



Evaluation Summary



International
Labour
Office

Evaluation
Office

Advancing Decent Work and Inclusive Industrialisation in Ethiopia – ONEILO SIRAYE Independent Mid-Term Clustered Evaluation

Quick Facts

Countries:	Ethiopia
Date of evaluation:	July-December 2021
Evaluation Mode:	Independent mid-term clustered evaluation
Administrative Office:	ILO Country Office for Djibouti, Ethiopia, Somalia, South Sudan and Sudan
Technical Office:	LABADMIN/OSH (VZF), BETTER WORK, INWORK, SME (SCORE), GEIP, ENT/MULTI, ACT/EMP, ACTRAV
Evaluation Manager:	Rafael Peels
Evaluation Consultant(s):	Chris Morris & Meaza Nega
Project Code:	ETH/17/01/MUL
Donor(s) & Budget:	The Programme is a multi-donor program funded directly and indirectly by United Kingdom (FCDO), Germany (BMAS, BMZ), Switzerland (SECO), Norway (NORAD), European Commission, France, Sweden (Sida), Netherlands, Siemens and H&M
Keywords:	

Background & Context

Summary of the project purpose, logic and structure

ONEILO Siraye is a coordinated programme of different ILO components (i.e. departments, programmes, etc.) and intervention modalities which aims to advance decent work and industrialization in

key sectors, and most notably in the garment and textile sector. The programme was designed to be a holistic response to the needs identified within the garment and textile sector and houses various ILO interventions under one programme. The overall development goal of the programme is to see improved respect of workers' rights leading to greater incomes and compensation, enhanced safety, equality, voice, and representation. To achieve this, it has three development objectives:

- Improved worker wellbeing in terms of rights, income, compensation, safety, equality, voice, and representation
- Higher industry productivity and competitiveness
- Enhanced accountability and transparency in labour administration

ONEILO Siraye brings together a number of key ILO departments and global programmes to deliver various elements of the programme. These include Better Work, SCORE, Vision Zero Fund, LABADMIN/OSH, INWORK, MULTI, and GEIP. Support is also provided by ACTRAV, ACTEMP, and PARDEV.

Purpose, scope and clients of the evaluation

The evaluation was an independent, clustered, mid-term evaluation. The purpose of the evaluation was to assess the relevance of the programme's interventions and progress made towards achieving planned objectives. As a mid-term formative exercise, it placed a strong emphasis on lesson

learning and providing opportunities for making adjustments, if necessary, to the programme to ensure it can meet its objectives within the planning lifecycle.

ONEILO Siraye is a unique programme within the ILO which brings several interventions which would normally be individual projects into one holistic response. The evaluation used a clustered approach to assess the programme as a whole rather than as individual interventions. This included assessing the synergies between the different components and whether efficiencies of applying this approach can be identified. The evaluation covered all areas of implementation of the programme from January 2019 until December 2021.

The programme has been mainly implemented during a period of an unprecedented (for modern times) global health crisis, the COVID-19 pandemic, as well for the past year during political and civil conflict in the north of Ethiopia. The evaluation thus looked at if these twin crises have impacted the programme and its relevance to the key stakeholders and how effectively the programme had adapted to these challenges.

The primary clients of the evaluation are the country programme team, the country office, the technical backstoppers of the global programmes and departments involved in the programme, and national stakeholders including the tripartite constituents, factory owners and workers, other government departments, other workers and employer representatives, and donors. Secondary clients include other ILO country programmes and departments interested in implementing ONEILO programmes.

Methodology of evaluation

The clustered evaluation followed a mixed methods approach, relying primarily on qualitative data collection techniques such as focus group discussions (FGDs) and key informant interviews (KIIs), blended with quantitative and qualitative data from the programme's monitoring system and other data from a desk review.

The evaluation followed criteria set out by ILO in the evaluation TOR, modelled on the OECD/DAC criteria.

