues, as well as allow for personal meeting with the parties concerned.

This effort serves the purpose of verifying and illustrating desk-study findings. The investigation at the immediate outcome level should support findings and recommendations relative to the project as well as to ILO policies and strategies. General country developments shall be taken into consideration insofar as these relate to the GE4DE immediate outcomes and to the broader ILO strategy and action. The team leader with inputs from the national consultant and an evaluation assistant provided by Global-CIDEP will take a step-by-step approach, linking information on CPOs to DW country strategies and P&B strategies for the three immediate outcomes reported in the project's progress report, in order to observe how the operationalization of the project strategies fare within the OECD/DAC criteria (see **Evaluation questions and criteria** above). This analysis reflects, in turn, on the project implementation strategies themselves. Thus, the steps involve:

- i. Identifying documented gaps, achievements, missed opportunities, good practices of the project implementation. The analysis will focus on the stated outcomes and achievements of the project.
- ii. Profiling ILO support actually or potentially relevant to the achievement of CPOs and strategic objectives. This would include actual, as well as possible, actions that should be taken into account for future ILO intervention on GE. (Possible actions are included to evaluate efficiency, coherence, and sustainability.)
- iii. Assessing the relationship between the results of steps 1 and 2 in light of the OECD/DAC criteria.

Approach for Verification Field Visits

²³ These include, *inter alia*: ILO, "Independent Evaluation of the ILO's Strategy for the Elimination of Discrimination in Employment and Occupation" (Geneva: ILO, 2011), at: http://www.ilo.org/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_165234.pdf.

Tripartite constituents, other stakeholders, experts and, as mentioned, select civil society and relevant new social formations will provide the information that is unwritten.

ILO respondents include ILO staff at HQ and in the field, representatives of employers' and workers' organizations in the visited and case-study project activities. Other personnel and institutional sources of data include representatives of donor countries and other stakeholders. Consultations with these respondents will assist the evaluators to verify and triangulate information obtained through other interviews, electronic surveys, and document reviews. The evaluation team leader will participate in as many consultations as possible during field visits. An illustrative contact list for consultations can be found in ANNEX III.

Internet Surveys

The interviews, focus groups, and consultations precede the online survey of the wider circle of respondents. Document review and interviewing data collection methods will be supplemented with internet-based surveys. The evaluation team will collect these data through an online GLOBAL-CIDEP Survey Monkey account. To ensure confidentiality, the IEC will invite them to participate in the online survey.

The consultations and the desk review will inform the design and content of the survey questionnaires. The evaluation team will adapt national constituents' questionnaires to the subnational context, including translation if necessary. They will also adapt the model questionnaires to the stated independent evaluation objectives for the following categories of respondents:

- 4. National Constituents:
 - Government
 - Workers' associations
 - Employers' Associations
 - Project implementation partners
 - Civil society/social actors
 - Right holders (beneficiaries)
- 5. ILO staff (CO, DWT, RO and HQ):
 - Sector specialists
 - Programme units at CO, RO and HQ (project managers, programme officers, etc.)
 - Former CO-Islamabad and project staff members
- 6. Donor
- 7. UN country team (Office the UN Resident Coordinator, UN Women, UNICEF, UNDP, etc.)
- 8. National and subnational stakeholders

The questionnaires pose evaluation questions to which the respondents reply with simple selections from a five-step scale. The form also provides a field to allow for textual commentary, if the respondent so chooses. The collection of responses will enable a numerical basis for rating and ranking strategic outcomes and perceptions, as well as to collect any additional analysis offered in the narrative fields. Gaps in responses to certain questions or in sufficient responses from a certain respondent category, or the emergence of a particular contradiction in information, might require the evaluation team to return to some respondents for further information or clarification.

RISKS AND POTENTIAL SHORTCOMINGS

The delayed formation of the evaluation team and start of the evaluation process on August 29, 2016, has created an unusually tight timeline, which left very little time for a sequenced evaluation process. This made it necessary to lump the desk review and field mission together, which created unusual pressures on project staff to prepare documentation for the evaluation and for the evaluation leader who began taking preparatory steps for the start of the evaluation before a contract had been signed and/or timelines amended.

The evaluation surveys run the risk of small or self-biased responses to internet-based surveys. There is also a risk of not being able to identify or contact relevant key informants in visited project case studies. Some provinces and district-level counterparts might have experienced frequent turnover of strategic personnel during the period. Resources available to the evaluation limit the depth of country-level investigation, obliging circumscription of inquiring strictly on matters that can contribute to findings relevant to national and ILO strategies. As mentioned above, any serious gaps or contradictions in survey information may require selective return consultations via Skype or telephone for clarification.

RECOMMENDATIONS AND LESSONS LEARNED

The evaluation will follow ILO evaluation policy guidance for independent project evaluations and will conform to the evaluation checklists and formatting requirements in formulating and presenting recommendations,²⁴ identifying and presenting lessons learned, and identifying and presenting emerging good practices.²⁵

PROPOSED REVISION OF TIMELINE

The evaluation team has updated the original timetable for the evaluation to reflect the actual start-up dates and field mission itinerary. It has also recalculated the number of days needed to complete the final report. This estimation is based on the actual time that it has taken to conduct the desk review, complete field visits, analysis of the information gathered, time spent drafting the zero draft of the inception report, the time that it has taken to receive and respond to comments from the evaluation manager and other key internal stakeholders to produce a final draft on the conceptual framework and methodological approach presented in this Inception Report.

http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_168289.pdf.

²⁴ International Labour Office, ILO Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning and Managing for Evaluations (Geneva: ILO, 2nd edition 2013), at:

²⁵ ILO, "I-Eval Resource Kit Guidance Note 3: Evaluation Lessons Learned and Emerging Good Practices" Guidance Note 3 (Geneva: ILO, 2013), at

http://www.ilo.org/wcmsp5/groups/public/---ed mas/---eval/documents/publication/wcms 165981.pdf.

Annex III: Field Visit Programme

GE4DE Independent Final Evaluation: Work Plan

Activities	Estimated Dates	Work Days
Desk review	22-26 August	3 days
Inception Report drafting and finalizing by	25 August-19	5 days
addressing comments	September	
Preliminary evaluation findings	<u> </u>	I
Travel to Islamabad	27 August	
Briefing at the Office, meeting, interview with	29 August	3 days
constituents and donor at central level,		
consultation with project/programme staff		
Field mission (inclusive of travel days)	30 August -5	7 days
	September	
Analyze data, compile questionnaires, and	5-9 September	5 days
prepare a presentation on preliminary		
findings.		
Travel back to Washington DC	10 September	
Presentation to Stakeholders	28-30 September	1 day
Draft Evaluation report		
Prepare and submit first draft report for initial	31 Sept - 9 October	8 days
comments		
Improve the draft with evaluation manager's	10-14 October	1 day
comments		
Final Evaluation report		
Incorporate comments as appropriate and	14-31 October	4 days
finalize the draft (2 revisions expected)		
Total duration and number of days required (estimated)	August-October, 2016	37 days

Meeting and Field Plan (Final Evaluation GE4DE)					
Time	Organization	Focal person	Venue and Contact details	Status (confirmat ions and	Accompa nying Official

				security	
				clearance)	
		Aug 25	, 2016 Thursday		
10:00 – 11:30	Meeting with project team	GE4DE team	ILO CO-ISB msultana@ilo.org	Confirmed	GE4DE team
11:30- 12:30	Meeting with ILO Management	Saghir Bukhari	ILO CO ISB <u>bukhair@ilo.orgmailto:bukhair@i</u> <u>lo.org</u> mailto:bukhair@ilo.org	Confirmed	
13:00 – 14:00	Empowerment thru Creative Integration (ECI) G-11, Islamabad	Mr. Salim Jehangir Managing Director ECI	09-10, 2nd Floor, Al-Rehman Mall, Shabbir Sharif Road, G-11 Markaz, Islamabad (+92-51) 2362870-71 Email: <u>sjahangir@eci.com.pkmailto:sja</u> <u>hangir@eci.com.pk</u>	ТВС	Munawar
14:00 – 16:00	Civic Action Resources Freedom Network	Zaigham Khan Aurangzeb Khan Adnan Rehmat	ILO Office Islamabad <u>zmkn@yahoo.com</u> 0345 5115115 <u>adrehmat@gmail.com</u> 0300 8506354	Confirmed	Hiba
16:00 - 1700	Selected trained journalists	Aoun Sahi Nida Fatima	ILO Office Islamabad aounsahi@gmail.commailto:aou nsahi@gmail.com nida.zaidi@gmail.commailto:nid a.zaidi@gmail.com mailto:nida.zaidi@gmail.com	ТВС	Hiba
		Au	ig 26,Friday	•	
09:30 – 11:30	Meeting with all provincial Gender Focal Persons	Mr.Tahir Manzoor – GFP Punjab Mr.Gulfam Memon – GFP Sindh Mr.Saeed Sarparh – GFP Baluchistan Mr. Irfan Khan – GFP KPK	ILO Office Islamabad Tahir Manzoor <u>tahirhotiana@gmail.commailto:tah</u> <u>irhotiana@gmail.com</u> Gulfam Memon <u>gulfam5@hotmail.commailto:gulfa</u> <u>m5@hotmail.com</u> Saeed Sarparh <u>Saeed062@gmail.commailto:Saee</u> <u>d062@gmail.com</u> Irfan Khan <u>Irfankhan69@hotmail.com</u> mailto:Irfankhan69@hotmail.com	TBC	Hasan

