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

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Acronyms

ABC Nepal	Agroforestry, Basic Health and Cooperatives Nepal
CTEVT	Council for Technical Education and Vocational Training
CO	Country Office
DIA	Dairy Industries Association
DLO	District Labour Office
DOFE	Department of Foreign Employment
DOLOS	Department of Labour and Occupational Safety
DWCP	Decent Work Country Programme
DWT	Decent Work Team
ESC	Employment Service Centre
FGSFN	Federation of Grill and Steel Fabricators Nepal
FHAN	Federation of Handicraft Association of Nepal
FMAN	Footwear Manufacturing Association of Nepal
FNCCI	Federation of Nepalese Chambers of Commerce and Industry
FNCSI	Federation of Nepal Cottage and Small Industries
FY	Fiscal Year
FWEAN	Federation of Women Entrepreneurs Association Nepal
GCC	Gulf Cooperation Council
GON	Government of Nepal
HAN	Hotel Association of Nepal
HRD	Human Resource Development
ILO	International Labour Organization
INGO	International Non-Governmental Organizations
IP	Implementing Partner
KOICA	Korean International Cooperation Agency
LIC	Low Income Country
LMI	Labour Market Information
LMIA	Labour Market Information and Analysis
MRC	Migration Resource Centre
MOLESS	Ministry of Labour, Employment and Social Security
MOU	Memorandum of Understanding
NAFEA	Nepal Association for Foreign Employment Agencies
NSC	National Steering Committee
REBAN	Restaurant and Bar Association of Nepal
RS	Nepalese rupees
PMU	Project Management Unit
SALM	SALM South Asia Labour Migration Governance Project
SEE	School Education Examination
SLC	School Leaving Certificate
TOR	Terms of Reference
WB	World Bank
WIF	Work in Freedom project
WOI	Way out of Informality project
WOREC Nepal	Women's Rehabilitation Centre Nepal

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I. Executive Summary

Project Background

The project entitled “Skills for Employment and Productivity in Low-Income Countries” was implemented by ILO with funding support of the KOICA. The project was composed of three components. One of these components was the Nepal component called ‘Labour Market Information and Employment Services’ which is focused on easing the transition to work by refurbishing Public Employment Services centres (PES), improving labour market information, career counselling and job matching (hereinafter, LiFE project). The project aims to implement commitments of the G20 Development Working Group in the area of human resources development by supporting target countries in designing; implementing and assessing improvements in selected Building Blocks of their skills development systems in order to better connect training to productive and decent work. The ultimate objective of this project was to facilitate smoother transitions to training and work through expanded public employment services for rural youth in Nepal. The LiFE Project commenced in December 2014 and ended in August 2018 with an overall budget of 1.8 mln USD.

The immediate objectives of the LiFE Project were three-fold:

1. Improve access to basic essential employment services that helps Nepalese job seekers, especially the young men and women to make well informed choices about education, training, wage-employment and self-employment.
2. Establish institutional mechanism for increased collection and use of skills indicators.
3. Strengthen networks of public employment services in the South Asia sub-region.

The stakeholders and partners of the project included the MoLESS, DoLOS, ESCs, DoFE, Council for Technical Education and Vocational Training (CTEVT), Employers’ Organizations, Workers’ Organizations, National Association for Foreign Employment Agencies (NAFEA) and national and district level media organizations. The LiFE project has collaborated with 13 local implementing partners which assisted the ILO in the development of ESC job portal, implementation of community-based interventions, workplace-based learning programmes, organization of job fairs and provision of entrepreneurship development training, production and broadcasting of radio jingles for promotion of ESCs.

The ultimate beneficiaries of the project were jobseekers, employers and training providers in the areas where the selected 8 ESCs exist. In particular, it supposed to benefit disadvantaged jobseekers like young men and women, potential and returning migrant works and people with disabilities who would otherwise be unable to avail of the employment services in district level due to cost, weak outreach and lack of awareness of such services. The project through 8 ESCs, targeted to reach approximately 20,000 jobseekers and 5,000 in-school and vocational graduates.

Evaluation Background

The final evaluation is to assess the performance of the LiFE Project over its forty-four months period, as well as its success in achieving its planned results and objectives. This is the summative evaluation and the overall purpose is to learn from the project implementation so that lessons can be drawn to form the basis for making improvements to project planning, design and management of future projects and programs of a related nature.

The final evaluation was carried out from June to October 2018 by an independent consultant under the supervision of the Evaluation Manager of the Employment Policy Department of the ILO HQ.

This final evaluation covers the whole period of project duration from 22 December 2014 to 31 August 2018.

The principle audiences for this evaluation are Employment Policy Department (including involved branches); the donor; the Regional Office for Asia and the Pacific, DWT/CO-Bangkok, Kathmandu, DWT New Delhi; tripartite constituents and implementing partners in Nepal.

Evaluation Methodology

The evaluation adheres to the ILO standard policies and procedures, the UNEG Norms and Standards, as well as the OECD/DAC Evaluation Quality Standards. It responds to twenty-seven overarching questions inspired by the Project's Outcomes and by the internationally accepted evaluation criteria. The Evaluation Expert adopted a consultative and transparent approach and made use of the following methods and tools: (i) a desk review of literature of about 90 documents; (ii) preparation of an evaluation matrix with related evaluation questions; (iii) semi-structured interviews with 72 key informants (69%-m/31%-f) (including ILO, Government, Employers and Workers organizations, private sector, donor (KOICA Nepal), local implementing partners (IPs), other INGOs and donors working on TVET (British Council, World Bank); (iv) focus groups with 35 registered job seekers who used ESCs services (43%-m/57%-f), (v) direct observation during mission to Nepal on June 25 - July 4, 2018, and (v) a validation workshop with participation of 51 people (76%-m/24%-f) (ILO project team, constituents, implementing partners (IPs), donor, other donors working on TVET) on the last day of the mission (3 July 2018).

Limitations to the Evaluation

- *Access to direct beneficiaries:* Due to the limited time and resources, it was not possible to interview all key stakeholders in the course of data collection, and some important voices and perspectives might not have been obtained. The evaluation mission was limited only to three out of eight supported ESCs.
- *Attribution of the project results:* All of the medium and long-term outcomes of the Project are quite broad and the achievement of the goals is not solely a responsibility of the Project. In order to achieve many of its objectives, the Project cooperated actively with other development partners present in the country. Consequently, it is not possible to attribute the results solely to the Project. At best, it is possible to point to the project's contribution towards achieving the goals.
- *Delayed effects:* The project results are of a long-term nature and could be fully observed in no less than 2-3 years after the project completion.

Summary of Evaluation Findings and Conclusions

Relevance and strategic fit

The ILO KOICA project in Nepal enjoyed a high relevance, which was reinforced in the course of the project implementation as there was an increasing need of improving labour market functions through job matching and the provision of counseling in the context of implementation of federal structure in Nepal since 2015. The project fully corresponds to the strategic documents of the Government of Nepal (Nepal Peace and Development Strategy (2010-15), 13th and 14th Three Year Plan (2010-13/2014-16), the National Employment Policy 2014, Nepal's National Technical and Vocational Education and Training Strategy (2018-22), skills development policy 'Technical and Vocational Education and Training Policy 2012'), the donor (Republic of Korea's Country Partnership Strategy for the Government of Nepal 2016-2020, priority cooperation area 2), the ILO (Decent Work Country Programme 2013-17 (priority 1), ILO policy outcomes of the ILO's new strategic plan and the Programme and Budget for 2016–17 (Outcome 1), ILO's skills development strategy (Recommendation 195 on Human Resource Development (2004) and the Conclusions of the International Labour Conference (2008) on skills for productivity, employment growth and development), the UN (UNDAF (2013-17), Outcome 2 and SDG 8 'Decent Work and Economic Growth', SDG 1 'No poverty', SDG 4 'Sustainable Development', SDG 10 'Reduced Inequalities' and SDG 17 'Partnerships for the Goals' and thus the 2030 Agenda for Sustainable Development) and the needs of beneficiaries.

Coherence and validity of design

The project design was generally valid, although quite ambitious in terms of scope and duration taking into consideration that ‘Employment Services’ concept being new to Nepal context. The LiFE project was the first ILO intervention on employment services and labour market information in Nepal and was designed based on the experience of the ILO in Cambodia and LAO PDR. It was a demand driven intervention which was requested from ILO by the GoN since 2010 and tried to address the key challenges of employment services in Nepal. However, the project duration was quite short for bringing a lasting impact and ambitious in terms of scope taking into consideration that ‘Employment Services’ concept being new to Nepal context, and improvement of physical capacity, recruitment of additional staff and capacity building of existing and new staff of ESCs require sufficient time which was not foreseen in the ProDoc.

The Logframe contained for the most part SMART indicators, which included baselines and targets; however, impact and some output indicators are lacking targets and/or baselines or some outcome indicators are missing as well as the indicators which would fully reflect the work of IPs. All MTE recommendations were fully implemented by the LiFE project team.

Effectiveness

The project was effective where it did deliver. The ILO KOICA in Nepal overachieved its targets under Outcome 1, achieved the set targets under Outcome 3, while the expected results were partly achieved under Outcome 2. The LiFE project piloted a number of innovative tools/services, like ESCs services, job portal and apps, OJT, job fairs. Under Outcome 1, initially the project planned to cover just 5 ESCs in 5 development regions, but supported 8 in total due to the changes in political structure of the country. The number of job seekers registered by supported ESCs exceeded the target on 13% (planned: 20,000 vs actual: 25,592), the number of employment services offered by supported ESCs to job seekers exceeded the target on 12% (planned: 8 vs actual: 9) and the number of job seekers who have benefitted from more than one service provided by the ESCs exceeded the target on 182% (planned: 6,000 vs actual: 10,975). The same is evident for the number of in-school young men and women who have received career guidance and counselling through the ESCs. The target was exceeded on 189% (planned: 5,000 vs actual: 9,473). Under Outcome 2, most of the targets were achieved under Outcome 2, with exception on the number of standard frameworks developed. The project supported the strengthening of CTEVT monitoring and evaluation, research and development activities. The job portal (www.jobkhoj.gov.np) and labour market database system have been developed, tested and launched by DRYICE Solution which conducted a series of capacity development for staff of the ESCs, employers and workers organizations, CTEVT, MoLESS, DoLOS. Under Outcome 3, sharing of knowledge and information, job immersion/on the job programmes and coaching from the experts of China, Cambodia and Lao PDR were explored and implemented. Further, the project fostered knowledge sharing with the countries which have more advanced employment service experiences such as the Philippines. The project faced a number of challenges including natural disaster (two earthquakes took place in Nepal in 2015), political instability after new constitution passed on September 2015, limited industrial growth and employment opportunities, delays with signature of the MoU with DoLOS, frequent changes of the management of MoLESS/DoLOS, and 2017 Nepalese local elections.

The LiFE project paid insufficient attention for inclusion of gender mainstreaming strategies into the project design and implementation; although, the supported ESCs have gender balance, while the project team and project supported team for community-based interventions were more female dominated.

Efficiency of resources use (including effectiveness of management arrangements)

Resources have been allocated strategically and used efficiently to achieve results. As of end of June 2018, the budget spending stood on the level of 90%. The budget (50%) was spent on direct execution of project activities, 30% was allocated for management costs, 15% for project support costs and 5% for operating costs. The budget was revised twice and the revisions were caused by the need to support additional 3 ESCs to cover all 7 provinces after the changes in the Constitution and savings which the project had on the project staff as

the CTA for this project was never hired and technical supports are being provided by ILO's Skills and Employability and other specialists from ILO Sub-Regional Office at New Delhi, Regional Office at Bangkok and Headquarter at Geneva. As a result, the budget for project activities increased on 12.5%, while management and evaluation costs as well as project support costs decreased on 12% and 1.9% respectively. The overall budget for the project was sufficient, but more funding could be reserved for improvement of physical facilities of the ESCs. The LiFE project promoted actively synergies with ILO sister projects on capacity building programmes and community-based interventions and businesses on the workplace-based training in order to achieve cost-effectiveness.

The LiFE project's management and governance structures were only partly effective. On the one hand, the project was implemented by ILO in close coordination with the focal agency (Department of Labour) through the established Project Management Unit (PMU) in October 2015. On the other hand, the project lacked project staff as the position of an International Technical Officer was never fulfilled due to the overall lack of professionals in the area of employment services. The NSC took a strong ongoing interest in the implementation of the project, providing appropriate guidance, policy advice and direction throughout the project and at times seeking clarification on issues relating to the proposed initiatives or directions being taken. However, the governance structure was partly effective as (i) the establishment of NSC took more than a year as the MOLESS and DoLOS could not agree on the composition of the Steering Committee, (ii) the NSC lacked representatives of other concerned ministries which are focusing on creation of employment opportunities in key priority areas as per the National Employment Policy and (iii) the meetings were not conducted regularly.

The project suffered some delays in implementation due to a number of internal and external factors that were for the most part out of its control. Its duration was revised once, i.e. from 32 months (December 22, 2014-August 31, 2017) to 44 months (December 22, 2014-August 31, 2018); however, the active implementation took place only during 28 months (July 2015-August 2018).

Impact orientation

The LiFE project made substantial contribution in improvement of the work of public Employment Service Centers. Supported ESCs started to offer a number of services both for job seekers and employers in addition to collection of the data on the number job seekers referred to employment and number of job seekers which were employed as a result of assistance received at ESCs. Supported ESCs demonstrate better performance in comparison with the ones which have not been supported in terms of job seekers registered (higher on 35%) and employment referral (on 93% higher). However, the level of jobs matching is still quite low and need further strengthening by both supported and non-supported ESCs, i.e. jobs matching by supported ESCs constituted 6%, while 1% by non-supported ESCs. The awareness among general public about public ESCs also increased. Workplace based training programmes increased the trainees' chances for employment after completion of on-job training. The developed Occupational Code System for Nepal based on International Standard of Classification of Occupation (ISCO) could be used for matching of occupations of jobseeker and vacancy announcements. The CTEVT revised its LMIS and TVET M&E systems and incorporated skills indicators from G20 DWG "database on skills indicators for employment and productivity". The developed standardized frameworks will allow to do regular assessments of skills supply, shortages and vacancies in the country. Nonetheless, the project supported only 57% of existed ESCs and further assistance is still required for making those ESCs operational.

Sustainability

The LiFE project undertook steps to promote sustainable project outcomes. The project's major investments went to the operationalization of the ESCs; however, neither developed manuals on ESCs nor the recruited and trained Employment Councilors were institutionalized within the Government system. One of the main reasons for that was political restructuring of the country and planned decentralization, which will lead to redistribution of powers between the federal and provincial governments. It is also planned to revise the number of ESCs in the country and optimize their number from 14 ESCs to 7 ESCs by January-February 2019 in order to align it with the number of development regions of the country. The creation of job opportunities

within the country to end the situation of Nepalese seeking employment abroad will remain the priority for the GoN which is evident from the announced the new Prime Minister Employment Programme. The government has allocated Rs 3.1 billion for this programme for the upcoming fiscal year 2018-19 and aims to provide jobs to 500,000 Nepalese in the next fiscal year. Additionally, Nepal is to launch a new Social Security Act, the draft of which is under discussion. The Act has proposed a component on the administration of unemployment benefits. Since the administration of unemployment benefits is one of the core functions of employment services, support to the functioning of the ESCs can be integrated into this function to sustain and maintain its services to its clients.

However, insufficient attention was paid for ensuring financial sustainability and enhancing institutionalization of project activities by the GoN with regard to the ESCs. As evident from the Red Book, budget allocated for ESCs fiscal years 2016-2018/2019 decreased from the fiscal year 2016-17 to fiscal year 2017-18 on 11% and anything was budgeted for the upcoming fiscal year 2018-19. The sustainability of the created ESC job portal www.jobkhoj.gov.np is also questionable as no budget was allocated for the web-site maintenance by the DoLOS after the end of the project. The sustainability of the workplace-based training programmes and community-based interventions are low as well as the implementing partners (industry associations and NGOs) which carried out these activities are requiring further support for their conduction of them in the future.

Overall Recommendations

1. Establish a new priority focus in the design of the future interventions on the integration of general employment and migrant labour services in Nepal. This should encompass steps to develop the necessary policy, legislative and regulatory frameworks and inclusion of such a priority within the long-term institutional development and resourcing plans of the GoN.
2. Continue the dual focus on employment services and labour market information in the future interventions, but elevate the specific attention given to the strengthening of LMI systems and capacities.
3. In the future interventions focused on employment services and LMI in Nepal, more attention should be paid on awareness raising activities. Ideally it should a separate project's component which should focus on strengthening outreach, with a sustained focus on reaching community level in rural areas through regular organizations of provincial job fairs; employment forums; local media outreach and social media outreach.
4. In future interventions, it is recommended to facilitate a greater sharing of information, coordination, synergies and cross-referencing between employment service providers (public and private) in order strengthen the quality of the wider national employment services in the country.

Key Lessons Learned

The design of projects focused on employment promotion should follow the following principles: (a) multi-stakeholder participation, i.e. active involvement of governments, civil society and the private sector and (b) a systematic multi-level approach with activities at the macro level (e.g. advising partner governments on employment promotion strategies and policies), at the meso level (support for responsible institutions and network organizations) and at the micro level (with unemployed or underemployed women and men).

Labor market conditions and employment opportunities for youth can shift. Implementing parties should establish seamless communication protocols among and within the group, as well as adhere to a calendar of regularly scheduled meetings as a radar function to respond to changing environments and to identify and adopt good practices. To create trust, it is important to promote accountability and ensure a necessary balance of input between and among implementing parties and participants.

In the recent past, there are increasing employment services by private sector through employment shop, individual job portals and use of social media. There is high competition and comparison between public ESCs and private job companies regarding fast and easily accessible services provided to both beneficiaries, i.e. job seekers and employers. Therefore, both public and private employment agencies have an increasing role to play in facilitating for appropriate employment through proper documentation, networking and communication with job providers, job seekers, and training institutions.

Potential Good Practices

The partnership with Industry Associations for implementing workplace-based training schemes facilitated employment of young jobseekers. These covered specific occupations like dairy technicians, steel fabricators and masons. The sector-based approach provided more focus on the needed occupations and how employment of jobseekers can be improved through workplace-based training and/or on-the-job training schemes with the sectors/ associations.

The community-based interventions for better outreach to jobseekers and employers especially in the districts through Employment Facilitators allowed to share knowledge and information of the core functions of the ESCs in the provinces.

The job fairs can be important tools for encouraging individuals to move to the formal sector and for conveying information about labor market prospects. Job fairs have multiple effects on those who attend. The main aim is for attendees to be recruited by participating employers, but in the presence of incomplete information, attendees may also learn about their labor market prospects.

II. Background and Project Description

2.1. Project context

Nepal is a heterogeneous society characterized by many casts, ethnicities and religions in a population of about 26.5 million. The country has a young population with 33% of the total population below the age of 15¹; therefore, Nepal has one of the youngest populations in Asia. Some 83% of young people live and work in rural areas. There is a wide gap in literacy rates between men (75%) and women (57%).

The Nepal Population Census report of 2011 indicates 57% of the total population are of the working age population, between the ages of 15 and 59. The Nepali labour force grew at the rate of 2.6% per annum during 1995-2013. The total labour force in 2013 stood at 15.1 million. Each year an approximate 500,000 new workers enter the labour force of which the economy can absorb around 10% only.

Unemployment amongst youth is verging on 20% and large numbers of Nepalese youth leave the country in search of low skilled or unskilled work². About 84-86% out-of-school-youth population has educational attainment below ten-grade of schooling. Only 8-9% of the pupil enrolled in grade one eventually graduates with High School degree, the School Leaving Certificate (SLC) now revised as Education Examination (SEE). Although it is estimated that 80 % of children enter into primary education, only 19% are appearing eventually for the SEE exam. The SEE result presents a stark picture of failure of educational system in Nepal with average of only 40% passing rate. It clearly presents a scenario of huge pool of semi-educated youths entering Nepal's labour force every year.

TVET providers mainly focus on the process of training with little regard to labour market outcomes. Linkages between TVET providers and employers are inadequate and thus training provision lacks a systematic focus on anticipating and meeting labour demand. There is widespread concern that TVET fails to meet employers' needs and thus limits productivity growth while also failing to meet the needs of young people to find productive and decent work. There is currently no institutional mechanism that provides credible information and analysis in regards to both the supply and demand for skills. There are disparate databases that collect information on either the supply or demand for skills, which need to be interfaced or integrated. In order to do this, standardised frameworks for cooperation will need to be established to collect standardised skills and demand information and the development of systems and system interface to supply the information and thereby create a credible mechanism for skills planning.

Moreover, in spite of the country's notable socio-economic progress in terms of reduction of poverty rate from 42% in 1995/96 to 23.8% in 2013; in the last decade Nepal has witnessed an unprecedented and, in many ways, unique surge in the out-migration for foreign employment to destinations mainly within Asia and the Gulf Cooperation Council (GCC) countries, and now spreading out towards Europe and beyond. Official data from the Department of Foreign Employment (DoFE) indicates that a total of 2,723,587 labour permits have been issued between Fiscal Year (FY) 2008/09 to 2014/15³. Similarly, the latest census data from 2011 reports absentee population at approximately 25.4 per cent of the total population. Compared to the absentee population reported by the 2001 census data, this shows an increasing trend. The average annual growth rate of Nepal's absentee population between 2001 and 2011 was 9.2 per cent and if this pattern is to continue, the absentee population can be projected to be approximately 4.4 million and 7 million by 2020 and 2025 respectively⁴. The lack of decent work opportunities and the dearth of productive employment sectors within the country suggest that the current trends of foreign employment will remain.

¹ Nepal Human Development Report 2014

² http://www.skillsforemployment.org/KSP/en/Details/?dn=WCMSTEST4_179656

³ This data only reflects the total number of labour permits issued by the Government of Nepal. The current government database cannot filter the migrant workers who are going for foreign employment again. The data does not capture the Nepali migrant workers going to India for work or those migrant workers who have used irregular channels to migrate.