These were relevance, validity, coherence, effectiveness, efficiency, impact, and sustainability. Gender, disability, and environmental impact are cross-cutting themes identified as critical to evaluations in ILO's evaluation guidelines, and as such the evaluation considered each of these. The evaluation was designed using ILO's guidance note on strategic clustered evaluations. As an integrated programme, the design does not exactly match any of the categories of clustered evaluations in the guidelines, but most closely aligns with category ii, wider/crosscutting ILO interventions. The programme is an integrated programme involving many ILO components and global programmes under one theory of change and PRODOC, led by one Chief Technical Advisor (CTA). The evaluation did though consider the interaction between the different components at the country level and the global programmes through backstopping support, analyse the gains and challenges the ONEILO approach has led to, and assessed if the overall result is greater because of the integrated approach.

The evaluation was conducted by an international team leader and a national consultant. KIIs and FGDs were conducted in-person and virtually. The national consultant conducted visits to 8 factories and visited 3 industrial parks, conducting KIIs and FGDs with management and workers. Both domestic and foreign direct investment factories were visited. The national consultant also conducted KIIs with tripartite constituents, ILO staff and consultants and other national stakeholders, both face to face and by phone. The team leader conducted virtual KIIs over Zoom with ILO programme staff, technical backstoppers, donors, and some national stakeholders.

A total of 43 KIIs with 58 stakeholders (20 women, 38 men) and 19 FGDs with 76 stakeholders (49 women, 27 men) were held. A workshop to review the theory of change and logical framework was held with the programme team, and a series of findings debrief workshops were held with the programme team, the technical backstoppers, and the national stakeholders.

Limitations of the evaluation included international travel restrictions and COVID-19 restrictions, the

unavailability of some stakeholders, the limited number of factories which the evaluation could include due to time constraints, conducting the evaluation in the context of national elections and an on-going conflict, and gender concerns. The international travel restrictions were the main concern caused by the COVID-19 pandemic. An experience national evaluator worked closely with the remote lead evaluator to mitigate this. Not all planned interviews could be conducted, some of which may have been a result of the ongoing political context, but overall, the evaluation managed to include a significant number of stakeholders and gather a sufficient amount of data. Had more time been available, including more factories would have been ideal, but seven factories were visited overall, which provided a reasonable level of data for the evaluation. Gender power imbalance concerns were addressed by conducting some women only FGDs for factory workers.

Main Findings & Conclusions

Summary Findings- ONEILO Approach

The ONEILO programme was designed as an innovative approach to addressing complex and multifaceted problems and needs in the garment industry in Ethiopia. Housed under one PRODOC and theory of change, and implemented by a unified country programme team in Ethiopia, it is intended to harness synergies between various global programmes.

The key findings related to the ONEILO Approach are:

- By offering a broad range of products, the ONEILO approach enhances relevance for factories. The involvement of various global departments in the different approaches taken by the programme provides more depth of services to factories and allows them to identify what needs are useful for them.
- Most stakeholders agreed generally with the logic of the combined approach and

the need to address multiple issues within the industry.

- The ONEILO approach was initiated by requests by the Government of Ethiopia for a combined programme. Buy-in of the government helped convince different departments and donors of the need to try this approach.
- Having one theory of change, workplan, and PRODOC, and housing the programme within one unified team, has helped improved coordination and management and allowed for a greater harnessing of synergies among the global programmes. The theory of change though should demonstrate more clearly how feedback loops from one component feed into another component.
- Efficiencies from the approach can be found from the reduction in the duplication of effort, the sharing of resources in M&E, administration, communication, and overall management, and the combined approach to assessments and research.
- The ONEILO approach meshes well with the adaptive management approach of the programme, allowing progress in certain areas while funding is sought for other activities and adaptations are made based on assessment and demand.
- Strong global coordination between and across HQ and the country programme team is needed to ensure both up to date information for all departments involved and that discussions on the future direction of the programme and challenges with funding are addressed at an early stage, which is crucial for the long-term sustainability of the approach.
- Organizational learning from the ONEILO approach should be capitalized and shared widely through ILO.

Relevance

The evaluation found ONEILO Siraye to be relevant to the needs of the key stakeholders of the programme

and to respond the challenges facing the Ethiopian garment sector which are outlined in the PRODOC. These needs and challenges were found to remain relevant to key stakeholders at the mid-way point of the programme, while the programme has also adapted to emerging concerns for the sector caused by the COVID-19 pandemic and adapted to respond to challenges posed by the conflict.