12:30 – 13:30 Travel to	Meeting with the UN office Pakistan	Kay Schwindinger RC Office	ILO CO ISB Kay Schwendinger kay.schwendinger@one.un.orgmai Ito:kay.schwendinger@one.un.org mailto:kay.schwendinger@one.un. org	Confirmed	Caroline, Saghir
Sialkot – 1400 – 18:00					
		Augus	st 27, Saturday		
10:00 – 14: 00	BEDARI (Visit of production centre, and FGD with beneficiaries) Forward Sports (factory visit) to meet the employer and project beneficiaries	Arshid Mehmood Mirza Executive Director Baidarie, Factory workers, Maria and Saba Javeria	Roras Road, Sialkot-Pakistan Ph: +92 +524 3505156, 3505457, Cell: 0333-8615406 Email: <u>arshidmirza2004@yahoo.co.uk</u> <u>arshidmirza2010@gmail.com</u>	ТВС	Munawar, Hasan
15:00- 19:00	Travel from Sialkot to Lahore				
		Augu	st 28, Sunday-		1
As per convenie nce	Skype call with evaluation manager	Ms. Nita Neupane	neupane@ilo.orgmailto:neupane @ilo.org mailto:neupane@ilo.org	mailto:neup ane@ilo.org	mailto:neu pane@ilo.o rg
		August 29	, Monday – Lahore		
10:00 – 11:30	Women's Development Department Punjab All Pakistan Women's Association (APWA)	1. Joint Meeting with Ms. Rabia Yasin Assistant Director, WDD. Ms. Durre Shahwar APWA to discuss their collaborative work on Decent Work for Domestic Workers (DW4DW)	APWA 65, Jail Road, Lahore Ph: +92 +42 35408523 Cell of Ms. Dur e Shahwaar +92 (0) 3004200802 Email: <u>durishs@yahoo.com</u> Ms. Rabia Yasin: Cell: +92-346-7077001 Email: <u>adrabiayasin@gmail.commailto:</u> <u>adrabiayasin@gmail.com</u> <u>mailto:adrabiayasin@gmail.com</u>	TBC	Munawar, Hasan

		2. Group discussion with selected trained women in domestic work at APWA			
12:00 – 14:00	Meeting with selected members of Domestic Workers Union	Zahoor Awan, Arooma Shahzad, Saad Muhammad, Chaudhry Naseem Choudhry, Mukhtar Awan	Davis Road, Lahore Zahoor Awan <u>pwfrwp@gmail.commailto:pwfr</u> <u>wp@gmail.com</u> <u>mailto:pwfrwp@gmail.com</u>	ТВС	Saghir, Razi
16:00- 17:00	Pakistan Readymade Garments Technical Training Institute (PRGTTI)	Dr. Kamran Sandhu	Mr. (Dr.) Kamran Sandhu Principal Pakistan Readymade Garments Technical Training Institute (PRGTTI) 71-L, Gulberg-III, Lahore- Pakistan Ph: +92 +42 4546446-47-48, 4526918 Cell: +92 (0) 323-4396202 Email: sandhuonly@hotmail.com	Confirmed	Munawar
		Aug	30, Tuesday	-	
09:30- 11:00	Punjab Vocational Training Council (PVTC)	Mr. Farrukh Bashir, Training Manager, PVTC	134-A, Industrial Estate, Madar-e-Millat Road, Kot Lakhpat, Lahore Ph: +92 +42 35209211 Cell: +92 (0) 3044440713 Email: <u>farrukh.bashir@pvtc.gop.pk</u>	твс	Munawar
12:00- 13:30 Working Lunch	Meeting with Representative of College of Tourism and Hospitality Management (COTHM)	Mr. Babar Sheikh Ms. Abida Malik, graduate of culinary skills trained at COTHM and working as Buffet Manager at Salt & Pepper	Salt n Pepper Village Mr. Babar Sheikh Cell-I: +92 (0) 3229490092 Cell-II: +92 (0) 333 4336406 Email: <u>babar@cothm.edu.pk</u> <u>babar_naveed@hotmail.com</u>	ТВС	Munawar
14:00- 15:30	Meeting with selected group of	Shahzada Irfan , Senior	Book a conference room	Confirmed	Hiba

	trained journalists in Punjab	Correspondent - The News ; Nasir Jamal, Bureau Chief - Dawn Newspaper ; Kamran Butt Producer - Geo TV	Email: Shahzada.irfan@gmail.commailt o:Shahzada.irfan@gmail.com Nasirjamal65@gmail.commailto: Nasirjamal65@gmail.com kamran.aesthetics@gmail.com mailto:kamran.aesthetics@gmail.c om mailto:kamran.aesthetics@gmail.c om		
Travel to Karachi from Lahore	Departure 1800 – Arrival 19:45				
	T		'ednesday - Karachi	-	
09:30 – 11:00	Vocational Training Institute Korangi	Ms.Tanweer Tabassum, Principal. VTCG Korangi and selected trained women (4 – 5) Chand Bibi, Shahjehan, Hina Dildar, Meeting with Ms. Nahid Nasir, Principal VTI Bufferzone	Vocational Training Centre for Girls, Korangi, Karachi tanweer tabasum <u>tanweertabasum@hotmail.com</u> Cell:0345-8482550 Ms.Nahid Nasir Email: <u>azim.nahid@yahoo.commailto:a</u> <u>zim.nahid@yahoo.com</u> Cell: 0322-2537489	Confirmed	Munawar
13:00 – 14:00	Meeting with a selected group of media trainers in Sindh	Ms. Irum Noor, Editor YOU magazine, Ms. Afia Salam, Freelance Journalist and Mr. Kamal Siddiqui, Editor Express Tribune	The News Office Al Rehman Building, Chundrigarh Road, Karachi Cell: 0301- 2414144 <u>Iram29@gmail.commailto:Iram2</u> <u>9@gmail.com</u> <u>afiasalam@gmail.commailto:afia</u> <u>salam@gmail.com</u> <u>mailto:afiasalam@gmail.com</u>	TBC	Hiba
15:30 – 16:30	Employers Federation of Pakistan (EFP)	Mr. K.M.Nauman (President) Mr.Fasih Karim Siddiqui	Employer's Federation of Pakistan (EFP) State Life Building No. 2, I.I. Chundrigarh Road, Karachi Tel No. 021-2418389, Fax: 021- 2437828 Khwaja Nauman <u>Khawaja.nauman@hotmail.com</u> <u>mailto:Khawaja.nauman@hotmail. com</u>	TBC	Saghir, Razi

			<u>mailto:Khawaja.nauman@hotmail.</u> <u>com</u>		
		Sept 1, 1	Fhursday – Thatta		
07:00- 10:00	Travel to Thatta and visit Jumman Shaikh village		Thatta Sindh		
10:00 – 12:00	Visit of village Jumman Sheikh , home to several change-makers	Fatima Nabi Buksh Asma Sheikh Yasmeen Sheikh	Village Jumman Sheikh, Thatta, Sindh Sadia Kanwal Cell: 0332-3417155	Confirmed	Munawar
12:30- 1:30	Meeting with Sindh Agriculture and Fisher's Workers' Union (SAFWU)	Asad Memon Waqar Memon	Circuit House , Thatta, Sindh Waqar memon saf.workersunion@gmail.com ailto:saf.workersunion@gmail.com mailto:saf.workersunion@gmail.co m	Confirmed	Razi
14:00 - 17:00	Travel back from Thatta to Karachi				
Sept 2 Friday	Travel from KHI to ISB Dep: 11:00 Arrival: 12:55				
Sept 3-5	Weekend				
		Sept 5, M	onday – Islamabad		
9:00 – 10:30	Federal Ombudsman Secretariat (FoS)	Mr. Shahrukh Abbasi Deputy Director and some beneficiaries representing selected organizations	14-M, Ali Plaza, First Floor, (behind Caltex petrol pump) F-8 Markaz, Islamabad Email: <u>s.abbasey@hotmail.com</u> Phone: (+92) 51-926-2948	TBC	Razi
11:30 – 13:30	Meeting with IPs of Start and Improve Your business (SIYB) roll out in Pakistan	Ms. Uzma Naz Assistant Director R & D Division Higher Education Commission (HEC)	Project Director Cubator 1ne COMSATS Institute of Information Technology Chak Shahzad Islamabad Tel: 051-9240417, 051-8738119	ТВС	Munawar, Hasan