⁴ ILO and GiZ; "Analysis of Labour Market and Migration Trends in Nepal"; 2015.

Although migrant workers clearly contribute to the development and wellbeing of their families, communities and country; abuses and exploitation – primarily of low- and semi-skilled migrant workers – during recruitment and employment remain common. Women face barriers in finding overseas employment, and female domestic migrant workers are among the most vulnerable. The relatively low skills possessed by the migrant workers coupled with the lax labour policies of the destination countries towards the protection of migrant workers has brought forth many problems. The high magnitude of labour migration coupled with vulnerability to exploitation heightens the need for effective governance of labour migration. Some of the root causes behind exploitative labour migration experiences are lack of information at the community level to take informed choice of decision on labour migration, inadequate skills to perform the job, language barrier, lack of awareness on risk of irregular migration, and weak monitoring mechanisms on recruitment practices at the origin and destination countries.

As with many low-income economies, addressing the skills gap is one of the key policy improvements needed if this pool of potential talent is to find decent work and contribute to the continued development of the country.

The Government of Nepal (GON) has taken important initiatives and established 14 Employment Service Centres (ESCs) under the Ministry of Labour, Employment and Social Security (MOLESS) through Department of Labour and Occupational Safety (DoLOS), as an effort to meet the pressing need of providing quality employment services and labour market information to job seekers, enterprises and concerned labour market actors. As of today, there are 14 ESCs out of which 9 are situated within the District Labour Offices, (DLOs), 3 are linked to skills development centres (run by the MOLESS) and another 2 are independent. There is a Government of Nepal endorsed guideline for the operation and management of the ESCs which delineates the structure as well as the responsibilities of the centres in reaching the target beneficiaries. The ESCs aim to be a ‘one window’ Centre, e.g. a space where employers report on available jobs and job-seekers seek employment opportunities. The main objectives of the centres are to collect information of the unemployed and to assess/understand the situation of unemployment in the labour market; to explore the opportunities for employment; to facilitate the flow of market related information and facilitate simple and effective access to information on labour market; and to minimize the gaps between the demands and supply.

However, due to issues of capacity, the ESCs have not been able to live up to this mandate. While they collect and keep records of those unemployed, they have very limited contacts with employers and are consequently not able to link job seekers to job opportunities. While recognising the weaknesses in the ESCs, the ESC model provides a great potential.

2.2. Project description

The KOICA funded ILO’s Labour Market Information and Employment Services (LiFE) project is Technical Assistance to assist the MoLESS, Department of Labour and Occupational Safety (DoLOS) to improve overall quality of employment services through public ESC. The project aims to implement commitments of the G20 Development Working Group in the area of human resources development by supporting target countries in designing; implementing and assessing improvements in selected Building Blocks of their skills development systems in order to better connect training to productive and decent work. The ultimate objective of this project was to facilitate smoother transitions to training and work through expanded public employment services for rural youth in Nepal.

The stated aims of the LiFE project were threefold:

4. Improve access to basic essential employment services that helps Nepalese job seekers, especially the young men and women to make well informed choices about education, training, wage-employment and self-employment.
5. Establish institutional mechanism for increased collection and use of skills indicators.
6. Strengthen networks of public employment services in the South Asia sub-region.

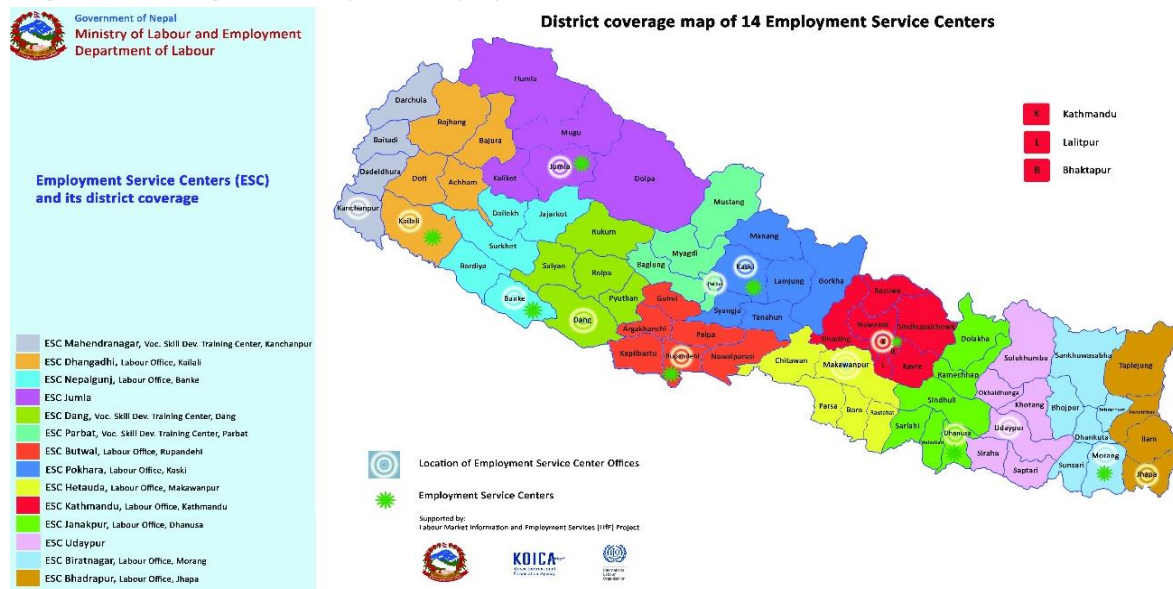
These aims were supposed to be achieved through a range of project activities addressing Project’s components as follows:

- Identify the needs and acquisitions for selected eight ESCs.
- Develop an intensive communication plan, including designing, developing, disseminating posters, flyers and broadcasting radio jingles.
- Conduct campaigns to promote ESCs services in collaboration with social partners, vocational training institutes, higher secondary schools and universities.
- Identify training needs and design and conduct training for ESC staff.
- Adapt and translate the ILO’s Course and Facilitator’s Guide on employment services.
- Organize visits for the staff to learn from successful and relevant experiences in the region.
- Design a computer-based system on jobseekers, vacancies and job placements.
- Review the existing policy and legislations and identify the need for regulation and policy changes for the collection and use of skills indicators.
- Identify the platforms and data formats for interfaces between the different systems, develop required data transfer/exchange protocols and develop the required interfaces.
- Document, publish and share good practices and lessons learned on employment service provision and disseminate them amongst the ESCs and social partner.

The stakeholders and partners of the project included the MoLESS, DoLOS, ESCs, DoFE, Council for Technical Education and Vocational Training (CTEVT), Employers’ Organizations, Workers’ Organizations, National Association for Foreign Employment Agencies (NAFEA) and national and district level media organizations.

The ultimate beneficiaries of the project were jobseekers, employers and training providers in the areas where the selected 8 ESCs exist. In particular, it supposed to benefit disadvantaged jobseekers like young men and women, potential and returning migrant works and people with disabilities who would otherwise be unable to avail of the employment services in district level due to cost, weak outreach and lack of awareness of such services. The project through 8 ESCs, targeted to reach approximately 20,000 jobseekers and 5,000 in-school and vocational graduates.

Figure 1. Coverage of ESCs by the LiFE project



III. Evaluation Objectives and Methodology

3.1. Purpose and Scope of the Evaluation

The overall objective of the final evaluation is to assess the performance of the LfE project over its forty-four months period, as well as its success in achieving its planned results and objectives. This is the summative evaluation and the overall purpose is to learn from the project implementation so that lessons can be drawn to form the basis for making improvements to project planning, design and management of future projects and programs of a related nature. This evaluation exercise is meant to ensure ownership, result-based orientation, cost-effectiveness and quality of ILO services and act as a downward and upward accountability process by the ILO to the donor.

The scope of the evaluation includes the whole period of project duration from 22 December 2014 to 31 August 2018.

The final evaluation of the LfE project focused on three levels: design, process and results. This involved a triangulation process of gathering data from existing documentation and monitoring data, and complementing these data through focus groups with beneficiaries and interviews with Project staff, - implementing partners, tripartite constituents, donor and other development partners funding TVET, and supported ESCs, whilst comparing the findings with baseline data (where feasible). This report contains the findings of this process, its conclusions and recommendations.

3.2. Evaluation Criteria and Questions

The evaluation adhered to UN System Evaluation Norms and Standards and applies OECD/DAC Evaluation Quality Standards and ILO Guidelines for the completion of evaluations. The ToR include a comprehensive list of detailed, specific evaluative questions under each evaluation criteria, which provided focus for the final evaluation. In addressing the ILO evaluation criteria, the final evaluation focused on 27 evaluation questions (see Table 1 below).

Table 1. Key Evaluation Questions and Criteria

Criteria	Summary of Questions and Issues Addressed
Relevance	<ol style="list-style-type: none"> 1. Was the project relevant to the needs expressed by the tripartite constituents? 2. Was the project relevant to the district, provincial/regional, national and international development frameworks (e.g. G20 Training Strategy)? 3. How did the project align with and support ILO country-level strategies?
Coherence & Validity of Design	<ol style="list-style-type: none"> 4. Was the results framework appropriate, given the expectations of the ILO and Korea? 5. Was the intervention logic well taught, coherent and realistic? How appropriate and useful are the indicators for Nepal? 6. To what extent did the adjustment make after the mid-term internal review in December 2016 improved the coherence of the project?
Effectiveness	<ol style="list-style-type: none"> 7. To what extent has the project achieved its objectives in terms of country, and province/regional level objectives and products? And how well did the results achieved at the national and provincial/regional level supported their respective country and province/region strategies? 8. To what extent can the ILO, and national, provincial/regional and local capacities be considered enhanced as a result of this project? 9. In which area did the project have the greatest achievements, and in which one did it achieve the least? 10. To what extent, if any, did the project contribute to enhance ILO knowledge on tools and approaches for more effective policies for skills development? 11. How well did the results contribute to the ILO's cross-cutting themes of gender and non-discrimination? 12. Were there any unexpected results? And what were the reasons? 13. What were the key factors of success?

Efficiency	14. What were the main internal and external constraints/challenges to attain the expected results?
	15. How much time, efforts and financial resources are needed to develop and implement projects that contribute to the outcomes? Have activities supporting the project been cost effective?
	16. Given the distribution of project's human and financial resources across country, province/region and district, and the progress made on each of them, are such resources efficiently allocated?
	17. To what extent did the projects at national, provincial/regional and district build on other initiatives and build partnerships?
	18. How effective was the communication between the project team, the donor and other stakeholders?
	19. How effectively was the project performance and results monitored?
Impact	20. To what extent were the constituents' involved in project governance?
	21. How did the project in the sub region, and Nepal build the capacity of tripartite constituents to deliver on outcomes?
	22. How did the project influence coordination among the ILO and its strategic partners?
Sustainability	23. How was the knowledge generated from the project shared at global, sub-region and country levels?
	24. What recommendations and lessons could be offered to improve the sustainability of the ILO's work in the region?
	25. How can the findings of the evaluation inform the strategic direction of the sub region and country?
	26. What is the likelihood that the results of the project will be sustained and utilized after the end of the project as far as country products are concerned?
	27. What recommendations can be offered on the way forward?

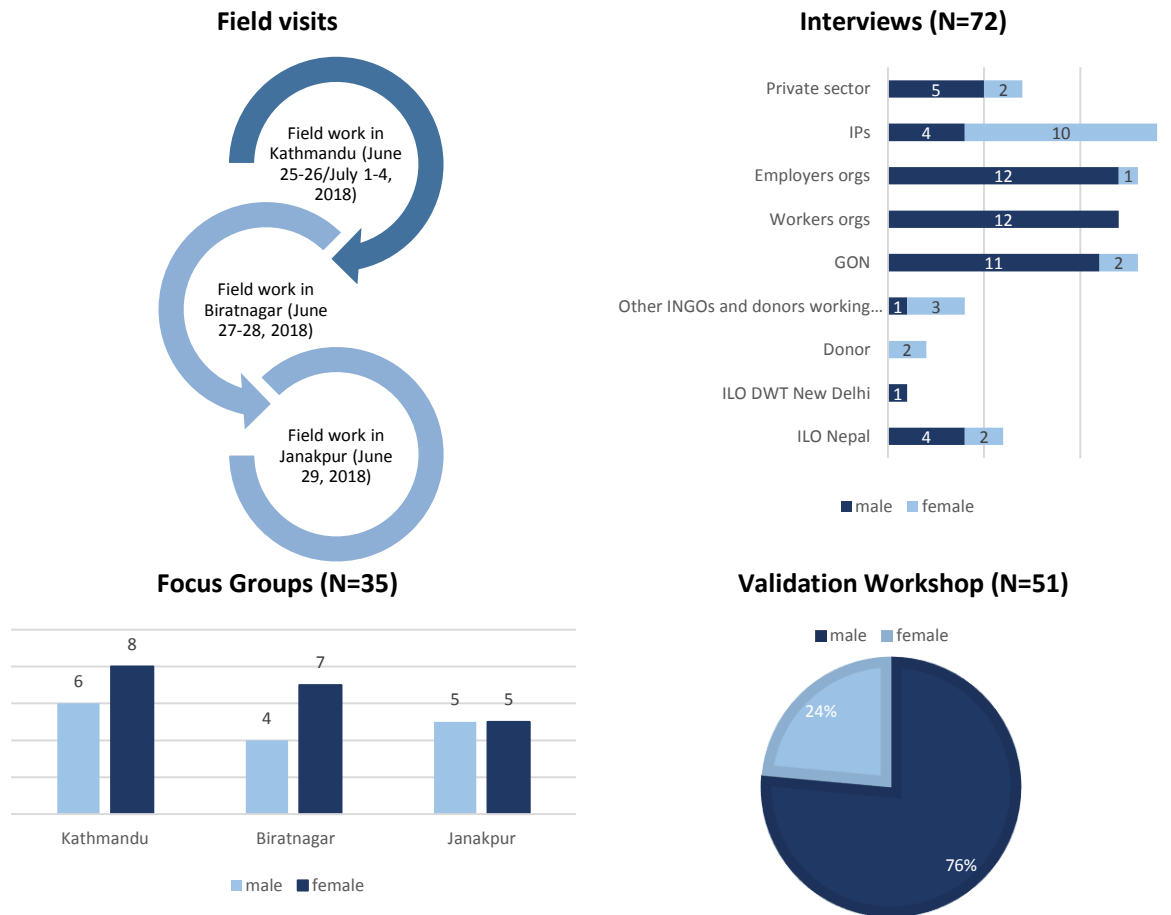
3.3. Evaluation Methodology

The evaluation approach comprised of three work phases: a desk phase, a field interview phase, and a synthesis and report development phase.

The evaluation methodology consisted of a triangulation exercise of data stemming from:

1. Desk review of about 90 documents (including all Project's progress reports, project documentation, mid-term evaluation, developed reports/publications, and relevant national, regional and international reports and literature);
2. Semi-structured interviews with 72 key informants (69%-m/31%-f) (including ILO, Government, Employers and Workers organizations, private sector, donor (KOICA Nepal), local implementing partners (IPs), other INGOs and donors working on TVET (British Council, World Bank);
3. Focus groups with 35 registered job seekers who used ESCs services (43%-m/57%-f);
4. Field mission to Nepal on June 25 - July 4, 2018;
5. A validation workshop with participation of 51 people (76%-m/24%-f) (ILO project team, constituents, implementing partners (IPs), donor, other donors working on TVET) on the last day of the mission (3 July 2018).

Figure 2. Summary of Main Methods of Data Collection and Number of Stakeholders Reached in the framework of Final Evaluation



(See annexes 6.1 – 6.4 for data collection tools, documentation and key informants).

3.4. Data Analysis

The final evaluation triangulated data by making use of pre-existing data sources, as well as by examining information collected by other means, as described above. The validity of each set was tested by first gathering and then comparing multiple data sets with each other. The most frequent methods were content, pattern and trend analysis to identify themes emerging from the data collection and document review exercises and response convergence/divergence analysis to determine where target groups exhibited similar or differing responses. The final evaluation aimed to strengthen the conclusions from the observations and to reduce the risk of false interpretations.

For comparability purposes, a scoring rubric on a scale from 1 to 6 for making judgments about different levels of performance and relative success of the different results areas of global component was adopted and it is disclosed in Table 2 below.

Table 2: Scoring Rubric for Performance

Satisfactory	Less than satisfactory
6- Highly Satisfactory: no shortcomings	3- Moderately Unsatisfactory: significant shortcoming
5- Satisfactory: minor shortcomings	2- Unsatisfactory: major shortcomings
4- Moderately Satisfactory: moderate shortcomings	1-Highly Unsatisfactory: severe shortcomings

The ratings are based on all the information available to the evaluator, including project documents, interactions with ILO staff, donor, implementing entities, direct beneficiaries and other stakeholders.

3.5. Evaluation Limitations

There are a few limitations to this evaluation that deserve mentioning.

- *Access to direct beneficiaries:* Due to the limited time and resources, it was not possible to interview all key stakeholders in the course of data collection, and some important voices and perspectives might not have been obtained. The evaluation mission was limited only to three out of eight supported ESCs.
- *Attribution of the project results:* All of the medium and long-term outcomes of the Project are quite broad and the achievement of the goals is not solely a responsibility of the Project. In order to achieve many of its objectives, the Project cooperated actively with other development partners present in the country. Consequently, it is not possible to attribute the results solely to the Project. At best, it is possible to point to the project's contribution towards achieving the goals.
- *Delayed effects:* The project results are of a long-term nature and could be fully observed in no less than 2-3 years after the project completion.

While important, the above limitations did not affect the overall quality of the report, as a representative sample of the overall groups of beneficiaries was reached.

IV. Evaluation Findings

This section reports the findings of this final evaluation. In particular, the design and formulation, relevance and implementation of project are analyzed. This section also analyses the attainment of results according to the indicators set in the results framework, impact orientation of the project and discusses the findings concerning the sustainability of the project beyond its LiFE cycle.

4.1. Relevance and Strategic Fit

4.1.1. Relevance for the partner country

The evaluation findings show that the LiFE project was clearly relevant to the national context. At a wider level, the project objectives were aligned with the **Nepal Peace and Development Strategy (2010-15)**, Priority Action 29 under the Youth Employment Sector to support “the gender-sensitive and socially inclusive implementation of the National Action Plan for Youth Employment” as well as the **13th and 14th Three Year Plan (2010-13/2014-16)** objectives.

The Government of Nepal is of the view that education contributes to youth employment, inclusive economic growth, and better quality of LiFE. The key development goals also include building basic infrastructure, increasing employment opportunities, and achieving balanced inter-regional development. One of the priority goals of the 3-Year Plan includes the increase in the access to and quality of education.

The project was also highly relevant to the national development context, and the Nepalese Government’s in employment and skills development objectives. **The National Employment Policy 2014 (2071 BS)** aims to contribute to poverty alleviation by making the national economy strong and vibrant by involving the country's available labour force in productive, decent and safe employment through means of a capable labour market by making them competitive. The Ministry of Labour, Employment and Social Security was committed to establishing 14 employment services. The LiFE project has helped the Ministry in achieving its objectives by refurbishing and equipping employment services centers, as well as improving delivery of job counselling and matching. Moreover, **Nepal’s National Technical and Vocational Education and Training Strategy (2018-22)** focuses on the development of a market-sensitive, occupation-driven, inclusive TVET system to serve all parts of the country and every segment of society.

The 14th Plan aims at creating employment for 400,000 per year; meanwhile the target of Labour and Employment Policy is to create employment for 500,000 annually. The annual growth of employment has been estimated to be 3.5%. Highlights of Plan-targets are: transferring excess labour in agriculture to non-agricultural sector; decreasing unemployment in informal sector; and promoting self-employment (the 14th Plan of Nepal (Fiscal 2073-76 BS).

Furthermore, the LiFE project was in line with the **skills development policy ‘Technical and Vocational Education and Training Policy 2012 (2069 BS)’**, which focuses on key 5 policy areas: (1) massive expansion of training opportunities, (2) inclusion of and access for all citizens who need training, (3) firm integration of various training modes and pathways, (4) enhancing relevance of courses and competencies, and (5) sustaining funding sources and mechanisms.

The project has also been relevant to the key beneficiaries and target groups in Nepal as the project worked with the National Employment Services which aim to expand their outreach and improve their services, especially to first time job seekers, through the generation and use of basic indicators of skills development.

4.1.2. Relevance to UN Programming

The LiFE project was in line with the UN programming and supported the implementation of **UNDAF (2013-17)**, Outcome 2: “Vulnerable groups have improved access to economic opportunities and adequate social protection,” and Output 2.2: Government of Nepal has improved capacity to design, execute and manage economic development programmes and strategies.” The project also contributed to ILO’s work towards supporting SDG 8 ‘Decent Work and Economic Growth’, SDG 1 ‘No poverty’, SDG 4 ‘Sustainable Development’, SDG 10 ‘Reduced Inequalities’ and SDG 17 ‘Partnerships for the Goals’ and thus the 2030 Agenda for Sustainable Development (see Table 3).

Table 3. LiFE project contribution towards SDGs

Intervention logic	SDGs	SDGs Targets
OUTCOME 1	SDG1: End poverty in all its forms everywhere	Target 1.1: By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day Target 1.2: By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
	SDG10: Reduce inequality within and among countries	Target 10.1: By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
	SDG8: Promote inclusive and sustainable economic growth, employment and decent work for all	Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
		Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or Training
OUTPUT 1.1		
OUTPUT 1.2		
OUTPUT 1.3		
OUTPUT 1.4		
OUTCOME 2	SDG4: Ensure inclusive and equitable quality education and promote Lifelong learning opportunities for all	Target 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
OUTPUT 2.1		
OUTPUT 2.2	SDG8: Promote inclusive and sustainable economic growth, employment and decent work for all	Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
OUTPUT 2.3		Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or Training
OUTCOME 3	SDG17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Target 17.6: Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations Level, and through global technology facilitation mechanism Target 17.9: Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
OUTPUT 3.1		

4.1.3. Alignment with and support ILO global, regional and country-level strategies

The project was consistent with the ILO priorities specified in the ILO strategies at national and global levels. It contributed to the delivery of the ILO mandate to Nepal constituents within the **Decent Work Country Programme (2013-17)**, priority 1 ‘Promotion of employment centric and inclusive growth’ and outcome (NPL 127) that “vulnerable groups, especially young men and women, have improved access to employment services and to productive employment and income opportunities”. The project fits very closely to one of tenth ILO policy outcomes of the ILO’s new strategic plan and the **Programme and Budget for 2016–17**, in particular

Outcome 1 on “More and better jobs for inclusive growth and improved youth employment prospects”⁵ (see Table 4).