The ONEILO approach has allowed the programme to respond to many challenges simultaneously and utilize synergies between components to good effect. The strong investment in monitoring and evaluation (M&E) and conducting assessments has helped the programme respond to needs, and the assessments have often contributed to more than one component. The adaptive management approach used by ILO for this programme and the flexibility of donors has supported its ability to respond to the needs identified in these assessments and also use a demand driven approach in the services offered to factories and other stakeholders.

ILO was well positioned to respond to the COVID-19 pandemic due to the relationships it holds as a country office overall with the tripartite constituents, and more specifically in this programme because it was focused on a sector which experienced considerable turmoil from COVID-19, particularly in the early stages of the pandemic, and the inclusion of OSH within the programme design.

The programme is responsive to the needs of women working in the sector and has a number of elements which focus on gender equality and empowerment. The PRODOC identifies a number of challenges which women factory workers face and these match with the those described to the evaluation team during data collection. The one caveat to this finding is the gender assessment which was planned for 2019 has only just taken place and adjustments to the theory of change will be made in the coming months. Future ONEILO programmes should try to ensure a gender assessment is conducted early in the programme.

The limited number of persons with disabilities recruited to work in the factories limits the relevance of the programme for the disability community, although the Better Work assessment does include non-discrimination and disability is raised in workshops and fora by the programme team.

Addressing how to improve disability inclusive recruitment practices with stakeholders, potentially with the support of an Organization of Persons with Disabilities could help strengthen relevance moving forward. Only limited work to date has been done on environmental issues but an agreement with the Stockholm International Water Institute has just been signed to conduct an assessment of environment concerns, including a particular focus on how they affect women, and thus should strengthen relevance in this area in the second half of the programme.

Ensuring factory managers remain engaged in the programme and agree for workers to participate in training will be critical for the relevance moving forward. Competing priorities for factories mean it will be important to continue to sell the successes of the programmes to factory managers. The removal of Ethiopia from the African Growth and Opportunity Act (AGOA) and its implications for the Ethiopian garment and textile sector, and accordingly the relevance of the ONEILO Siraye Programme will have to be monitored.

Validity

The integrated programme has one PRODOC, theory of change and logical framework. The logical framework has been adapted as new funding (notably from the United States Department of Labor (USDOL)) has been obtained. The theory of change and the logical framework were found to be generally valid. The theory of change aligns with the key challenges identified in the PRODOC, assessments conducted by the programme and feedback from participants in the evaluation. The theory of change and the logical framework align well. The concepts are also well understood by many programme stakeholders who were able to connect the interconnectivity of the different components work and the importance of the focus on three levels of intervention (factory, sectoral, and national).

The COVID-19 pandemic has not altered the overall theory of the programme. The challenges which existed prior to the pandemic remain, although in many cases they are enhanced. The programme should though consider formally including COVID-19 in the theory of change, considering the potential trajectory of the pandemic and its impact on the garment sector and how this affects the assumptions

and risks related to the programme. A similar approach is needed with the ongoing political and civil conflict and the suspension from AGOA.

Although generally valid, some minor changes are proposed for the theory of change. Greater consideration should be given to documenting more clearly how the timings of the different components interact and the feedback loops associated with them. Documenting this would help future ONEILO programmes during design. Similarly, minor adjustments to some of the assumptions are needed and listed in the recommendations, and as the gender assessment has been completed, the programme should bring out gender equality and empowerment more clearly in the theory of change. How the programme connects to other sectors and the spillover effects of the programme should also be considered in the theory of change.

Summary Findings- COVID-19

The programme had been implemented for just over a year when the pandemic was first declared by the WHO.

Impact on the programme:

- Movement and social distancing restrictions had a significant impact on the programme in the initial stages of the programme with ILO staff being unable to access factories.
- Many factories closed for a few months during the initial wave.
- The planned expansion of the factories has not happened, and COVID-19 has played a significant role in this.
- The resulting numbers of individuals being trained in factories has also been impacted.

Response by the programme:

- The programme's focus on OSH and the positioning with the factories meant ILO was strongly placed to be involved in the COVID-19 response.
- Immediate relief was targeted through supporting the government's and BMZ's wage subsidy response and the provision of personal protective equipment (PPE).

