

## INDEPENDENT CLUSTER MID-TERM EVALUATION OF THE PROJECTS “PROAGRO – PROMOTION OF DECENT WORK IN AGRIBUSINESS ETHIOPIA AND MOROCCO”

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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 Office.*

## Executive Summary

This midterm cluster evaluation was conducted to determine the relevance, validity, effectiveness efficiency, sustainability and impact of the Promotion of Decent Work in Agribusiness projects in Ethiopia and Morocco. Cross cutting factors on gender issues and other vulnerable groups were assessed.

### Background

The German Federal Ministry for Economic Cooperation and Development (BMZ) launched the Special Initiative on Training and Job Creation as part of its Marshall Plan for Africa in 2019.<sup>1</sup> As part of this initiative, the ProAgro projects have an overall objective of creating decent jobs opportunities in the agribusiness sector. It is important to note here that agribusiness covers the entire value chain, including the supply of agricultural inputs, the production and transformation of agricultural products, and their distribution to final consumers.<sup>2</sup> The projects are intended to build on the ILO's high focus and experience with the stimulation of decent work conditions, skills, and enterprise development.

The ProAgro projects are based on two interrelated and mutually reinforcing pillars:

- 1) Fostering a conducive environment for decent job creation and sustainable investment, and
- 2) Value chain, skills development, and enterprise development.

The outcomes of the two ProAgro projects are similar but were adapted to respond to local conditions more closely in the two countries. The projects' implementation is delineated into four key priority areas of focus:

- 1) Sustainable investment
- 2) Dynamic value chain development
- 3) Skills development
- 4) Entrepreneurship strengthening

The projects both include emphasis on partnership and capacity strengthening at national level. They also work at decentralized level. The main project partners are national and regional tripartite representatives including elected officials, education and research entities, and other international development partners. These project partners have been actors in implementation of project actions as well as participants in training and follow-up activities.

The scope of this evaluation is an analysis of the implementation of the project in its entirety up to midterm. It consequently examines the entire project intervention from August 2020 to July 2022. The evaluation field work was carried out between 31 October and 11 November 2022 for Morocco and November 7 – 21 for Ethiopia. The geographical analysis of the assessment covers Ethiopia and Morocco at the national level and the regions or states through a desk review, field visits, and interviews with stakeholders throughout the evaluation period.

### Methodology

Triangulated mixed methods data collection and analysis are at the core of the entire evaluation process. Analysis of documentation, interviews and focus groups, and observations of training and/or interactions between stakeholders were included. Review of documents during the

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<sup>1</sup> GiZ, Working Together for Growth and Jobs in Africa, Available at <https://www.giz.de/en/worldwide/79251.html>

<sup>2</sup> FAO (2019) Agribusiness and value chains Agribusiness, value chains and the rapid transformation of agrifood systems. Available from <https://www.fao.org/3/i6811e/i6811e.pdf>. (Website accessed 10 11 2022)

evaluation inception period and initial interviews indicated that all components of both projects fit into a systems building approach. The evaluation was thus based in a systems analysis approach that focuses on the integration of project actions, stakeholder networking, and use of feedback into project learning and strengthening. A rights-based methods of analysis, with a particular focus on gender, was applied at all stages of the enquiry process and in all its aspects through to the conclusions. The evaluation was further be conducted in line with the norms and standards, ethical guidelines, and code of conduct of the UN Evaluation Group.<sup>3</sup>

Quantitative and qualitative data were extracted from documents, interviews and focus groups, and observations. The qualitative data analysis software, Atlas.ti, was used to code and process the qualitative information collected, with special attention to the notes from the interviews and focus groups. Quantitative data was extracted from monitoring and evaluation reporting and analysed directly. For Ethiopia, stakeholders in Addis Ababa were included while a site visit was conducted in the region of Sidama. In the case of Morocco, in addition to Rabat, site visits were made to Kénitra in RSK. A total of 79 persons were interviewed during the evaluation field work of which 17 are female and 62 male. This situation is mostly because of the higher level of male stakeholders in the various offices associated with the projects.

The most important evaluation limitation was the inability to include randomly selected direct beneficiaries. As a result, most of the interactions were with representatives of institutions that are included in the projects. There was a very short timeline from the selection of the evaluators to starting field work in the two countries (less than 2 weeks).

## Key Findings

### Relevance

The evaluation determines that the design of the projects in both countries is highly relevant to national and international policies, strategies, Decent Work Country Programs (DWCP) and other priorities. They are very well aligned with ILO constituent policy and programme frameworks.

### Validity

The projects' overall design is found to be coherent and internal complementarity is adequate. The projects' have a high level of complexity with many expected targets. Their Theory of Change could have been simplified to ensure greater clarity. Vertical and horizontal logic across the logical frameworks exists and project outputs clearly link to outcomes and impact. The evaluation finds that the risks described remain rather general although both projects do periodically review the validity of the risks and make necessary adjustments.

### Effectiveness

The evaluation notes that the projects worked intensively to try to reach expected results as well as possible in difficult circumstances. However, the level and quality of results achieved to date differs between the projects and between their various components. External factors including COVID19 in both countries, internal conflict in Ethiopia and some diplomatic challenges in Morocco affected the speed of implementation.

The evaluation revealed that an important success in both projects is the approximately ten months that was allocated to the inception period. Though long, the evaluation finds, that assessments and capacity analyses together with the associated networking built up over the inception period helped to prepare a good foundation for the remaining project implementation period.

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<sup>3</sup> United Nations Evaluation Group (2016), Norms and Standards for Evaluation, New York: United Nations Evaluation Group.

The evaluation notes that project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives. Internal factors leading to the achievement of results are largely due to the integrated approach to the project that are strategic for results.

In Ethiopia while some important targets have been met, it is evident that there is a substantial need to scale up direct actions and increase follow-up with partners in the remainder of the project period.

The evaluation expects the Morocco project to meet most of its targets though some will be harder to reach than others. The evaluation particularly noted the high level of enthusiasm of stakeholders towards the ProAgro Morocco project. The most notable success identified is the development of partnerships and networking with various actors. Challenges to achieving targets include the difficulties of identifying financing for new enterprise start-ups following training and/or mentoring provided with project support.

Promoting social dialogue and obtaining collective agreements requires delicate balancing to ensure effective results that respond to workers' and employers' goals. Consequently, this is a subject that the evaluation notes as requiring consistent attention in both projects. More so in Ethiopia than in Morocco where work was already underway at the time of the evaluation field work. Further, several there is a need to work more on changing mindsets among some stakeholders.

### **Efficiency**

The project financial, human, and technical resources were found to be strategically allocated in line with project needs. The projects are generally efficient; however, it is evident that administrative and financial bureaucracy slows down the implementation of project actions. Work plan implementation was identified as particularly slow in the initial period, including because of COVID19, internal strife in Ethiopia and other contextual reasons.

The extent to which the M&E system enhances accountability, learning and feedback into management was found to be variable. This is, in part, due to the unusual level of complexity because of the wide range of types of project components. Further, difficulties in measuring outcomes and the impact on institutional capacity strengthening add further intricacies. Monitoring information is used to feed back into project management in both countries to different degrees. The ILO country based offices and ILO headquarters do notably conduct regular follow up of project progress and provide inputs to help address and identified challenges.

### **Projected Impact and Sustainability**

There are positive signs that many of the project initiatives are likely to bring about sustainable results. The evaluation notes that, if the projects implement the remainder of their planned actions fully, they will likely lead to long term sustainable contributions to project targets. Expected contributions to the SDGs, notably SDG 8, are anticipated.

The evaluation determined that Government institution representatives in Morocco consistently indicated that they hope and expect to institutionalise training programs. Likewise, ProAgro Ethiopia interviewees expressed expectation that the project will be able to institutionalise training and tools, strategic measures, and ensure better functioning of employment centres. Overall, the main challenge does remain financing from Government and other partners to complement project inputs and scale up the momentum.

Given the experience with ProAgro in the two countries so far, it appears likely that a similar project can be replicated effectively in some other countries unless they are highly fragile. This conclusion is particularly noteworthy given that the projects are being implemented in quite different contexts.

### **Gender and non-discrimination of vulnerable groups, International Labour Standards Assessment**

While the projects both give some attention to gender issues, they do not have an especially high level of gender related focus as compared to other projects, nor with the exception of youth, on other vulnerable groups. Youth are an important target, particularly with regard to enabling them to start up economic activities or find other employment. There is no special emphasis on particular vulnerable groups such as internally displaced persons (IDPs), refugees, persons with disabilities, those affected by HIV, those with disabilities, affected by HIV, widows, and/or elderly persons. The projects include a focus on core international labour standards explicitly as part of their entire approach.

### **Comparative analysis beyond the two countries contexts**

It is important for any comparable project to be adapted to local circumstances, but the main outcomes or similar ones could be maintained. Only the component on social dialogue is particularly challenging as this is a very sensitive subject in many countries.

#### **Recommendations applicable to both ProAgro Projects**

**1) Assign a regionally based coordinator (project staff) in project sites outside the capital.**

Responsible: ILO, ProAgro projects. Priority: High in Ethiopia. Low in Morocco for the current project period, high in case of future extension to more distant project areas. Timing: Next 6 months for Ethiopia. Estimated Resource requirement: Low

**2) Increase focus on strengthening communications methods, especially using behaviour change methods to change resistant mindsets against some of the initiatives on ensuring decent work.**

Responsible: ILO, ProAgro projects. Priority: High. Timing: Next 6 months. Estimated Resource requirement: medium

**3) Ensure that all outcomes have appropriate measurable indicators that can be feasibly implemented in the local context in which the project is to be implemented.**

Responsible: ILO. Priority: Medium. Timing: Long term if other phases of ProAgro or new similar projects are developed. Estimated Resource requirement: Low

**4) Increase exchanges between the two ProAgro projects**

Responsible: ILO, ProAgro projects. Priority: Medium. Timing: Next 6 months until end of projects. Estimated Resource requirement: Medium

**5) Increase focus on the inclusion of vulnerable groups in project actions in future similar projects.**

Responsible: ILO, ProAgro projects. Priority: Medium. Timing: Next 6 months and future projects. Estimated Resource requirement: Low

#### **Recommendations for ProAgro Ethiopia**

**6) Increase focus on formal and on informal methods for partnership and target group strengthening.**

Responsible: ProAgro Ethiopia. Priority: High. Timing: Next 6 months. Estimated Resource requirement: Medium

**7) Increase use of monitoring and evaluation (M&E) data as a management tool using a systems approach.**

Responsible: ProAgro Ethiopia, all project partners. Priority: Medium. Timing: Entire remainder of project period. Estimated Resource requirement: Medium

**8) Increase input of ILO technical specialists to mentor the project. Particularly to strengthen attention to social dialogue.**

Responsible: ILO. Priority: Medium Timing: Next 6 months until end of project. Estimated Resource requirement: Medium

**9) Advocate for a policy directive to ensure dedicated Government personnel to manage the employment facilitation centre in the industrial parks.**

Priority: High. Timing: Next 6 months. Estimated Resource requirement: Low

### **Recommendations for ProAgro Morocco**

**10) Take sufficient time to determine possible value chains for focus in a future phase of the ProAgro project or if another similar project is implemented elsewhere.**

Responsible: ILO. Priority: Low for this project, high for project expansion or similar projects  
Timing: Future similar projects or new phase of ProAgro expensing value chains. Estimated Resource requirement: Low

**11) Increase focus on (1) identifying and ensuring financing resource agencies are willing to support project beneficiaries who have viable projects; (2) Sustainability and replication of good practices, especially skills development.**

Responsible: ProAgro Morocco. Priority: Very high. Timing: Next 6 months. Estimated Resource requirement: Medium

**12) Advocate for and support implementation of recommendations from the ProAgro Morocco supported gender study on rural women and the analysis of competencies study.**

Responsible: ProAgro Project, Government, other tripartite and other stakeholder institutions.  
Priority: High. Timing: Remainder of project period and beyond. Estimated Resource requirement: Medium

### **Good Practices**

1) Instead of trying to develop entirely new training contents, tools and materials, the projects relied on tested inputs from various ILO departments that are relevant to the projects. This allowed for quick development of suitable content, tools and materials and the implementation of training using experience and well-recognized master trainers. The evaluation notes that too many projects try to reinvent completely new approaches for every new initiative. Based on evaluation evidence, the training means adopted in the project were well appreciated and useful.