Table 4. Linkage of the LiFE project with the DWCP and ILO Policy Outcomes

Intervention logic	DWCP	ILO Policy Outcomes
OUTCOME 1	<p>CP Priority 1: Promotion of employment centric and inclusive growth</p> <p>CP Outcome 1.2 Vulnerable groups, especially young men and women, have improved access to employment services and to productive employment and income</p>	<p>NPL 126: Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth</p> <p>NPL 127: Vulnerable groups, especially young men and women have improved access to employment services and to productive employment and income opportunities</p>
OUTPUT 1.1	CP Priority 1	NPL 126
OUTPUT 1.2	CP Outcome 1.2	NPL 126 NPL 127
OUTPUT 1.3		NPL 126
OUTPUT 1.4	<p>CP Priority 1 CP Outcome 1.1 Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth.</p> <p>CP Outcome 1.2</p>	NPL 126 NPL 127
OUTCOME 2	CP Priority 1	NPL 126
OUTPUT 2.1	CP Outcome 1.1	
OUTPUT 2.2	CP Outcome 1.2	
OUTPUT 2.3		
OUTCOME 3		
OUTPUT 3.1		

The LiFE project was also in line with the ILO’s skills development strategy (**Recommendation 195 on Human Resource Development (2004)** and the **Conclusions of the International Labour Conference (2008)** on skills for productivity, employment growth and development). Recommendation 195 emphasizes the importance of Lifelong learning, the need to reduce inequalities in access to education and training, as well as the importance of building a supporting infrastructure, such as training institutions and public employment services. It calls for member states to: “identify, in consultation with the social partners, roles and responsibilities of employment services, training providers and other relevant service providers with respect to vocational and career information and guidance”. The 2008 Conclusions of the Committee of Skills recognize the importance of employment services, including access to timely labour market, career guidance and job placement services, which was the focus of the LiFE project.

4.1.4. Relevance for the donor

The project main donor is the KOICA. Through the strategy of the donor it is clear how this project was of direct support; a view that was further stressed during the interviews that this evaluation held with the donor representatives. The LiFE project supported the implementation of KOICA’s commitments as G20 Member State to support low-income countries in developing “**employment-related skills that are better matched to the employer and market needs in order to attract investment and decent jobs**”. The project also in line with the **Republic of Korea’s Country Partnership Strategy for the Government of Nepal 2016-2020**, priority cooperation area 2 ‘Education: Support efforts to strengthen the capacities of TVET teachers and improve higher education capacities to train young, technical workforce’.

⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_452752.pdf

4.2. Coherence and Validity of Design

4.2.1. Project design

Overall, the quality of the **project design can be considered to be somewhat satisfactory.**

On the one hand, the LiFE project is the first ILO intervention on employment services and labour market information in Nepal. The design of the LiFE project was based on the experience of the ILO-China project to expand employment services and enhance labour market information in Cambodia and LAO PDR (January 2014-April 2016). Evaluation interviews showed that it was a demand driven intervention which was requested from ILO by the GoN since 2010. The strength of the project design is that it tried to address the key challenges of employment services in Nepal, namely: (i) ESCs services were limited to registration of jobseekers and still require extensive investments in infrastructure, staff and comprehensive capacity development programme; (ii) DoLOS was not able to meet the pressing need of providing quality employment services and labour market information to jobseekers, enterprises and concerned labour market actors which are vital to enhance labour market efficiency, reduce decent work deficits and pursue a more socially inclusive model of development; and (iii) ESCs to be relevant, need to regularly update their labour market information systems and closely synchronize data exchange and analysis with the CTEVT which has provided affiliation to a number of vocational training institutions in the country. The project relevance was only reinforced in the course of the project implementation as there was an increasing need of improving labour market functions through job matching and the provision of counseling in the context of implementation of federal structure in Nepal since 2015.

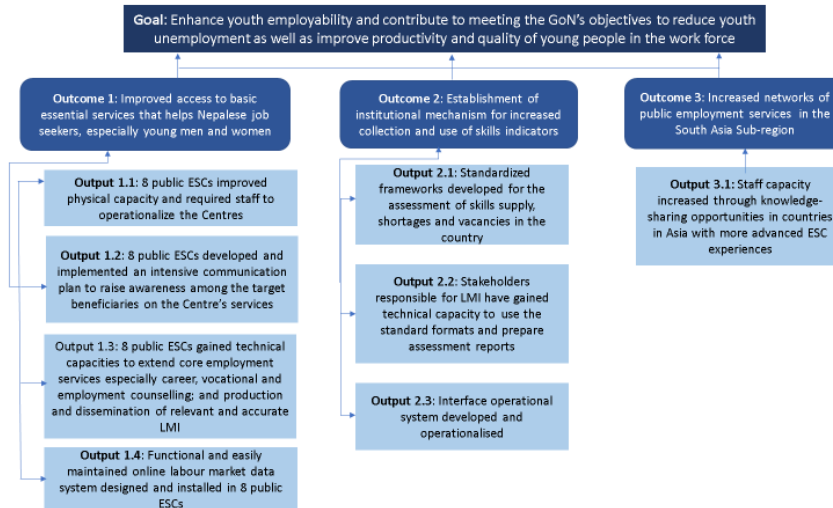
On the other hand, the project duration was quite short for bringing a lasting impact and ambitious in terms of scope taking into consideration that ‘Employment Services’ concept being new to Nepal context, and improvement of physical capacity, recruitment of additional staff and capacity building of existing and new staff of ESCs require sufficient time which was not foreseen in the ProDoc. Moreover, the project’s geographic coverage was even extended during the implementation from five target areas to eight to cater all 7 provinces of Nepal after approval of the new constitution. Insufficient attention was also paid in the ProDoc on the awareness raising and advocacy issues. The ESCs was established in 2011 by the GoN, but the level of awareness about them among the job seekers and employers was quite low and in addition to the supported community-based interventions in urban areas, there was a need to focus more on rural areas. In addition, to ensure sustainability of the ESCs, there was a need apart from tripartite constituents to mobilize and include in the project implementation the other key government institutions which are responsible for allocation of a state budget to different government agencies like National Planning Commission and Ministry of Finance. Furthermore, in the recent past, there are increasing employment services by private sector through employment shop, individual job portals and use of social media. Both public and private employment agencies have an increasing role to play in facilitating for appropriate employment through proper documentation, networking and communication with job providers, job seekers, and training institutions. However, the LiFE project focused purely on public employment services and any collaboration between public and private employment services were envisioned in the ProDoc.

Regarding the extent to which a participatory identification process underpinned the project’s design and formulation, given the very short timeframe in which the project was formulated (just one week), the project made a strong effort to secure input into the project design, but primarily from the MoLESS and employers’ organizations. Evaluation interviews indicated through that there was a lack of involvement of workers organizations both on the stage of project design and implementation.

4.2.2. Logframe

The Logframe was developed on the stage of the project design and it was an integral part of the project document. The project design was simple and represented by three interlinked components, which were supported by 8 outputs and 31 planned activities. The biggest component was Outcome 1 and the smallest Outcome 3. All expected outcomes have between 1 and 4 outputs (see Figure 3) and each output has a set of activities up to a maximum of 7 activities.

Figure 3. Logic model of the LfE project



The Logframe contained for the most part SMART indicators, which included baselines and targets; however, impact and some output indicators are lacking targets and/or baselines (i.e. 10 out of 28 indicators do not have targets) or some outcome indicators are missing (e.g. Number of jobs placement) as well as the indicators which would fully reflect the work of IPs (e.g. Number of people reached through awareness campaigns or Number of job seekers which passed workplace based trainings or Number of workplace based training curriculums developed).

In terms of gender issues, the Project **did not contain any gender disaggregated indicators under each outcome or targets that could serve to promote gender equity**; however, the implementing partners collected gender-disaggregated data on all capacity building activities and presented it systematically in the interim progress reports. In addition, there was a grant provided to Federation of Woman Entrepreneurs' Association of Nepal (FWEAN) for implementation of the 5 months project 'Enhancing employment opportunities for women jobseekers and entrepreneurs in collaboration with Employment Service Centres'.

The risks and assumptions were rightly developed, mainly based on the political will for remaining employment services as a priority by the GON and remaining of the mandate for management of ESCs by the MoLESS and DoLOS, and commitment of a counterpart Ministry, partners and local stakeholders to strengthen employment services in the country. However, they were not revised in the course of the project implementation.

4.2.3. Level of incorporation of MTE recommendations

There were three recommendations for LfE project in the MTE, namely to review budget and work-plans by the end of March 2017 to determine whether project objectives can be achieved by August 2017 or whether a no-cost extension should be requested (Recommendation 1), to enumerate in the next progress report the number of clients serviced in the recently established and refurbished employment services offices (Recommendation 3), and to document the results of the work in Nepal for inclusion in the Global KSP (Recommendation 4). All these recommendations were fully implemented by the LfE project team. One-year cost-extension was requested and granted by KOICA on July 13, 2017, the data on the beneficiaries' coverage by the supported ESCs started to be included in the progress reports and compilation of case studies, success stories and information links has been prepared by the project in June 2018 for the inclusion into the Global KSP.

4.3. Project Progress and Effectiveness

4.3.1. Level of achievement of targets

In support of **Outcome 1 ('Nepalese job seekers, especially the young men and women, have improved access to basic essential employment services that helps them make well informed choices about education, training, wage-employment and self-employment')** the following has been delivered:

- 8 ESCs were reconstructed/renovated and necessary office furniture, equipment and cable network were set up; motorbikes and scooters were purchased and other 9 ESCs were provided with the desktop computers, UPSs, photocopiers;
- 8 Employment Councilors were deployed in each target ESC;
- 6 training courses and learning aids and LMI collection development including pre-departure materials targeting migrant workers were organized;
- 3 manuals (ESC Operational Manual, Counselling Service Manuals and Employers Manuals) were developed in English language and translated to Nepalese language;
- Industrial HR needs assessment was done among 562 industries in major 5 industrial corridors;
- 35 staff members of the ESCs were trained on career counselling and 33 on provision of effective employment services;
- 32 staff of the ESCs and 63 staff members of the IPs underwent training on community-based interventions;
- 25,592 job seekers were registered by 8 ESCs during 2016-2018;
- A common communication plan for all ESC was prepared and 15 promotional materials were developed and disseminated;
- 24 job fairs and 57 awareness campaigns were conducted;
- Supported ESCs have introduced 5 employment services for job seekers (job placement, training referrals, OJT placements, counselling, CV development, pre-departure information for migrant workers) and 4 employment services for employers (job vacancy ads, short listing of candidates, selection interviews, development of ToR);
- 10,975 job seekers benefitted from newly introduced employment services (career, vocational and employment counselling) by 8 ESCs;
- 9,473 in-school young men and women have received career guidance and counselling through 8 ESCs
- OJT services were provided to 846 job seekers by 50 employers;
- 31 case-studies were compiled on employment services provision and disseminated them to the ESCs and social partners;
- 8 exposure visits were organized among supported ESCs to collect information and share experience on service provision.

Delivery of outputs under Outcome 1 is perceived as highly satisfactory as all set targets were overachieved by the project. Initially the project planned to cover just 5 ESCs in 5 development regions, but supported 8 in total due to the changes in political structure of the country. As a result, the number of job seekers registered by supported ESCs exceeded the target on 13% (planned: 20,000 vs actual: 25,592), the number of employment services offered by supported ESCs to job seekers exceeded the target on 12% (planned: 8 vs actual: 9) and the number of job seekers who have benefitted from more than one service provided by the ESCs exceeded the target on 182% (planned: 6,000 vs actual: 10,975). The same is evident for the number of in-school young men and women who have received career guidance and counselling through the ESCs. The target was exceeded on 189% (planned: 5,000 vs actual: 9,473).

Employment Services

The document review shows that the project paid a proper attention towards selection of the targeted ESCs. At the beginning of the project implementation, the selection criteria for ESCs were developed and included 5 criteria, namely: (i) ESCs which are in operation, (ii) representing different regions of Nepal, (iii) district/place of selected ESC are having more economic activities with industrial expansions on progress, (iv) existence of supply (skills training providers) and demand (business and industries as well as job seekers) for employment

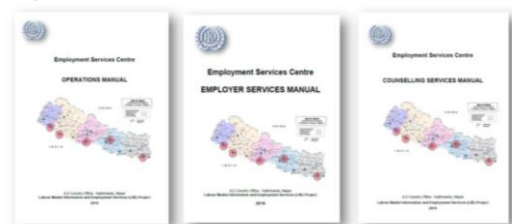
services, and (v) the selected ESCs should be the hub for other ESCs in the region. Based on these criteria, the project in close collaboration with focal agency (DoLOS) selected initial 5 ESCs in Morang, Kathmandu, Rupadehi, Banke and Kailali districts in earlier stage of the project (2015-16) covering 5 development regions of Nepal. After approval of the new constitution, to cater to all 7 provinces of Nepal, 3 ESCs located areas in Dhanusha, Kaski and Jumla districts were added in the target areas starting from year 2017. All project’s interventions for targeted ESCs were based on the needs assessments which were done by the project team at the start of the project implementation. Based on the identified needs and status of each targeted ESC, the project focused on improvement of physical infrastructure of the supported ESCs and purchased all necessary equipment (a set of desktop computer, printer, scanner, photocopy machine) and furniture. Furthermore, to maintain the basic need of other 9 ESCs, the desktop computers, UPSs, photocopiers were provided by the project. Interviews with ESCs representatives indicated that they are very satisfied with the quality of infrastructural improvements which were undertaken by the project (see Figure 4).

Figure 4. Reconstructed and/or refurbished ESCs by the LiFE project



As the concept of employment services is new for Nepal, the project developed 3 manuals (ESC Operational, Counselling Service and Employers Manuals). These manuals were adopted from manuals developed by ILO for Cambodia and Lao PDR. The manuals were developed both in English and Nepali languages. These manuals are procedural ones and were intended to guide management and staff in establishment and maintenance of Employment Services Centres (ESC Operations Manual), provision of quality services to job seekers (Counselling Services Manual), and provision of quality services to employers/enterprises (Employer Services Manual).

Figure 5. Developed ESC Manuals by the LiFE project



The evaluation interviews with DoLOS confirmed that these manuals were shared by the project with the focal agency and the quality of those manuals are perceived as very good and useful.

With the support of the project, the structure of the ESC was finalized, the permanent positions at ESC were created (ESC Coordinator and Computer Operator) and the recruitment of additional staff (Employment Counsellor) was undertaken by the project. The detailed job descriptions of the ESC staff were developed (i.e. ESC Coordinator, Computer Operator and Employment Counsellor). The process of recruitment of Employment Counsellors for selected ESCs were thorough and transparent. The selection process was based on two-stages procedure (short listing and interview). The short-listing criteria included the following: city of residence of a candidate, qualification, work experience, relevant experience, soft skills, gender and ethnicity. The short listing and interviews were done by the selection panel consisted of 4 members (MoLESS, DoLOS, ILO and LO/ESC Chief). As evident from the desk review of documents and interviews, the recruited Employment Counselors played an important role in operationalization of supported ESCs as they were responsible for registration of job seekers, provision of employment services both for employers and job seekers, job matching, counselling for in-school job seekers, distribution of promotional materials in educational institutions, collection of success stories, and reporting.

The project used an inclusive approach for development of capacity of ESC staff, i.e. the capacity building programmes covered all 14 ESCs. The project invited 2 persons from each targeted ESC (ESC Coordinator and ESC Employment Councilor) and 1 person (ESC Coordinator) from each non-targeted ESC for different capacity building programmes. In interviews with the ESC staff, they advised that the trainings were very helpful as enhanced their knowledge of Labour Market Information (LMI) and Employment Services plus strengthened their capacity on counselling services for jobseekers and provision of quality services for employers. In interviews with the Employment Councilors, they advised that exposure visits to different ESCs within the country were quite useful as allowed to share and discuss the experiences of the colleagues from other regions of the country and exchange with good practices and lessons learned.

In review of the progress reports of the ESCs, it became obvious that the most used services by job seekers at ESCs were foreign employment departure information (33%), employment counseling (19%), career counselling (12%), and vocational counseling (11%); meanwhile the most used services by employers included advertisement of job vacancies (58%) and shortlisting of candidates (24%) (see Figures 6 and 7).

Figure 6. Type of services job seekers benefitted from supported ESCs

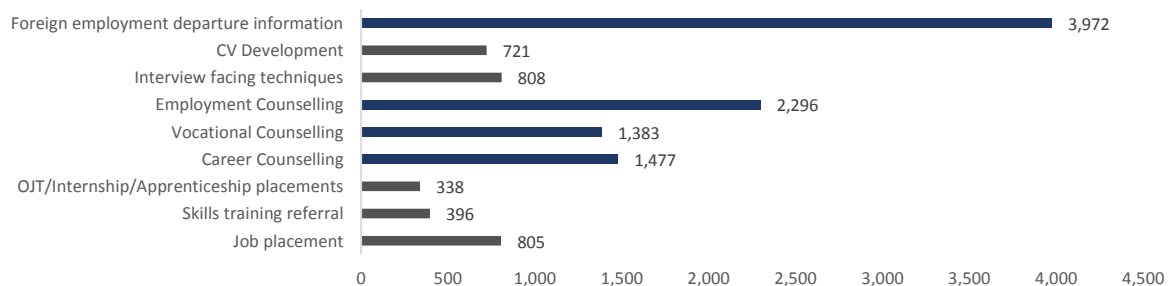
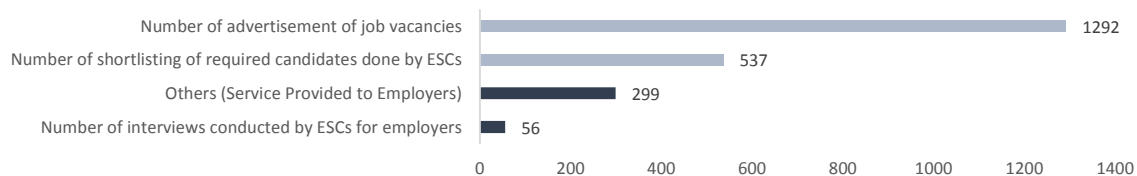


Figure 7. Employers related information/benefitted through various services of supported ESCs



At the same time, all stakeholders interviewed highlighted that the supported ESCs experienced a number of challenges for effective job matching. The main barriers identified included:

- a) Most of the job seekers lack skills and employers expect high experience of job seekers. Due to mismatch between the beneficiaries' skills and requirements, public ESCs were not able to provide services to all registered job seekers.
- b) The employers prioritize to fulfil the attractive positions, which have attractive salary through their internal connections rather than through advertisement.
- c) Because the employers pay less than Rs. 10,000, the jobseekers are reluctant to work. Most skilled job seekers are going abroad for better employment opportunities and less skilled job seekers are registered in ESC offices.
- d) Employers do not prioritize to provide jobs to the registered jobseekers with disability.
- e) In the districts which has border with India, employers give more employment priority to the Indian national rather than Nepali in the factories.
- f) Some employers wanted staffs near their location where the job seekers can easily access. But most of the interested job seekers were far from the workplace.
- g) Many job seekers of ESCs are college running students aged 16-25 and because of that they could not manage time for the companies. Also, in the majority of cases they are searching for office jobs and have less interest in workers profession.
- h) There is high competition and comparison between public ESCs and private job companies regarding fast and easily accessible services provided to both beneficiaries, i.e. job seekers and employers. ESCs need to work effectively in providing fast services to the beneficiaries.

Workplace based learning

Workplace based learning leading to employment activities were also implemented by the project in collaboration with respective ESCs by Dairy Industry Association (DIA), Federation of Grill and Steel Fabricators Nepal (FGSFN), Hotel Association of Nepal (HAN), Federation of Handicrafts Association Nepal (FHAN), Footwear Manufactures Association Nepal (FMAN), Restaurant and Bar Association of Nepal (REBAN). Depending on the trade, the workplace based programmes run from 45 days to 90 days.

The focus groups with registered job seekers who used ESCs services revealed that the beneficiaries were highly satisfied about the work-based learning programmes as that they were able to obtain better skills training programmes where they could not afford otherwise. There was a consensus that such type of trainings gave trainees the opportunity to learn their duties and responsibilities in real world settings, learned about occupational health and safety issues, upgraded their skills in different trades and improved skills on usage of different equipment/machineries.

Figure 8. Example of Workplace Based Training organized by DIA



However, employers' organization which delivered on-job training faced a number of problems during conduction of workplace-based trainings, namely insufficient applicants for on-job training as many unemployed persons registered with ESCs were out of contact, many unemployed persons registered with ESCs are living outside the proposed training centers and it was costly for them to commute to the training centers, lack of willingness of the supervisors to share knowledge, training dropouts, difficulties with recognition of applicants for employment and self-employment at the beginning of the training programme. Moreover, interviewed employers believe that workplace-based learning should be designed differently for product and service trades as different length of the training programmes is required for covering effectively theoretical and practical aspects of the work.

Joint activities with Employers' Organization

With the support from the project, Federation of Nepalese Chamber of Commerce and Industries (FNCCI) conducted Industrial HR need assessment study together with respective ESCs. The ESCs organized several job fairs together with FNCCI, Federation of Nepalese Cottage and Small Industries (FNCSI), Federation of Women Entrepreneurs' Association of Nepal (FWEAN), conducted entrepreneurship development programme together with FNCSI, FWEAN and conducted various sharing events for employment promotion and services.