		Mr. Mohammad Ahsen Mirza Project Director COMSATS	ahsenmirza@comsats.edu.pkm ailto:ahsenmirza@comsats.edu.pk Cell: 0333-5001178 Uzma Naz Email: unaz@hec.gov.pkmailto:unaz@h ec.gov.pk Cell: 0306-5562992		
14:30 – 15:30	Skype call with former Country Director, ILO Office, Islamabad	Mr. Francesco d' Ovidio	ILO office Islamabad <u>dovidio@ilo.orgmailto:dovidio@i</u> <u>lo.org</u> <u>mailto:dovidio@ilo.org</u>	Coordinate with Ms.Mulyani ILO Jakarta Office	
16:00 – 1700	Skype call with Shahnaz Kapadia Rahat	Shahnaz Kapadia Gender and Enterprise Specialist	ILO Office Islamabad	TBC	Munawar, Hasan
9:00- 11:00 hrs	Global Affairs Canada (GAC) Canadian High Commission Islamabad	Umbreen Baig Programme Officer (focal person for GE4DE project) and development team	Canadian High Commission Diplomatic Enclave, Islamabad Ph: +92-51-208 64 51 +92-51-208 60 00 Fax: +92-51-208 69 03 Email: <u>Umbreen.Baig@international.g</u> <u>c.ca</u>	TBC	Munawar, Saghir
12:00 – 13:00	Meeting with GE4DE team regarding stakeholder consultation	GE4DE team	ILO Office Islamabad	Confirmed	
13:30 – 14:30	Meeting with ILO Projects	SLISP, LRP	ILO office Islamabad Zishan Siddiqi <u>siddiqi@ilo.orgmailto:siddiqi@ilo</u> <u>.org</u> <u>mailto:siddiqi@ilo.org</u>	ТВС	Zeeshan Siddiqui, Abid Niaz
Sept 6-8 2016	Analysis and preparing presentation for stakeholders	Evaluation Team	ILO		Evaluation Team
Sept 8, 2016	Meeting with CD ILO Office for Pakistan	Ms.Ingrid Christensen	ILO Office, Islamabad	ТВС	
Sept 9, 2016 09:00- 13:00	Presenting the preliminary findings to stakeholders	Evaluation Team	TBD		

Followed by		
lunch		

Annex IV: EMERGING GOOD PRACTICES & LESSONS LEARNT TEMPLATES

ILO Emerging Good Practice Template

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The designation of the GFPs was an important first step towards changing institutional culture, ensuring that new labour policies and procedures are gender sensitive, sensitizing labour inspectorates on gender equality issues in the workplace, promoting policy dialogue about gender issues, and identifying administrative and procedural gaps.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	To effectively mainstream gender equality within the DOLs, GFPs should be appointed in each department of the DOLs.
Establish a clear cause- effect relationship	The GFPs can effectively sensitize and train o DOLs officials in other departments. This would not only promote effective institutional gender mainstreaming but will also promote more gender sensitive polices.
Indicate measurable impact and targeted beneficiaries	By the end of 2017, all DOLs would have established internal GFPs network
Potential for replication and by whom	Highly replicable and should be done by each departmental GFP
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, SPF Outcome 17, Conventions Nos. 100 and 111.
Other documents or relevant comments	N/A

ILO Emerging Good Practice Template

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator:Francisco L. GuzmanDate:October 31, 2016The following emerging good practice has been identified during the course of the evaluation.Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Legislative bills on home-based workers (HBW) and against harassment of women are major achievements under immediate Outcome 1 of the project. This is a good example of joint efforts and the contribution of multiple partners towards project outcomes. Moreover, it strongly supports the need to intensify the efforts and take concrete steps to bring about cohesion and strengthen links among the partners and outcomes to enhance the impact of the project.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	These bills, as argued by a number of partners, have been passed through the joint efforts of stakeholders under immediate Outcome 1 with spillover effects of the efforts of stakeholders from other outcomes.
Establish a clear cause- effect relationship	The training of GFPs has been proven useful in their advisory roles to the DOLs Secretaries on the review of existing laws to ensure that these are gender sensitive
Indicate measurable impact and targeted beneficiaries	Number of Laws that include gender specific clauses and are in line with International Labor Standards
Potential for replication and by whom	GFPs in other Central and Provincial Government Ministries and Departments
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) Other documents or relevant comments	ILO gender mainstreaming strategy, DWCP, Outcome 17.

ILO Emerging Good Practice Template

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) Project TC/SYMBOL: PAK/09/03/CAN

Name of Evaluator:Francisco L. GuzmanDate:October 31, 2016The following emerging good practice has been identified during the course of the evaluation.Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	GE4DE support to the FOS demonstrated how not all good results require large amounts of resources.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The project showed good value for money in its support for the FOS initiatives with the use of social media to register and track complaints
Establish a clear cause- effect relationship	Effective information dissemination can be more cost-effective when development aid is used to promote and scale up local initiatives
Indicate measurable impact and targeted beneficiaries	Public Information campaign is effectively launched through electronic media
Potential for replication and by whom	By other Government Agencies, PWF, EFP.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DDWCP Outcome, SPF Outcome 17, ILO Gender mainstreaming policy
Other documents or relevant comments	N/A

ILO Emerging Good Practice Template

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator:Francisco L. GuzmanDate:October 31, 2016The following emerging good practice has been identified during the course of the evaluation.Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	In 2014, a significant breakthrough was achieved when the first Domestic Workers' Union was registered in Lahore as part of the project. Under this initiative, GE4DE worked with the Women's Development Department (WDD) Punjab and the PWF by training domestic workers on competency standards that were developed under a similar ILO programme in India, and then reviewed, amended, and endorsed by employers in Pakistan.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	WDD Punjab also piloted a placement and grievance redressal system for domestic workers.
Establish a clear cause- effect relationship	PWF supplemented WDD's training with orientations for domestic workers on workers' rights and linking them with state social security schemes for health, injury, and old age.
Indicate measurable impact and targeted beneficiaries	Number of domestic workers liked to social security schemes
Potential for replication and by whom	All trade unions and federations, as well as EFP.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) Other documents or relevant comments	DCP, ILO Domestic Workers Conventions

Name of Evaluator: Francisco L. Guzman **Date: October 31, 2016** The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report. **GP Element** Text **Brief summary of the** The GE4DE strategic partnership with the higher education commission good practice (link to proved that the impact of capacity building activities can be optimized project goal or specific for increased effectiveness and sustainability of capacity building deliverable, background, activities. purpose, etc.) **Relevant conditions and** By partnering with national training and academic centers to establish **Context: limitations or** relevant and sustainable capacity-building initiatives that inform, advice in terms of sensitize, and educate public and private sector stakeholders on the key concepts of the DW agenda and international labour standards applicability and replicability Establish a clear cause-Access to a wide range of academic centers and CSOs by virtude of the effect relationship HEC scope and mandate. Moreover, capacity building modules can be integrated into University level curricula on labour issues and decent employment. Indicate measurable ILO training modules on ILS and Gender equality have been adopted to impact and targeted national and local realities and included in course curricula in unat least beneficiaries one university per province. High potential for replication through the HEC. **Potential for replication** and by whom Upward links to higher Conventions Nos 100 and 111, CDWCP Outcome, 2010-15 SPF ILO Goals (DWCPs, Outcomes 17, and 19 and 2016-17 SPF Outcome 7. **Country Programme Outcomes or ILO's Strategic Programme** Framework) Other documents or relevant comments

ILO Emerging Good Practice Template <u>Project Title: Promoting Gender Equality for Decent Employment (GE4DE)</u>