- The programme also supported the development of various COVID-19 protocols, which significant inputs from a number of the ONEILO global departments.

Coherence

The programme has built a strong team, which for most positions was recruited in a timely manner. Having one CTA to oversee the whole programme rather a series of CTAs has contributed to this, as did recruiting a CTA who has experience with the sector in Ethiopia, was involved in design, and came on board at the start of the programme. Designing the programme with one CTA is a positive benefit of the ONEILO approach, strengthening coherence both with the national team and in most coordination with the global programmes. The team has been able to work collaboratively on certain outputs, leveraging the synergies of the programme and enhancing efficiencies, and have been provided with significant support from the global programmes in HQ and regional offices. Examples such as joint assessments, data from one component being used to feed into other work were shared during the evaluation. The combined team also supported the continuation of some activities during the initial stages of the pandemic when team members linked to one component were able to provide support to other components who could not travel. It will be important for the programme team to ensure the strong teamwork is maintained in the second half of the programme, particularly as priorities among different components may alter as implementation moves at different speeds. The main concern over coordination was the lack of a formal global structure for coordination including all departments at HQ level and the country team, which could support continued discussions over the future of the programme, the capitalization of successes for future ONEILO programmes, and ensure departments which have less day-to-day involvement in the programme are kept up to date on progress. ILO would need to assess the utility of such a structure, which could be jointly led by a focal point in the country programme

team and a focal point in one of the global programmes, possibly a programme which has less day-to-day involvement in the programme and thus a greater need of continual information and updating.

The programme aligns with the Decent Work Country Plan (DWCP), most notably the outcomes and outputs focusing on institutions being strengthened to promote gender equality, the strengthening of social protection programmes, productivity being enhanced, improvements in policies and institutional capacity to promote OSH and health workplaces, actions to promote the minimum wage, the strengthening of capacities to increase social dialogue and tripartism, the strengthening of policies to promote compliance, and the capacities of employers' and employees' organizations are enhanced. There is significant alignment at least 5 out of the 8 Programme and Budget (P&B) outcomes and potential for the programme to have contributed to these by the end of its implementation cycle. These are 'strong tripartite constituents and influential and inclusive social dialogue', 'international labour standards and authoritative and effective supervision', 'sustainable enterprises as generators of employment and promoters of innovation and decent work', 'adequate and effective protection at work for all', and 'comprehensive and sustainable social protection for all'. The broad contribution can be seen as a benefit of the integrated ONEILO approach, with input from one than one component in most of the outcomes.

The programme also aligns with the United Nations Sustainable Development Cooperation Framework (UNSDCF), particularly the goal of 'accelerating the process of structural transformation from a State-dominant development model into a competitive, private sector-driven market economy that boosts productivity, growth and inclusion' and outcomes and outputs which focus on people in Ethiopia benefitting from an inclusive, resilient, and sustainable economy. There has been some but limited interaction with other ILO programmes. Cooperation with other UN programmes was not built into the design of the programme but ILO has been involved in the coordinated UN COVID-19

response in Ethiopia through the ONEILO Siraye programme.

Summary Findings- Conflict and the Political Context

Civil conflict in the north of Ethiopia began in October 2021 in Tigray, which was one of the areas of intervention for the programme. A general election was held in mid-2021 and a reorganization of government in October 2021.

Impact to Date:

- The major impact to date on the programme was the closure of two factories in Mekelle who were involved in the programme. The industrial park in Mekelle was also closed, thus shutting off options of expansion with other factories there. Work had been conducted with the BoLSA in Tigray, which was also shuttered as a result of the conflict.
- There have been some delays in policy level changes which the programme has worked on. It is hard to identify how much of this is caused by the conflict making it harder to get the government's attention, and how much is caused by other issues such as COVID-19 and the elections.
- Some travel restrictions were imposed at times by the UNDSS which have caused some issues related to visits to factories.

The biggest concern of the conflict for the programme is more linked to potential problems in the future:

- The suspension of Ethiopia from AGOA is a significant blow to the garment industry and may cause factories to either close completely or to feel the work of the programme is not an immediate priority as they navigate the new business environment for them.
- Should the conflict spread, this could mean more factories are forced to shut and travel restrictions reimposed.