Job fairs concept was new for Nepal and was piloted by LIFE project. All stakeholders interviewed highlighted that it is a very useful tool for promotion of job matching.

Figure 9. Examples of organized job fairs during 2017-2018

Job Fair Biratnagar in 2017



Job Fair Nepalgunj in 2017



Job Fair in Kathmandu in 2018



The organization of job fairs had three major steps: (i) management and publicity of job fair, (ii) set up of job fair, and (iii) information to be shared with employers and job seekers during the job fair.

Table 5. Mechanism for organization of job fairs

Management and publicity of the job fair	Set up of job fair	Information to be shared with employers and job seekers during the job fair
<ul style="list-style-type: none"> ▪ Press release ▪ Advertisement through radio and TV ▪ Public announcement through loud speakers ▪ Car and motorcycle rally ▪ On stage announcement during the fair ▪ Official letter dispatched focusing the employers and job seekers ▪ Stakeholders meeting just before the fair 	<ul style="list-style-type: none"> ▪ Visitors record book ▪ Job seekers registration forms ▪ Employers registration forms ▪ Training application forms ▪ Information page of ESC ▪ Separate employers counselling desk ▪ Job seekers counselling desk 	<ul style="list-style-type: none"> ▪ Information about ESC and its activities ▪ Information about the current vacancies ▪ Information about the nature and type of job available ▪ Information about the available vocational training in the local area ▪ Counselling as per need of the job seekers and employers ▪ Referral and interview as possible

The areas which require improvements in view of interviewed IPs during conduction of the job fairs in the future include: (i) separate areas for counselling, interview chamber and employer's registration should be envisaged, (ii) guideline for job fair including the roles and responsibility of ESC and Chamber and (iii) a pamphlet of job fair including the information ESC can be distributed to the wider group of people.

Respondents have indicated that the entrepreneurship development programme was effective as allowed to improve understanding in entrepreneurship development among targeted job seekers, able to prepare business plans, better linkage between local level, local resource and entrepreneur, effective coordination among entrepreneurs, local stakeholders and FWEAN.

Community based interventions for employment promotion and services

The target groups were positive about various ESC materials developed by the project. Evaluation interviews with stakeholders and beneficiaries showed that they found the ESC materials (brochure,

leaflet, pamphlets) as user-friendly, simple, informative and clear in conveying information about the functions of the centers located in different parts of Nepal. The ESC officials during interviews underlined that the materials are extremely useful as resource materials to educate stakeholders and target groups about the function ESC as well as motivating both jobseekers and job providers to utilize the services of the ESCs. A larger audience also became aware of the ESCs function through broadcasting of PSAs via radio and through awareness raising campaigns. Nevertheless, the interviews with the IPs demonstrated that the project duration of 5 months was not sufficient to bring about the desired impact on a nationwide scale. A long-term multi-media campaign (audio, audio-visual, print and social media) would be needed to further promote the functions of ESCs and to assist a larger number of beneficiaries in their quest for employment.

In support of **Outcome 2 ('Institutional mechanism established for increased collection and use of skills indicators')** the following has been delivered:

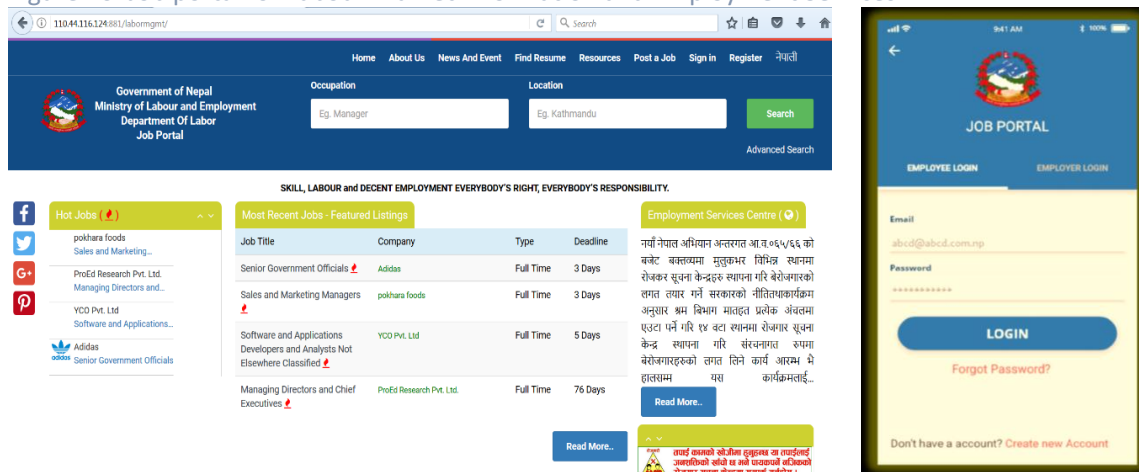
- Occupational Code System for Nepal based on International Standard of Classification of Occupation (ISCO) was developed
- 120 stakeholders were trained on how to use the ISCO and generate reports
- The CTEVT revised its LMIS and TVET M&E systems to incorporate skills indicators from G20 DWG “database on skills indicators for employment and productivity”
- The Standardized frameworks was developed for the assessment of skills supply, shortages and vacancies in the country
- Launched CTVET training portal and procured computers, laptop, printers as well as other logistic support for development and operational of training portal
- Computer-based system (www.jobkhoj.gov.np) on job seekers, vacancies and job placements was developed and put in operation since August 2015. Job portal is planned to be linked with CTEVT Integrated Training Management System

Delivery of outputs under Outcome 2 is perceived as moderately satisfactory. Most of the targets were achieved under Outcome 2, with exception on the number of standard frameworks developed.

The project supported the strengthening of CTEVT monitoring and evaluation, research and development activities. It also provided the yardstick for self-evaluation for its performance and progress as well as the basis for international comparison. Although the format of the skills indicator as the product of this project is itself is a valuable document for CTEVT, it has notably capacitated the staffs of CTEVT, Research and Information Division. Similarly, the capacity development activities help to prepare a sufficient number of TVET professionals to use such indicators for evaluating their own progress and collect and use other TVET related data and information to formulate relevant indicators. Moreover, establishing the institutional link of ESCs to skills development is crucial to ensuring that labour market information is made available for successful job search assistance and placement, counselling and accessing labour market programmes for the jobseekers and enterprises. In relation to this concern, the Council for Technical Education and Vocational Training (CTEVT) conducted an assessment study to identify skills indicators for Nepal. About 57 skills indicators were identified but the information has to be analyzed and awareness programmes conducted for the information of the ESCs. Occupational Code System for Nepal based on International Standard of Classification of Occupation (ISCO) was also developed. The coding system was used for matching of occupations of jobseeker and vacancy announcements.

With the project support, the job portal (www.jobkhoj.gov.np) and labour market database system have been developed, tested and launched by DRYICE Solution which conducted a series of capacity development for staff of the ESCs, employers and workers organizations, CTEVT, MoLESS, DoLOS. Operating a computerized database system is challenging since there is constant need for updated information. There is need for further orientation programmes for the ESC staff, employers and even workers organizations so that they are aware of its application and importance of regularly inputting information. The employers and workers organizations have been encouraged to contribute to the information in the job portal. The job portal apps in android and iPhone platform were developed for better access through mobile phones.

Figure 10. Job portal for Labour Market Information and Employment Services



In evaluation interviews respondents noted that in Nepal there are 20 private job portals; however, the job portal developed by the project has a number of strength in comparison with private platforms, in particular (i) it is based on NESCO classification of occupations, which should allow to easy facilitate matching and (ii) it has a good filtering tool (filtering of job seekers and vacancies could be done based on geographical location, qualifications, skills, category of positions). In spite of project's efforts to popularize this platform, much more work is needed to ensure that both job seekers and employers use this platform in the future.

In support of **Outcome 3 ('Strengthened networks of Public Employment Services in the South Asia Subregion')** the following has been delivered:

- All supported ESCs introduced one innovation as a result of sub-regional knowledge sharing:
 - a. ESC Kathmandu created a social media group 'Job Club for All';
 - b. Eight ESCs conducted job fairs (six ESCs organized job fairs together with FNCCI in Dhangadhi, Nepalgunj, Butwal, Kathmandu, Janakpur and Biratnagar; ESC Kathmandu conducted a job fair with BSET, FNCSI, Agro fair, while ESC Nepalgunj and ESC Udayapur conducted job fairs);
- 11 project stakeholders participated in a cross-regional knowledge sharing workshops (2 staff from DoLOS and CTEVT in 5 days Career Counselling Policy and Practices Course in ITC Turin in June 2016, 5 staff (MoLESS-2, DoLOS-1, ESC-2) visited Korea in September 2016, 4 staff from MoLESS, FNCCI, TU, ESC visited Bangkok and Inter-Regional Technical Forum on Skills for Trade, Employability and Inclusive Growth in Cambodia in May 2017.
- 5 success stories of beneficiaries were shared online as well as during international study visits and capacity building programmes.

Delivery of outputs under Outcome 3 is perceived as satisfactory. All set targets under this outcome was achieved by the project. The Project was guided by the principles of the ILO South-South Cooperation and seek to draw largely on expertise and experiences of other countries in the region for the improvement of employment services. China, Cambodia and Lao PDR administer various employment services, including those targeting migrant workers, and thus have good experience in tackling the challenges now faced by Nepal. Sharing of knowledge and information, job immersion/on the job programmes and coaching from the experts of these countries were explored and implemented. Further, the project fostered knowledge sharing with the countries which have more advanced employment service experiences such as the Philippines. Nevertheless, much more time needed to ensure application of good practices learned from other countries in Nepal.

4.3.2. Challenges

The pace of the project implementation was influenced by a series of internal and external factors, which have an influence on the achievement of the expected results and smooth implementation of the Project. Those factors were identified during the interviews with the project staff, beneficiaries and counterparts as part of this final evaluation.

External	<p><i>Two earthquakes took place in Nepal in 2015⁶</i> (on April 25 with a magnitude-7.8 and aftershock on May 12 with a magnitude-7.3). The first earthquake brought a loss of nearly 9,000 people and more than 22,000 suffered injuries. It was the deadliest earthquake in the seismically active region in 81 years. The quake was followed by hundreds of aftershocks during 17 days. Thirty-nine of the nation's 75 districts with a population of 8 million people — about a third of the national population — were affected. Hundreds of thousands of people lost everything and faced extreme poverty. More than 600,000 homes were destroyed and more than 288,000 were damaged in the 14 worst-hit districts.</p>
	<p><i>Delays with signature of the MoU with Department of Labour and Occupational Safety (DoLOS).</i> It was done only on July 9, 2015 which brought delays with the start of the project activities. The main reason for that was lengthy process of selection and approval of Government of Nepal (GoN) of the focal agency for the project and establishment of the focal unit for the project implementation partly due to the earthquakes.</p>
	<p><i>Political instability after new constitution passed on September 26, 2015</i> after a decade of delays by the Constitutional Assembly and unofficial economic blockade between India and Nepal from October 2015 to February 2016 which created shortages of fuel that hampered ESC Staff movement and deliver the work.</p>
	<p><i>Limited industrial growth and employment opportunities⁷.</i> On the back of the earthquake that struck Nepal in 2015, economic growth declined from 5.9% in 2013/14 to 2.7% in 2014/15 and 0.6% in 2015/16. Exports and manufacturing have faltered, showing signs of “premature deindustrialization”. Exports as a share of GDP declined from 17.7% in 2001/02 to 8.9% in 2010/11 and 10.7% in 2015/16. Moreover, exports as a share of GDP in Nepal are the lowest in the region, considerably less than in neighboring Bangladesh (22.9%), China (31.3%) and India (24.6%). The decline in Nepal's export sector comes on the back of the lack of growth in manufacturing. The gross value added of the manufacturing sector as a share of GDP (in constant 2000/01 prices) declined from 8.2% in 2001/02 to 6.3% in 2013/14.</p>
	<p><i>Frequent changes of the management of MoLESS/DoLOS.</i> There were five changes in Director Generals of the DoLOS, four changes of Secretaries and two Joint Secretaries within the MoLESS during 2015-2018. The 2015 earthquake resulted in \$7 billion in losses, the private and public infrastructure was severely damaged, crippling lives and hampering delivery of public services.</p>
	<p><i>The 2017 Nepalese local elections</i> which were held in Nepal in three phases on 14 May, 28 June and 18 September in 6 metropolitan cities, 11 sub-metropolitan cities, 276 municipalities and 460 rural municipalities. It was the first local level election held since the promulgation of the 2015 Constitution. It affected the work of the project as the government officials across project districts were mobilized for it.</p>
Internal	<p><i>Difficulties in recruitment of the CTA for LIfE project.</i> The planned position of the Technical Officer - Employment services (P3) was never fulfilled due to the limited number of experts working in this field. The project made the advertisement but the candidate with the proper profile was not found.</p>
	<p><i>Delays with recruitment of NPC.</i> The selection process was done within the ILO recruitment procedures, but because of the April 2015 earthquake, the NPC was selected and started to work only 6 months after the project start, i.e. from the end of June 2015.</p>
	<p><i>Necessity to coordinate a big number of IPs by a small project team.</i> The LIfE project had a number of IPs which supported the implementation of Outcome 1 of the project. The project team was composed of 2 staff members only and there was quite a big workload for proper management of the contracts with IPs as there was 11 agreements with IPs annually in 8 different districts of Nepal.</p>

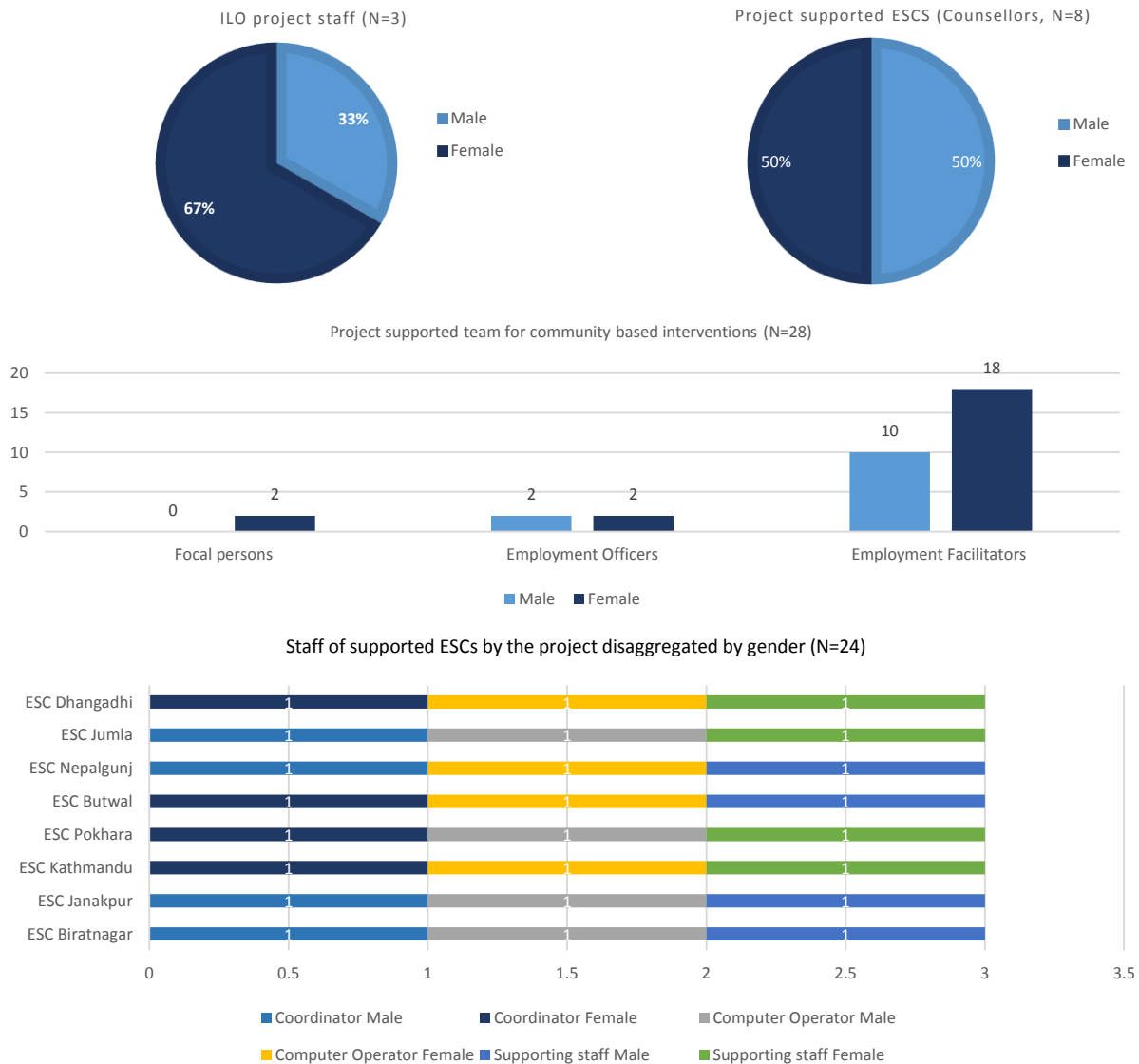
⁶ <https://www.worldvision.org/disaster-relief-news-stories/2015-nepal-earthquake-facts>

⁷ Nepal Labour Market Update, ILO Nepal, January 2017

4.3.3. Gender mainstreaming

The LiFE project paid insufficient attention for inclusion of gender mainstreaming strategies into the project design and implementation; although, the supported ESCs have gender balance, while the project team and project supported team for community-based interventions were more female dominated (see Figure 11).

Figure 11. Gender analysis of the LiFE project



All eight supported ESCs addressed the needs of specific groups (youth, women, potential and returning migrant workers and people living with disabilities). Evaluation interviews showed that the employment counsellors of ESCs provided the counselling services to different groups of clients and collected sex disaggregated data at national level and district level; however, this data was not included into the progress report submitted by ESCs to ILO. Meanwhile, the newly developed job portal and database system have addressed these crosscutting issues by providing provision of filtering for matching the job seekers and employers. After launching of the job portal on 25 August 2017, a total of 6,222 job seekers were registered (m-57%/f-43%) during August 2015-February 2018. At the same time, the review of documents indicates that the sex disaggregated data on different capacity building programmes implemented and supported by the LiFE project was not collected and reported.

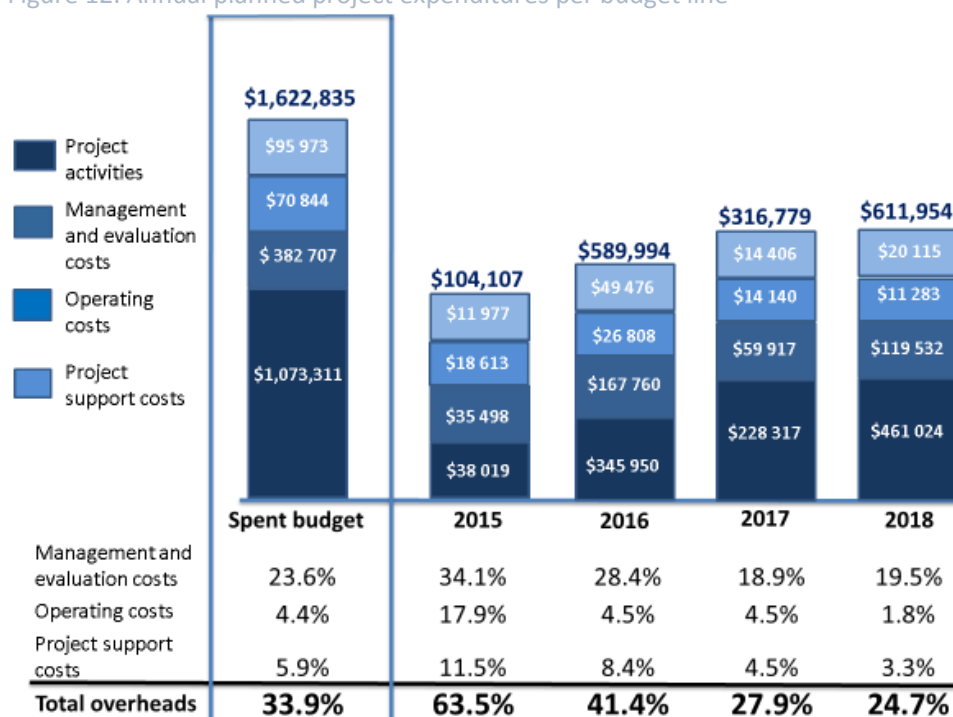
4.4. Efficiency of Resource Use (including effectiveness of management arrangements)

4.4.1. Cost-effectiveness⁸

As Figure 12 shows, by the end of the project, aggregate actual expenditure amounted to about US\$ 1.62 million against a budget of 1.8 million, resulting in an overall implementation rate of some 90%.

There was a sound relationship between budget allocated and results achieved. The table below shows the budget allocation according to four main categories: project expenditures per component, management and evaluation costs, operating costs and project support costs.

Figure 12. Annual planned project expenditures per budget line

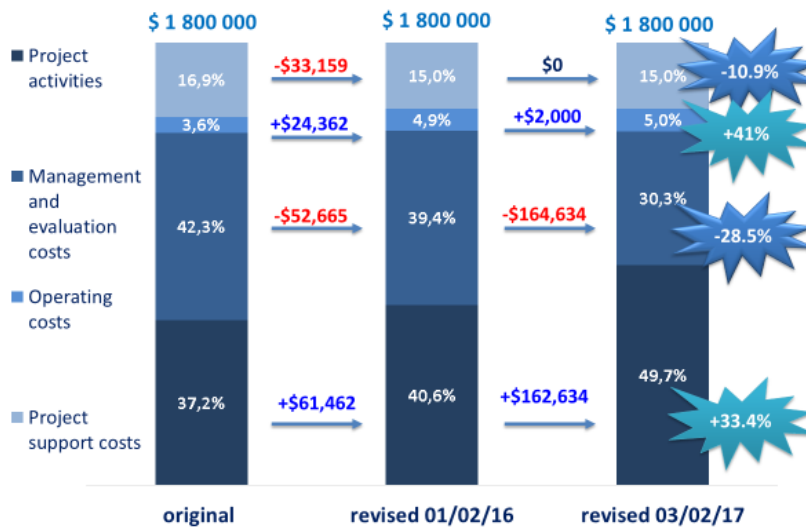


In reviewing the financial documents obtained from the desk report, the ratio of direct costs and project support costs constituted 66% to 34%, which is normal for such type of projects.