Project TC/SYMBOL: PAK/09/03/CAN

Project TC/SYMBOL: PAK/09/03/CAN Name of Evaluator: Francisco L. Guzman Date: October 31, 2016 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	It is important to highlight the PWF concentrated activities, which have strengthened women's standing in the unions and networks. This has provided women new opportunities to play more prominent roles in trade unions and PWF.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The PWF and its provincial unions have effectively embarked on internal and external awareness raising on gender equality and workers' rights. Internally, trade unions have effectively organized youth and women's leadership training efforts The first-ever trade unions for agriculture and fishery sector workers and for domestic workers have been registered with the Departments of Labour in Sindh and Punjab, respectively. There has been a significant increase in the membership of these trade unions, which have raised a collective voice for the protection of their rights. Likewise, employers' organizations have facilitated research on GE practices in the workplace and have replicated good practices. Employers organized a series of sessions to raise awareness on women- friendly policies, specifically harassment in the workplace, national laws, and the grievance mechanism established by the Federal Ombudsman Secretariat (FOS)
Establish a clear cause- effect relationship	These efforts aim at sensitizing young trade unionists and particularly women workers on the legal framework that covers workers' rights to fair, equitable and equal employment opportunities. Trainees have been involved in advocacy resulting in female healthcare workers being made permanent government employees in Punjab and forming unions in sectors where they did not exist before, such as fishing and agriculture. As a result of the collaboration, feedback shows that employers are recruiting more women to a wider range of jobs, taking affirmative actions to seriously address sexual harassment and providing support facilities
Indicate measurable impact and targeted beneficiaries	Increase number of women in leadership positions in the PWF and Employers Organizations
Potential for replication and by whom	High, by PWF and EFP.

Upward links to higher	GE, ILO Conventions !00, 111.
ILO Goals (DWCPs,	
Country Programme	
Outcomes or ILO's	
Strategic Programme	
Framework)	
Other documents or	
relevant comments	
IL	0 Emerging Good Practice Template
	ting Gender Equality for Decent Employment (GE4DE)
Project TC/SYMBOL: I	
Name of Evaluator: 1	
The following emerging good pr	ractice has been identified during the course of the evaluation. Further text can be
found in the full evaluation repo	Drt.
GP Element	Text
Brief summary of the	The project has a high job placement rate of 80 percent.
good practice (link to	The project has a high job placement rate of oo percent.
project goal or specific	
deliverable, background,	
purpose, etc.)	
Relevant conditions and	
Context: limitations or	This project's training efforts reflect good targeting of sectors and types
	of training provided, which also shows good understanding of labour
advice in terms of	market needs.
applicability and	
replicability	
Paral Pala and	
Establish a clear cause-	Targeted training by the project has shown very effective job
effect relationship	placement of women entering the job market for the first time.
Indicate mercury his	
Indicate measurable	
impact and targeted	
beneficiaries	
Potential for replication	
and by whom	
Upward links to higher	
ILO Goals (DWCPs,	
Country Programme	
Outcomes or ILO's	
Strategic Programme	
Framework)	

Other documents or relevant comments

ILO Emerging Good Practice Template

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

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

CD Element	Taut
GP Element	Text
Brief summary of the	Under output 2 of immediate Outcome 2, the project developed the
good practice (link to	capacity of training providers and implementing partners using the
project goal or specific	TREE methodology This is not only a good practice in the use and
deliverable, background,	adaptation of a methodology; it is also a good practice in the selection of
purpose, etc.)	implementing partners with proven strong community-level work and organizational skills. In addition to technical training aimed at securing employment, women
	and men received ILO's Skills Plus training. It is a supplementary module on enterprise skills, workers' rights and responsibilities, basic health, and basic communication skills. Partner organizations also ensured support mechanisms underlined by the TREE methodology for conditions conducive to training and work such as transport, clean airy rooms with toilets, health facilities, and put in place business development plans post training.
Relevant conditions and	The use and adaptation of the TREE methodology has helped partner
Context: limitations or	organizations to effectively organize and mobilize communities and
advice in terms of	community leadership to support project initiatives, work effectively
applicability and replicability	with local communities through the training and post-training period, and follow through with beneficiaries and their businesses in the field
Establish a clear cause- effect relationship	This good practice was found in the effective organization of the home- based artisans who had strong support from community elders as well
	as the men in the community.
Indicate measurable impact and targeted beneficiaries	
Potential for replication	From the project design perspective, employers and workers'
and by whom	engagement in training, planning, and implementation not only contributed to their successful utilization of the methodology for their own training activities, but most importantly it transferred ownership of the tool.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP Outcomes
Other documents or relevant comments	

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	t
Brief description of lesson learned (link to specific action or task)	Good programme design involves the use of measurable quantitative and qualitative indicators, instead of opting for an easier approach of selecting one over the other.
Context and any related preconditions	This would require strengthening RBM capacities among project staff and national tripartite constituents.
Targeted users / Beneficiaries	Project staff, Tripartite constituents
Challenges /negative lessons – Causal factors	Lack of understanding of RBM principles among some project staff and constituents can affect the quality of results framework of a project. RBM is not only the responsibility of programme officers but all staff engaged in the implementation of projects.
Success / Positive Issues - Causal factors	Stronger understanding of ILO's RBM system will strengthen project effectives and strengthen the possibility of achieving DWCP Outcomes

ILO Administrative Issues (staff, resources, design, implementation)	
ILO Lesson Learned Template	

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Text	
Brief description of lesson learned (link to specific action or task)	Effective skills training responds to labour market needs. This requires greater collaboration with employers' and workers' organizations.
Context and any related preconditions	Effective skills training or re-skilling activities to be based on strong collaborative efforts among all tripartite constituents.
Targeted users / Beneficiaries	Women who have lost their manufacturing jobs due to technological improvements in the employer industries. First time job seekers, especially women who have need home-based workers, unskilled agricultural workers.

Challenges /negative lessons – Causal factors	Training modules must be vetted by workers and employers organizations to ensure relevance to the labour market needs.
Success / Positive Issues - Causal factors	Apprenticeships and on-the-job training modules should be encouraged. To re-skill and train job seekers.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Project Title: Promoting Gender Equality for Decent Employment (GE4DE)

Project TC/SYMBOL: PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	t
Brief description of lesson	A holistic approach that aims at improving the livelihood of women is more
learned (link to specific	effective in increasing productivity and potential earnings.
action or task)	

Context and any related preconditions	Disfranchised women who are trying to enter the job market for the first time need comprehensive approach that not only aim at improving work place conditions that would ensure safe working environments addressing cultural and social preconditions for women in the work place, but ensure gender equality and non-discriminatory practices. Women
Targeted users / Beneficiaries	Women who are new to job market, home base workers, and domestic workers.
Challenges /negative lessons – Causal factors	Sexual harassment is a serious issue in Pakistan. Employers must establish reporting, investigating and sanctioning systems. Training on all types of discrimination, especially gender based discrimination must be part of workers training curricula.
Success / Positive Issues - Causal factors	Employers must establish a close working relationship with the National
ILO Administrative Issues (staff, resources, design, implementation)	N/A
ILO Lesson Learned Template	
Project Title: Promoting Gender Equality for Decent Employment (GE4DE) Project TC/SYMBOL: PAK/09/03/CAN	
Name of Evaluator: Francisco L. GuzmanDate: October 31, 2016The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	

LL Element

Text

Brief description of lesson learned (link to specific action or task)	The formulation of gender equality and non-discrimination markers is important and requires better coordination among the outcome teams and other ILO projects as well as a review of good practices from other UN agencies.
Context and any related preconditions	Gender equality and non-discrimination is not always present in the Immediate outcome activities. Activities are focused on their respective outputs without making sure that these are always linked to gender equality and non-discrimination objectives. After the project is about gender equality for decent employment.
Targeted users / Beneficiaries	Implementation partners should have been trained on ILO's gender equality and diversity strategy and make sure that all of the activities carried out by the project were well grounded on these ILO strategies and aligned to the ILS mainly Conventions 100 and 111.
Challenges /negative lessons – Causal factors	While the project produced valuable outputs under each of its three immediate outcomes< these were often not well grounded on ILO gender and diversity strategies or the ILS.
Success / Positive Issues - Causal factors	The most success full component of the project with regards to ensuring that its activities were well anchored by gender equality and non-discrimination makers was Immediate Outcome 3, which focused on sensitizing media on gender equality issues.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	ct
Brief description of lesson learned (link to specific action or task)	User-friendly training materials customized to local realities and labour market requirements can increase utility and application of the acquired knowledge.
Context and any related preconditions	The project used many ILO training materials and these were properly adopted to the local context. This was a precondition to the success of activities carried-out.
Targeted users / Beneficiaries	Federal and Provincial Government Officials, Parliamentarians, academia, NGOs.
Challenges /negative lessons – Causal factors	Adaptation of material can sometimes cause delays in the application of the materials.
Success / Positive Issues - Causal factors	Adaptation of the TREE methdolodgy.