2) Allowing sufficient time for a thoroughly implemented inception period enable the projects to eventually determine the right targets, partners, and localities for project implementation.

### **Lessons Learned**

The overall approach of the projects and their focus are suitable to attain their goals in the project countries and can be replicated in other countries with the exception of highly fragile countries. The integrated approach across the different outcomes and with the large number of partners of different types, is organisationally feasible. High levels of formal and informal interactions to strengthen partnerships and extend networking among partners themselves has provided useful in this regard.

## Acknowledgements

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## List of Acronyms

ADA	ADA - Agence de Développement Agricole
AMDI	Agence Marocaine de Développement des Investissements (Moroccan Investment Development Agency)
ANAPEC	Agence National de la Promotion des Emplois et des Compétences (National Agency for the Promotion of Employment and Skills)
Boll	Bureau of Investment and Industry
BoJSED	Bureau of Job, skill and Enterprise Development
BOLT	Bureau of Labour and Training
BMZ	Federal Ministry for Economic Cooperation and Development
CETU	Confederation of Ethiopian Trade Unions
CO	Country Office
COMADER	Confédération marocaine de l'agriculture et du développement rural
CRI	Centre Régional d'Investissement (Regional Investment Centre)
CRJEA	Centre Régional des Jeunes Entrepreneurs Agricoles (Regional Centres for Young Agricultural and Agri-food Entrepreneurs)
DWCP	Decent Work Country Program
EIC	Ethiopia Investment Commission
EEFC	Ethiopian Employers' Confederation
EM	Evaluation manager
EBMO	Employer and business membership organizations
EPPPA	Ethiopian poultry producers and processors association
FDI	Foreign Direct Investment
FENAGRI	La Fédération Nationale de l'Agroalimentaire
FNSA	Fédération Nationale du Secteur Agricole
IAIP-SP	Integrated Agro-Industrial Park Support Project
JCC	Jobs Creation Commission
KII	Key Informant Interview
LMIS	Labour market information system
M&E	Monitoring and Evaluation
MIEPEC	Ministère de l'inclusion économique, de la petite entreprise, de l'emploi et des compétence
MSA	Market systems analyses
MSMEs	Micro, Small and Medium Enterprises
NEETS	Not in Education, Employment, or Training
NPAJC	National Plan of Action for Job Creation
ODCO	Office du développement de la coopération (Development Cooperation Office)
OPPPT	Office de la formation professionnelle et de la promotion du travail
OJT	On the-job training
ONCA	Office National du Conseil Agricole
OSH	Occupational Safety and Health
PAGE	Partnership for Action on Green Economy (Partenariat pour une Action sur l'Économie Verte)
P&B	Programme and Budget
PRE	Plan Régional de l'Emploi
RESFC	Regional Employment Services Facilitation Centre
RSA	Rapid Skills Assessment



RSK	Région Rabat-Salé-Kénitra
SCORE	Sustaining Competitive and Responsible Enterprises
SDGs	Sustainable Development Goals
SME	Small and medium enterprises
SSC	Sector Skills Council
THAMM	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
TPME	Très petites, petites et moyennes entreprises
TVET	Technical Vocational Education and Training
UM6P	Université Mohamed 6 Polytechnique
UNDP	United Nations Development Program
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNSDCF	United Nations Sustainable Development Cooperation Framework

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## 1. Introduction

With an overall objective of creating decent jobs opportunities in the agribusiness sector, two projects, ProAgro Ethiopia and ProAgro Morocco, are being implemented. The four year projects have some country specific adaptations. Adaptations are to be expected given the socio-economic and other differences between the two countries. Consider that the population of Morocco<sup>4</sup> at almost 38 million people is less than one third that of Ethiopia which is about 122 million.<sup>5</sup> Ethiopia has a Human Development Index rank of 175 out of 191 countries while Morocco ranks at 121<sup>st</sup>.<sup>6</sup>

In line with ILO policies, this midterm evaluation was conducted to determine the (continuing) relevance, validity, effectiveness and efficiency. To the extent that quantitative and qualitative data was available at midterm, their sustainability and impact were also considered. Cross cutting factors on gender issues and other vulnerable groups were assessed. Actionable recommendations aimed at strengthening the attainment of results during the remaining project period and to inform similar programs and projects are made. Good practices and lessons learned are identified and shared are further included in the current report.

This is a cluster evaluation which, among other factors, has the aim of analysing commonalities and differences between similar projects so as to increase learning.<sup>7</sup> As the ILO guidelines for cluster evaluations require, the findings are presented using an integrated approach. Evidence from each of the two projects is cited to support the findings for each of the evaluation questions.

### 1.1. Project background

As the Evaluation Terms of Reference (ToR) state, Africa has made much commendable economic progress over the course of the last decade. The growth was accompanied by a decrease of poverty rates and a creation of jobs in many countries. Africa does, however, still face numerous challenges. Population growth is expected to double by 2050 and consequently 20 million new jobs will need to be generated annually.<sup>8</sup> Other on-going challenges include political stability issues, particularly in fragile countries. More generally, challenges still include widespread poverty and high rates of informal employment, poor working conditions, low education and skills levels. Insufficient growth, stagnating labour productivity and inadequate social and economic development compound these challenges. Institutions that are intended to stimulate employment are still weak.

A key means to address these challenges is to strengthen job creation. In this context, the German Federal Ministry for Economic Cooperation and Development (BMZ) launched the Special Initiative on Training and Job Creation as part of its Marshall Plan for Africa in 2019.<sup>9</sup>

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<sup>4</sup> Worldometers, 2022a, Morocco Population. Available from <https://www.worldometers.info/world-population/morocco-population/>

<sup>5</sup> Worldometers, 2022b, Ethiopia Population. Available from <https://www.worldometers.info/world-population/ethiopia-population/>

<sup>6</sup> Worldometers, 2022b, Ethiopia Population. Available from <https://www.worldometers.info/world-population/ethiopia-population/>

<sup>7</sup> ILO Headquarters (2020), Guidance Note 3.3 Strategic clustered evaluations to gather evaluative information more effectively. Available from [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746718.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746718.pdf)

<sup>8</sup> Federal Ministry for Economic Cooperation and Development (2019) Making a Difference, an Overview of German Development Cooperation. Bonn & Berlin, BMZ.

<sup>9</sup> GiZ, Working Together for Growth and Jobs in Africa, Available at <https://www.giz.de/en/worldwide/79251.html>

This initiative aims to create jobs in cooperation with the private sector through stimulating a favourable business environment and supporting private investment. The initiative sets a high ambition to create up to 100.000 decent jobs, improve working conditions and income opportunities, create training opportunities, and increase private investment.

Within the framework of the BMZ Special Initiative on Training and Job Creation, the ILO designed the ProAgro projects in Ethiopia and Morocco to contribute to this overall goal. The ProAgro projects have a specific focus on growing employment through increasing decent jobs in agribusiness. It is important to note here that agribusiness covers the entire value chain, including the supply of agricultural inputs, the production and transformation of agricultural products, and their distribution to final consumers.<sup>10</sup> The projects build on the ILO's comparative high focus and experience with the stimulation of decent work conditions, skills, and enterprise development.

### 1.2. ProAgro overall objectives

The ProAgro projects are based on two interrelated and mutually reinforcing pillars:

- 3) Fostering a conducive environment for decent job creation and sustainable investment, and
- 4) Value chain, skills development, and enterprise development.

In operational terms, the two pillars of ProAgro correspond to strengthening four key priority areas of the Special Initiative on Training and Job Creation to attain:

- 1) job rich, sustainable private investment and decent work conditions in the target areas (cross-cutting);
- 2) better skills governance to provide people with the skills they need to access the labour market (push);
- 3) the nurturing of a new generation of enterprises linked to the agribusiness sector (push);
- 4) a dynamic, employment-rich, private sector (pull).

### 1.3. PROAGRO Ethiopia and Morocco : Key priority areas

The overall strategy of the ProAgro projects are thus delineated into four key priority areas of focus:

- 5) Sustainable investment
- 6) Dynamic value chain development
- 7) Skills development
- 8) Entrepreneurship strengthening

The outcomes of the two ProAgro projects are similar but they were adapted to respond to local conditions more closely in the two countries. This adaptation was completed during the two projects' own inception period. Details about ProAgro outputs, indicators, targets and planning were processed during the evaluation inception period and are available in Annex 7.

Outcome Number	Ethiopia	Morocco

<sup>10</sup> FAO (2019) Agribusiness and value chains Agribusiness, value chains and the rapid transformation of agrifood systems. Available from <https://www.fao.org/3/i6811e/i6811e.pdf>. (Website accessed 10 11 20222)

1	Conducive ecosystem for decent jobs creation and sustainable investment created	A more conducive ecosystem in the selected region for decent jobs creation and sustainable investment
2	Social dialogue and inclusive collective bargaining are promoted as key means of achieving decent work and stable industrial relations in the sector	Selected value chains in the agribusiness sector are more competitive and have boosted their job quality and creation potential
3	Quality and more demand oriented Technical Vocational Education and Training (TVET) and trainings that increase employability and job prospects developed	Quality and more demand oriented TVET and training that increase employability and job prospects
4	Selected agribusiness sectors are more competitive and have boosted their job quality and creation potential	Enterprise development mechanisms in place for the agribusiness sector

#### 1.4. The Process : ProAgro implementation strategy: integrated interventions

ProAgro is consequently aimed at supporting the countries to achieve more *inclusive* structural transformation and *decent jobs* creation. The documentation reviewed and field work implemented during the evaluation indicate the importance of *integrated* interventions in both countries. This means, combining a range of short and long-term measures and developing a better balance between labour demand and skilled labour supply. The strengthening and integration of the approaches of various institutions to form new effective partnerships are key included in the design of both projects. Details of how the two projects fostered partnerships including successes and challenges are covered in Section 3.3.2.

The main means of action and milestones in both ProAgro projects include

- Situational and gap assessments in key priority areas
- Design of most likely effective approaches to achieve the identified objectives, build successes and overcome bottlenecks towards achieving the overall goal
- Training of trainers, cascading of training
- Mentoring and partnership building
- Developing and implementing models to achieve project outcomes and outputs such as on social dialogue-collective bargaining, new innovative approaches that contribute towards reaching the overall goal
- Sharing experiences and findings

The projects are both based in the capitals of the countries, Addis Ababa for Ethiopia and Rabat for Morocco. All project staff, 6 in Ethiopia and 5 in Morocco (plus drivers) are based in these two cities.