As evident from financial reports and interviews, the LiFE project budget was revised twice, i.e. in February 2016 and February 2017.

⁸ Note: The analysis of project spending was based on commitment budget during the time of evaluation in June 2018, the actual expenditure might be different as the committed amount was not fully spent and there was some amount spent for the programme (for eg Study visit Philippines, Launching job portal apps and wrap up workshop) conducted in July and August 2018

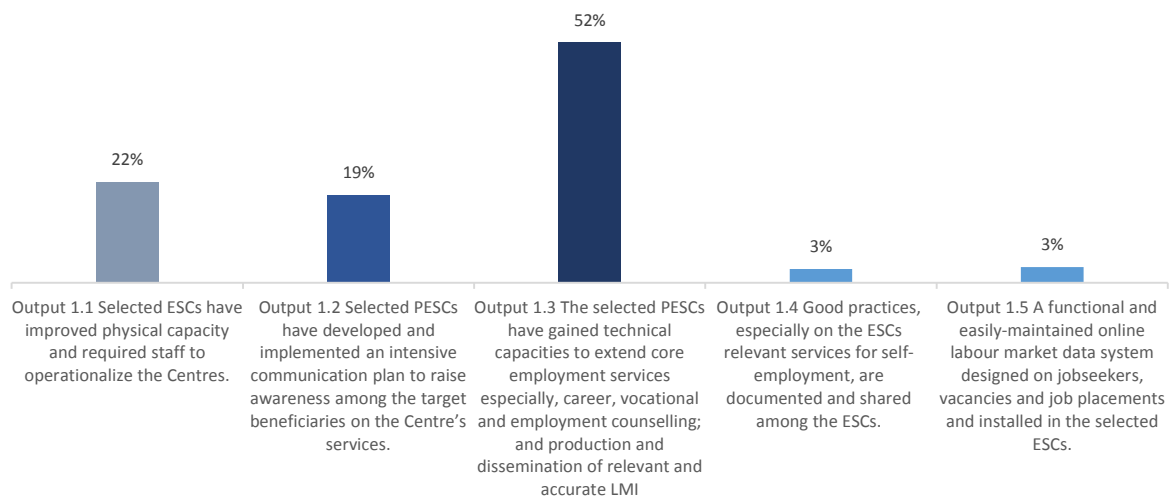
Figure 13. Revisions of the LfE project budget



The revisions of the budget were caused by the need to support additional 3 ESCs to cover all 7 provinces after the changes in the Constitution and savings which the project had on the project staff as the CTA for this project was never hired and technical supports are being provided by ILO’s Skills and Employability and other specialists from ILO Sub-Regional Office at New Delhi, Regional Office at Bangkok and Headquarter at Geneva. As a result, the budget for project activities increased on 12.5%, while management and evaluation costs as well as project support costs decreased on 12% and 1.9% respectively.

The lion share of the budget went for Outcome 1 (70% of the total budget), while for other two Outcomes only 30% (i.e. for Outcome 2 – 15% and for Outcome 3 – 5%). The review of costs structure for Outcome 1 shows that the biggest allocations (52%) went for Output 1.3, followed by Output 1.1 (22%) and Output 1.2 (19%), meanwhile Outputs 1.4 and 1.5 had a quite small budget, i.e. 3% each.

Figure 14. Cost structure of Outcome 1 of the LfE project

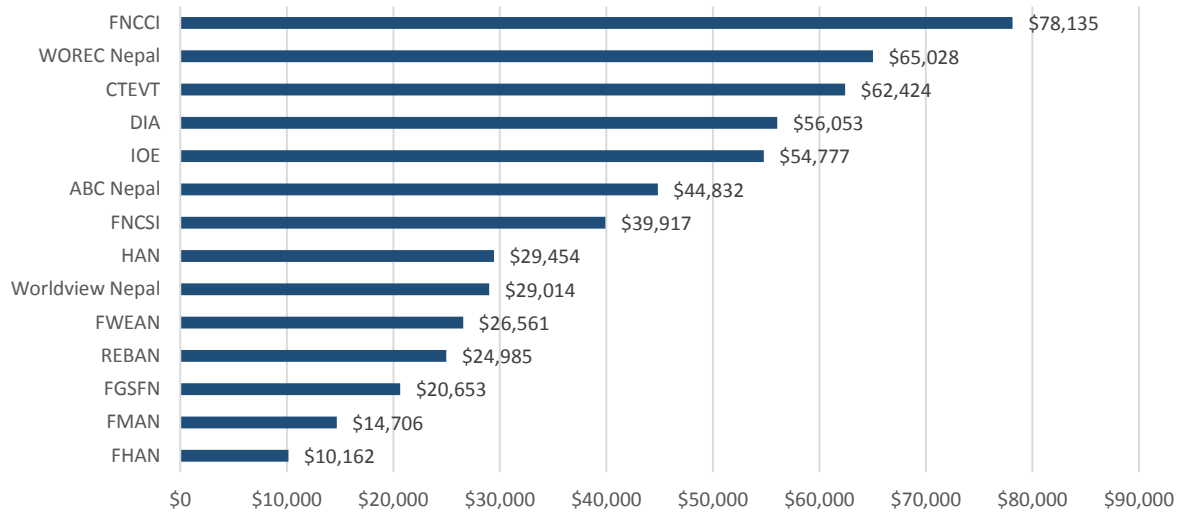


The evaluation interviews showed that **the overall budget for the project was sufficient, but more funding could be reserved for improvement of physical facilities of the ESCs.**

The LfE project was also able to have costs savings as used for implementation of the activities under Outcome 1 a number of sub-contractors for better employment services provision by ESCs and improvement of employment promotion and services at provincial level, had cost-sharing or in-kind contributions with ILO sister projects for implementation of capacity building programmes and businesses for workplace-based training.

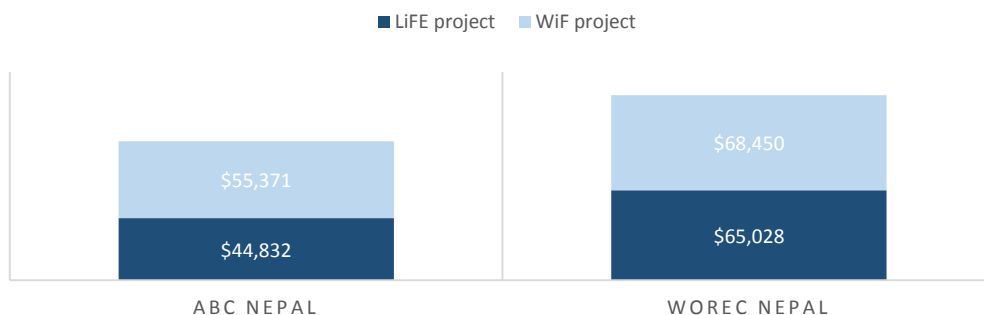
In total, the IPs budget for 2017-2018 constituted US\$ 595,477, of which 89% of the funding was provided by the LiFE project, while the other 11% was cost-shared either by the ILO sister projects or by IPs. The lowest budget per IP was US \$10,162, while the biggest stood at the level of US\$ 54,777.

Figure 15. Amount of funding disbursed to the LiFE project’s IPs during 2017-2018



The LiFE project also established collaboration with the other active projects of ILO in Nepal, namely DfID funded Work in Freedom Project (WiF), EU funded South Asia Labour Migration Governance (SALM) project, Swisscontact’s Youth Employment Project and World Bank funded Strengthening National Rural Transport Programme (SNRTP). The LiFE project used the pre-departure materials developed by the ILO’s WiF and SALM projects in provision of counselling at ESCs, conducted one capacity building programme on ‘Effective Employment Linkage’ for representatives of ESC and MRC in Biratnagar with WiF and Swisscontact’s Youth Employment Project in order to better link ESCs and MRCs for promotion of employment in 2016, worked with the same implementing partners as the WiF project (ABC Nepal and WOREK Nepal) for provision of community based interventions and co-funded four capacity building programmes during 2016-2017 as well as provision of the On-Job Training in Mason construction at 7 ESCs related districts by the Institute of Engineering together in collaboration with the ILO’s Strengthening National Rural Transportation Programme (SNRTP). The SNRTP made the in-kind contributions, i.e. provided venue and engineers. In addition, the social mobilizers and the peer educators of Migrant Resources Centers (MRCs) made a referral of potential migrants to the ESCs.

Figure 16. Cost-sharing of LiFE project with another ILO sister project

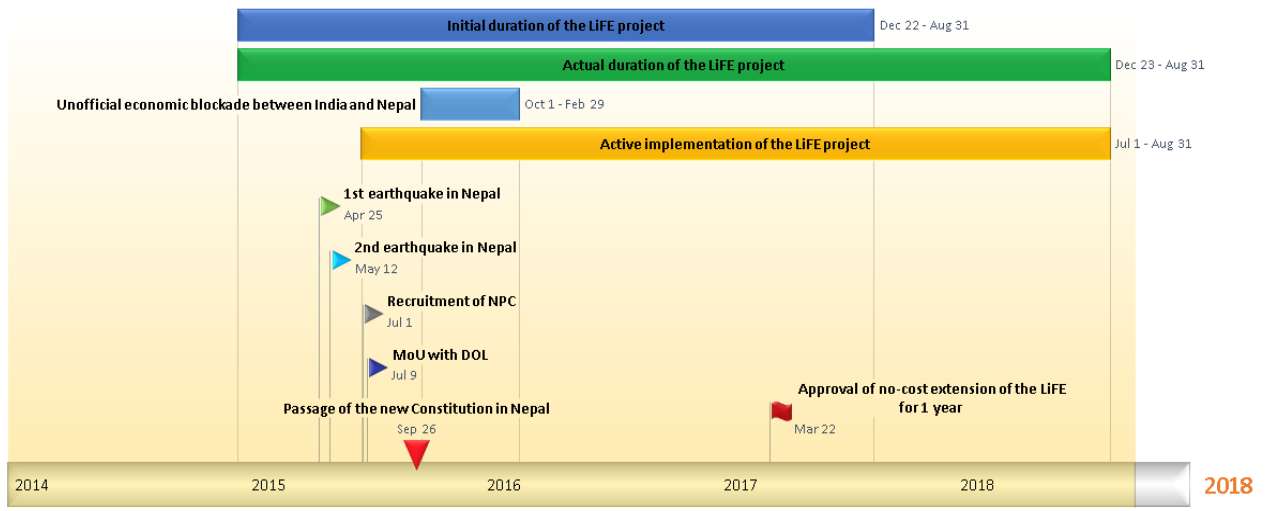


There was also a cost sharing with businesses on the workplace-based training. 50% of costs were covered by the project and another 50% by the businesses. The LiFE project provided funding for the conduction of the capacity building programmes, while businesses paid a minimum salary (Rs. 9,700) to the trainees during 30-90 days depending on the duration of the training programme and industry.

4.4.2. Timeline of implementation

The LIFE project suffered delays in implementation. The Project duration was revised once, i.e. from 32 months (December 22, 2014-August 31, 2017) to 44 months (December 22, 2014-August 31, 2018); however, the active implementation took place only during 28 months (July 2015-August 2018).

Figure 17. LIFE Project's Timeline



As evident from the desk review and interviews with interlocutors, the main reasons for delays with project implementation were four-fold:

- 1) *initial delay with signature of the Memorandum of Understanding with DoLOS.* The MoLESS authorized the Department of Labour and Occupational Safety (DoLOS) for the implementation of the project and the ILO and DoLOS was able to sign the Memorandum of Understanding (MOU) for project implementation 6 months later from the estimated starting date, i.e. on July 9, 2015.
- 2) *delays with recruitment of the project staff.* The National Project Coordinator was recruited following the ILO recruitment procedures and started to work only since June 2015.
- 3) *delays with implementation of activities at the start of the project implementation due to two earthquakes which took place in Nepal in 2015⁹* (on April 25 with a magnitude-7.8 and aftershock on May 12 with a magnitude-7.3). The first earthquake brought a loss of nearly 9,000 people and more than 22,000 suffered injuries. It was the deadliest earthquake in the seismically active region in 81 years. The quake was followed by hundreds of aftershocks during 17 days. Thirty-nine of the nation's 75 districts with a population of 8 million people — about a third of the national population — were affected. Hundreds of thousands of people lost everything and faced extreme poverty. More than 600,000 homes were destroyed and more than 288,000 were damaged in the 14 worst-hit districts.
- 4) *political instability after new constitution passed on September 26, 2015* after a decade of delays by the Constituent Assembly and unofficial economic blockade between India and Nepal from October 2015 to February 2016 which created shortages of fuel that hampered ESC Staff movement and deliver the work. The new constitution also brought changes in federal structure of Nepal, i.e. three tiers Government system (Federal Government based in Kathmandu; 7 Provincial Governments; 753 Local Governments which include 6 Metropolitan Cities), when previously there was just one. It resulted in the need to add other 3 ESCs to cater to all 7 provinces of Nepal.

4.4.3. Management arrangements

The LIFE project was administered through the ILO Country Office for Nepal, and was overseen by the National Project Coordinator (NPC) supported by an Administration and Finance Assistant and a Driver. The NPC reported directly to the ILO Country Director. The specific expertise was delivered by Short-Term external experts (national and international) for specific one-time tasks (e.g. developing guidelines, frameworks; training on counselling; designing of web-based data base for LMI etc.). The ILO Nepal Programme Unit and

⁹ <https://www.worldvision.org/disaster-relief-news-stories/2015-nepal-earthquake-facts>

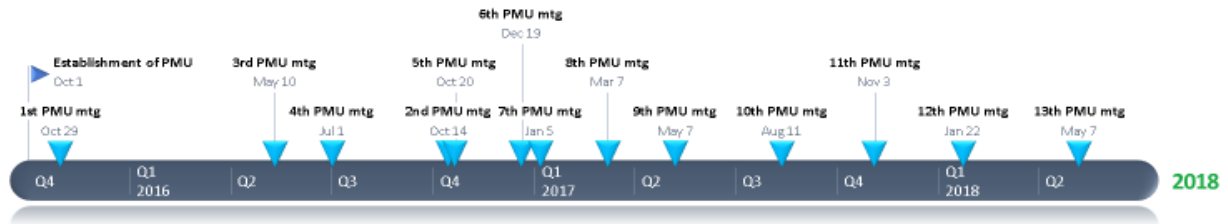
Admin-Finance Unit monitored the progress on technical and financial aspects of the project on the ground. The Decent Work Technical Support Team for South Asia and Country Office for India (DWT/CO-New Delhi) provided the technical backstopping for the project, while the Skills and Employability Branch in the Employment Policy Department at Geneva HQ provided technical quality control. The LfE project has collaborated with 13 local implementing partners (see Table 6). The partners assisted the ILO in the development of ESC job portal, implementation of community-based interventions, workplace-based learning programmes, organization of job fairs and provision of entrepreneurship development training, production and broadcasting of radio jingles for promotion of ESCs.

Table 6. LfE's project IPs

	Name of IP	Activities	Geographic coverage
1	Agroforestry, Basic Health & Cooperatives Nepal (ABC Nepal)	Community based interventions for employment promotion and services through ESCs and MRCs	Rupandehi district
2	Women's Rehabilitation Centre (WOREC Nepal)		Morang, Dhanusha and Kailali districts
3	Federation of Nepalese Chambers of Commerce and Industry (FNCCI)	Establishment & Operation of Employment Coordination Cell (ECC) and Organizing Job Fair	7 provinces
4	Federation of Nepal Cottage and Small Industries (FNCSI)	Enhancing youth employability through entrepreneurship development training and organizing job fair in collaboration with ESCs	Kathmandu, Morang, Dhanusha, Rupandehi and Kaski districts
5	Federation of Women Entrepreneurs Association Nepal (FWEAN)	Enhancing employment opportunities for women jobseekers and entrepreneurs in collaboration with ESCs	Morang, Kathmandu, Kaski and Banke districts
6	Council for Technical Education and Vocational Training (CTEVT)	Strengthen supply information of TVET institute in labour market through training-portal in collaboration with ESCs	
7	Dryice Solution Pvt Ltd	Development of ESC Job portal and apps	
8	Dairy Industries Association (DIA)	Work place-based learning/training ensuring employment in collaboration with ESCs	Kathmandu and Morang Districts
9	Hotel Association of Nepal (HAN)		Kathmandu, Rupandehi, Kaski and Kailali Districts
10	Restaurant and Bar Association of Nepal (REBAN)		Kathmandu and Kaski Districts
11	Federation of Handicraft Association of Nepal (FHAN)		Lalitpur District
12	Footwear Manufacturing Association of Nepal (FMAN)		Kathmandu District
13	Radio Nepal		Production and broadcast of radio jingles for promotion of ESCs

A major feature of the LfE project implementation has been the integrated approach adopted by the management team. The project was implemented by ILO in close coordination with the focal agency (Department of Labour) through the established Project Management Unit (PMU) in October 2015. The PMU was composed of three members: (i) Under Secretary and Section Chief of Employment Coordination and Training Section, MoLESS, (ii) Computer Engineer and Technical Officer, DoLOS, and (iii) National Project Coordinator, LfE Project, ILO. Evaluation interviews indicated that the PMU was well functioning and undertook continuous monitoring of the project implementing activities through regular meetings (see Figure 18), but it lacked representatives of the social partners.

Figure 18. The PMU Meetings held during 2015-2018



At the same time, **the project management structure was only partly effective as lacked project staff**. As per the ProDoc, the project planned to have an International Technical Officer for two years to be based at the DoLOS to assist with operationalize the Employment Service Centres and to support the knowledge exchange initiatives based in South-South Cooperation principles. However, this position was not fulfilled due to the overall lack of professionals in the area of employment services. As a result, the project had to rely more on internal expertise available within the organization. It was quite a smart decision as allowed to save resources, but the problem was that Employment Specialists both at the HQ and Bangkok were retired during the second year of the project implementation and the project had to collaborate more closely with the international experts to deliver the planned activities. Moreover, the big number of implementing partners under Outcome 1 created a big workload for the project staff, which except Outcome 1 had to implement and overlook the other two outcomes of the project. In overall, the implementing partners (IPs) were reliable and did a good job. The IPs were selected through the strict selection procedures of the ILO CO for Nepal. The main challenge faced by the IPs were the timely execution of the contracts. Usually most of them requested one month no-cost extension due to the delays with budget transfers.

In terms of the involvement of social partners in project implementation, the evaluation interviews with project's stakeholders indicated that the Life project involved more employers' organizations and to a lesser extent, workers organizations. Both employers and workers organizations were invited by the project in all capacity building programmes, including international study visits; however, only employers' organizations were selected as implementing partners for provision of the support with conduction of industrial needs assessments (with FNCCI), organization of job fairs (with FNCCI, FNCSI, FWEAN, BSET) and Entrepreneurship development programme (with FNCSI, FWEAN). The main reason for that is the lack of knowledge and experience of workers organizations in provision of employment services. To balance the situation, the project provided support for joint TU Coordination Committee and held discussions on establishment of provincial joint TU Coordination Committees. Nevertheless, it is important to mention that the Life project also experienced challenges with employers' organizations as at the beginning of the project implementation, they were not motivated to collaborate with public ESCs, as they are under DoLOS which monitors and evaluates the industries.

4.4.4. Governance structure

The governance structure of the Life project was represented by the National Steering Committee (NSC) consisting of representatives from MoLESS, DoLOS, KOICA and ILO, as well as representatives from employers and workers organizations. NSC was chaired by the Secretary of the MoLESS. In total, the Life Project organized four NSC meetings during June 2016-August 2018. As per the ProDoc, the meetings of NSC should take place semi-annually, but it was not possible because of high-level representation of stakeholders at NSC and their busy schedules. It is also important to mention that the establishment of NSC took more than a year as the MoLESS and DoLOS could not agree on the composition of the Steering Committee. Therefore, the NSC was formed only in June 2016 and it did not include all initially planned members. Representatives from concerned Ministries (MoE, MoI) and CTEVT were not included into the NSC by the decision of MoLESS.

Figure 19. NSC meetings during 2016-2018



A review of the minutes of these meetings indicated that **the NSC took a strong ongoing interest in the implementation of Life project, providing appropriate guidance, policy advice and direction** throughout the project and at times seeking clarification on issues relating to the proposed initiatives or directions being taken. There were some views, though that the meetings should have been held more frequently rather than just once a year and representatives of other concerned ministries which are focusing on creation of employment opportunities in key priority areas as per the National Employment Policy should be a part of the Steering Committee to ensure better sustainability of project's initiatives (like Ministry of Federal Affairs and Local Development, Ministry of Culture, Tourism and Civil Aviation, Ministry of Agriculture and Livestock Development, Ministry of Physical Infrastructure and Transport).

In interviews with the donor representatives, they advised that **the project was professionally implemented, conformed to their requested inputs, and was responsive to information requests**. The project team always invited KOICA Nepal for participation in project's activities, PMU and NSC meetings.

4.4.5. Monitoring and reporting

The NPC was responsible for M&E within the project. **The strong aspect of project M&E system is that the Life project used the Logframe as a management tool in its programming both by the project team and IPs**. The Logframe was updated regularly on semi-annual basis as a part of the project progress report, while IPs work was based on the Logframe developed as a part of the ProDocs. Also, all supported ESCs developed Logframes for its activities which were based on the project's Logframe. Each IP and ESC submitted reports on monthly and quarterly basis.

Although the project did not have a separate M&E plan, it had a well-established documentation system consisting of the ToRs, minutes of meetings, mission reports, needs assessment reports, narrative progress reports and project workplans. However, the desk review showed that the reports vary in quality as were primarily focused on description of project's activities rather than on description of achieved results. Moreover, the project developed concept papers for each capacity building event; nevertheless, the activity reports were not prepared for all activities held.