Effectiveness

Progress towards achieving the outcomes and outputs set out in the logical framework has been impacted by COVID-19 and to a less significant extent by the conflict in the north, and current achievements must be viewed in that light.

Overall, the programme is ahead of schedule in its milestones in 3 outcome (objective) indicators. It is behind its scheduled target in 3 outcome indicators and there is not yet data on 2 outcome indicators. The programme is ahead or on target of its scheduled milestones in 20 output indicators. It is behind its scheduled milestones in 27 of its output indicators. There is not yet data on 8 of the output indicators.

In objectives 1 and 2, much of the areas where the programme is behind its milestones can be linked to not as many factories joining the programme as had originally been expected, which is linked to the COVID-19 pandemic and the industry not expanding at the rate expected. As a result, the programme is behind in the number of factories participating which has a knock-on effect in the numbers of workers and managers who are trained. That said, the programme has made significant progress in training labour inspectors and in the factories which are participating in the programme is ahead in targets on productivity and factories which are demonstrating progress in their improvement roadmap.

Progress on objectives 3 and 4 has been slower and focused more on preparatory work. Significant work on preparing the groundwork for policy changes including the minimum wage legislation and the revision of the OSH directive has been undertaken, and it will be important to ensure continued attention to these by all stakeholders for the remainder of the programme. Work with trade unions in particular has accelerated in 2021 with a partnership with the Textile Association and a greater focus on organizing, although feedback from stakeholders suggested there could have been a greater emphasis placed on organizing in the original COVID-19 response. Progress on uniting the employers' federations had been relatively successful

in 2020 but concern exists about the sustainability of this unity at the moment. Ensuring a strong focus on employers and workers representatives is a key element of the theory of change and should be prioritised in the second half of the programme. A no-cost extension for the VZF programme was granted in December 2021 and should cover a number of outputs including the upgrading of the POESSA IT system, the completion of the occupation injuries and diseases list and disability assessment guidelines, and strengthening the system for recording and notification of occupational injuries and diseases. The programme needs to continue to review what is feasible to achieve in outcome 4 during the year extension and amend the logical framework where necessary.

The evaluation found that while the logical framework and indicators were generally valid, there were some areas missing indicators and others where output indicators could be replaced by outcome indicators. There are currently no outcome indicators linked to the work with the labour inspectors and no indicators for the increased capacities of the SCORE trainers. The programme is also currently not tracking the recent gender indicators added in November 2020 and should ensure these indicators are defined and measured.

Overall, most stakeholders had a strong perception of effectiveness of the programme and had participated in its implementation. There was appreciation by some stakeholders over the multi-pronged approach of the programme. Workers and managers alike had a good impression of the training and the programme in general, although there was some frustration that the programme focused too much on compliance without offering concrete solutions to address non-compliance, and also the limited length of time which SCORE trainers spent in the factories. ILO should ensure all factories are reminded of the opportunities available from the programme as many expressed limited awareness of the SCORE programme despite having been briefed on it.

Strengths of the programme include the team composition, the adaptive management approach and flexibility of donors, working with both domestic and export orientated factories, working at three levels of the programme, and the strong relationships the programme has developed. The ONEILO approach can be also be seen as a strength of the programme for reasons mentioned throughout the evaluation report including bringing contributions from a variety of global units which might not be possible in a single project, housing what would normally be a series of projects into one integrated programme overseen by one team, the appeal to stakeholders by offering the response in one package, and the synergies and interaction seen between the different components. Constraints the programme has faced include delays in procurement, resource and enforcement constraints in the labour inspectorate, limited internet connectivity for online training, and the previously mentioned lack of solutions for compliance.

Efficiency

The ONEILO approach provides efficiencies both in the synergies of the components working together and in overall cost savings. Synergies include working on joint assessments, utilizing data from one component to input into another, and organizing collective workshops. Cost savings in particular can be identified by the joint approach to monitoring and evaluation, including the baseline, mid-term, and final evaluations, and savings made in administration and financial support and communications. Challenges to efficiency identified include the delays in contracting and logistics and the aforementioned need to strengthen the overall global coordination mechanism. The programme has responded well to the challenges of the COVID-19 pandemic and ensured as best as possible the continuation of activities through online means.