ILO Administrative Issues (staff, resources, design, implementation)	N/A	

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Text	
Brief description of lesson learned (link to specific action or task)	Provision of transport and subsistence allowance can be strong motivating factors for trainees, especially for families of trainees, to perceive the value of the time spent by women outside their homes.
Context and any related preconditions	Given the cultural and social restrictions placed on women's mobilization to work places outside the home, the provision of transportation and subsistence allowances fro working mothers were good incentives.
Targeted users / Beneficiaries	Home base working women , trainees who participated in skills development courses and women entering the work place outside the home for the first time.

Challenges /negative lessons – Causal factors	The subsistence allowance should be carefully administered not to create dependencies that would be difficult to wane out once te women gained employment.
Success / Positive Issues -	Many young mothers who needed to provide for her families were
Causal factors	able to be retrain or trained on productive activities thanks to the subsistence programmes.
ILO Administrative Issues	N/A
(staff, resources, design, implementation)	
implementation	

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

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Date: October 31, 2016

LL Element Text	t
Brief description of lesson learned (link to specific action or task)	The lack of a consistent understanding of gender equality and decent work concepts among implementing partners can lead to results which may not be aligned with decent work and gender equality principles.

Context and any related preconditions Targeted users /	There is need to standardized the understanding of gender equality and decent employment among all implementation partners. This would require a carefully planned capacity building continuous programmes of implementation partners. This would also require a more proactive oversight and direct involvement of the project Gender Specialist or the Specialist from DWT-New Delhi. Implementation partners, ToT, ILO project staff, and social partners.
Beneficiaries	
Challenges /negative lessons – Causal factors	Future ILO Islamabad capacity building activities should focus more on creating or strengthening capacity building strategies and institutions rather than continuing with the training of individuals approach. It would be much more cost effective to bring ICT-Turin expertise to the country rather than continuing sending individuals to Turin.
Success / Positive Issues - Causal factors	The pilot initiative undertaken with ten HEC should be reconsidered in a future phase of the project. This could be natural partner fro institutionalizing national training curricula on Decent Work principles and gender equality.
ILO Administrative Issues (staff, resources, design, implementation)	N/A
ILO Lesson Learned Template	
Project Title: Promoting Gender Equality for Decent Employment (GE4DE) Project TC/SYMBOL: PAK/09/03/CAN	

Project TC/SYMBOL: PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman Date: October 31, 2016

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

LL Element

Text

Brief description of lesson learned (link to specific action or task)	Effective use of media for sensitizing the overall population on gender equality issues should include print, radio and electronic means of communication as well as social media.
Context and any related preconditions	This is particularly important because the majority of the target population cannot read or write.
Targeted users / Beneficiaries	Print, radio, electronic and social media reporters and bloggers.
Challenges /negative lessons – Causal factors	The project has primarily focused on print media as the means fro sanitizing the general public on gender issues and employment. There have been very good articles highlighting success stories of women who have been trained and supported by the project. However, editorial and opinion pieces about the legal framework that is in place fro protecting women's rights in employment, or of the remaining gaps that persist which need to be openly discussed.
Success / Positive Issues - Causal factors	Articles an about project successes has been positive as it could inspire other women to seek their career and employment aspirations.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	t
Brief description of lesson learned (link to specific action or task)	No project is an island in itself.
Context and any related preconditions	The lack of linkages amongst the different activities within and among immediate outcomes can create missed opportunities for optimizing synergies and expanding the potential impacts of the intervention on the DWCP and the realization of ILO conventions dealing with gender and discrimination issues (Conventions 100 and 111).
Targeted users / Beneficiaries	Beneficiaries, social partners, NGOs, Government partners and project staff directing the different immediate outcomes
Challenges /negative lessons – Causal factors	The strong focus on achieving financial and programmatic delivery targets, programme officers coordinating the three immediate outcomes are fully engaged with the implementation of the activities within their respective outcomes.
Success / Positive Issues - Causal factors	Print media articles have sensitized some decision makers such as legislators.

ILO Administrative Issues (staff, resources, design, implementation)	N/A

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	t
Brief description of lesson	Holistic training approaches to improve livelihoods of women and
learned (link to specific	disadvantaged groups can have a positive effect on the well-being of
action or task)	immediate families and communities as a whole.
Context and any related preconditions	Home based workers have been positively affected by holistic approaches of training modules. Some women not only learned about better planning and marketing their crafts, but have also found out about different social protection schemes that have improved the livelihoods of their families.
Targeted users /	Grass roots, community leaders, female workers and domestic
Beneficiaries	workers

Challenges /negative lessons – Causal factors	N/A
Success / Positive Issues -	Home based quit makers have effectively organized as cooperatives to
Causal factors	improve production and have access to health and educational schemes.
ILO Administrative Issues	N/A
(staff, resources, design, implementation)	
implementation	

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	t
LL Element Tex Brief description of lesson learned (link to specific action or task)	t Limited participation of tripartite constituents in the implementation of the project hinders the sense of ownership and limits capacities to take forward the project outcomes on their own and translate policies into implementation.

There is greater reliance in MOL on ILO for taking forward the project objectives, tripartite constituents must gain greater implementation roles
Tripartite constitutes at the central and provincial levels, public sector institutions, Ministries and Departments beyond the those dealing with labour issues at the Federal and at the provincial level.
This would not only optimize previous investments in building capacities among constituents, but it would also increase ownership of results.

Project Title: Promoting Gender Equality for Decent Employment (GE4DE)

Project TC/SYMBOL: PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

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

LL Element

Text

Brief description of lesson learned (link to specific action or task)	Stronger coordination mechanisms at the project level will contribute to the enhancement of project impact
Context and any related preconditions	The GE4DE project has made efforts to bring partners together and share information on various components
Targeted users / Beneficiaries	Tripartite constituents, Parliamentarians, Judges and judicial Brach officers, media managers and reporters, academia, HEC,
Challenges /negative lessons – Causal factors	The project publications are widely disseminated with all implementing partners (IPs). However, these efforts have been fragmented and only selected groups among partners were involved in the information sharing forums. Since the effort lacked strategic and operational links, they could not generate effective results.
Success / Positive Issues - Causal factors	The project publications and media campaigns were successful in highlighting gender issues in a focused manner, these successes were short lived.
ILO Administrative Issues (staff, resources, design, implementation)	

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	t
Brief description of lesson learned (link to specific action or task)	There is a need for coordination among all components, ILO constituents, and partners under a systematic strategic and implementation plan.
Context and any related preconditions	All stakeholders need to be placed in their relevant role and allocated responsibilities that will complement and supplement each other. At the same time, IPs also need to take a proactive role in sharing information and taking the lead in developing cohesion and linkages within their own component and with partners from other components.
Targeted users / Beneficiaries	Tripartite constituents, social partners, NGOs, academia, legislators, judicial branch members, media and CSOs
Challenges /negative lessons – Causal factors	Time limitations and logistical obstacles to ensure full participation.
Success / Positive Issues - Causal factors	A more cohesive approach to project implementation while promoting greater understating of the entire project by participants in each of the three immediate outcomes.

ILO Administrative Issues (staff, resources, design, implementation)	
ILO Lesson Learned Template	

Project Title: Promoting Gender Equality for Decent Employment (GE4DE) **Project TC/SYMBOL:** PAK/09/03/CAN

Name of Evaluator: Francisco L. Guzman

Date: October 31, 2016

LL Element Tex	t
Brief description of lesson learned (link to specific action or task)	Focused partnerships with longer duration and more input support (technical, time, and financial) help achieve deeper impact compared to a broad range of partnerships with shorter duration, and limited inputs and targets.
Context and any related preconditions	The GE4DE project has relied on private consulting firms fro the implementation of its components. Although this was fully justified as a way of filling capacity gaps among tripartite intuitions, future interventions should capitalize on capacity building successes among constituents and the newly established partnerships with the HEC and private academic centers to conduct capacity building activities while strengthening national institutional capacities.
Targeted users / Beneficiaries	HEC, Public Administration Academies, Universities, Vocational Training Institutions, and private/public research centers.

Challenges /negative lessons – Causal factors	The pilot initiative with the HEC should be studied to determine what should be done differently in future partnership to ensure long lasting successes.
Success / Positive Issues -	The adaptation and dissemination of SYCB modules among member
Causal factors	institutions of the HEC was a good practice an provided the project with access to a very extensive network of academic centers,
ILO Administrative Issues	
(staff, resources, design, implementation)	
implementation	

ANNEX VI: ON-LINE SURVEY RESULTS

A. GE4DE STAKEHOLDERS

Q1: Please indicate which of the following stakeholder groups are applicable to you.