While the monitoring and evaluation of the long-term effectiveness of training is a complex and challenging process in any technical assistance project, the stated aim of the project in building capacity suggests that some further attention to this is warranted. The project design and monitoring and evaluation strategy could benefit from the development of a Training and Capacity Building Strategy into the future. Such a plan would articulate a strategy for training and capacity building and would also necessitate the development of a more effective qualitative monitoring and evaluation mechanism, which would provide the project with an opportunity to measure the long-term impacts and sustainability of capacity-building activities and, in particular, its efforts to institutionalize training capacities within its tripartite partners and IPs.

4.5. Impact Orientation

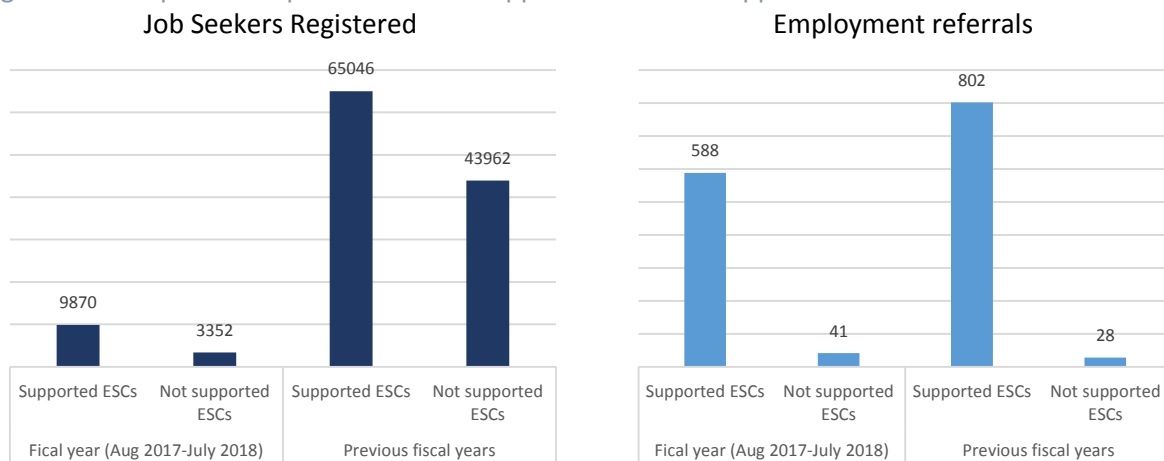
Based upon an analysis of the triangulated data, the final evaluation identified a number of positive effects which can be causally linked to the project’s intervention.

Employment Services

The ESC concept was introduced by the GoN in 2008, but ESCs were not operational and did not offer any services neither to job seekers nor to employers. They just collected data about youth unemployment in the country. After the start of the LiFE project, ESCs started to offer a number of services both for job seekers (access to job vacancy information, assistance in job search techniques, assist in training referrals, assist in on the job training placements, provide counselling services, assist in job placement) and employers (assistance in job vacancy advertisements, assistance in shortlisting/selection/interviews in recruiting process, assist in providing apprentice programme) in addition to collection of the data on the number job seekers referred to employment and number of job seekers which were employed as a result of assistance received at ESCs.

Moreover, the analysis of DoLOS data shows that supported ESCs demonstrate **better performance in comparison with the ones which have not been supported in terms of job seekers registered (higher on 35%) and employment referral (on 93% higher).**

Figure 20. Comparison of performance of supported and non-supported ESCs



However, **the level of jobs matching is still quite low and need further strengthening by both supported and non-supported ESCs, i.e. jobs matching by supported ESCs constituted 6%, while 1% by non-supported ESCs.** Furthermore, the project supported only 57% of existed ESCs and further assistance is still required for making those ESCs operational.

Community based interventions for employment promotion and services

All stakeholders interviewed mentioned that the project improved awareness among general public about ESCs. The employers’ organizations started also to see the benefits of the public ESCs in comparison with the private ESCs. In their view, public ESCs are very useful as they have a roster of low skilled or semi-skilled workers from rural areas which are in shortage by the industries, while private ESCs are primarily focusing on the skilled labour.

Workplace based learning

Workplace based training programmes increased the trainees’ chances for employment after completion of on-job training. Interviews with employers’ organizations indicated that 75% of graduates received jobs and their salaries were higher than the minimum wage (i.e. Rs 12,000-18,000 rupees depending on the trade). The interviewed employers’ organizations also mentioned that because there is a high demand of manpower, the on-job training allows to form a skilled manpower for industries who can provide qualitative services/produce better products, which lead to increase in production. In addition, as the trainings are focusing on OSH as well, it results in fewer workplace accidents.

Job portal and its applications

The developed computer-based system on job seekers, vacancies and job placement i.e. ESC Job portal and LMI database system could promote better job matching in the future. Online job portal allows job seekers to quickly apply to many positions as opposed to having to go in to each company and apply in person, while employers by using filters could easily find appropriate candidates to filling the vacancies in their companies. Moreover, for its wider usage, the job portal apps in android and iPhone platform were developed which will allow to have better access to the job portal through mobile phones.

Development of Occupational Code System for Nepal

The developed during the project, the Occupational Code System for Nepal based on International Standard of Classification of Occupation (ISCO) could be used for matching of occupations of jobseeker and vacancy announcements. The system is expected to be integrated with National Skill Testing Board (NSTB)'s occupational skill standards and also could be used while developing National Vocational Qualification System.

Establishment of institutional mechanism for increased collection and use of skills indicators

The CTEVT revised its LMIS and TVET M&E systems and incorporated skills indicators from G20 DWG “database on skills indicators for employment and productivity”. The developed standardized frameworks will allow to do regular assessments of skills supply, shortages and vacancies in the country. The CTVET Training portal once finalized will inform target people about the forthcoming training programs by the institutions under CTEVT. The training web portal will have the capacity of incorporating and processing the training related information of around 2,000 institutes. Once linkages of TVET providers with ESC job portal will be established, TVET providers will be also able to use administrative data from ESCs to improve the planning, design and delivery of TVET programmes, while the employment service centres (ESCs) under DoLOS will match the demand and supply side of employment in their respective regions. The project integrated short-term courses (Training Portal), long-term courses (ITMS-Integrated Training Management System) and labour market information system (LMIS), which is vital for the establishment in the future of Labour Market Information and Analysis (LMIA).

4.6. Sustainability

To ensure sustainability, the whole process of project designing and implementation should be participatory. The project followed this approach and developed a Sustainability Strategy in February 2018. This strategy was developed by international consultant in close collaboration with the project partners and project team. The strategy underlines a number of important considerations to ensure a well-functioning employment services in Nepal, particularly: (1) there must be clear roles and responsibilities of all parties involved; (2) both central and local government capacities must exist; (3) policy development established; (4) infrastructure and equipment support present; (5) recruitment and training of staff well managed; (6) potential for relocation of existing staff; (7) accountability must be clearly defined; (8) need for communication strategies; and (9) need for monitoring, evaluation and quality control. The project considered all these considerations but have not ensured that the counterparts (MoLESS/DoLOS) will continuously address them beyond the Life project.

A Sustainability Plan based on the developed Sustainability Strategy which specifies the tripartite constituents' commitments and ownership of the project's results was not developed and agreed with project's focal agency prior to the project completion. The project major investments went to the operationalization of the ESCs; however, neither developed manuals on ESCs nor the recruited and trained Employment Councilors were institutionalized within the Government system. One of the main reasons for that was political restructuring of the country and planned decentralization, which will lead to redistribution of powers between the federal and provincial governments. It is also planned to revise the number of ESCs in the country and optimize their number from 14 ESCs to 7 ESCs by January-February 2019 in order to align it with the number of development regions of the country¹⁰. It is planned also that these ESCs will be handed over by the federal government to the provincial governments during this year (2018). From review of the

¹⁰ Interview with MOLESS

current government policies, it is clear that the main priority of the GoN will remain the creation of job opportunities within the country to end the situation of Nepalese seeking employment abroad. It is evident from the announced the new Prime Minister Employment Programme. The government has allocated Rs 3.1 billion for this programme for the upcoming fiscal year 2018-19 and aims to provide jobs to 500,000 Nepalese in the next fiscal year¹¹. Additionally, Nepal is to launch a new Social Security Act, the draft of which is under discussion. The Act has proposed a component on the administration of unemployment benefits. Since the administration of unemployment benefits is one of the core functions of employment services, support to the functioning of the ESCs can be integrated into this function to sustain and maintain its services to its clients. At the same time, as evident from the Red Book, budget allocated for ESCs fiscal years 2016-2018/2019 decreased from the fiscal year 2016-17 to fiscal year 2017-18 on 11% and anything was budgeted for the upcoming fiscal year 2018-19.

Table 7. Budget allocated by the GoN for ESCs during fiscal years 2016-2018/2019¹²

Year	FY 2072-73 (2015-16)	FY 2073-74 (2016-17)	FY 2074-75 (2017-18)	FY 2075-76 (2018-19)
Budget allocated for ESCs in Rs	13,650,000	17,440,000	16,500,000	None

The sustainability of the created ESC job portal www.jobkhoj.gov.np is also questionable as no budget was allocated for the web-site maintenance by the DoLOS after the end of the project. The interview with the World Bank indicated that this web-site might be sustained if the JOBS Project¹³ which is currently under development and planned to be launched by the World Bank (WB) in 2019. The World Bank plans to undertake mapping of existing job portals and if it will see the value of having this job-portal, it might consider further upgrade of it. Within this project, the WB would like to use the piloted ESC model by the LIFE project in the future; nevertheless, this project does not anticipate to allocate any funding for physical infrastructure for ESCs development at local level.

The sustainability of the workplace-based training programmes and community-based interventions are low as well as the implementing partners (industry associations and NGOs) which carried out these activities are requiring further support for their conduction of them in the future.

¹¹ <http://kathmandupost.ekantipur.com/news/2018-06-05/ilo-positive-to-support-prime-minister-employment-programme.html>

¹² <http://www.mof.gov.np/en/archive-documents/budget-details--red-book-28.html>

¹³ US\$ 125m loan for the GoN for 5 years

V. Conclusions and Recommendations

5.1. Conclusions

Evaluation Criteria	Rating	Explanations/Comments
Overall	N/A	The KOICA funding was important as allowed the ILO through the LiFE project to start to work for the first time in Nepal on such topics as public employment services and LMI as well as operationalize the ESCs. However, it requires follow up for proper phase out.
Relevance and strategic fit	6-Highly satisfactory	The ILO KOICA project in Nepal enjoyed a high relevance, which was reinforced in the course of the project implementation as there was an increasing need of improving labour market functions through job matching and the provision of counseling in the context of implementation of federal structure in Nepal since 2015. The project fully corresponds to the strategic documents of the Government of Nepal, the donor, the ILO and the needs of beneficiaries.
Coherence and Validity of Design	4- Moderately satisfactory	The project design was generally valid, although quite ambitious in terms of scope and duration taking into consideration that ‘Employment Services’ concept being new to Nepal context. The Logframe contained for the most part SMART indicators, which included baselines and targets; however, impact and some output indicators are lacking targets and/or baselines or some outcome indicators are missing as well as the indicators which would fully reflect the work of IPs.
Effectiveness	5 – Satisfactory	The project was effective where it did deliver. The ILO KOICA in Nepal overachieved its targets under Outcome 1, achieved the set targets under Outcome 3, while the expected results were partly achieved under Outcome 2. The LiFE project piloted a number of innovative tools/services, like ESCs services, job portal and apps, OJT, job fairs.
Efficiency of resources use including effectiveness of management arrangements	5 – Satisfactory	Resources have been allocated strategically and used efficiently to achieve results. It promoted actively synergies with ILO sister projects on capacity building programmes and community-based interventions and businesses on the workplace-based training in order to achieve cost-effectiveness. However, the LiFE project’s management and governance structures were only partly effective. The project suffered some delays in implementation due to a number of internal and external factors that were for the most part out of its control.
Impact orientation	5 – Satisfactory	The project has shown the positive signs of short-term impacts under each outcome. The supported ESCs demonstrate better performance in comparison with the ones which have not been supported in terms of job seekers registered and employment referral; however, limited impact could be seen so far in job matching.
Sustainability	4- Moderately satisfactory	The project undertook steps to promote sustainable project outcomes. However, insufficient attention was paid for ensuring financial sustainability and enhancing institutionalization of project activities by the GoN with regard to the ESCs.

5.2. Recommendations

Overall Recommendations	Relevant Stakeholders (Recommendation made to whom)	Priority of importance/ Time frame for the implementation	Resource implications to implement the recommendations
1) Establish a new priority focus in the design of the future interventions on the integration of general employment and migrant labour services in Nepal. This should encompass steps to develop the necessary policy, legislative and regulatory frameworks and inclusion of such a priority within the long-term institutional development and resourcing plans of the GoN.	ILO CO Nepal	short-term/high	medium
2) Continue the dual focus on employment services and labour market information in the future interventions, but elevate the specific attention given to the strengthening of LMI systems and capacities.	ILO CO Nepal	short-term/high	medium
3) In the future interventions focused on employment services and LMI in Nepal, more attention should be paid on awareness raising activities. Ideally it should a separate project's component which should focus on strengthening outreach, with a sustained focus on reaching community level in rural areas through regular organizations of provincial job fairs; employment forums; local media outreach and social media outreach.	ILO CO Nepal	short-term/high	medium
4) In future interventions, it is recommended to facilitate a greater sharing of information, coordination, synergies and cross-referencing between employment service providers (public and private) in order strengthen the quality of the wider national employment services in the country.	ILO CO Nepal	long-term/medium	medium
5) In design of the future projects ensure involvement of all tripartite constituents in the project design and do it before the finalization of ProDoc with the development partner.	ILO CO Nepal	short-term/high	low
6) In future projects, mainstream gender in the situation analysis, the project goals, outputs, indicators, and monitoring and evaluation framework on the stage of project design. It is necessary to ensure specific attention (reflected in project outputs and indicators), to more	ILO CO Nepal	short-term/high	low

systematically and visibly mainstreaming gender and addressing the particular needs and priorities persons with disability.			
7) For better assessment of the efficiency of resources use and ensuring consistency with the concepts of RBM, it is recommended to use the Activity-Based Costing (ABC) method in preparing budget.	ILO CO Nepal ILO PARDEV Donor	short-term/high	none
8) ILO Nepal should ensure allocation of sufficient number of project staff for effective implementation of projects. For similar type of interventions, it is recommended to have one project manager, one M&E Specialist and one admin and finance assistant.	ILO CO Nepal	long-term/ medium	medium
9) To ensure the preparation of the project's M&E plan during the project's inception phase with a clear description of monitoring and evaluation processes and tools, specification of indicators definitions, inclusion of baseline data and targets, specification of data sources, frequency of data collection, and responsible persons. It is recommended to set clear mechanism for the provision of management responses to ensure the utilization of the monitoring data.	ILO CO Nepal ILO HQ Backstopping Unit ILO DWT New Delphi	long-term/ medium	none
10) On the stage of design of future interventions, to include different types of training and methodologies such as "blended learning" – not only a combination of workshops and mentoring but also ToTs - to provide continuous learning opportunities to the project's partners and recipient agencies. To improve absorption capacity of trainings, it is suggested to hold two types of trainings: (1) basic and (2) advanced. OJT should be tailor made and its duration should be based on sector specificity.	ILO CO Nepal ILO HQ Backstopping Unit ILO DWT New Delphi	long-term/ medium	low
11) ILO Nepal should develop a more systematic approach to measuring training outcomes. To consider using Kindpatrick's training assessment model which allows measuring the efficacy of the trainings on the level of reaction, knowledge and behavioral change. It is recommended to pay more attention for measuring training outcomes 3 to 6 months after training and application of	ILO CO Nepal	long-term/ medium	low

new learning and skills by trainees. To ensure allocation of sufficient budget for M&E of capacity building activities (10%-15% of the total training budget).			
12) During implementation of the awareness raising activities, it is important to conduct baseline and end line assessments in order to measure the effectiveness of the awareness raising interventions.	ILO CO Nepal	long-term/ medium	medium
13) The experience gained by the LiFE project from its beginning to the end should be documented and made available to Donor Agencies and Governmental and Non-Governmental Organizations so that it could be used as referral material similar activities during crisis situations. The special attention should be given for the development of a detailed case study on the piloted ESC model in Nepal	ILO CO Nepal	short-term/ high	low
14) In future interventions, to develop exit plans to ensure the sustainability of the project results on national and provincial level. Sustainability issues should be the focus of the project management team starting from the project beginning. It is recommended to provide a platform for a dialogue at the appropriate times and levels on longer term exit strategies, including specific steps and timeframes to reduce engagement and/or refocus ILO support, roles and relationships over time.	ILO CO Nepal	long-term/ medium	medium

VI. Lessons learnt

ILO Lesson Learned No 1:

Use a balanced approach for a design of employment promotion measures

Project Title: Skills for Employment and Productivity in Low-Income Countries

Project TC/SYMBOL: NEP/15/50/ROK

Name of Evaluator: Katerina Stolyarenko

Date: August 2018

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

LL Element	Text
Brief description of lesson learned	The design of projects focused on employment promotion should follow the following principles: (a) <i>multi-stakeholder participation</i> , i.e. active involvement of governments, civil society and the private sector and (b) a <i>systematic multi-level approach</i> with activities at the macro level (e.g. advising partner governments on employment promotion strategies and policies), at the meso level (support for responsible institutions and network organizations), and at the micro level (with unemployed or underemployed women and men).
Context and any related preconditions	All projects implemented by ILO in the field of skills development and employment promotion
Targeted users/ Beneficiaries	All ILO Programme and Project Managers
Challenges/negative lessons - Causal factors	Cross-sectoral participation in project level decision making and activities is optimal for policy buy in and a long-term perspective towards systems level change and sustainable impacts.
Success/Positive Issues - Causal factors	N/A
ILO Administrative Issues	<ul style="list-style-type: none"> ▪ Fragmented results ▪ Difficulties in ensuring sustainability

ILO Lesson Learned No 2:**Ensure collaboration between public and private employment service centers**

Project Title: Skills for Employment and Productivity in Low-Income Countries

Project TC/SYMBOL: NEP/15/50/ROK

Name of Evaluator: Katerina Stolyarenko

Date: August 2018

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	In the recent past, there are increasing employment services by private sector through employment shop, individual job portals and use of social media. There is high competition and comparison between public ESCs and private job companies regarding fast and easily accessible services provided to both beneficiaries, i.e. job seekers and employers. Therefore, both public and private employment agencies have an increasing role to play in facilitating for appropriate employment through proper documentation, networking and communication with job providers, job seekers, and training institutions.
Context and any related preconditions	All projects implemented by ILO in the field of employment promotion
Targeted users/ Beneficiaries	<ul style="list-style-type: none"> ▪ ILO ▪ Tripartite constituents ▪ Public ESCs ▪ Private companies
Challenges/negative lessons - Causal factors	Labor market conditions and employment opportunities for youth can shift. Public and private ESCs should establish seamless communication protocols among and within the group, as well as adhere to a calendar of regularly scheduled meetings as a radar function to respond to changing environments and to identify and adopt good practices. To create trust, it is important to promote accountability and ensure a necessary balance of input between and among implementing parties and participants.
Success/Positive Issues - Causal factors	N/A
ILO Administrative Issues	Compromise on quality and focus on delivery rate.

ILO Lesson Learned No 3: Put more focus on Results-Based M&E

Project Title: Skills for Employment and Productivity in Low-Income Countries

Project TC/SYMBOL: NEP/15/50/ROK

Name of Evaluator: Katerina Stolyarenko

Date: August 2018

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	More attention needs to be paid to projects at the design and inception phase to ensure that M&E plans are in order. Work plans and monitoring plans are standard parts of project design and operation and should be part of the prerequisite documentation at the inception phase of any project. The baseline, indicators and monitoring plan will determine the “evaluability” of the project for the duration of its activities, therefore taking the time to make sure that the adequate indicators have been established to evaluate project achievement is vital for an accurate tracking of progress. Similarly, investment in staff basic knowledge of M&E is essential to ensure a common understanding of the intervention logic of a project, the importance of project reporting, monitoring and evaluation.
Context and any related preconditions	All projects implemented by ILO
Targeted users/ Beneficiaries	<ul style="list-style-type: none"> ▪ ILO ▪ Tripartite constituents
Challenges/negative lessons - Causal factors	Inadequate monitoring system did not sufficiently measure and capture project results. This might create the discrepancy between project achievement as captured in project reports and stakeholder perception of the project.
Success/Positive Issues - Causal factors	N/A
ILO Administrative Issues	<ul style="list-style-type: none"> ▪ As all involved actors have different motivations for their participation in the set-up and implementation or simply improvement of employment services, stakeholders should discuss agendas and make them transparent at the outset of the project. ▪ Effective coordination as a project outcome should be evaluated alongside clear outcome indicators and regular feedback loops should be used to generate new learnings and tactics for impact. In addition, as coordination requires an investment of time and resources, its returns should be measured as process or program metrics, using both qualitative or relevant quantitative assessments.