The projects both include emphasis on partnership and capacity strengthening at national level. They also work at decentralized level. Based on an assessment of potential sites and inputs from stakeholders, ProAgro Ethiopia selected to work in the Amhara and Sidama regional states. In conjunction with national partners and based on their inputs, ProAgro Morocco assessed that piloting actions in the region of Rabat-Salé-Kénitra (RSK) would be a good starting point. RSK is an area that is comparatively close to the capital.

The main project partners are national and regional tripartite representatives including elected officials, education and research entities, and other international development partners. These

project partners have been actors in implementation of project actions as well as participants in training and follow-up activities.

## 1.5. Project phases

The two ProAgro projects have very similar implementation phases which facilitates the cluster evaluation. Their start-up and closing dates are the same. Both projects spent most of the first year as an inception period to conduct various assessments, determining intervention sectors, localities and identifying partners. Implementation of project actions has been on-going and picking up pace over the course of the last 18 months.

## 1.6. Contribution to the SDGs

At Global level, the project contributes particularly to SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and the following specific targets:

- 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 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
- 8.6: By 2020 substantially reduce the proportion of youth not in employment, education or training
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

A brief assessment of the extent to which the projects actually contribute to the SDGs is available in Section 3.5.

## 1.7. Evaluation Purpose

As stated in the ToR, the main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date. The OECD criteria<sup>11</sup> are applied through an analysis of relevance, coherence, effectiveness, efficiency, sustainability, and orientation to impact of the project. Details about the specific objectives of the evaluation are included in Annex 7.

## 1.8. Scope and audience of the evaluation

**The scope** of this evaluation is an analysis of the implementation of the project in its entirety up to midterm. It consequently examines the entire project intervention from August 2020 to July 2022. It considers all the documents linked to the project in this period. This includes the project document, inception and progress reports as well as documents produced as project outputs (e.g. knowledge products, policy strategies). The geographical analysis of the assessment covers Ethiopia and Morocco at the national level and the regions or states through a desk review, field visits, and interviews with stakeholders throughout the evaluation period.

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<sup>11</sup> OECD (2021), Evaluation Criteria (version updated in 2020), Available from <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



The evaluation integrates gender equality and non-discrimination, international labour standards, social dialogue and tripartism, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and process. This is ensured through alignment of all evaluation activities (phases) with EVAL guidance notes: 3.1 Integrating gender equality in monitoring & evaluation of projects; 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate; and 3.3 Strategic cluster evaluation to gather evaluative information more effectively<sup>12</sup>.

See Annex 2 for the evaluation questions and an evaluation matrix which provides the overview of the data collection process and evaluation indicators. The current report is structured around the evaluation questions.

**The intended audiences** of the evaluation are the ILO tri-partite constituents in the two ProAgro projects' counties, ILO headquarters, regional and sub-regional offices, ILO project staff in both countries, directly associated international and national development partners. Further included are other associated private sector persons including from cooperatives—and in Ethiopia in industrial estates—Technical Vocational Education and Skills Training institutes, university/research institutes, and other interested parties.

### 1.9. Targeted Groups

In addition to the stakeholders mentioned in Section 3.8, the projects include beneficiaries of the different project actions. These groups were included in the evaluation to the extent that this was feasible. These include downstream beneficiaries such as workers in existing enterprises/cooperatives or persons wishing to start their own business. Since the project also includes training with institutional partners some of their staff are also included as trainees and/or are mentored through various interventions. Some of these interventions are structured in such a way that the stakeholders partner with each other to reinforce their mutual capacities. This means that the project approach is not just focused on the ILO's direct inputs to strengthen capacities and provide training but also to heighten the ability of partners to support each other.

Details on the operational sequencing of the evaluation are available in Annex 10.

## 2. Methodology

### 2.1 Triangulated and systems approach to data collection and analysis

Triangulated mixed methods data collection and analysis are at the core of the entire evaluation process. Analysis of documentation, interviews and focus groups, and observations of training and/or interactions between stakeholders were included. Subsequent to the field work additional online interviews were conducted to clarify and cross-check specific findings. This approach aims to allow for a consistent integration of evidence to ensure that high quality data is considered at each step. Annex 1 covers the evaluation criteria and questions together with how triangulation is achieved. An overview of the types of documents consulted is provided in the References. Main documents included were project documents and project inception reports, assessment, monitoring and evaluation (M&E) progress and analysis reports.

Review of documents during the evaluation inception period and initial interviews indicated that all components of both projects fit into a systems building approach. This assessment was confirmed

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<sup>12</sup> ILO, Evaluation Guidance. Available at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_853289.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf)

during the implementation of the evaluation field work. Of particular note is the high emphasis on building and strengthening supportive ecosystems. Details on the rationale and type of systems analysis conducted are available in Annex 10.

## 2.2 Rights-based and ethical approaches

A rights-based methods of analysis, with a particular focus on gender, was applied at all stages of the enquiry process and in all its aspects through to the conclusions. The evaluation was further be conducted in line with the norms and standards, ethical guidelines, and code of conduct of the UN Evaluation Group.<sup>13</sup>

## 2.3 Data analysis

Quantitative and qualitative data were extracted from documents, interviews and focus groups, and observations. Annex (13) presents the interview and focus group guidelines per type of stakeholder.

The qualitative data analysis software, Atlas.ti, was used to code and process the qualitative information collected, with special attention to the notes from the interviews and focus groups. Coding categories were developed around the evaluation questions and sub-questions as presented in the Evaluation Matrix (Annex 2). Annex 9 lists the codes that were developed and Annex 8 provides a visual representation of the most commonly stressed points during interviews and focus group discussions. The collected information was subsumed under the identified codes to allow for the comprehensive listing of all relevant inputs from stakeholders regarding a particular evaluation question. A total of 1262 quotations from interviewees were collected and analysed across 92 codes generated from the evaluation questions.

Quantitative data was extracted from monitoring and evaluation reporting and analysed directly. All data collected that contributed to answering the evaluation questions was thus analysed.

## 2.4 Site visits and sampling

Extensive site visits were not possible due to the limited number of working days allocated for the field work. Five working days were allocated for the lead evaluator in Ethiopia and 8 for the national consultant while 10 days were included for the lead evaluator in Morocco.

For Ethiopia, stakeholders in Addis Ababa were included while a site visit was conducted in the region of Sidama. Ideally both field sites should have been visited but due to the limited number of days allocated to the field work this was not possible. According to the evaluation desk review and review of quarterly reports and M&E data, the majority of the project activities are performed in the Sidama region rather than the Amhara region. Consequently the evaluation team believed that a site visit to Sidama would be more appropriate to properly evaluate project activities.

Virtual interviews were, nevertheless, conducted with stakeholders from the Amhara region.

In the case of Morocco, in addition to Rabat, site visits were made to Kénitra in RSK. Details on the sampling method to identify individual interviewees and focus group members are included in Annex 10.

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<sup>13</sup> United Nations Evaluation Group (2016), Norms and Standards for Evaluation, New York: United Nations Evaluation Group.

Number of Evaluation Respondents			
Locations	Female	Male	Total
Ethiopia	5	28	33
Morocco	8	30	38
ILO Headquarters and Regional Offices	4	4	8
<b>Total</b>	<b>17</b>	<b>62</b>	<b>79</b>

Three of the international respondents were interviewed again after the field work to obtain some clarifications and provide some updates. Project staff was also interviewed more than once in both countries to cross-check and verify findings after completion of the field work.

## 2.5 Evaluation Limitations

- 1) The most important evaluation limitation was the inability to include randomly selected direct beneficiaries. As a result, most of the interactions were with representatives of institutions that are included in the projects. In Morocco, a study is being implemented to follow up with ex-downstream training and mentoring beneficiaries with results expected in January 2023. In Ethiopia, a new M&E strategy is being implemented that will allow for closer data collection of ex-participants.  
Though strictly scientific baseline surveys could not be implemented in either project, assessments studies and intake interviews of direct project beneficiaries do provide a starting point for later comparison with final results. An endline survey and/or a final evaluation that enables the evaluators to meet more direct beneficiaries would be useful in both countries.
- 2) Very short timeline from the selection of the evaluators to their starting field work in the two countries (less than 2 weeks) made it difficult to prepare as fully for the evaluation as would have been preferable. The amount of time allocated to conducting field work was also limited. This made planning for field work outside of the capital difficult, particularly in Ethiopia where the field sites are further from the capital. This was mitigated through selecting one field site for a visit in Ethiopia (Sidama) while virtual interviews were mostly conducted for the other (Amhara).
- 3) A limited number of female interviewees/focus group members were included among those met for the evaluation. This is in part because there was a high emphasis on institutional representatives where males predominate in positions that are relevant ProAgro functional areas. See Section 3.6 for a discussion of gender issues.

## 3. Main Findings

### 3.1 Relevance

The projects are found to be highly relevant to the situations in both countries.

#### 3.1.1. ILO constituent policy and programme frameworks

The ILO's four strategic objectives are to promote and realise fundamental rights at work; create opportunities for decent employment and income for men and women; strengthen tripartism and social dialogue; and enhance the coverage and effectiveness of social protection for all. The two

ProAgro project design focuses highly on the first three of these four strategic objectives and also on the fourth on coverage and effectiveness of social protection.

When originally designed, the ProAgro projects were very consistent with the policy outcomes to ILO Programme and Budget (P&B) that were applicable for 2020-21:

The ProAgro projects contribute to the Policy Outcomes of the ILO Programme & Budget 2020-2021:

- **Outcome 3:** Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all
- **Outcome 4:** Sustainable enterprises as generators of employment and promoters of innovation and decent work
- **Outcome 5:** Skills and lifelong learning to facilitate access to and transitions in the labour market
- **Outcome 7:** Adequate and effective protection at work for all

Moreover, the projects are consistent with the current ILO P&B for 2022-2023.<sup>14</sup>

- **Outcome 1:** Strong tripartite constituents and influential and inclusive social dialogue
- **Outcome 2:** International labour standards and authoritative and effective supervision
- **Outcome 3:** Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all
- **Outcome 4:** Sustainable enterprises as generators of employment and promoters of innovation and decent work
- **Outcome 5:** Skills and lifelong learning to facilitate access to and transitions in the labour market
- **Outcome 7:** Adequate and effective protection at work for all

Under Outcome 7, relevance is particularly important with regard to Output 7.1 – “Increased capacity of Member States to ensure respect for, promote and realize fundamental principles and rights at work.”<sup>15</sup>

Given the focus on institutional capacity strengthening, two of the Enabling Outcomes are consistent with the project design:

Outcome A: Improved knowledge and influence for promoting decent work

Outcome B: Improved leadership and governance

Moreover, ILO interviewees in both countries indicated that ProAgro is very well targeted to meet the needs and is complementary with the other ILO projects in the country.

### 3.1.2. Ethiopia: project relevant to national policies and priorities

The ProAgro Ethiopia project is highly relevant to national policies and priorities. The National Employment Policy and Strategy of 2016 states that its mission is to “Ensure that full, productive, and freely chosen decent employment is promoted in Ethiopia”.<sup>16</sup> Details of the policy and strategy focus on specific elements that ProAgro is promoting in the country. These include aiming to contribute to a better match between supply and demand for labour and strengthening institutions that contribute to employment creation.

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<sup>14</sup> ILO (2021), Programme and Budget for the biennium 2022–23 International Labour Organization. Geneva: ILO.

<sup>15</sup> ILO (2021), Programme and Budget for the biennium 2022–23 International Labour Organization. Geneva: ILO.

<sup>16</sup> The Federal Democratic Republic of Ethiopia (2016), National Employment Policy and Strategy. Addis Ababa: Government of Ethiopia. Page 4.