Answered: 16 Skipped: 0

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swer Choices	Responses		
Project beneficiary public administrative sector	6.25%		
Project beneficiary from provincial or local administrative sector	12.50%		
Project beneficiary from judicial sector	0.00%		
Project beneficiary from national or local media sectors	31.25%		
National level government official	0.00%		
Provincial level elected government official	0.00%		
Provincial Ministry of Labour Official	6.25%		
Provincial member of the judiciary	0.00%		
National trade union member	12.50%		
Provincial or local level trade union	6.25%		
National employers organization member	6.25%		
Provincial or local employers organization	6.25%		

Q2: How familiar are you with the project's goals, objectives, strategies and activities? Answered: 16 Skipped: 0

	Not at all familiar	Not very familiar	Moderately familiar	Familiar	Very familiar	Total	Weighted Average
Goals	0.00%	0.00%	6.25%	50.00%	43.75%		
	0	0	1	8	7	16	3.38
Objectives	0.00%	0.00%	6.25%	43.75%	50.00%		
	0	0	1	7	8	16	3.44
Strategies	6.25%	0.00%	18.75%	37.50%	37.50%		
	1	0	3	6	6	16	3.00
Activities	0.00%	6.25%	12.50%	37.50%	43.75%		
	0	1	2	6	7	16	3.19

Q3: Between March 1, 2010 and August, 2016, were you involved in any of the following

project activities regarding gender equality, skills development, social protection for jobs and growth? Answered: 15 Skipped: 1

Answer Choices	Responses	
I was a participant at technical workshops	13.33%	2
I received technical advice on promoting gender equality and employment	26.67%	4
I was trained by ILO as trainer of trainer in one or more of these subjects	40.00%	6
I received training on awes raising campaigns to promote gender equality	20.00%	3
I was a master trainer hired by the project	0.00%	0
I was an ILO ITC-Turin Trainer	0.00%	0
Fotal		15

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Q4: In which of the three GE4DE Outcomes did you participate?

Answer Choices				
Strengthening national mechanisms to promote equal employment opportunities for women	31.25%	5		
Enhancing the skills and employability of poor women in urban and rural areas of selected districts.	31.25%	5		
Strengthening the capacity of media to raise awareness on issues related to working women.	43.75%	7		
Other (please specify)	12.50%	2		
Total Respondents: 16				

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Q5: Which, if any, of these activities did you participate during project implementation?

(Select all that apply.)

Answered: 16 Skipped: 0

nswer Choices				
Training provincial labour departments on gender mainstreaming, especially in labour inspection, labour policy departments, program design and budgeting	18.75%	3		
Raising employers organizations awareness of gender equality practices in the work place	37.50%	6		
Improving capacities of trade unions to effectively advocate for and introduce practices that support gender equality in the workplace.	31.25%	5		
Designing and delivering training on employable skills using ILO's TREE methodology	25.00%	4		
Trained local experts to develop industry competebcz standards	6.25%	1		
Enhance media understanding of Pakistan labour policies and international obligations related to women's employment and gender equality	37.50%	6		
None of the above	0.00%	0		
otal Respondents: 16				

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Q6: In your view, how relevant was the ILO's project strategy and approach for promoting, adapting, and/or applying international labour standards on gender equality, elimination of

discrimination in employment, social protection, occupational safety and health and equitable working conditions?

Answered: 16 Skipped: 0

	Not appropriate	Not very appropriate	Moderately appropriate	Appropriate	Very appropriate	Total Respondents
Gender equality and elimination of discrimination	0.00% 0	0.00% 0	12.50% 2	25.00% 4	62.50% 10	16
Social protection	6.67 % 1	0.00% 0	0.00% 0	53.33% 8	40.00% 6	15
Occupational safety and health	6.67% 1	6.67% 1	13.33% 2	13.33% 2	60.00% 9	15
Equitable working conditions	0.00% 0	0.00% 0	6.25% 1	25.00% 4	68.75% 11	16

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Q7: How relevant was the course material you received during ILO training to your function

or work needs?

Answer Choices	Responses	
Extremely relevant	40.00%	6
Very relevant	46.67%	7
Somewhat relevant	13.33%	2
Not so relevant	0.00%	0
Not at all relevant	0.00%	0
Total		15

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Q8: What was the most important feature of the training that made it so relevant to you?

Answered: 15 Skipped: 1

swer Choices	Responses	
Usability	60.00%	9
Design	66.67%	10
Applicability	66.67%	10
Accessibility of reference materials	40.00%	6
Cost	0.00%	0
None of the above	0.00%	0
al Respondents: 15		

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Q10: In your opinion, how often has the ILO engaged with relevant partners during the process of

providing assistance to strengthen skills development systems and services?

Answered: 13 Skipped: 3

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	Never	Rarely	Sometimes	Often	Allways	Do not know	Total	Weighted Average
Workers	0.00%	0.00%	7.69%	7.69%	69.23%	15.38%		
	0	0	1	1	9	2	13	4.73
Employers	0.00%	0.00%	0.00%	25.00%	50.00%	25.00%		
	0	0	0	3	6	3	12	4.67
Relevant	0.00%	0.00%	0.00%	27.27%	27.27%	45.45%		
Federal	0	0	0	3	3	5	11	4.50
Government								
agencies								
Implementation	0.00%	0.00%	0.00%	15.38%	69.23%	15.38%		
partners	0	0	0	2	9	2	13	4.82
Academia	0.00%	0.00%	10.00%	30.00%	10.00%	50.00%		
	0	0	1	3	1	5	10	4.00
Legislators	0.00%	0.00%	10.00%	30.00%	30.00%	30.00%		
-	0	0	1	3	3	3	10	4.29
Relevant	0.00%	0.00%	0.00%	33.33%	33.33%	33.33%		
provincial	0	0	0	4	4	4	12	4.50
government								
entities								

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Q11: In your view, how complementary to your organization's work was the ILO's strategy and

approach for the objective of the project in which you participated/collaborated?

	Not at all complementary	liot very complementary	Moderately complementary	Complementary	Very complementary	Total	Weighted Average
Strengthening national mechanisms to promote equal employment opportunities for women.	0.00% 0	0.00%	18.18% 2	36.36% 4	45.45% S	=======================================	4.27
Enhancing the skills and employability of poor women in rural and urban areas of selected districts.	27.27% 3	0.00% 0	0.00% 0	27.27% 3	45,45% 5	11	3.64
Strengthening the capacity of the media to raise	0.00% 0	18,18% 2	27,27% 3	27.27% 3	27.27% 3	11	3.64

Q12: To what extent has ILO's support within each of its three objectives been complementary to yo training systems?

	Not at all complementary	liot very complementary	Moderately complementary	Complementary	Very complementary	Total	1
Strengthening national mechanisms to promote equal employment opportunities for women.	0.00%. 0	0.00% 0	20.00% 2	30.00% 3	50.00% S	10	
Enhancing the skills and employability of poor women in rural and urban areas of selected districts.	18,18%	0.00% 0	9.09% 1	18.18% 2	54.55% 6	11	
Strengthening the capacity of the media to raise	0.00% 0	10.00%	10,00% 1	50,00% 5	30.00% 3	10	

Q13: In your view, how effective was the ILO's project strategy and approach for promoting, adapting, and/or applying international labour standards on gender equality, elimination of discrimination in employment, social protection, occupational safety and health and equitable working conditions?