VII. Potential Good Practices

ILO Emerging Good Practice 1: Workplace based learning/training with Sector Based Industry Association

Project Title: Skills for Employment and Productivity in Low-Income Countries

Project TC/SYMBOL: NEP/15/50/ROK

Name of Evaluator: Katerina Stolyarenko

Date: August 2018

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.)	A good case practice in terms of implementing labour market programmes to facilitate employment of young jobseekers was the partnership with Industry Associations (e.g. Dairy Industries Association, Federation of Grill and Steel Fabricators of Nepal and Institute of Engineering, Tribhuvan University) for implementing workplace-based training schemes. These covered specific occupations like dairy technicians, steel fabricators and masons (in collaboration with the ILO's Project on Strengthening the National Rural Transport Programme—SNRTP).
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<ul style="list-style-type: none"> ▪ The need to have stakeholder commitment in the project is paramount as it holds the key to whipping up interest of staff to participate in the capacity building programmes ▪ The project must have ample time for implementation so that planning and actual delivery and application of capacity building interventions could all be accommodated within the project life span
Establish a clear cause-effect relationship	The sector-based approach provided more focus on the needed occupations and how employment of jobseekers can be improved through workplace-based training and/or on-the-job training schemes with the sectors/ associations.
Indicate measurable impact and targeted beneficiaries	The workplace-based learning helps to solve the ongoing problem of supply – demand gap of qualified human resource face by different industries. It envisions targeting the important current gaps or constraints in the skill development systems or seeking to turn new potential for the job growth to reality by overcoming skill gaps.
Potential for replication and by whom	Any other ILO project
Upward links to higher ILO Goals	<ul style="list-style-type: none"> ▪ Programme and Budget for the Biennium 2018-19, Outcome 1 'More and better jobs for inclusive growth and improved youth employment prospect' ▪ ILO Nepal DWCP for 2013-2017, Priority 1: Promotion of employment-centric and inclusive growth
Other documents or relevant comments	N/A

ILO Emerging Good Practice 2: Community based interventions for employment promotion and services

Project Title: Skills for Employment and Productivity in Low-Income Countries

Project TC/SYMBOL: NEP/15/50/ROK

Name of Evaluator: Katerina Stolyarenko

Date: August 2018

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.)	Another good case practice under the project was the community-based interventions for better outreach to jobseekers and employers especially in the districts through Employment Facilitators. This was organized by two institutions-ABC Nepal and Women's Rehabilitation Centre (WOREC) which worked closely with the both the ESCs and Migrant Resource Centres (MRCs) in the districts.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<ul style="list-style-type: none"> ▪ Access to "right to information" can play a huge role in the community to identify the local level job opportunities. There are variety of employment opportunities at community level and when people have access to information, it is easier to identify the available opportunities. ▪ With the growing use of mobile telephones and the social media the ESCs must be fully equipped with the capacity to generate information to effectively use in these modern media of communication.
Establish a clear cause-effect relationship	Good knowledge and information of the core functions of the ESCs in the province by the Employment Facilitators is essential to be able to promote the services of the ESCs. It should be noted here that there should also be a clear complementation of the functions of the ESCs and MRCs.
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Skill training provided as per interest of job seekers and provided input support to initiate business as people in community were seen interested for self-employment. ▪ Government at local level started to be interested in collaboration.
Potential for replication and by whom	Any other ILO project
Upward links to higher ILO Goals	<ul style="list-style-type: none"> ▪ Programme and Budget for the Biennium 2018-19, Outcome 1 'More and better jobs for inclusive growth and improved youth employment prospect' ▪ ILO Nepal DWCP for 2013-2017, Priority 1: Promotion of employment-centric and inclusive growth
Other documents or relevant comments	N/A

ILO Emerging Good Practice 3: Facilitation of job matching process of job seekers and employers through job fairs

Project Title: Skills for Employment and Productivity in Low-Income Countries

Project TC/SYMBOL: NEP/15/50/ROK

Name of Evaluator: Katerina Stolyarenko

Date: August 2018

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.)	A good practice of the project was organization of job fairs in collaboration with Nepalese Chamber of Commerce and Industries. The job fairs can be important tools for encouraging individuals to move to the formal sector and for conveying information about labor market prospects.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The organization of job fairs should have three major steps: (i) management and publicity of job fair, (ii) set up of job fair, and (iii) information to be shared with employers and job seekers during the job fair. Job fairs should include: (i) separate areas for counselling, interview chamber and employer's registration should be envisaged, (ii) guideline for job fair including the roles and responsibility of ESC and Chamber and (iii) a pamphlet of job fair including the information ESC can be distributed to the wider group of people.
Establish a clear cause-effect relationship	The job fairs can be important tools for encouraging individuals to move to the formal sector and for conveying information about labor market prospects.
Indicate measurable impact and targeted beneficiaries	Job fairs have multiple effects on those who attend. The main aim is for attendees to be recruited by participating employers, but in the presence of incomplete information, attendees may also learn about their labor market prospects. This information may be specific, such as one's qualifications for a particular position, or it may be more general, such as the costs of search and how and where to find work. Similar to training programs, which may target some combination of vocational skills or "soft skills," attending a job fair promote human capital development by teaching job-seekers how to look for work and providing hands-on experience applying.
Potential for replication and by whom	The practice is replicable in all circumstances where skills are required in ensuring the effectiveness of a programme or project.
Upward links to higher ILO Goals	<ul style="list-style-type: none"> ▪ Programme and Budget for the Biennium 2018-19, Outcome 1 'More and better jobs for inclusive growth and improved youth employment prospect' ▪ ILO Nepal DWCP for 2013-2017, Priority 1: Promotion of employment-centric and inclusive growth
Other documents or relevant comments	N/A

VIII. Annexes

Annex 6.1. List of Documents Reviewed

1. ProDoc
2. Logframe
3. ESCs Logframe in English
4. Project progress reports
5. List of activities which were conducted during March-May 2018
6. List of activities which are planned to be conducted during June-August 2018
7. Communication plan
8. Minutes of the National Steering Committee meetings
9. Minutes of the Project Management Unit meetings
10. Developed promotional materials
11. Contracts with the implementing partners
12. Progress reports of all your key implementing partners including financial reports
13. Training needs assessments
14. Training/Seminar reports
15. Study/exposure visits reports
16. Reports on job fairs
17. Reports on awareness campaigns
18. Industrial human resource need assessment study
19. Case studies on the services received by job seekers at ESCs
20. CTEVT report on institutional mechanism
21. TVET institutional mapping
22. Compilation of case study (as submitted by selected ESCs)
23. Sustainability development plan
24. Gender analysis table
25. Donna C. Koeltz; Carmela I. Torres (2016), Practitioners' guides on employment service Centres, International Labour Organization, Bangkok, Thailand
26. International Labour Organization (ILO), 2010, A Skilled Workforce for Strong, Sustainable and Balanced Growth: A G20 Training Strategy, ILO Geneva, Switzerland
27. International Labour Organization (ILO), 2016, Employment Service Centre Operational Manual, ILO Country Office, Kathmandu, Nepal Office, Bangkok, Thailand
28. International Labour Organization (ILO), 2018, Labour Market Information and Employment Services (LiFE) Project, ILO Kathmandu, Nepal
29. Ministry of Education (MoE), 2012, Technical and Vocational Education and Training (TVET) policy 2012, MoE, Kathmandu, Nepal
30. Ministry of Education (MoE), 2017, Nepal's National Technical Vocational Education and Training Strategy (2018-2022). TVET Sector Development Unit, MOE, Kathmandu, Nepal
31. Ministry of Labour and Employment (MoLESS) 2014, National Employment Policy 2014 (2071 BS), MoLESS, Kathmandu, Nepal
32. <http://dol.gov.np/>
33. <http://kathmandupost.ekantipur.com/news/2018-06-05/ilo-positive-to-support-prime-minister-employment-programme.html>
34. <http://www.mof.gov.np/en/archive-documents/budget-details--red-book-28.html>
35. http://www.ilo.org/kathmandu/whatwedo/projects/WCMS_377004/lang--en/index.htm
<http://www.jobkhoj.gov.np>

Annex 6.2. Agenda

Date	Time	Activities
24 June 2018 Sunday	15:45	Arrival Kathmandu, Nepal
25 June 2018 11 Asar Monday	9:30-10:00	Meeting with LiFE Project Team and Sn. Programme Officer, Ms. Nita Neupane ILO CO Kathmandu
	10:30- 13:00	Meeting with LiFE Project Team Discussion about overall evaluation & schedule
		Lunch
	14:30 – 15:00	Visit to Employment Service Centre (ESC), KTM Meeting with Mr. Udaya Kumar Gupta, Chief Labour Office and ESC Kathmandu team
	15:00-15:45	Focus group discussion with ESC beneficiaries
	15:45-16:30	Focus group discussion with ESC beneficiaries
	17:00-17:30	Meeting with ILO Director, Mr. Richard Howard
26 June 2018 12 Asar Tuesday	9:30-10:30	Meeting with LiFE Project Team
	11:00-12:00	Visit and meeting with Ministry of Labour, Employment and Social Security (MoLESS) Secretary, Mr. Mahesh Prasad Dahal Joint Secretary, Mr. Krishna Pd. Gwayali, Under Secretary, Dr. Lok Nath Bhusal, Ms Rama Bhattarai and others
	13:00-14:00	Visit and meeting with Department of Labour (DoL) Director General, Mr. Ram Prasad Bhattarai, Mr. Barun Kumar Jha and DOL team
		Lunch
	15:00-16:00	Group interview with Implementing Partners of LiFE Project (DIA, FGSFN, HAN, FHAN, FMAN)
	16:00-17:00	Group meeting with Implementing Partners of LiFE Project
27 June 2018 13 Asar Wednesday		First flight to Biratnagar (Flight time 7:30 AM)
	11:00-12:00	Meeting with at ESC Mr. Mani Nath Gopa, Chief Labour Office/ESC Mr. Mahendra Prasai, Counselor, ESC and team
	12:00-13:00	Focus group discussion with ESC beneficiaries (8-10 people)
		Lunch
	14:00-15:00	Focus group discussion with youth
	16:00-17:00	Workers organization at Biratnagar
28 June 2018 14 Asar Thursday	10:00-11:00	Meeting with IP/WOREC, Biratnagar
	11:00-12:00	Meeting with Employers organization
		Lunch
	13:00-14:00	Community based interventions
29 June 2018 15 Asar Friday	10:00- 11:00	Meeting at ESC Mr. Suresh Prasad Singh, Act. Chief Labour Office/ESC Janakpur Mr. Mohan Chaudhary, Coordinator, ESC Ms. Amrita Ghimire, Counselor ESC and team
	11:00- 12:00	Focus group discussion with ESC beneficiaries (8-10 people)
		Lunch
	14:00-15:00	Meeting with IP/WOREC, Janakpur
	15:30-16:30	Meeting with Employers organization at Janakpur
	16:30 -17:30	Meeting with Workers organization at Janakpur

30 June 2018 Saturday	11:00 -13:00	First flight to Kathmandu (flight time 12:15)
		Holiday/Free time
01 July 2018 Sunday	13:00-14:00	Group interview with IPs (FNCCI, FNCSI, FWEAN)
	14:00-15:00	Group interview with IPs (ABC Nepal, WOREC)
02 July 2018 18 Asar Monday	11:00 -12:00	Visit and meeting with Council for Technical Education and Vocational Training (CTEVT) Vice Chairperson Dr. Kul Bahadur Basnet; Member Secretary, Mr. Pushpa Raman Wagle. Mr. Manoj Sharma, Focal person and CTEVT team
	13:00 – 14:00	Meeting with Secretary, MoLESS Mr. Mahesh Prasad Dahal and Team, MoLESS
		Lunch
	15:30 – 16:30	Meeting with KOICA Nepal Country Director Dr. Kim Hyungkyoo, Deputy Director Ms. S. Chang and KOICA team
	17:00 – 17:30	Meeting with JTUCC, Workers Organization Mr. Indra Deo Mishra and team
03 July 2018 19 Asar Tuesday	9:00- 12:30	Project Evaluation Workshop <ul style="list-style-type: none"> ○ Brief presentation on project achievements ○ Sharing by IPs ○ Interaction programme with stakeholders ○ Brief presentation on preliminary findings by International evaluator
		Lunch
	13:30- 17:00	Project Evaluation Workshop (Contd) <ul style="list-style-type: none"> ○ Group discussion and presentation ○ Closing
04 July 2018 Wednesday	9:30 – 10:30	Meeting with Mr. Narendra Bollepalli, Technical Officer, ILO's WIF Project and Mr. Dhiraj Kumar Jha, M&E Officer, ILO's SNRTP
	11:30-12:30	Meeting with WB, Jasmine Rajbhandari and team
		Lunch
	14:30- 15:30	Meeting with British Council
	16:00- 17:00	Briefing meeting with Director, ILO CO Nepal
	18:00- 18:30	Travel from Hotel to Airport
	21:10	Departure from Kathmandu

Annex 6.3. List of Interviews, Meetings and Site Visits

#	Name	Position	Organization	Gender	Type of interview
1	Richard Howard	Country Director	ILO Nepal	m	f-2-f
2	Nita Neupane	Programme Officer	ILO Nepal	f	f-2-f
3	Saurav Ram Joshi	National Project Coordinator, LiFE Project	ILO Nepal	m	f-2-f
4	Sheela Sharma	Admin Finance Assistant, LiFE Project	ILO Nepal	f	group
5	Narendra Nadh Choudary Bollepalli	Technical Officer (M&E), WiF Project	ILO Nepal	m	f-2-f
6	Dhiraj Kumar Jha	M&E Officer, SNRTP	ILO Nepal	m	f-2-f
7	Gabriel Bordado	Skills Specialist	ILO DWT New Delhi	m	skype
8	Mahesh Prasad Dahal	Secretary	MoLESS	m	group
9	Ram Prasad Ghimire	Joint Secretary	MoLESS	m	group
10	Rama Bhattarai	Under Secretary	MoLESS	m	group
11	Ram Prasad Bhattarai	Director General	DoLOS	m	group
12	Barun Kumar Jha	Officiating Director General	DoLOS	m	group
13	Raj Kumar Khadka	IT Officer	DoLOS	m	group
14	Seo Hee Chang	Deputy Director	KOICA Nepal	f	group
15	Shristi Chitrakar	Assitant Manager	KOICA Nepal	f	group
16	Pushpa Raman Wagle	Member Secretary	CTEVT	m	group
17	Manoj Sharma	Focal person	CTEVT	m	group
18	Jasmine Rajbhandary	Senior Social Protection Officer	World Bank	f	f-2-f
19	Suravi Bhandary	Programme Assisstant	World Bank	f	f-2-f
20	Pippin Searle	Programme Manager, Dakchyata: TVET Practical Partnership	British Council	f	f-2-f
21	Rajendra B. Shrestha	Deputy Team Leader, Dakchyata: TVET Practical Partnership	British Council	m	f-2-f
22	Hansa Ram Pandey	Deputy Director General	FNCCI	m	group
23	Kopila Dangol	Programme Manager	FWEAN	f	group
24	Rabin Kumar Shrestha	President	FMAN	m	group
25	Amrendra Thakur	Assistant Director	FHAN	m	group
26	Chudamani Bhattarai	Project Coordinator	FNCSI	m	group
27	Jagannath Paudel	Sn. Program Officer	FNCSI	m	group
28	Novid Shakya	Finance Focal Person	HAN	m	group
29	Gyaneshor Mahato	Programme Focal Person	HAN	m	group
30	Sambhavit N. Shrestha	Focal Person	REBAN	m	group
31	Arniko Rajbhandari	Chairperson	DIA	m	group
32	Muna Uprety	Focal Person	ABC Nepal	f	group
33	Sabita Pokharel	Sn. Programme Coordinator	WOREC Nepal	f	group
34	Binod Pd Mishra	HR Manager	G4S Security Services	m	group
35	Shobha Sharma	Administrative Officer	G4S Security Services	f	group
36	Krishna Pd. Bastola	Office Secretary	DIA	m	group
37	Ram Gurung	Office Secretary	REBAN	m	group

38	Chirang Man Singh Kunwar	President/Member Secretary	NDFONT/JTUCC	m	group
39	Bishwonath Pyakurel	President	JTUCC	m	group
40	Kishore Dhamala	President	GEFONT Biratnagar	m	group
41	Rajesh Yadav	Secretary	NTUS Biratnagar	m	group
42	Kumar Koirala	President	NTUS Biratnagar	m	group
43	Dharmalal Majhi	President	ANTUF Biratnagar	m	group
44	Sushil Koirala	President	NTUC Biratnagar	m	group
45	Usha Shrestha	Employment Facilitator	WOREC Biratnagar	f	group
46	Radha Devi Dhungana	Employment Facilitator	WOREC Biratnagar	f	group
47	Raj Kumar Mehta	Employment Facilitator	WOREC Biratnagar	m	group
48	Shova Bajgain	Acting Dist. Coordinator	WOREC Biratnagar	f	group
49	Om Nath Adhikari	Director	Jeevan Bikash Diary, Biratnagar, FNCCI Morang Dist.	m	group
50	Chetan Adhikari	Director	FNCCI Morang Dist.	m	group
51	Bhagawati Dahal	Dist. Focal	Morang Dist.	m	group
52	Som Nath Adhikari	Director	ACPL	m	group
53	Mahesh Pokhrel	Sr Manager	Reliance Spinning Mill Limited, Itahari, Sunsari Dist.	f	group
54	Ambika Limbu	Employment Facilitator	WOREK	f	f-2-f
55	Mohan Kumar Chaudhary	Coordinator	ESC Janakpur	m	group
56	Amrita K. Ghimire	Counselor	ESC Janakpur	f	group
57	Suresh Prasad Singh	Chief	Labor Office Janakpur	m	group
58	Manju Mahoto	Psycho-social counselor	WOREC Janakpur	f	group
59	Bina Kadari	Asst. Prog. Officer	WOREC Janakpur	f	group
60	Seema Kumari Mukhiya	Employment Facilitator	WOREC Janakpur	f	group
61	Roselim K Singh	Acting Dist. Coordinator	WOREC Janakpur	f	group
62	Pradeep Dutta	Executive Director	UNNAT Nepal (NGO)	m	group
63	Arjun Das	Managing Director	Birat Water Enterprises	m	group
64	Roshan Dahal	Managing Director	Tridevi Security Service	m	group
65	Jitendra K Shah	District Facilitator	FNCCI, Dhanusha	m	group
66	Ram Naresh Singh	CM	GEFONT Janakpur	m	group
67	Dhirendra Kumar Mandal	Dist. Coordinator	ANTUMS Janakpur	m	group
68	Sujit Kumar Jha	Focal Point	ANTU Janakpur	m	group
69	Deepak Patel	Focal Point	ANTU Janakpur	m	group
70	Shashi Kumar Thakur	Focal Point	ANTU Janakpur	m	group
71	Udaya Kumar Gupta	Chief of Labour Office	ESC Kathmandu	m	group
72		Coordinator	ESC Kathmandu	f	group

Annex 6.4. List of Focus Groups Participants

No	Name	Age	Gender	Employed/ Unemployed	District
1	Rajani Shah	23	F	E	Biratnagar
2	Bijendra Mehta	26	M	E	Biratnagar
3	Suvas Acharya	24	M	E	Biratnagar
4	Sonu Luintel	21	F	E	Biratnagar
5	Rama Pokharel	26	F	U	Biratnagar
6	Sayada Tabassum	41	F	E	Biratnagar
7	Poonam Adhikari	26	F	U	Biratnagar
8	Sujata Chaudhary	21	F	U	Biratnagar
9	Binita Kumari Khawas	23	F	U	Biratnagar
10	Homnath Adhikari	20	M	U	Biratnagar
11	Mohim Ansari	20	M	U	Biratnagar
12	Sabitree	35	F	E	Janakpur
13	Sundesh Yadav	28	F	E	Janakpur
14	Surendra Jha	31	M	E	Janakpur
15	Sanjiv Kumar Yadav	26	M	E	Janakpur
16	Ram Pramod Paswan	35	M	U	Janakpur
17	Dipak Kumar Yadav	19	M	U	Janakpur
18	Sumit Kumar Thakur	26	M	E	Janakpur
19	Rita Kumari Shah	21	F	E	Janakpur
20	Sabita Kumari San	19	F	E	Janakpur
21	Ambika Biswakarma	33	F	U	Janakpur
22	Keshab Rajkhadka	34	F	U	Kathmandu
23	Mandira Gihimire	21	F	E	Kathmandu
24	Mamuna Purkush	20	M	U	Kathmandu
25	Rajesh Khadka	20	F	E	Kathmandu
26	Sushina Rui	21	F	U	Kathmandu
27	Rupa Shrestha	20	F	U	Kathmandu
28	Sajana Thapa Magar	22	F	E	Kathmandu
29	Jangita Rumba	20	M	U	Kathmandu
30	Bishal Shresha	19	F	U	Kathmandu
31	Rajai Nagar	27	F	U	Kathmandu
32	Puja Bishworkma	19	M	U	Kathmandu
33	Rabin Punmagar	21	M	U	Kathmandu
34	Niraj KC	20	M	U	Kathmandu
35	Dambar Budhathaka	18	M	U	Kathmandu

Annex 6.5. Project Review and Evaluation Workshop Agenda

Time	Description	Remarks
9:00	Registration	
9:30	Opening session: Introduction	MC - DoLOS/ILO
9:45	Welcome and Programme Objectives	Mr. Ram Prasad Bhattarai, DG, DoLOS
9:50	Session 1: Brief presentation on LiFE project progress	Mr. Saurav Ram Joshi, NPC, LiFE Project
10:10	Session 2: Sharing of lessons learned by partner organizations in implementing LiFE Project activities: FNCCI CTEVT World View Nepal ABC Nepal WOREC FNCSI FWEAN DIA FGSFN IOE HAN REBAN FHAN FMAN	Facilitation by: Saurav Ram Joshi Presentations/Sharing by: Respective representative
12:30	Lunch	
13:15	Sharing of experiences: Job seekers who are benefited thru ESC's support Sharing of lessons learned: ESC Kathmandu	Presentations/Sharing by: Respective representative
13:45	Session 3: Brief presentation of preliminary findings of the evaluation	Ms. Katerina Stolyarenko Independent International Evaluator
14:30	Q&A / Open discussion	Facilitation by: Saurav Ram Joshi
14:45	Session 4: Group work on Sustainability	
15:30	Group presentations and feedback	
16:15	Closing Session: Remarks by Representative of Workers Organization	
16:20	Remarks by Representative of Employers Organization	Mr. Hansa Ram Pandey, Deputy DG, FNCCI
16:25	Remarks by Representative of MoLESS	Mr. Krishna Prasad Gyawali, MoLESS
16:30	Remarks by KOICA	Ms. Ha from KOICA
16:35	Remarks by ILO	Mr. Richard Howard, Director, ILO
16:40	Remarks by DoLOS	Mr. Ram Prasad Bhattarai, DG, DOL
16:45	Closing Remarks	Mr. Mahesh Prasad Dahal, Secretary, MoLESS
	Refreshment	