In 2019, Ethiopia established the Jobs Creation Commission (JCC) with the responsibility of fostering the job creation agenda, coordinating stakeholders, monitoring and evaluating relevant performance. The JCC has now been dissolved and integrated with the ministry and is not a stand-alone entity anymore. A Plan of Action for Job Creation (PAJC- 2020-2025) was launched in October 2019 to create 14 million jobs by 2025.<sup>17</sup> The PAJC notes that while agriculture decreased its share of total economic output over the last two decades, it still accounted for 67% of employment in 2018. The PAJC prioritises horticulture and poultry sectors due their potential for job creation and economic growth.<sup>18</sup> In addition to edible oils, these are in fact the value chains of focus selected for ProAgro Ethiopia.

The project design is, in part, aimed at addressing some of the lessons learned during the implementation of the Decent Work Country Programme (DWCP) 2014 -2017 for Ethiopia. These comprised the need to strengthen institutional implementation frameworks and effective coordination between partners and other actors.

With regard to the Ethiopia Decent Work Country Program (DWCP) 2021-2025, the project is strongly linked to the country Programme Outcomes and priorities.<sup>19</sup> The project is most clearly aligned to certain outputs under these outcomes and priorities. See Annex 12 for a table with details.

### 3.1.3. Ethiopia: Other national key partners' needs and country needs

The Ethiopia ProAgro project is well aligned with the government, employers and workers organizations, education partners, participating private sector enterprises/industrial estate and other partner needs. Several evaluation interviewees expressed their appreciation for having been involved in the project development from an early stage.

To ensure alignment, the project conducted seven assessments which were documented, analysed and published. The collected information was actively used in planning. The assessments included a region and sector selection assessment, a baseline diagnostic of the institutional environment for foreign direct investment, capacity of investment promotion agencies and its impact on employment in Ethiopia, Rapid skills assessment during the COVID-19 pandemic, three market systems analyses (MSA) in three agriculture sub-sectors - fruits and vegetables, edible oils and poultry. In addition an assessment of cooperatives' capacities was conducted in Amhara and Sidama Regions. This study was of importance in planning of project initiatives.

Most of the Ethiopian stakeholders interviewed for the evaluation indicated that the project design was well aligned to help address existing gaps and needs. However, there were consistent comments that the project budget, geographic coverage, and number of direct beneficiaries to reach was much too small.<sup>20</sup> Several expressed their desire to see a much larger project of this type for real impact to occur. In one example, a stakeholder noted, "They determined to work in only 2 regions but the problems is very national." Another stated, "I understand that this is a pilot project, but these efforts are just a drop in the bucket" while yet another person said, "the project is about the agro sector, but it is much too limited because there are so many other types of employment to address." It

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<sup>17</sup> Jobs Creation Commission (2020), Plan of Action for Jobs Creation 2020-2025. Briefing Document. Addis Ababa: JCA.

<sup>18</sup> Ibid

<sup>19</sup> ILO (2021), Decent work country programme for Ethiopia – 2021-2025. Addis Ababa: ILO.

<sup>20</sup> That is, persons who may start their own enterprises, cooperatives, or be employed in better jobs.

should be stated, however, that a study that the JCC had commissioned shows that agriculture and agro processing are the sectors with the highest job creation potential.

#### 3.1.4. Morocco: project relevant to national policies and priorities

The ProAgro Morocco project is very relevant to the national development strategies, plans, priorities in the country. The ILO had previously contributed to the development of the employment planning in Morocco.<sup>21</sup> The ProAgro project was consequently designed to support the implementation of the Morocco National Employment Promotion Plan 2021<sup>22</sup>. The plan includes a strong focus on job creation and ensuring a better match between labour market needs and available workers with special focus on youth.<sup>23</sup> As the country continues to focus on employment the currently on-going design of the new employment policy 2035 is also important and relevant.

Furthermore, as far back as 2012<sup>24</sup> the government's Economic and Social Council presented an analysis of green economy job opportunities. Subsequently the government adopted a national sustainable development strategy that includes a focus on employment creation within a Green Economy.<sup>25</sup> Other plans include the Plan national d'accélération industrielle (National Industrial Acceleration Plan) launched in 2020 that includes an aim of facilitating access to financing to Micro, Small and Medium Enterprises (MSMEs). The ProAgro project design in Morocco was designed to contribute to these plans.<sup>26</sup> As will be discussed in Section 3.3.6, during the period to midterm, the project steadily increased concentration on green jobs.

There was no DWCP in Morocco at the time of the ProAgro design, for this reason the project's relevance to a DWCP could not be assessed. A DWCP is, however, currently being designed. Stakeholders indicated that the results of the ProAgro project in Morocco should provide important lessons to enrich the new DWCP.

#### 3.1.5. Morocco: Other national key partners' needs and country needs

As in Ethiopia, the ProAgro Morocco project worked intensively during the inception period with national key partners from the various stakeholder groups to ensure that the project was well aligned with needs. Studies were carried out during the inception period to identify the most appropriate means, locations, and types of interventions.

In Morocco, an even greater emphasis than in Ethiopia was placed during the inception period on direct interpersonal communications with the government, employers and workers representatives, and other partners. This helped in the identification of one of the key needs to address. As one stakeholder (evaluation interviewee) stated, "ProAgro really put its finger on the problem of existing

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<sup>21</sup> Ministère de l'Inclusion économique, de la Petite entreprise, de l'Emploi et des Compétences (2018-2021), Plan national de promotion de l'Emploi 2021- PNPE 2021 fruit d'une approche participative, globale et intégrée. Available from <https://miepeec.gov.ma/mtip-espace-emploi/strategie-nationale-pour-lemploi/plan-national-de-promotion-de-lemploi/?lang=fr>. (Website accessed 25 11 2022)

<sup>22</sup> Plan national de promotion de l'Emploi 2021.

<sup>23</sup> Ministère de l'Inclusion économique, de la Petite entreprise, de l'Emploi et des Compétences. Plan National de Promotion de l'Emploi. Available from <https://miepeec.gov.ma/mtip-espace-emploi/strategie-nationale-pour-lemploi/plan-national-de-promotion-de-lemploi/?lang=fr#1575283953374-6418ad6d-de4c>. (Website accessed 25 11 2022).

<sup>24</sup> Conseil Économique et Social (2012), Avis Conseil Économique et Social : Économie Verte- Opportunités de création de richesses et d'emplois. Auto-saisine AS No 4/2012. Rabat : Conseil Économique et Social.

<sup>25</sup> Royaume du Maroc (2017), Stratégie Nationale de Développement Durable 2030. Rabat : Royaume du Maroc.

<sup>26</sup> ILO (2020), ProAgro – Promotion of Decent Work in Agribusiness. Project Document. Geneva: ILO.

lack of coordination between institutions and they really also put this issue forward as one that needs to be addressed". According to evaluation interviewees in Morocco, the intensive communications from the start proved to be essential to help ensure that key stakeholders came to own the project and focused on coordination.

Some evaluation stakeholders<sup>27</sup> who were interviewed noted that, in the beginning, they did not really appreciate the direction that the project was planning to take. They felt that perhaps the project was not well enough oriented to actual needs. This included on issues such as which value chains to support and the locations of field work with beneficiaries. However, the consistent interactions with the sceptics eventually resulted in adjustments to the extent that this was feasible. The willingness to be flexible and frequent interpersonal communications paved the way for an exceptionally close collaboration with partners in Morocco. Evaluation interviewees consistently praised the perceptive "listening" of the ProAgro Morocco team and their willingness to adapt to better address existing and emerging needs.

### 3.1.6. Project design contribution Sustainable Development Goals (SDG) and Country UN Sustainable Development Cooperation Frameworks (UNSDCF)

The projects both contribute particularly to SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and the following specific targets. A few evaluation interviewees stressed the fact that the projects are actually completely focused on supporting attainment of SDG 8. They noted that it is "obvious". Details about fit with the SDGs are available in Annex 11.

The projects are well aligned with the UNSDCF in both countries. For Ethiopia<sup>28</sup> this means two outputs:

**1.1** "Young people, especially those left behind in education and employment, are equipped with the knowledge and skills required to access decent jobs and participate in civic life."

**3.2** "Access to decent jobs, employment and livelihood opportunities in formal and informal sectors improved particularly for youth and women."

In the case of ProAgro Morocco, the project fits neatly into the country's UNSDCF.<sup>29</sup> Particularly with regard to Outcome 1 – "The Moroccan economy is competitive, inclusive and creates decent employment, especially for women and youth, through structural transformation based on sustainable development and climate resilience".<sup>30</sup>

### 3.1.7. Extent project built on previous experience ILO, UN, Donor, others

The projects built particularly on ILO experience. In both countries project staff also referred to some more limited influence of the past experience of UNIDO and GIZ projects on project initiatives. Past experience of the ILO with their training materials such as Start and Improve Your Business, GET Ahead, My.COOP and others enabled the projects to swiftly integrate these materials into project

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<sup>27</sup> They cannot be identified for reasons of evaluation anonymity.

<sup>28</sup> United Nations Ethiopia (2020), United Nations Sustainable Development Cooperation Framework 2020 – 2025. Addis Ababa: United Nations Country Team in Ethiopia. PAGE 35 and 42.

<sup>29</sup> Nations Unies Maroc (2022), Annexe - Cadre de résultats du Cadre de Coopération pour le Développement Durable 2023-2027. Available from [https://unsdg.un.org/sites/default/files/2022-06/Morocco\\_Cooperation\\_Framework\\_Results-Framework\\_2023-2027.pdf](https://unsdg.un.org/sites/default/files/2022-06/Morocco_Cooperation_Framework_Results-Framework_2023-2027.pdf) (Website accessed 28 11 2022).

<sup>30</sup> Nations Unies Maroc (2022), Annexe - Cadre de résultats du Cadre de Coopération pour le Développement Durable 2023-2027. Available from [https://unsdg.un.org/sites/default/files/2022-06/Morocco\\_Cooperation\\_Framework\\_Results-Framework\\_2023-2027.pdf](https://unsdg.un.org/sites/default/files/2022-06/Morocco_Cooperation_Framework_Results-Framework_2023-2027.pdf) (Website accessed 28 11 2022).

actions. The experience of the Skills for Trade and Economic Diversification (STED)<sup>31</sup> program was used to inform project design. STED is designed to support growth and decent employment creation in sectors that have the potential to increase exports and to contribute to economic development. Specifically, the SKILL UP Ethiopia project had conducted a STED analysis that also informs ProAgro initiatives.

For Ethiopia, of particular importance were a past migration project that included starting an employment centre and the development of a manual for youth to support them with job searching skills. The experience of a project on employment in the garment sector further contributed to some of the approaches used. The ILO SKILL-UP Ethiopia project had conducted a workshop on the agro-processing sector that provided some useful information for consideration during the design period.<sup>32</sup> Further, the Skill Up project had implemented initiatives on Sector Skills Councils (SSCs) that were used to inform the Pro-Agro project. The Ethiopia project also incorporates the ILO Sustaining Competitive and Responsible Enterprises (SCORE) tools. SCORE is global programme that improves productivity and working conditions in small and medium enterprises (SMEs). Modules cover workplace cooperation, quality management, clean production, human resource management, and occupational health and safety. ProAgro Ethiopia is focusing primarily on the 'Workplace Cooperation' and 'Occupational Safety and Health' (OSH) modules.

In Morocco, the experience of a wide range of past and current projects informed project design and planning. In addition to studying past ILO projects, ProAgro project staff interacted with ILO staff from other projects during the inception phase to learn from their good practices and lessons learned.