	Not appropriate	Not very appropriate	Moderately appropriate	Appropriate	Very appropriate	Total Respondents
Gender equality and elimination of discrimination	0.00% 0	0.00% 0	0.00% 0	33.33% 3	66.67% 6	9
Social protection	0.00% 0	0.00% 0	11.11% 1	44.44% 4	44.44% 4	9
Occupational safety and health	0.00% 0	11.11% 1	0.00% 0	44.44% 4	44.44% 4	9
Equitable working conditions	0.00% 0	0.00% 0	0.00% 0	44.44% 4	55.56% 5	9

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Q17: How effective wasILO support throughout GE4DE project in:

Answered: 10 Skipped: 6

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	Very ineffective	Ineffective	Neither ineffective or effctive	Effective	Very effective	Don't know	Total	Weighted Average
Developing inclusive skills development systems and/or services?	0.00% 0	0.00% 0	11.11% 1	11.11% 1	77.78% 7	0.00% 0	9	4.67
Promoting gender sensitive labour related polices?	0.00% 0	0.00% 0	0.00% 0	30.00% 3	70.00% 7	0.00% 0	10	4.70
Sensitizing national tripartite constituents and implementing partners on issues	0.00% 0	0.00%	0.00%	30.00% 3	70.00% 7	0.00% 0	10	4.70

Q18: To what extent have efforts by the ILO's GE4DE program been effective in:

Answered: 10 Skipped: 6

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	Very ineffective	Ineffective	Neither ineffective or effective	Effective	Very effective	Don't know	Total	Weighted Average
Improving the understanding of gender issues in the world of work and help government and social partners design and implement policies and programmes to reflect the real needs, priorities and interests of women workers?	0.00%	0.00%	0.00%	20.00% 2	80.00% 8	0.00% 0	10	4.80
Providing training on decent employment for disadvantaged women in selected rural and urban	0.00% 0	0.00%	0.00% 0	11.11% 1	77.78 % 7	11.11% 1	9	4.88

Q20: In your view, how efficient was the implementation of the strategies for each the follo the management of its financial resources?

Answered: 9 Skipped: 7

	Very inefficient	Inneficient	Moderately efficient	Efficient	Very efficient	Total Respondents
Gender equality and elimination of discrimination	0.00% 0	0.00% 0	22.22% 2	44.44% 4	33.33% 3	9
Social protection	0.00% 0	0.00% 0	0.00% 0	85.71% 6	14.29% 1	7
Occupational safety and health	0.00% 0	0.00% 0	0.00% 0	55.56% 5	44.44% 4	9
Equitable working conditions	0.00% 0	0.00% 0	0.00% 0	62.50% 5	37.50% 3	8

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Q21: To what extent have the following factors posed constraints to efforts by the ILO to a specified under each of the three project objectives?

Answered: 9 Skipped: 7

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	Very substantial constraint	Substantial constraint	Moderate constraint	Minor Constraint	Not a constraint	Don't know	Total	Weighted Average
Readily available Specialists on Skills, Gender, Norms, ACTRA∨, and ACT/EMP in the CO- Islamabad,	11.11% 1	0.00%	11.11% 1	22.22% 2	33.33% 3	22.22% 2	9	3.86
Ability of staff in HQ technical units to commit sufficient time	12.50% 1	0.00% 0	12.50% 1	12.50% 1	37.50% 3	25.00% 2	8	3.83
to providing assistance. Ability to recruit qualified chief	0.00% 0	16.67% 1	0.00% 0	0.00% 0	66.67% 4	16.67% 1	6	4.40

Q22: In your view, how sustainable were the improvements made in the following areas as

Answered: 10 Skipped: 6

	Not sustainable	Somewhat sustainable	Sustainable	Very sustainable	(no label)	Total Respondents
National development strategies	0.00% 0	10.00% 1	40.00 % 4	40.00% 4	10.00% 1	10
National employment/skills policies	0.00% 0	0.00% 0	40.00 % 4	40.00% 4	20.00% 2	10
Sectoral/value chain development plans/strategies	0.00% 0	11.11% 1	44.44% 4	22.22% 2	22.22% 2	9
Policies to improve inclusiveness in skills development, gender equality in the work place.	0.00% 0	20.00% 2	50.00% 5	30.00% 3	0.00% 0	10
Competency based design &	0.00%	11.11%	44.44%	44.44 %	0.00%	9

B. Online survey results: ILO staff

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18 Total Responses

Date Created: Tuesday, September 06, 2016 Complete Responses: 12

Q1: Please indicate the department or organization you are part of:

Answered: 18 Skipped: 0

Answer Choices	Responses	
ILO-GE4DE project staff (1)	50.00%	9
ILO-CO (2)	22.22%	4
ILO-RO (3)	0.00%	0
ILO-DWT (4)	22.22%	4
ILO-GED (5)	0.00%	0
ILO-FPRW (6)	0.00%	0
ILO-ACTR∨ (7)	0.00%	0
ILO=ACT/EMP (8)	5.56%	1
ILO-SEED (9)	0.00%	0
ILO-Skills specialist (10)	0.00%	0
ILO-Gender specialist (11)	5.56%	1
ILO-Enterprise specialist (12)	5.56%	1

Q2: How familiar are you with the project's goals, objectives, strategies and activities?

	Not at all familiar (1)	Not v famil (2)		Modera familiar		Fam (4)	iliar	Very famil (5)		Total	Weighted Average	
Goals	5.88% 1		5.88% 1	1	7.65% 3	17.	65% 3	52.9	9 4% 9	17	3.06	
Objectives	6.67% 1		6.67 % 1	1	3.33% 2	26.	67% 4	46.6	5 7% 7	15	3.00	
Strategies	0.00% 0		6.67 % 1	3	3.33% 5	13.	33% 2	46.6	5 7% 7	15	з.00	
Activities	0.00% 0		0.00% 0	3	3.33% 5	33.	33% 5	33.3	33% 5	15	З.00	
sic Statistics												
	Minimu	m	Maxin	num	Media	an	Me	an	Stan	dard Dev	viation	
Goals		1.00		5.00		5.00		4.06			1.21	
Objectives		1.00		5.00		4.00		4.00			1.21	
Strategies		2.00		5.00		4.00		4.00			1.03	
Activities		3.00		5.00		4.00		4.00			0.82	

Q3: Between March 1, 2010 and August, 2016, were you involved in any of the following

project activities regarding gender equality, skills development, social protection for jobs

and growth?

Answer Choices					Response	es			
I conducted technical	workshops (1)				16.67%	2			
l provided techncal ad	I provided techncal advice on promoting gender equality and employment (2)								
l provided technical ad	8.33%	1							
I provided ongoing tec	33.33%	4							
l was an ILO ITC-Turir	n Trainer (5)				0.00%	0			
otal						12			
asic Statistics									
Minimum 1.00	Maximum 4.00	Median 2.00	Mean 2.58	Standard D 1.11)eviation				

Q4: Which of the three GE4DE Objectives did you backstop?

Answered: 14 Skipped: 4

Answer C	noices					Respons	es			
Streng	hening nation	al mechanisms to pro	mote equal employn	nent opportunities	for women (1)	64.29%	9			
	Enhancing the skills and employability of poor women in urban and rural areas of selected districts (2)									
Streng (3)	Strengthening the capacity of media to raise awareness on issues related to working women (3) 42.86%									
Other	please specify	y)(4)				21.43%	3			
Total Resp	ondents: 14									
Basic Statis	sic Statistics									
Minimum 1.00		Maximum 4.00	Median 2.00	Mean 2.13	Standard Devia 1.05	tion				

Q5: Which, if any, of these activities did you participate during project implementation?

(Select all that apply.)

wer Choices	Respons	se
Training provincial labour departments on gender mainstreaming, especially in labour inspection, labour policy departments, program design and budgeting (1)	31.25%	(
Raising employers organizations' awareness of gender equality practices in the work place (2)	50.00%	
Improving capacities of trade unions to effectively advocate for and introduce practices that support gender equality in the workplace. (3)	43.75%	
Designing and delivering training on employable skills using ILO's TREE methodology (4)	31.25%	
Training local experts to develop industry competance standards (5)	25.00%	
Enhancing media understanding of Pakistan labour policies and international obligations related to women's employment and gender equality (6)	31.25%	
Training of national and provincial legislators (7)	31.25%	
Training on start and improve your own business (SIYB) (8)	31.25%	
None of the above (9)	25.00%	

Q6: In your view, how relevant was the ILO's project strategy and approach for promoting, adapting, and/or

applying international labour standards on gender equality, elimination of discrimination in employment,

social protection, occupational safety and health and equitable working conditions?

Answered: 13 Skipped: 5

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	Not appropriate (1)	Not very appropriate (2)	Moderately appropriate (3)	Appropriate (4)	Very appropriate (5)	Total Respondents
Gender equality and elimination of discrimination	0.00% 0	0.00% 0	15.38% 2	30.77% 4	53.85% 7	13
Social protection	0.00% 0	8.33% 1	16.67% 2	50.00% 6	25.00% 3	12
Occupational safety and health	8.33 % 1	0.00% 0	16.67% 2	50.00% 6	25.00% 3	12
Equitable working conditions	0.00% 0	8.33% 1	8.33% 1	41.67% 5	41.67% 5	1:

Basic Statistics									
	Minimum	Maximum	Median	Mean	Standard Deviation				
Gender equality and elimination of discrimination	3.00	5.00	5.00	4.38	0.74				

Q7: How relevant was the course material of any staff development training you received to your

function or work needs?