Impact

It is early in the programme to identify impact. The impact and endline evaluation will identify these with more certainty. The evaluation was able to identify some initial evidence of impacts though. At the factory level, these included an improvement in

worker-manager relations, particularly less shouting and verbal abuse, improved reported awareness of sexual harassment- although both of these are only self-report and need additional investigation, a sense of empowerment when workers are asked to contribute to factory improvements, and improved awareness of labour law and compliance requirements among various stakeholders. The evaluation also identified anecdotal evidence of greater ownership and enthusiasm for the programme in factories where both SCORE and Better Work are implemented but this will require more detailed investigation and reference to endline results to identify if this is actually the case.

The evaluation also looked at the impact of COVID-19 on the programme. The main impact was the reduction in factories participating in the programme, something which has been exacerbated to a small extent by the conflict in the north. Another significant impact was delays in various activities, including training of factory workers and the approval of policy initiatives such as the minimum wage legislation.

Sustainability

Much of the sustainability of the programme will rest on whether policy level changes can be made in the next two years and if changes the programme is working towards can be institutionalized through continued capacity building. Institutional capacity building work on labour inspectors and institutions which can support the SCORE approach has progressed well but needs continued attention moving forward, and efforts will need to be made to strengthen the work with the employers' and workers' representative organizations and the two bodies responsible for the private and public employment injury scheme. Ensuring funding is available for this work remains an ongoing challenge. If at a policy level, the programme and stakeholders can work on finalizing the minimum wage legislation, revising the OSH directive, ensuring clarity of the position of the labour inspectors in the investment parks, and agreeing the list of occupation diseases,

the sustainability of the programme will be considerable enhanced.

A major threat to sustainability is the removal of Ethiopia from AGOA access from January 2022. This has the potential to cause major disruption to the garment industry, including the potential withdrawal of many factories. Looking to diversify activities into other sectors may help mitigate this concern to an extent.

There is also a need to ensure an ongoing commitment to the ONEILO approach from the national stakeholders, the country programme team, and ILO HQ. Sustainability will be harder to achieve if the components begin to operate more independently, or funding constraints forces one element of the programme to cease operations. For example, during the data collection period, funding for VZF beyond December 2021 needed to be secured. This was granted in December 2021 until the end of 2022, which alleviates the initial concern but does not eliminate it for the entirety of the remainder of the programme. If the components can build on the synergies developed so far and continue to ensure buy in from the national stakeholders, this will help enhance long-term sustainability.

Recommendations

Main recommendations and follow-up

1. Revise the logical framework to include:
 - More realistic factory and training number targets given the impact of the COVID-19 pandemic
 - Identify indicators to measure work where significant achievements have been made but are not recorded in the logical framework.
 - Replace output indicators with outcome indicators where they are included at the objective level
 - Include recommendations from the gender analysis

Addressed to: Country Programme team
Priority: High
Timeframe: ASAP
Resource Implications: Staff Time-Medium

2. Review the theory of change and consider revisions including:
 - Long-term challenges of COVID-19
 - Revisions to causal assumptions a, c, & d, and add in assumptions linked to civil conflict and COVID-19
 - Assumptions linked to gender equality
 - Review the timing of the various parts of implementation
 - Identify how the work on this sector feeds into broader sectors
 - Revise the risk matrix as per the recommendations in the report

Addressed to: Country Programme team
Priority: High
Timeframe: ASAP
Resource Implications: Staff time-Medium

3. Discuss options for a formal system of coordination among the different global programmes at the global level.

Addressed to: Country Programme team, HQ
Priority: High
Timeframe: ASAP
Resource Implications: Staff time-Medium

4. Ensure the findings and recommendations of the gender analysis are integrated into the programme documents, the indicators for gender-equality related activities are developed, and the monitoring and evaluation plan updated accordingly.