### 3.2 Validity of project design:

The overall design of the ProAgro projects' coherence and complementarity is satisfactory. While the project design of both projects was largely valid at their design phase, it was nevertheless found that there was room for improvement during the projects' inception period. Some changes were consequently made, in particular in Ethiopia where a separate outcome was developed on social dialogue (Outcome 2). This was primarily done to ensure larger emphasis on this subject.<sup>33</sup> The previous Outcome 2—on rendering value chains more competitive, boosted job quality and creation potential—was consolidated into Outcome 4. For ProAgro Morocco, Outcome 2 remained the same though the project is also emphasising collective agreement development under their Output 1.1 and 1.3.

As the evaluability report for ProAgro Ethiopia notes, the focus on jobs and job creation does not inform the full story of what ProAgro is contributing towards and achieving.<sup>34</sup> This situation actually applies to both projects. While it is true that, eventually, all of the outcomes can contribute to jobs and job creation, institutional strengthening can also contribute to other outcomes. These include more appropriate and streamlined actions on social dialogue, as well as more comprehensive approaches to cooperative management and formalising the informal economy.

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<sup>31</sup> ILO, Skills for Trade and Economic Diversification (STED). Available from <https://www.ilo.org/skills/projects/sted/lang--en/index.htm>. (Website accessed 24 11 2022).

<sup>32</sup> ILO SKILL-UP (2019), Ethiopia organized a technical and Policy Foresight Workshop for the Agro-Processing Sector. Available from [https://www.ilo.org/skills/events/WCMS\\_732873/lang--en/index.htm](https://www.ilo.org/skills/events/WCMS_732873/lang--en/index.htm) (Website accessed 15 11 2022)

<sup>33</sup> ILO ProAgro Ethiopia (2021), ILO ProAgro: 'Promotion of Decent Work in Agribusiness in Ethiopia' Project Inception Report. Addis Ababa: ILO. Page 26.

<sup>34</sup> Morrissey, Ty (2021), ILO Evaluability Assessment Report ProAgro Ethiopia. Jakarta: Morrissey Consulting International



### 3.2.1 Theory of Change Analysis

There was a common perception among project staff, as well as high level stakeholder partners in both countries, that the projects are exceedingly complex with too many expected targets. The inter-relationships between the different outcomes, their outputs and how they will contribute to the two ProAgro development pillars<sup>35</sup> is not always clear to stakeholders. The theories of change (ToC) for both projects do attempt to show that project components are inter-related. A systemic analysis was done and external factors were considered in both cases though these are more detailed in the respective projects' inception reports than in the initial program document.

Both projects spent a great deal of time working with partners to share information about the projects and their components with some success. As will be discussed in Section 3.3.3, however, further strengthening communications as part of project implementation would be helpful. It is important that partners well understand how the different project components contribute to the development pillars through the projects' horizontal and vertical logic. This helps ensure that the holistic purpose and reasoning underlying the projects' respective Theories of Change is clear. Such clarity can then be used to underpin reasoning for the importance and motivation for intensive networking among the varied project partners.

Assumptions and risks considered in the development of the levels in a ToC are preferably made explicit in the graphic or in an accompanying narrative.<sup>36</sup> In the original project document, a narrative is provided but not for the later adapted ToCs for the two projects.<sup>37</sup> Underlying assumptions suppose that each part contributes to the goal of more and better jobs in the target areas. ProAgro Ethiopia has an additional main goal of increased foreign investment and domestic business growth in the target areas.

It is evident that, throughout the two projects, all of the ToC elements are expected to interlink to contribute to the final result (impact).

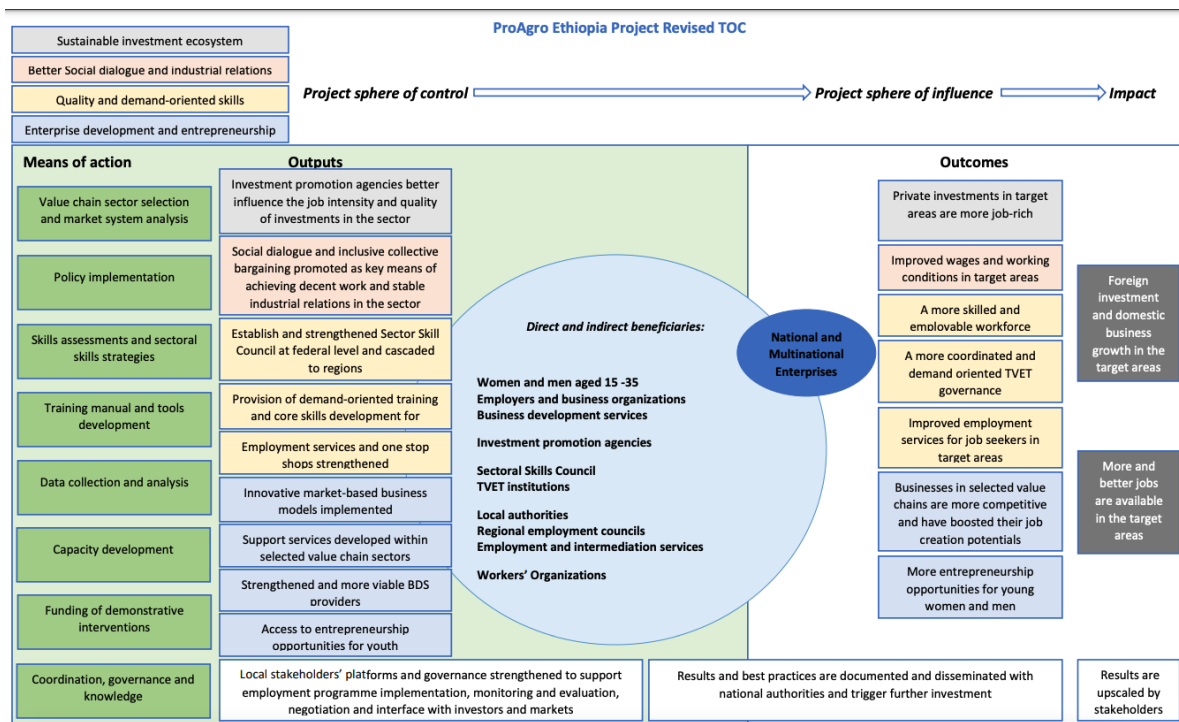
#### **Graphic 1 - ProAgro Ethiopia Theory of Change**

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<sup>35</sup> See Section 1.1

<sup>36</sup> There are several types of assumptions to be considered in a ToC. In both ToCs the main assumptions appear to be centred on causal links while others are not apparent. See for further information for example: Fund Against Child Labour (2018), Theory of Change Guidelines. Available from [https://english.rvo.nl/sites/default/files/2018/11/FBK\\_theory\\_of\\_change\\_guidelines\\_0.pdf/](https://english.rvo.nl/sites/default/files/2018/11/FBK_theory_of_change_guidelines_0.pdf/). (Website accessed 25 11 2022)

<sup>37</sup> ILO (2020), ProAgro – Promotion of Decent Work in Agribusiness. Project Document. Geneva: ILO.



The ProAgro Ethiopia ToC is largely inspired from the more generic ToC contained in the project document for the two ProAgro projects.<sup>38</sup> The ProAgro Ethiopia ToC does include certain key elements needed in a ToC.<sup>39</sup> The contents cover the main aspects of the project and how they are expected to lead to the overall outcomes and impact. The ToC uses colours to try to show the pathways of different outputs to particular outcomes but this is not automatically clear to the reader, particularly given the other elements in the graphic.

The ToC shows progression from project's sphere of control to the sphere of influence which is only partially under the project's control. More specifically, the further to the right in the ToC, the more likely that other factors may influence impact, positively or negatively. Attribution of final results to the project thus become more complex at the right end of the graphic.

The ToC could, however, be further improved to increase clarity. In the upper left-hand corner of the graphic a summary of the main project outcomes is listed with associated colours. It is not immediately evident to the uninformed that they correspond to the similarly coloured boxes in the rest of the graphic or how they are related. This summary of main project outcomes would preferably be placed in the middle of the graphic. This is because these project outcomes form a core part of the project that stands between the outputs and seven overall outcomes listed on the right.

In the centre of the graphic, the direct and indirect beneficiaries are listed, that is, the stakeholders acted upon in the project. While a ToC may list the beneficiaries separately, they are preferably not included in the graphic in this way. If beneficiaries are listed directly in the ToC, the expected results would be cited. For example as in the second column from the left where it is stated, "Strengthened and more viable (*Business Development Service*) BDS providers". It would thus be advisable to restructure the ToC to place the four project (intermediate) outcomes towards the centre of the

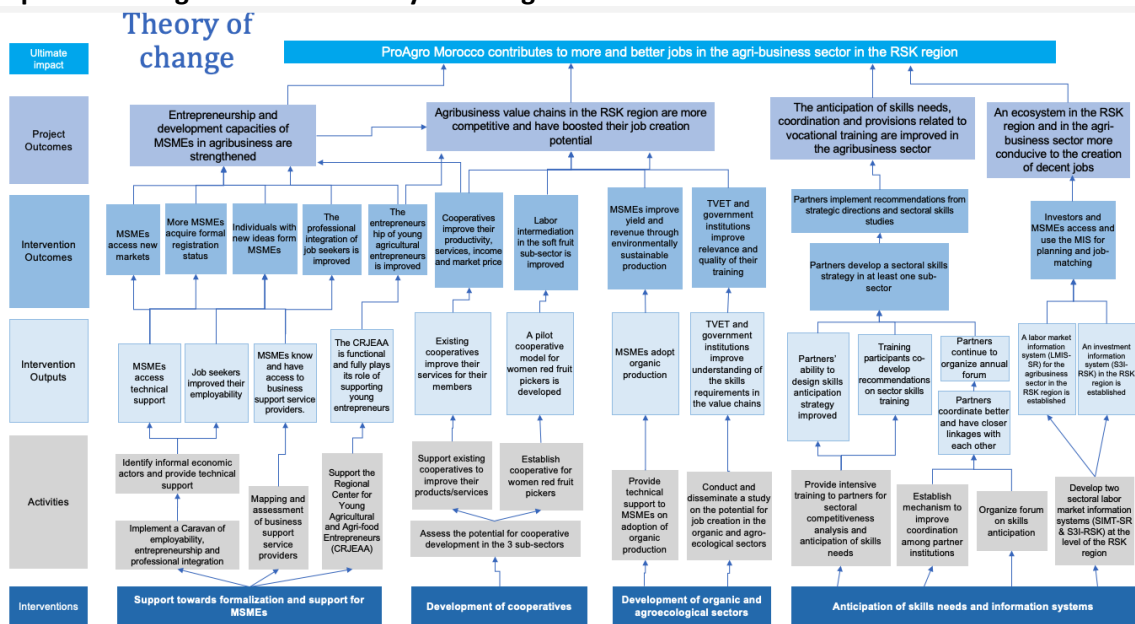
<sup>38</sup> ILO (2020), ProAgro – Promotion of Decent Work in Agribusiness. Project Document. Geneva: ILO.

<sup>39</sup> Centre for Theory of Change, Setting Standards for Theory of Change. Available from <https://www.theoryofchange.org/what-is-theory-of-change/>. (Website accessed 25 10 2022).

ToC and provide the list of direct and indirect beneficiaries separately.<sup>40</sup> To indicate related elements more clearly it would be useful to surround elements with a larger surrounding box or use braces { } to show the linkages.