Answered: 11 Skipped: 7

nswer Choices	Responses	
Extremely relevant (1)	36.36%	4
Very relevant (2)	54.55%	6
Somewhat relevant (3)	9.09%	1
Not so relevant (4)	0.00%	0
Not at all relevant (5)	0.00%	0
tal		11

Minimum 1.00	Maximum 3.00	Median 2.00	Mean	Standard Deviation 0.62
1.00	3.00	2.00	1.75	0.62

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Q8: What was the most important feature of the training that made it so relevant to you?

Answered: 10 Skipped: 8

Answer Choices				Re	sponses			
Usability (1)					00%	5		
Design (2)				0.0	0%	0		
Applicability (3)				20.	00%	2		
Accessibiity of reference	Accessibility of reference materials (4)							
Cost (5)				0.0	0%	0		
Other (please specify) ((6)			20.	00%	2		
Total						10		
Basic Statistics								
	Maximum 6.00	Median 2.00	Mean 2.70	Stand 1.95	ard Deviation			

Q10: In your opinion, how often has the ILO engaged with relevant partners during the process

of providing assistance to strengthen skills development systems and services?

	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Allways (5)	Do not know	Total	Weighted Average
Workers	0.00% 0	0.00% 0	0.00%	27.27% 3	72.73% 8	0.00% 0	11	4.73
Employers	0.00%	0.00% 0	0.00%	27.27% 3	72.73% 8	0.00%	11	4.73
Relevant Federal Government agencies	0.00% 0	0.00% 0	9.09 % 1	36.36 % 4	54.55% 6	0.00% 0	11	4.45
Implementation partners	0.00%	0.00% 0	9.09% 1	27.27% 3	63.64% 7	0.00% 0	11	4.55
Academia	0.00%	9.09% 1	18.18% 2	18.18% 2	54.55% 6	0.00% 0	11	4.18
Legislators	0.00% 0	18.18% 2	9.09% 1	27.27% 3	45.45% 5	0.00% 0	11	4.00
Relevant provincial government	0.00% 0	9.09% 1	0.00% 0	18.18% 2	72.73% 8	0.00% 0	11	4.55

Q11: In your view, how complementary to your work was the ILO's GE4DE project

immediate objectives and implementation strategy to the objective(s) of the project

in which you participated/collaborated?

	Not at all complementary (1)	Not very complementary (2)	Moderately complementary (3)	Complementary (4)	Very complementary (5)	Total	1
Strengthening national mechanisms to promote equal employment opportunities for women.	0.00% 0	8.00% D	8.33 % 1	33.33% 4	58.33% 7	12	
Enhancing the skills and employability of poor women in rural and urban areas of selected districts.	0.00% 0	0.00% 0	15.38% 2	30.77% 4	53,85% 7	13	
Strengthening the capacity of the media	0.00% 0	0.00% 0	20.00% 2	40.00% 4	40.00% 4	10	ľ

Q12: To what extent has ILO's support within each of its three objectives been complementary

to your work in the following training systems?

	Not at all complementary (1)	Not very complementary (2)	Moderately complementary (3)	Complementary (4)	Very complementary (5)	Total	V
Strengthening national mechanisms to promote equal employment opportunities for women.	0.00% 0	8.00% D	8.33% 1	50.00% 6	41.67% 5	12	
Enhancing the skills and employability of poor women in rural and urban areas of selected districts.	0.00% 0	0.00% 0	7.69%	46.15% 6	46.15% 6	13	
Strengthening the capacity of the media	0.00% 0	0.00% 0	27.27% 3	27.27% 3	45.45% 5	11	ľ

Q13: In your view, how effective was the ILO's project strategy and approach for promoting,

adapting, and/or applying international labour standards on gender equality, elimination

of discrimination in employment, social protection, occupational safety and health

and equitable working conditions?

	Not appropriate (1)	Not very appropriate (2)	Moderately appropriate (3)	Appropriate (4)	Very appropriate (5)	Total Respondents
Gender equality and elimination of discrimination	0.00% 0	0.00% 0	27.27% 3	27.27% 3	45.45% 5	11
Social protection	0.00% 0	9.09% 1	27.27% 3	27.27% 3	36.36 % 4	1
Occupational safety and health	0.00% 0	9.09 % 1	27.27% 3	27.27% 3	36.36 % 4	1
Equitable working conditions	0.00% 0	0.00% 0	36.36 % 4	18.18% 2	45.45% 5	1

Basic Statistics					
	Minimum	Maximum	Median	Mean	Standard Deviation
Gender equality and elimination of discrimination	3.00	5.00	4.00	4.18	0.83

Q14: How effective was ILO support throughout the GE4DE project in:

	Very ineffective (1)	Ineffective (2)	Neither ineffective or effctive (3)	Effective (4)	Very effective (5)	Don't know	Total	Weighted Average
Developing inclusive skills development systems and/or services?	0.00% 0	0.00%	18.18% 2	27.27% 3	54.55% 6	0.00% 0	11	4.36
Promoting gender sensitive labour related polices?	0.00% 0	0.00% 0	20.00% 2	30.00% 3	50.00% 5	0.00% 0	10	4.30
Sensitizing national tripartite constituents and implementing partners on	0.00%	0.00%	0.00%	40.00% 4	60.00% 6	0.00%	10	4.60

Q15: To what extent have efforts by the ILO's GE4DE program been effective in:

	Very ineffective (1)	Ineffective (2)	Neither ineffective or effective (3)	Effective (4)	Very effective (5)	Don't know	Total	Weighted Average
Improving the understanding of gender issues in the world of work and help government and social partners design and implement policies and programmes to reflect the real needs, priorities and interests of women workers?	0.00% 0	0.00% 0	10.00 % 1	20.00% 2	70.00% 7	0.00% 0	10	4.60
Providing training on decent employment for disadvantaged women in selected	0.00% 0	0.00% 0	9.09 % 1	27.27% 3	63.64% 7	0.00% 0	11	4.55

Q16: In your view, how efficient was the implementation of the strategies for each the following

project components including the management of its financial resources?

	Very inefficient (1)	Inneficie (2)		erately ent (3)	Efficie (4)		ery fficient)	Total Respondents
Gender equality and elimination of discrimination	0.00% 0			11.11% 1			5 5.56% 5	9
Social protection	11.11% 1	0.00	% 0	22.22% 2	33.3	3% 3	33.33% 3	9
Occupational safety and health	11.11% 1	0.00	% 0	22.22% 2	22.2	2% 2	44.44% 4	9
Equitable working conditions	0.00% 0	11.11	1% 11.11% 1 1		22.22% 2		5 5.56% 5	9
Basic Statistics								
		N	Ainimum	Maxim	um	Median	Mean	Standard Deviation
Gender equality and discrimination	l elimination of		2.00	Į.	5.00	5.00	4.22	1.03
Social protection			1.00		- 00	4.00	2.70	1.72

Q17: To what extent have the following factors posed constraints to efforts by the ILO to achieve

the outcomes and outputs specified under each of the three project objectives ?

	Very substantial constraint (1)	Substantial constraint (2)	Moderate constraint (3)	Minor Constraint (4)	Not a constraint (5)	Don't know	Total	Weighted Average
Readily available Specialists on Skills, Gender, Norms, ACTRAV, and ACT/EMP in the CO- Islamabad, DWT, RO, HQ departments.	0.00% 0	0.00% 0	50.00% 4	12.50 % 1	37.50% 3	0.00% 0	8	3.88
Ability of staff in HQ technical units to commit sufficient time to providing assistance.	0.00% 0	0.00% 0	14.29% 1	14.29% 1	57.14% 4	14.29% 1	7	4.50
Ability to recruit	12.50% 1	0.00% 0	0.00% 0	25.00% 2	62.50% 5	0.00% 0	8	4.25

Q18: In your view, how sustainable are the results achieved in the following areas of the

ILO's assistance to national constituents and beneficiaries?

	Not sustainable (1)	Somewhat sustainable (2)	Sustainable (3)	Very sustainable (4)	(no label) (5)	Total Respondents
National development strategies	16.67% 1	16.67% 1	16.67% 1	50.00% 3	0.00% 0	6
National employment/skills policies	16.67% 1	16.67 % 1	0.00 % 0	50.00 % 3	16.67% 1	6
Sectoral/value chain development plans/strategies	0.00% 0	50.00% 3	0.00% 0	50.00% 3	0.00% 0	6
Policies to improve inclusiveness in skills development, gender equality in the work place.	0.00% 0	50.00% 3	0.00% 0	50.00% 3	0.00% 0	6
Competency	0.00%	33.33%	0.00%	50.00%	16.67%	