Addressed to: Country Programme Team, GEDI
Priority: High
Timeframe: ASAP
Resource Implications: Staff time- Low (as Gender Specialist is already budgeted for a recruited and other activities should be part of work plan)

5. Strengthen the capacities and opportunities for the Enterprise Advisors to provide solutions to compliance issues.

Addressed to: Country programme team, Better Work Programme
Priority: Medium
Timeframe: Ongoing
Resource Implications: Training costs and potentially utilizing consultants- Medium

6. Train more SCORE trainers and identify additional institutes which ILO can partner with to ensure the long-term viability of this aspect of the programme.
Addressed to: Country programme team, SCORE Programme
Priority: Medium
Timeframe: Ongoing
Resource Implications: Training costs, recruitment of new consultants, and partnership agreements with other institutions, additional staff- High

7. Ensure all of the different services offered through the programme are re-emphasised to the participating factories. Work should also consider how to expand the number of participating factories in the programme as a whole.
Addressed to: Country programme team, SCORE programme
Priority: Medium
Timeframe: Ongoing
Resource Implications: High (dependent on the level of expansion)

8. Labour Inspectorate:

- Advocate for placement of BoLSA offices in the industry parks and greater access for the labour inspectors.
- Ensure work on the IMS system for the Labour Inspectorate is completed.
- Review options for enhancing the technical capacities of the Labour Inspectors to advise solutions to compliance challenges factories face.
- Consider developing an app for the off-line training to allow it to be taken using a phone and institutions.

Addressed to: Country Programme team, BoLSA
Priority: High
Timeframe: For the remainder of the programme
Resource Implications: Staff time- Medium
Funding for IMS system and training app- High

9. Ensure the OSH Directive, Minimum Wage Occupational Injury and Diseases list, and Disability
Addressed to: Country Programme team
Assessment Guidelines are finalized and approved
Priority: High

Timeframe: For the remainder of the programme
Resource Implications: Staff time – Medium
10. Ensure work with workers' and employers' representative organizations continues to accelerate in the second half of the programme.
Addressed to: Social partners, Country Programme Team
Priority: High
Timeframe: Ongoing
Resource Implications: Staff time- Medium

11. Once the SIWI has concluded its assessment, identify ways to address environmental concerns in the garment and textile industries.
Where the programme expands to other sectors, ensure environmental issues are considered at the start of implementation.
Addressed to: Country Programme Team, Better Work, SCORE
Priority: Medium
Timeframe: As soon as the assessment is finished.
Resource Implications: Staff time- Medium
Potential funding for new initiatives or consultants- High

12. Work together to identify how to address the very limited recruitment of persons with disabilities with stakeholders.
Addressed to: Country Programme Team, Factories, Social Partners, MoLSA
Priority: Medium
Timeframe: During the remainder of the programme
Resource Implications: Staff time
Possible consultant costs or partner support costs- Medium

13. Continue to advocate strongly with donors to ensure funding is available for all elements of the programme.
Addressed to: Country Programme team, Global Programmes, PARDEV
Priority: High
Timeframe: Ongoing
Resource Implications: Staff time- Medium

14. Ensure the successes of the programme, particularly those linked to its integrated nature are capitalized and shared with global programmes and

other country offices. Include reviewing this in the TOR for the final evaluation.

Addressed to: Country Programme Team, Global Programmes

Priority: Medium

Timeframe: Ongoing

Resource Implications: Staff time - Medium

Inclusion in the final evaluation – Low (as a percentage of the overall evaluation cost)

15. Explore ways to enhance integrated data sharing among the global programmes at the HQ level.

Addressed to: Global Programmes

Priority: Medium

Timeframe: Ongoing

Resource Implications: Staff time- Medium

IT costs- High

Inclusion in the final evaluation- Low (as a percentage of the overall evaluation cost)

16. The following related to M&E of the programme should be considered:

M&E lessons for the ONEILO programme should be documented and shared.

The management response process which ILO follows should include broad participation of the country programme and the global units.

Coordinate with the impact evaluation team once the theory of change is revised to agree any adjustments needed to the ongoing impact evaluation.

EVAL should review the processes for evaluating similar ONEILO integrated programmes which don't exactly fit into the guidance on cluster evaluations, but also require a more complex evaluation process than a single project evaluation.

Ensure considerable lead time is allocated for planning and implementing the final evaluation.

Addressed to: Country Programme Team

Global Programmes

EVAL

Impact Evaluation Team

Priority: High

Timeframe: Ongoing

Resource Implications: Staff time- Medium