Annex 6.6. Project Review and Evaluation Workshop List of Participants

#	Name	Organization	Position	Gender
1	Richard Howard	ILO Country Office	Director	Male
2	Seo Hee Chang	ILO Country Office	Country Deputy Director	Female
3	Sauran Rau Jashi	ILO Country Office	NPC	Male
4	Milan Shrejtha	ILO Country Office	Project Assistant	Male
5	Sheela Sharma	ILO Country Office	Administrative and Financial Assistant	Female
6	Shrish Chitrelin	KOICA	Assistant manager	Male
7	Eunsil Lea	KOICA	Young professional	Male
8	Muna Luprety	Agroforestry, Basic Health & Cooperatives Nepal (ABC) Nepal	Program Focal point person	Female
9	Prokach Ch Ghimio	CED, IDE, TU	Chief	Male
10	Cal Bdn Pakhrim	CONEP (JTUCC)	Vice President	Male
11	Daya Ram Achuga	Council for Technical Education and Vocational Training (CTEVT)	Deputy Director	Female
12	Manoj Sharma	Council for Technical Education and Vocational Training (CTEVT)	Deputy Director	Male
13	Abichen Boham	Council for Technical Education and Vocational Training (CTEVT)	IT consultant	Male
14	Amit Kumar Jhaf	CSIDB	Senior Officer	Male
15	Sazifa Poudel	Dairy Industries Association	Worker	Female
16	Fulmaya Thing	Dairy Industries Association	Trainee	Female
17	Asniko Rajthaday	DIA	Focal Point person	Male
18	Bazun K Jua	DOL	Director	Male
19	Ram P Bhattraai	DOL	DW	Male
20	Bishnu P Humagain	DOL	Focal Point person	Male
21	Uday Kr Gupte	ESC KTM	Chief	Male
22	Mhen Kafuron	Federation of Grill and Steel Fabricators Nepal (FGSFN)	President	Male
23	Thuco Babusrse	Federation of Grill and Steel Fabricators Nepal (FGSFN)	Focal Point person	Male
24	Amrendle Thakus	Federation of Handicraft Associations of Nepal (FHAN)	Director	Female
25	Novid Shukya	Federation of Handicraft Associations of Nepal (FHAN)	Focal Point person	Male
26	Hansa Rambudy	Federation of Nepalese Chambers of Commerce & Industry (FNCCI)	Deputy Director	Female
27	Parshuram Nepal	Federation of Nepalese Chambers of Commerce & Industry (FNCCI)	Senior Officer	Male
28	Jagannath Poudel	Federation of Nepalese Cottage and Small Industries (FNCSI)	Program officer	Male

29	Kohila Dag	Federation of Women Entrepreneurs Association Nepal (FWEAN)	Program manager	Female
30	Chidaman Bhatki	FNCSE	Senior Officer	Male
31	Gyanendra Dalal	Footwear Manufacturing Association of Nepal (FMAN)	Exe-board man	Male
32	Ritu Shrestha	Footwear Manufacturing Association of Nepal (FMAN)	Project Officer	Male
33	Gyaneshwar Uahah	Footwear Manufacturing Association of Nepal (FMAN)	COO	Male
34	Adam Dahal	Freelancer	Interpreter	Male
35	Tobias Walter	GIZ	Deputy Adviser	Male
36	Idmira Chomisbor	GTUCC	Member GTUCC	Female
37	Chendra Nakarmi	IPI	Chief	Male
38	Sukadev Nepal	MOEST	US	Male
39	Mahesh P Dahd	MoLESS	Secretary	Male
40	Man B Lama	MoLESS	Focal Point person	Male
41	Loknat Bhusal	MoLESS	Secretary	Male
42	Rome Shurasi	NDCON	General Secretary	Male
43	Bharat Dhakal	NDFONT (JTUCC)	Secretary	Male
44	Pushkar Baral	Radio Nepal	Chief Business Officer	Male
45	Sambhavit Shres Hee	Restaurant & Bar Association Nepal (REBAN)	Focal Point person	Male
46	Keshav Bahyal	T.U. (MSRD)	Focal Point person	Male
47	Raman Upadhga	VSSDTC	Focal Point person	Male
48	Gardika Bajvaha	Women's Rehabilitation Centre (WOREC Nepal)	Program Officer	Female
49	Sweani Bhandany	World Bank	Consultant	Male
50	Jasmire Rgbhaday	World Bank	Senior Social project specialist	Female
51	Bishwumani Pokharu	Worldview Nepal	Program manager	Male

Annex 6.7. Data Collection Instruments

Interview guides

Date:	
Name(s) and function(s) of interviewee(s) (for evaluation data analysis only):	
Gender (f/m):	
Organization:	
Country:	
Type of interview (f-2-f/skype):	

Thank you for taking the time to meet with me. My name is Katerina Stolyarenko. I am an independent evaluation consultant and was invited by the ILO to undertake the final independent project evaluation of the ILO KOICA Project. I am carrying out this evaluation to assess how well the project is meeting the needs of internal and external stakeholders like you and to find out how various aspects of the project have been working during December 2014-August 2018.

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. I want to hear your thoughts, based on your experience and your involvement with the project. The interview should not take more than 60-90 minutes to complete. Following the interview, I may want to contact you again in a few days to confirm or clarify some of the information you have shared with me.

Are you willing to be interviewed for this evaluation?

Yes No

The information you provide will be essential to understanding the achievements and limitations of the ILO KOICA project. The information that will be provided by you is confidential and your name, position and organization will not be displayed in the evaluation report. I will not attribute any information that I receive to you, either in any report, transcript or notes from this discussion, or any conversations.

If you have no objections, I would like to record this discussion, but I wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for data analysis purposes only.

Do you mind if I record the interview? Yes No

Interview guide for ILO Project Team, ILO Specialists (HQ and Field) and ILO Consultants (International/National)

Introduction	
What was your role in the ILO LiFE Project?	
What is the ILO LiFE Project history (only for NPC)?	
Relevance and strategic fit	
How relevant is the project from your point of view to the needs of intended beneficiaries? (Probe: alignment of the project with provincial/regional, national development frameworks?)	
Considering evolution of the context over time, to what extent did the project adapt to these changes?	
How does the ILO LiFE Project complement and fit with ILO global and country-level strategies?	
How was the project planned and developed? (Probe: How were the needs of the target groups (recipient government and respective beneficiaries' agencies assessed?)	
Project progress and effectiveness	
What are the most significant changes that have resulted from the activities and actions being promoted by the ILO LiFE Project during December 2014-August 2018? Probes: 1) Nepalese job seekers, especially the young men and women, have improved access to basic essential employment services that help them make well informed choices about education, training, wage-employment and self-employment 2) Institutional mechanism established for increased collection and use of skills indicators 3) Strengthened networks of public employment services in the South Asia sub-region	
In your opinion, which project's interventions were the most effective? Please explain why. Probes: 1) Capacity Building 2) Awareness raising 3) Data management 4) Networking	
In your view, to what extent did the project contribute to enhance ILO knowledge on tools and approaches for more effective policies for skills development?	
What factors were crucial for the achievements and/or failures?	
What are the major challenges and obstacles that the ILO LiFE Project encountered? Was the project able to cope with them or may they prevent the project from producing the intended results?	
Are there any unintended results of the project identified or perceived?	
Is the management structure of the ILO LiFE Project enabling its efficient implementation? Describe strengths and weaknesses. (Probe: Is project implementation sufficiently flexible to be able to deal with unforeseen events?)	
Does the established governance structure provide sufficient support for effective project implementation?	
What is the quality and timeliness of the administrative, technical and policy support provided by the ILO CO and relevant SKILLS specialists in New Delhi, Bangkok and Geneva?	
Which partnerships have been established by the LiFE project with national and international partners?	
How social partners have been involved in project implementation?	
Describe the project monitoring plan and implementation? Probe: a) How was it established? b) How is it used? c) What tools did the project use to collect information on its performance and outcomes?	

d) What constraints does the project experience in tracking its performance (example, how did it track and verify how many/who was trained in various training programs?)	
e) Is relevant information and data systematically being collected and collated with support from partners?	
Gender mainstreaming	
What measures were taken in order to ensure the inclusion of women and other potentially marginalised groups in the implementation of the project?	
Was the selection of beneficiaries for project events based upon gender?	
Did you collect a sex-disaggregated data of all project events?	
What else could have been done or done differently to improve project results in relation to gender?	
Efficiency of resources use	
In your opinion, how adequate is the funding allocated for the ILO LiFE Project with planned activities?	
Were there any financial constraints (if any) in the Project's implementation process? Probe:	
a) Are the disbursements and project expenditures in line with expected budgetary plans? Why?	
b) What counter-measures were put in place in light of delayed delivery of project funds?	
Was the project implemented in a timely manner?	
Impact orientation	
To what extent is the Project reaching its objective 'Enhance youth employability and contribute to meeting the Government's objectives to reduce youth unemployment as well as improve productivity and quality of young people in the work force'? Evidence for that?	
What are the future likely impacts that can be causally linked to the project's interventions?	
How did the project build the capacity of tripartite constituents to deliver on outcomes?	
How did the project influence coordination among the ILO and its strategic partners?	
How was the knowledge generated from the project shared at global, sub-region and country level?	
Sustainability	
What practices and behaviors promoted by the ILO LiFE Project are/may be sustainable after the Project ends and why?	
What plans has ILO put in place to sustain the results of the project (i.e. exit strategy)?	
What are the potential risks/constraints to these being sustained?	
Lessons learnt and Good Practices	
What were the key lessons for the ILO from this project? Probe:	
a) What went well?	
b) What didn't go well or had unintended consequences?	
c) What kind of corrective actions should be taken while the project continues its implementation?	
What 'good practices' could be applied to future ILO projects of similar nature?	
Closing	
Is there anything more you would like to add?	

Interview guide for implementing partners/service providers

Introduction	
Please describe your role/involvement with the ILO LfE project (length of time, responsibilities, nature of interactions, etc.).	
Relevance and strategic fit (only for implementing partners)	
How relevant is the project from your point of view to the needs of intended beneficiaries?	
Do you believe that the objectives of this project are realistic and measurable? (Discuss examples).	
Considering evolution of the context over time, to what extent did the project adapt to these changes?	
Project progress and effectiveness (including effectiveness of management arrangements)	
What are the most significant changes that have resulted from the activities and actions being promoted by the ILO LfE Project during December 2014-August 2018?	
What factors were crucial for the achievements and/or failures?	
What are the major challenges and obstacles that the Project encountered?	
Which Project's activities were the most useful and why?	
Are there any unintended results of the project identified or perceived?	
Is the management structure of the ILO LfE Project enabling its efficient implementation? Describe strengths and weaknesses.	
Does the established governance structure provide sufficient support for effective project implementation?	
Are you satisfied with the level of collaboration and coordination between ILO Project and your institution? Please elaborate.	
How social partners have been involved in project implementation?	
Gender mainstreaming	
In your opinion, to what extent was the gender mainstreamed in project design and implementation? Please bring examples.	
What else could have been done or done differently to improve project results in relation to gender?	
Efficiency of resources use (only for implementing partners)	
In your opinion, how adequate is the funding allocated for the ILO LfE Project compared with planned activities?	
Is the project implemented in a timely manner?	
Impact orientation (only for implementing partners)	
To what extent is the Project reaching its objective 'Enhance youth employability and contribute to meeting the Government's objectives to reduce youth unemployment as well as improve productivity and quality of young people in the work force'? Evidence for that?	
What are the future likely impacts that can be causally linked to the project's interventions?	
Sustainability	
What practices and behaviours promoted by the ILO LfE project are/may be sustainable after the Project ends and why?	
What was the nature of commitments of your institution?	
What are the potential risks/constraints to these being sustained?	
Lessons learnt and Good Practices	
As part of the implementing team what have you learned and how can those lessons apply to future implementation? (Probe: What kind of corrective actions should be taken while the project continues its implementation?)	
What 'good practices' could be applied to future project implementation?	
Closing	
Is there anything more you would like to add?	

Interview guide for donor

Introduction	
What is the link between the ILO project and the KOICA priorities in Nepal?	
Relevance and strategic fit	
How relevant is the project from your point of view to the needs of intended beneficiaries?	
Project progress and effectiveness (including effectiveness of management arrangements)	
What are the most significant changes that have resulted from the activities and actions being promoted by the ILO LIFE Project during December 2014-August 2018? Probes: 1) Nepalese job seekers, especially the young men and women, have improved access to basic essential employment services that help them make well informed choices about education, training, wage-employment and self-employment 2) Institutional mechanism established for increased collection and use of skills indicators 3) Strengthened networks of public employment services in the South Asia sub-region	
In your opinion, which project's interventions were the most effective? Please explain why. Probes: 1) Capacity Building 2) Awareness raising 3) Data management 4) Networking	
What are the major challenges and obstacles that the Project encountered?	
Are there any unintended results of the project identified or perceived?	
In your view, are the management and governance structures of the Project enabling its efficient implementation?	
To what extent are you satisfied with reporting (progress and financial)?	
Gender mainstreaming	
In your opinion, to what extent was the gender mainstreamed in project design and implementation? Please bring examples.	
What else could have been done or done differently to improve project results in relation to gender?	
Efficiency of resources use	
In your opinion, how adequate is the funding allocated for the ILO LIFE Project compared with planned activities?	
Are the disbursements and project expenditures in line with expected budgetary plans? Why?	
Is the project implemented in a timely manner?	
In your opinion, what project's activities were the most efficient and why?	
Impact orientation	
To what extent did the Project reach its objective 'Enhance youth employability and contribute to meeting the Government's objectives to reduce youth unemployment as well as improve productivity and quality of young people in the work force?' Evidence for that?	
Sustainability	
In your opinion, which initiatives/practices created by the project are/will be sustainable and why?	
Do you plan to provide further support to ILO in the areas covered by the project? If yes, how? If not, why not?	
Lessons learnt and Good Practices	
What are your main lessons learnt and/or good practices that could be applied in the future project's activities and similar projects?	
Closing	
Is there anything more you would like to add?	

Focus groups guidelines

Focus group guide for registered job seekers who used ESCs services

Date:		
Number of participants:	Male:	Female:
Location:		

Introduction:

1. Turn on Tape Recorder
2. Welcome

Thanks for agreeing to be part of the focus group. I appreciate your willingness to participate.

3. Introduction

Introduce myself and send the Sign-In Sheet around to the group while you are introducing the focus group.

My name is Katerina Stolyarenko. I am independent evaluation consultants and was invited by the ILO to undertake final evaluation of ILO LiFE Project. The goal of the evaluation is to assess the extent to which the programme objectives have been achieved and the impact of the programme on direct beneficiaries. The finding of the evaluation will be used for informing stakeholders in the design and implementation of subsequent projects in the country.

4. Explanation of the process

About the purpose of the focus group

We gathered today in order to discuss your experience of using the ESCs services. I need your input and want you to share your honest and open thoughts with me.

Logistics

- Focus group will last up to 1.5 hours
- Feel free to move around
- Where is the bathroom? Exit?
- Help yourself with refreshments

5. Ground Rules

- *We would like everyone to participate. Every person's experiences and opinions are important. Speak up whether you agree or disagree. We want to hear a wide range of opinions.*
- *The information you give me is completely confidential, and I will not associate your name with anything you say in the focus group.*
- *We would like to tape the focus groups so that we can make sure to capture the thoughts, opinions, and ideas we hear from the group. No names will be attached to the focus groups and the tapes will be destroyed as soon as they are transcribed.*
- *You may refuse to answer any question or withdraw from the study at anytime.*
- *We understand how important it is that this information is kept private and confidential. We will ask participants to respect each other's confidentiality.*

6. Ask the group if there are any questions before we get started and address those questions.

7. Introductions

- Go around table: name, jobs title, where are you from

Discussion begins, make sure to give people time to think before answering the questions and don't move too quickly. Use the probes to make sure that all issues are addressed but move on when you feel you are starting to hear repetitive information.

Questions

1. How you learned about ESCs?
2. Why you decide to register within the ESCs?
Probes:
 - a) Gathering vacancy information
 - b) Career consultation
 - c) Receiving unemployment benefit
 - d) Participating public works
 - e) Participating vocational training
 - f) Other
3. What type of difficulties in job-search activity have you experienced?
Probes:
 - g) Few job vacancies
 - h) Lack of job information
 - i) Inadequate education and skills
 - j) Lack of work experience low wage offer
 - k) Inadequate working condition/working hours
 - l) Age discrimination
 - m) Sexual discrimination (female only)
 - n) Childcare/house chores (married female only)
4. What type of services have you received from ESCs? When was it? How many times you used ESCs services?
Probes:

	All of them provided	Most of them provided	Partly provided	Never provided
1) Information on job vacancies				
2) Resume writing methods				
3) Job search techniques				
4) Psychological counseling				
5) Occupational information				
6) Occupational perspectives				
7) Information on self-employment				
8) Information on college entrance				
9) Labor market trend				
10) Aptitude and other tests				
11) Maintenance of livelihood				
12) Laws and regulations				

5. How do you assess the quality of the ESCs services on 5 point-rating scale, where 1 is very poor and 5 is superior? Was it relevant and useful?

Probes:

	Rating	Comments
1. Easiness of ESC location		
2. Kindness of counselors		
3. Expertise of counselor		
4. Cozy environment		
5. Lots of job vacancies		
6. Speedy services		
7. Job referrals' adequateness		
8. Career guidance's effectiveness		

6. What do you like best/least about the ESCs services? Please elaborate.

7. Did you receive any written information from the ESCs on the issues discussed/requested? If yes, have you read it? If yes, did you find it useful?
8. What were the major results of the ESCs services for you? (Probe: Have ESCs services helped to find a job or enrolled for vocational training programme?)
9. How you are going to use further the acquired knowledge (skills) in your Life/work?
10. Suppose that you were in charge and could make one change that would make the ESCs services better. What would you do?

Probes:

	First priority	Second priority	Third priority
Kindness of counselors			
Progressive attitude of counselors			
Enhancement of counselor's expertise			
Expansion of job vacancy information			
Counseling environment and office layout			
Increase in interview and counseling time			
Improvement in occupational/career information			
Improvement in vocational training information			

11. Is there anything more you would like to add?

After the brief oral summary, the question asked is: "Is this an adequate summary?"

That concludes our focus group. Thank you so much for coming and sharing your thoughts and opinions with me.

Materials and supplies for focus group

- Sign-in sheet
- Focus Group Discussion Guide for Facilitator
- 1 recording device
- Batteries for recording device
- Notebook for note-taking
- Refreshments

Focus group guide for in-school young men and women who have received career guidance and counselling through the ESCs

Date:		
Number of participants:	Male:	Female:
Location:		

Introduction:

1. Turn on Tape Recorder

2. Welcome

Thanks for agreeing to be part of the focus group. I appreciate your willingness to participate.

3. Introduction

Introduce myself and send the Sign-In Sheet around to the group while you are introducing the focus group.

My name is Katerina Stolyarenko. I am independent evaluation consultants and was invited by the ILO to undertake final evaluation of ILO LfE Project. The goal of the evaluation is to assess the extent to which the programme objectives have been achieved and the impact of the programme on direct beneficiaries. The finding of the evaluation will be used for informing stakeholders in the design and implementation of subsequent projects in the country.

4. Explanation of the process

About the purpose of the focus group

We gathered today in order to discuss your experience of receiving career guidance and counselling from the ESCs. I need your input and want you to share your honest and open thoughts with me

Logistics

- Focus group will last up to 1.5 hours
- Feel free to move around
- Where is the bathroom? Exit?
- Help yourself with refreshments

5. Ground Rules

- *We would like everyone to participate. Every person's experiences and opinions are important. Speak up whether you agree or disagree. We want to hear a wide range of opinions.*
- *The information you give me is completely confidential, and I will not associate your name with anything you say in the focus group.*
- *We would like to tape the focus groups so that we can make sure to capture the thoughts, opinions, and ideas we hear from the group. No names will be attached to the focus groups and the tapes will be destroyed as soon as they are transcribed.*
- *You may refuse to answer any question or withdraw from the study at anytime.*
- *We understand how important it is that this information is kept private and confidential. We will ask participants to respect each other's confidentiality.*

6. Ask the group if there are any questions before we get started and address those questions.

7. Introductions

- Go around table: name, jobs title, where are you from

Discussion begins, make sure to give people time to think before answering the questions and don't move too quickly. Use the probes to make sure that all issues are addressed but move on when you feel you are starting to hear repetitive information.

Questions

1. How have you learned about the ESCs?
2. When you received a career guidance and counselling from the ESCs?
3. How you have being selected for receiving a career guidance and counselling from the ESCs?
4. How many counselling sessions have you received from the ESCs?
5. What type of counseling have you received from the ESCs?
Probes:
 - 1) information and vocational counselling about different occupations, prerequisite and requirements
 - 2) evaluation of personal competencies, abilities, vocational skills and information about qualification and health requirements related to job choice
 - 3) information about: job offers, job interviews, free places on labour market, education and training, employment possibilities in Nepal and abroad
6. How do you assess the quality of the ESCs counselling on 5 point-rating scale? Was it relevant and useful?
7. What do you like best/least about the ESCs counselling? Please elaborate.
8. Did you receive any written information? If yes, have you read it? If yes, did you find it useful?
9. What were the major results of the ESCs counselling for you/your family/your friends? (Probe: Have counselling helped to make decisions concerning their vocational orientation and guiding their career choice?)
10. How you are going to use further the acquired knowledge and skills in your Life?
11. Is there anything that could be done differently in ESC counselling for in-school young men and women?
12. Is there anything more you would like to add?

After the brief oral summary, the question asked is: "Is this an adequate summary?"

That concludes our focus group. Thank you so much for coming and sharing your thoughts and opinions with me.

Materials and supplies for focus group

- Sign-in sheet
- Focus Group Discussion Guide for Facilitator
- 1 recording device
- Batteries for recording device
- Notebook for note-taking