The evaluation team is not entirely convinced that it is entirely necessary at midterm to make these structural changes now given that, at this stage, the ToC is more used for internal purposes and not continually shared with partners. It is up to the project to determine the usefulness of making these adaptations.

**Graphic 2 - ProAgro Morocco Theory of Change**



The current ProAgro Morocco ToC has a more classic presentation style with clear impact pathways. An attempt at a Theory of Change more specific to ProAgro Morocco had been made together with the project steering committee. The Evaluability Assessment team correctly indicated that the ToC should be structured to guide implementation and be flexible if needed. As recommended in the Evaluability Assessment for ProAgro Ethiopia, this new ToC does use a more granular approach.<sup>41</sup>

ToC review in Morocco is planned for every six months with adaptation made in line with field realities. Project staff indicated that the current structure of the ToC is very useful. They added that, “we can visualise the activities and see which activity contributes to which part.” This makes it possible to verify whether any new and/or innovative activity fits into the ToC and how.

This ToC does thus include many elements and thus requires extensive study for the main stakeholders or their representatives to understand. Vertical and horizontal logic is evident in this ToC and it can be used to track project implementation. Arrows linking different pathways are notable between outcome 1 and 2. Other linkages between the pathways could have been added but this might further confuse the visual aspects of the ToC.

<sup>40</sup> These should thus be clearly listed in the middle of the ToC for pathway clarity. As Morrissey, Ty (2021), Evaluability Assessment Report ProAgro Ethiopia. Jakarta: Morrissey Consulting International, stated it is useful to improve the causal assumptions and pathways leading to the overall outcomes.

<sup>41</sup> DEVLEARN (2021), Evaluability Assessment Report ProAgro (Morocco). Bristol: DEVLEARN.

### 3.2.2 Outputs causally link outcomes, impact

As visualised in the ToCs, project outputs clearly link to outcomes and impact. Vertical and horizontal logic across the logical frameworks also exists. It should be recalled, however, that project activities and outputs are quite diverse even as they all aim towards the same ultimate results. Project related evaluation stakeholders, including staff, ILO specialists, and some steering committee members, indicated that measuring the extent to which some outputs actually lead to the expected outcomes and subsequent impact is difficult. This is due to challenges regarding attribution of impact results to the projects and, more importantly, the type of measures used to assess the results.

As will be discussed in Section 3.3 on Effectiveness, project actions are well appreciated overall. Nevertheless, measuring results at outcome and overall impact level is not necessarily straight forward. Results for some outcomes are easier to assess than others. As discussed in the preceding section on ToC, at impact level the project sphere of influence becomes increasingly difficult to attribute.

Several evaluation interviewees in both projects indicated that it may thus be difficult to ultimately attribute changes in the ultimate goals to specific impact from the projects. As such they stressed that it should be clear that the projects can contribute to any changes in more and better jobs in the target areas but may not be solely responsible for them. In addition, for Ethiopia, a second overall impact result area in the ToC is “Foreign Investment and domestic business growth in the target areas.” The extent to which the ProAgro Ethiopia can directly show impact in this area may be especially challenging. In both countries, larger Government and other donor presence in the target areas exists. New investments may, for example, be due to return of investors to the country following the recent peace accords. In other cases, the role of the project may be a contributing but not sole reason for foreign investments. The extent to which business start-up and growth can be attributed to the project is likely easier as enterprise start-ups may more easily be linked to project inputs such as training on Start and Improve Your Business (SIYB).

The evaluation notes that, in the case of outcome 2 for ProAgro Ethiopia the wording is more output than outcome oriented: “Social dialogue and inclusive collective bargaining are *promoted* as key means of achieving decent work and stable industrial relations in the sector”. The promotion of social dialogue does not, however, automatically lead to the achievement decent work and stable relations in the sector. Rewording this outcome to reflect this would be advisable with, for example, “social dialogue and collective bargaining are functioning to achieve decent work and stable industrial relations in the sector”.

The wording for Outcome 4 had been changed after the inception period to “enterprise development and entrepreneurship trainings conducted.” However, this was later corrected to reach Outcome 4: “Selected Agribusiness Sectors are more competitive and have boosted their job quality and creation potential.”

Some evaluation interviewees stated that there are several indicators that assume that the project has control over changes that are required to achieve the results when these are not well under the project’s control. One example that an evaluation interviewee cited is “satisfaction with project associated employment placement centres” in Ethiopia. Contextual issues cited that may influence the extent of success of—and thus satisfaction with—employment centres include inflation, internal conflict in the North of Ethiopia, and COVID19. In addition a lack of interest and limited willingness of the private sector to engage with employment centres to find workers is another factor that is difficult to address despite advocacy to engage them.

A particularly challenging issue is the BMZ initiated M&E requirement to measure the number of “good jobs” created to gauge the extent of final results. Given that job creation is at the core of the BMZ financed Special Initiative on Training and Job Creation, it logical that their number should be measured. It is also reasonable to expect that not just any job should be created, but jobs that meet certain reasonable conditions.

The three criteria that are used to determine if a job can be counted as a “good job” is, however, challenging to meet. The criteria centre on amount of working time, income and working conditions. The first criterion relies on assessment that the job must entail at least 520 hours of work per year. Income is centred on measuring if the job meets at least Government minimum wage standards. The measure for minimum wage is considered adequate and can be applied for Morocco<sup>42</sup> but is more complicated for Ethiopia. Ethiopia does not have an officially adopted minimum wage at this time so BMZ has acknowledged that a job with an income above the national poverty line is an acceptable measure instead.<sup>43</sup>

The last criterion on working conditions is particularly difficult to measure given that the job must meet ILO core labour standards. According to BMZ methodology the criteria for a "good job" requires that it complies with certain ILO core and international labour standards of no forced labour, no child labour, prohibition of discrimination in employment and occupation, effective protection of freedom of association and the right to collective bargaining.<sup>44</sup>

The other BMZ projects that are financed from the same program are mostly implemented in medium to large companies, not mostly micro and small ones like in ProAgro. Improved jobs are easier to measure in big factories as there are many ways to check change. For example, the case of a company with 500 workers has increased the basic salary to minimum wage, says (and workers agree) that there is no child labour, working hours are reasonable, that they are not prevented from organising and that their union representatives can bargain collectively. As our example company has 500 workers, if they have adopted these requirements, they can immediately count 500 workers with improved jobs.

In the case of the ProAgro projects, existing companies with which the projects work are mostly micro or small, this means that there will be a smaller number of workers who can be counted as having improved working conditions all at once. Even more importantly, many ProAgro project associated workers are in the informal economy so that verification of the truth of positive changes in working conditions is limited.

Labour inspectors are being trained in Morocco, for instance, but the number of available inspectors to assess the large number of project associated companies is too limited. As one evaluation interviewee noted, it is next to impossible for ProAgro to authenticate claims on working conditions and minimum wage accurately across all project associated companies. This would require very costly studies which, as one interviewee noted, “would cost more than actual project activity implementation.” It is for this reason that an alternative has been adopted in the form of research on a sample of project associated enterprises. In Morocco such a study is being implemented for the

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<sup>42</sup> Invest for Jobs (2020, Calculation of Income Thresholds for Monitoring Employment Effects of KPI 1 Special Initiative (SI) on Training and Job Creation “Monitoring & Evaluation”.

<sup>43</sup> ProAgro Morocco project (undated), M&E Plan reviewed. Rabat: ProAgro Morocco.

<sup>44</sup> ILO (2020) Comments on Key Performance Indicator (KPI) specifications for the Special Initiative (SI) on Training and Job Creation. Unpublished document. P. 7. Geneva: ILO.

first time and results will be shared in January. In Ethiopia, the project is partially working in an industrial estate. Though most enterprises based in the industrial estate are small, companies in these defined areas are somewhat easier to assess. Other tracking and survey measures have also been defined in the recent ProAgro Ethiopia M&E strategy.

Another challenge that the evaluation identified—and which will be further detailed in Section 3.3 on Effectiveness—is the counting of new jobs in self-employment. Despite the project efforts, the ability of trainees and mentored project participants to actually start a business access to financing still seriously hampers business start-up.

In addition, the donor’s guidelines describing the required measured and reporting are seen as very complex. While efforts have been made to provide clarity to the projects on these issues, in the case of the ProAgro projects, these are still quite difficult to follow and implement. There is still room for improvement and reconsideration of the specific conditions in the countries.

### 3.2.3 External factors considered: assumptions and risks

External factors in the form of assumptions and risks were considered at the design and inception stage. The risks described for the projects remain rather general though details as they actually occur are continually reviewed in both projects. The risk registers are updated and completed in each project’s progress report. They include comments on the status of each risk, mitigation measures in place as applicable, impact level statements per period, and a description of additional risk responses needed. A review of these risk registers indicates that they are satisfactory in terms of presentation and content. External factors and risks are discussed during project steering committee meetings and in other project committees (e.g. Technical Committees).

It is evident that at the project design stage, it was not possible to predict certain specific risks and their potential impact. These include the duration and impact of COVID19 in both countries. In addition, in Ethiopia the extent and duration of internal conflict between Government of the Federal Democratic Republic of Ethiopia and the Tigray People’s Liberation Front could not be predicted. A recent peace agreement signed on November 2, 2022<sup>45</sup> has facilitated project functioning. In Morocco, tensions between Morocco and ProAgro donor country Germany resulted in the blockage of relations between the project team and public stakeholders that lasted for one year. In February 2022, bilateral relations were restored.<sup>46</sup>

### 3.2.4 ILO comparative advantage regarding youth employment

Due to its extensive experience across many projects in different countries, the ILO has a comparative advantage with regard to youth employment related results. The ILO also has comparative advantages related to other employment creation and strengthening of decent work conditions. Various tools related to skills and training of youth in TVET settings, entrepreneurship for youth and adults, analyses of working conditions have been developed over the years. In addition, the ILOs tripartite approach, its focus on formalizing the informal economy and other aspects are included. With regard to collective bargaining the ILO has also launched—and continues to develop—tools to facilitate social dialogue and collective agreement making. As already indicated

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<sup>45</sup> United Nations-UN News. Ethiopia: Peace agreement between Government and Tigray ‘a critical first step’: Guterres. Available from <https://news.un.org/en/story/2022/11/1130137>. (Website accessed 29 11 2022)

<sup>46</sup> Morocco World News. Morocco, Germany Agree to Give ‘New Breath’ to Bilateral Ties. Available from <https://www.moroccoworldnews.com/2022/02/347129/morocco-germany-agree-to-give-new-breath-to-bilateral-ties>. Website accessed 25 11 2022)

in previous section on Relevance 3.1 and in the section on validity, all these elements all come together in a single project in each of the two countries.<sup>47</sup>

Across the ILO, there are various units addressing the many issues included in the ProAgro project design and implementation. In fact, the design of the ProAgro projects envisioned a collaboration between departments and units focusing on employment policy, skills and employability, social dialogue and tripartism, and cooperatives. As will be discussed in Section 3.4, the extent to which these collaborations and technical inputs from these offices into the projects did vary between the two projects.

### 3.3 Effectiveness of the project in relation to the expected results

The ProAgro projects have worked intensively to try to reach expected results as well as possible in difficult circumstances (See Sections 3.3.5 and 3.3.7). The level and quality of results achieved to date differs between the projects and between their various components. It is very important to note that many of the results cannot be measured yet as they are targets that require institutional change and/or results that can only be assessed towards a later project stage. Examples of such targets include:

- Ethiopia: Satisfaction rates of employers in terms of their demands being met.
- Morocco- Confirmation of an improved business and investment climate by domestic and foreign investors; and % of formalised MSMEs that are viable and active after one year of creation

To facilitate discussion, an initial overview of the current status of project results at midterm is organized by project. The projects provided the latest information that was available at the time of the Midterm Evaluation field work. Details are available in Annex 7. The evaluation organized key results attained to date tables in sections 2 and 3 to highlight the targets that have been accomplished up to the end of the midterm evaluation field work.

While reading the effectiveness section it is important to consider that contextual issues affected progress towards reaching results in both countries (See Sections 3.3.5 3.3.7, 3.3.10). This means that certain activities could not be implemented as quickly and comprehensively as planned.

It should also be noted that the evaluation is not a progress report. It cannot list all of the activities that have been implemented in the two projects, particularly while trying to ensure that the report is not excessively long. The evaluation does highlight some key project initiatives for both countries. Details on reported progress are also included in Annex 7.

Key successes and challenges encountered across the whole implementation period are described in the following sections. This includes information on contextual reasons for achievements and bottlenecks encountered as well as new needs and gaps identified. The analysis focuses on ensuring a better understanding of good practices, lessons learned and overall knowledge acquired during the first half of the projects' timelines. Aside from COVID19, the challenges faced in the two countries during implementation are quite different and will be discussed under their country project headings and specific sections required in the evaluation ToR.

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<sup>47</sup> As reiterated in the overall project document but also as the Lead Evaluator assessed based on years long evaluations related to ILO implemented projects. ILO (2020), ProAgro – Promotion of Decent Work in Agribusiness. Project Document. Geneva: ILO.

### 3.3.1 Internal and External Factors for Successes Across Both Projects

An important success in both projects is the approximately ten months allocated to the inception period. Some evaluation interviewees insisted that this period was quite long and interfered with progress towards attaining results targets. At the same time, these interviewees and others also stated the benefits of the inception period. The studies (assessments and capacity analyses) and associated networking built up over the inception period helped to prepare a good foundation for the remaining project implementation period. The studies helped to identify needs and bottlenecks beyond those assessed during the project document design.

Both projects found that some unexpected opportunities could be identified during the inception period. They also learned lessons about the structure and functioning of (potential) partners, their views, and the best means to interact with them. The evaluation found this to be particularly true in Morocco where diplomatic hurdles (see Section 3.2.3) and the views of some private sector representatives on a study on conditions in the red fruit sector caused some challenges.<sup>48</sup> Adjusting, and interacting with partners in different ways to address these issues, increased the project team's understanding of key issues and how to improve their relationships. Though the challenges faced were difficult, they were nevertheless used as informative experiences.

In the case of Ethiopia, financial savings incurred because of the inability to implement some planned actions due to COVID19 and the internal conflict. These savings were reallocated to “carve out a position for a communications specialist” on the team. As will be discussed in Section 3.3.3, having communications specialists in a project with a design like ProAgro, is an important aspect for reaching project success on achieving solid results.

It should be added that the projects have identified several innovative and useful initiatives to contribute to broader socio-economic and environmental results beyond the original targets. In the case of Ethiopia this is centred around a South-South knowledge sharing mission to India from 10-13 October 2022. The focus was on learning from the experiences on Sector Skills Council (SSC) in the agro-processing sector and apprenticeships that the Indian Sector Skills Council (SSC) supports.<sup>49</sup> As one member of the visiting mission explained, “We visited the skills training centres; they are very impressive, where they provide their training is huge. We saw how they train on how to produce crops. This trip was very useful.”

Indian TVET institutions and other skills training centres are partially financed with private sector investment. Such investments are seen as benefitting the private sector as it helps to ensure that they will have appropriately qualified workers to meet their worker needs.

This joint mission with key tripartite Ethiopian stakeholders and some other experts to the Indian has potential for high levels of learning for Ethiopia in particular. However, the extent to which benefits will concretely accrue is pending further follow up. Discussions have been held for the India National Skills Development Cooperation (NSDC) to support Ethiopia Ministry of Labour and Skills and the private sector.

**The trip to India is only a first step as support will be needed to help ensure that Ethiopia can implement to set up sector skills council (SSC) in the Agro-Processing in Ethiopia.** As several interviewees who went on the trip noted, set up SSC, advocating with the private sector to help

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<sup>48</sup> Some private sector representatives

<sup>49</sup> National Skill Development Corporation (NSDC). Sector Skills Councils. Available from <https://nsdcindia.org/sector-skill-councils>. (Website accessed 28 11 2022)



finance Sector Skills Councils (SSC), support and promotion of apprenticeships in Ethiopia is just one element that will need great attention.

**Implementation of what was learned in India would require several steps.** A Government agreement on the development of better skills labour dynamics to meet labour market needs was mentioned as one potential goal. A concrete next step would be a mission of Indian specialists to Ethiopia. Such a trip would help them better understand Ethiopian conditions and enable them to provide adapted suggestions on how to strengthen TVET and other skills training institutions to better meet labour market needs. However, there is currently no funding yet available in the project budget to fund such a trip. Finding appropriate funding, including longer term to allow follow-up between the two countries to strengthen the implementation of improved systems will also be needed.

In the case of Morocco, national stakeholders well appreciated at least two additional initiatives. They include a focus on decarbonisation methods and assessment of expected future competency needs. Competency assessments were added so as to identify skills gaps to be addressed to ensure better fit between future labour market needs and available skilled workers. These subjects are discussed in remaining sub-sections of Section 3.3.

A very important area of success in both projects is the high level of appreciation for the quality of content, training methods and tools shared during training. Persons who had participated in Training of Trainers (ToT) or in direct training as beneficiaries were unanimous in their appreciation. This applied to all the different types of trainings implemented across the two projects, even where they were not always the same trainings that were provided. Almost all trainings were based on ILO tools—SIYB, Get Ahead, Core Skills, My.COOP.

### 3.3.2 Effectiveness of Partnership Strategy, Governance Structure and Project Management

The project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives. With regard to the project management, the number of project staff and their responsibilities are mostly strategic to the results. The technical support from ILO headquarters, regional technical specialists and others helped to round out the ability of staff to address issues. Actual project management efforts during implementation are discussed further in Section 3.4.2 ProAgro Morocco was evaluated as having worked more closely with the ILO technical specialists to inform their initiatives than ProAgro Ethiopia .

Internal factors leading to the achievement of results are largely due to the integrated approach to the project that are strategic for results. The ILO's centring of project planning and implementation in their tripartite approach has been shown to be of special importance. The interest of workers and employers organisations in the project particularly accrued during implementation. In Ethiopia the field mission to India served to heighten interest and willingness to collaborate with the project. In Morocco, diligent formal and informal follow up and communications with representatives of Government, workers and employers organisations were particularly notable as contributing to enthusiasm and achievement of results.

Both projects state that their Outcome 1 is aimed at the achievement of conducive ecosystems in the selected region for decent jobs creation and sustainable investment. Further analysis of project implementation planning documents indicates that other project outcomes and outputs are expected to contribute back to and should be integrated into the strengthened ecosystems.

The projects identified and built on relationships with specific organizations of interest to extrapolate the effectiveness and eventual sustainability of actions. Some of these interventions are structured in such a way that the stakeholders partner with each other to reinforce their mutual capacities. This means that the project approach is not just focused on the ILO's direct inputs to strengthen capacities and provide training but also to heighten the ability of partners to support each other. Evaluation interviewees in Morocco commented positively on their newfound networking with the support of ProAgro in several instances.

In addition, ProAgro exchanges with other ILO projects in their respective countries and in the UN country program meetings. In both projects a wide array of partners are associated, this is mostly because of the broad integrated approaches in project design.

For Ethiopia tripartite and other partners are key for the project. They include the Ministries of Labour and Skills (MoLS), Ministry of Agriculture (MoA), and Ministry of Industry (Mol). Also, the Ethiopia Investment Commission (EIC), Confederation of Ethiopian Trade Unions (CETU), Ethiopia Employers' Federation and Ethiopian Employers' Confederation (EEFC). There is also the Development Cooperation Office (ODCO). At regional level there are the Regional Bureau of Labour, and Training, Amhara (BOLT) and the Regional Bureau of Jobs, Skills and Enterprises, Sidama (BOJSE).

In the case of Morocco, linkages with Ministries of Labour, Agriculture, and Industry at national and regional levels are included. Further, cooperation has been developed with Agence National de la Promotion des Emplois et des Compétences<sup>50</sup> (ANAPEC) and the Office National du Conseil Agricole (ONCA), mostly at regional level. Others partners include the Agence de Développement Agricole (ADA), Office de la formation professionnelle et de la promotion du travail (OFPPT), Fédération nationale de l'agroalimentaire (FENAGRI), Fédération nationale du secteur agricole (FNSEA), and Confédération marocaine de l'agriculture et du développement rural (COMADER). The more recent association with the University Mohammed IV for research and strategy development should also be mentioned.

International development partners in both countries have platforms that network and coordinate on issues relevant to the projects. In Ethiopia there is the Integrated Agro-Industrial Park Support Project (IAIP-SP) platform with UNIDO leading and in which ProAgro is a member. As the name indicates, the platform is tasked with coordinating development support on integrated agro-industry efforts. There are 20 partners including GiZ, KfW, Italian Italian Agency for Development Cooperation, and UNIDO. The platform is quite active and has had 11 meetings over the course of the previous 2 years. The evaluation learned that ILO tools and studies developed in ProAgro including core skills training handbook are shared among the platform members. A notable point an interviewee from the platform mentioned is that the ILO should have a much bigger program to have significant impact on decent work and job creation.

Morocco is one of the countries participating in a very interesting UN platform that also has a budget that can be used to augment promising initiatives. This is the Partnership for Action on Green Economy (PAGE) that functions in 22 countries involving the 5 agencies of ILO, UNIDO, UNDP, UNEP and UNITAR.<sup>51</sup> The ILO focal point from PAGE is closely following ProAgro in Morocco. So far PAGE has co-financed two ProAgro Morocco efforts. A study on the potential for employment creation in

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<sup>50</sup> National Agency for the Promotion of Employment and Skills.

<sup>51</sup> Partnership for Action on Green Economy (PAGE), About PAGE, Available from <https://www.un-page.org/>. (Website accessed 18 11 2022)

organic and agro-ecological sectors in the RSK region<sup>52</sup> and 15% of the costs of project's initiative on decarbonisation. ProAgro Morocco staff indicated that their involvement with PAGE has been quite beneficial technically and financially to enable a wider reach.

### 3.3.3 Mixed Results on Social Dialogue and Changing of Mindsets

Promoting social dialogue and obtaining collective agreements requires delicate balancing to ensure effective results that respond to workers' and employers' goals. Training on social dialogue is especially adapted in greater detail to the legal and regulatory frameworks in the two countries to function effectively.

In the case of Morocco this is already well underway through collaboration with an ILO headquarters specialist and well-respected senior Moroccan specialists.<sup>53</sup> It should be added that, in Morocco, collective bargaining had not yet been conducted in agribusinesses before the arrival of ProAgro. Workshops with labour inspectors have been conducted in Rabat and Kenitra to enable them to promote collective agreements in the agri-foods sector. The project has already been able to identify several companies where the social partners have shown an interest in engaging in a collective bargaining process towards the signing of a collective agreement. So far, three of them have initiated activities to support their collective bargaining process. The project hopes that these companies can then serve as case study examples with other enterprises. In Ethiopia, planning on social dialogue initiatives is still underway and in-depth training is yet to start.<sup>54</sup> An agreement with the Confederation of Ethiopian Trade Unions CETU has recently been made so it should be possible to move forward soon. Collaboration to develop collective agreements between employers and workers' union representatives in six companies is planned.

A stakeholder pointed out the usefulness of a specific study that ProAgro Morocco did on Industrial Relations, key social dialogue actors and practices at national level as well as at RSK level right after selecting the three selected agricultural sub-sectors. The interviewee noted that this type of study should be conducted in the inception phase of each relevant project. The interviewee added that the Morocco study led to a difference in terms of speed and quality of the development of activities and potential attainable results between Morocco and Ethiopia where such a study has not yet been conducted.

Several evaluation interviewees in both countries stressed that there is a need to work more on changing mindsets among some stakeholders. For this purpose, behaviour change communications and advocacy methods can be more heightened and more focused. Particularly with individual private sector entrepreneurs—as opposed to employers' organization representatives. Social dialogue and participation in collective agreements are sensitive issues that requires consistent and well targeted effort. In addition, there is a need to strengthen private sector willingness to contribute to skilling institutions and participate actively with employment centres to better match available jobs with available workers. Efforts to increase attention to decarbonisation and other Green Economy initiatives need to persist after initial conferences and/or festivals. Finally, based on evaluation interviews and documentation, the evaluation found that financing institutions are not yet sufficiently cooperative to provide credit to aspiring entrepreneurs.

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<sup>52</sup> OIT, ProAgro, PAGE (2022) Analyse du potentiel de création d'emplois dans les filières bio et agroécologique pour une relance verte dans la région de Rabat-Salé-Kenitra. Rabat: OIT, ProAgro, PAGE.

<sup>53</sup> The lead evaluator was able to briefly observe one training on social dialogue/collective agreements in Morocco.

<sup>54</sup> One cited reason was the need for agreements to include inputs from the ILO's Bureau for Workers Activities (ACTRAV) which coordinates all activities of the Office concerning workers organizations.

With the arrival of a specialist in communications in ProAgro Ethiopia, there has been a recognized improvement in project communications. The development and implementation of a strengthened communications strategy has contributed to the change. At present the communications specialist in ProAgro Ethiopia focuses on the important issue of project transparency and clarity with stakeholders. In Morocco, where there is no specialist on communications to promote and share project information, the staff has made steady efforts to share such information. Both projects have supported the development of some good visuals in reports and communications materials.

A range of evaluation interviewees in both countries<sup>55</sup> reiterated that the lack of a behaviour change communications specialist to support mind-set change was a challenge. Consistent ProAgro communications need to go beyond sharing project information and need more focus on motivating partners, private sector enterprises and cooperatives on decent work issues. Behaviour change communications is not part of the Ethiopian communications specialist’s job description.<sup>56</sup> In Morocco where there is no specialist on communications at all, it is evident that the project budget as currently planned does not have scope for an additional position. However, the need for a behaviour change communications specialist for at least 50% of full time hours is evident.

It is essential to have a relevant communication system that lays the foundation for a sustainable communication system. It will eventually be up to the stakeholders, including the government, to replicate this model on a larger scale.

### 3.3.4 Ethiopia - Achievement of objectives

Main successes cited in the ProAgro Ethiopia project evaluation interviews were focused on specific actions as opposed to broader change efforts. These included the gap analyses conducted during the inception period, the core skills training including training manual, SIYB and My.COOP training. As can be noted in Table 2 below, progress on reaching outcomes is strongest for Outcome 3 on “Quality and more demand oriented TVETs and trainings that increase employability and job prospects”. Out of 37 targets, ProAgro Ethiopia has met 12 targets at the time of the midterm evaluation with data updated to 30 November to the extent that data was available. See Annex 7 for a detailed progress table valid as of 30 November.

**Table 2 – ProAgro Ethiopia Results: Detailed Overview of Targets Achieved or Exceeded at Midterm Evaluation**

<b>Outcome 1</b> - A more conducive ecosystem in the selected region for decent jobs creation and sustainable investment
<b>Outcome 2</b> - Social dialogue and inclusive collective bargaining promoted as key means of achieving decent work and stable industrial relations in the sector
<b>Outcome 3</b> - Quality and more demand oriented TVETs and trainings that increase employability and job prospects
<b>Indicator: Number of youth who have completed technical short term and core skills/TVET programs</b> <b>Target:</b> 500 <b>Achieved:</b> 500 (F= 265, Male=235) <b>Details:</b> Handbook for core skills in the Agro-Processing sector was developed and Training of Trainers (ToT) delivered to 30 (5 female and 25 male) Skills experts from TVET colleges, polytechnics and stakeholders working on Agro-processing vocational skills development and employment promotion. The master trainers core skills in the Agro processing sector are further cascaded and reached to 500 (Female= 265, Male=235)
<b>Output 3.1</b> <b>Output 3.1: Improved collaboration, advocacy and capacity building on Skills Governance through the establishment of Sector Skills Councils (SSC) at federal and regional level</b> <b>Indicator:</b> Rapid Skills assessment report in agro-processing sector available and validated

<sup>55</sup> Including representatives of each of the tripartite constituents in both countries.

<sup>56</sup> Though she has experience in this subject area.

**Target: 1 Achieved: 1**

**Details:** Rapid Skills Assessment (RSA) of the agro-processing sector during the COVID-19 pandemic', Ethiopia (Rapid Skills Assessment of the Agro-processing Industry during the COVID-19 pandemic – Ethiopia (ilo.org)) was conducted in May 2021

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**Indicator:** Evidence of enhanced regional presence and coordination role of Sector Skills council (SSC)

**Target: 2 Achieved: 2**

**Details:** During Amhara Region SSC consultation held on 21 June 2022, it was proposed to have regional representation at national level SSC, instead of establishing regional SSC.

**Output 3.2: Design and development of demand driven short term trainings to enhance employability in the agribusiness sector**

**Indicator:** Agribusiness sector employability skills manual is in place

**Target: 1 Achieved: 1**

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**Indicator:** Number of trained TVET and Polytechnic colleges staff disaggregated by gender and institutions

**Target: 30 Achieved: 30**

**Details:** Core skills handbook developed, training of trainers (ToT) for Skills experts from TVET colleges and other stakeholders conducted with 30 (5 female and 25 male) experts from TVET colleges, polytechnics and other stakeholders working on agro-processing vocational skills development and employment promotion, including representatives from Integrated Agro-Industrial Parks (IAIPs); and from the newly formed Ministry of Labour and Skills to oversee the cascading of the training.

**Outcome 4-** Selected Agribusiness Sectors are more competitive and have boosted their job quality and creation potential

**Output 4.1:** Systemic bottlenecks hindering the performance of selected agribusiness sub sectors identified, innovative interventions introduced through collaborations with local partners.

**Indicator:** Sector and Regions selection results available

**Target: 1 Achieved: 1**

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**Indicator:** Market systems analyses available

**Target: 3 Achieved: 3**

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**Indicator:** Intervention designs available

**Target: 3 Achieved: 3**

**Details:**

Three market systems analyses (MSA) in three agriculture sub-sectors. Based on this analysis, a series of practical, evidence-informed interventions have been identified to address identified constraints, enhance market and SME growth and create more and better jobs.

**Output 4.2:** : Business development and financial service providers better match their services to the needs of local enterprises in selected sectors

**Indicator:** Range of innovative technical, financial and business products and services developed to meet sector demands

**Target: 1 Achieved: 1**

**Details:** The project identified enterprises in Amhara and Sidama (identified 20 enterprises) regions engaged in production and/or processing of the targeted sectors: fruit and vegetables, poultry and edible oil to undertake assessments on productivity and working conditions. Following the assessment and identified gaps in relation to productivity and working conditions, the project will build the capacity of these enterprises through trainings and application of Sustaining Competitive and Responsible Enterprises (SCORE) tools.

**Output 4.3:** Stakeholders have developed their capacity to advocate for an improved enabling environment

**Indicator:** Consultative cross-learning dialogues, seminars and webinars conducted

**Target: 3 Achieved: 3**

**Details:** ProAgro facilitated the development of poultry business case aimed to establishing grandparent multiplication and feed processing facility in Ethiopia. The business case was validated on 14 July 2022 in the presence of various stakeholders and poultry enterprises and The Ethiopian Poultry Producers and Processors Association (EPPPA).

**Output 4.4:** Young women and men have access to entrepreneurship opportunities in the agribusiness sector

**Indicator:** Feasibility studies conducted

**Target: 2 Achieved: 2**

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**Indicator:** Enterprise development courses conducted

**Target: 2 Achieved: 2**

**Details:** The ILO ProAgro Ethiopia project conducted Training of Trainers (ToT) to fill key capacity gaps of cooperatives, providing services to their members and being profitable in their businesses to ultimately create decent jobs for its members. The ToT helped to create a pool of skilled trainers at federal and regional levels in Amhara and Sidama regional.

Evaluation interviewees were generally appreciative of the foundational work that ProAgro Ethiopia had undertaken during the first half of the project implementation period. They do expect that concrete actions will be scaled up and follow up will strongly intensify.

The gap analysis of the Investment Promotion Agencies in Ethiopia was considered informative.<sup>57</sup> Likewise, the capacity strengthening training provided to the Investment Commission was considered as very relevant as, “it assists the commission and investors to consider job creation as one of the key components of the investment and to follow up from the proposal stage to the actual implementation phase.”<sup>58</sup>

Regarding the core skills training in particular, work management, OSH aspects and the rights of workers to unionise were cited as interesting and useful modules. An interviewee stressed for, example, that training on creating a conducive working conditions for greater workplace productivity is very relevant and should be scaled up to cover other sectors beyond agribusiness.

Other successes include the establishment of one employment services facilitation centre by midterm though the functioning still needs improvement.

A participative analysis was conducted in the Sidama region on social dialogue and related collective bargaining needs. This analysis is seen as providing a foundation for training and support on collective agreement development. However, this process is still in the early stages at midterm.

A review of project planning indicates that implementation of actions is expected to accelerate in the coming months. For example, an on-the-job training module in the poultry sector was developed and validated with various stakeholders. A Concept Note was developed and an agreement to pilot the module with Ethiopian poultry producers and processors association (EPPPA) is expected soon. Other agreements have been signed over the last few months with initiatives expected to start implementation from early 2023.

### 3.3.5 Implementation Challenges and Unexpected Negative Results Ethiopia

#### Follow Up Challenges

The main challenge that was cited multiple times is the need for ProAgro Ethiopia to engage in intensive and consistent follow-up with all partners and other stakeholders. A common type of remark heard among evaluation interviewees was “OK, so the project did ‘X’ with us, but now what?”. *The evaluation team recognises that conducting such follow-up has not been easy given*

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<sup>57</sup> International Development Ireland (2021), Capacity Development of Investment Promotion Agencies in Ethiopia: Baseline Diagnostic. Summary Report. Addis Ababa: ProAgro Ethiopia.

<sup>58</sup> As an interviewee stated.

*the many contextual constraints.* These include the internal conflict, COVID19, responsiveness on the part of the private sector, and restructuring of the government at ministerial and regional bureaus, slow Government bureaucratic processing of agreements. The internal conflict and instability particularly affected the Amhara region making it very difficult to work directly and intensively in this project area. A separate evaluation question on external constraints is covered in Section 3.3.10.

While several stakeholders indicated that more follow up from the project is needed, the project indicated that a lack of motivation of some stakeholders to be active and responsive to project initiatives was also problematic. Some tripartite stakeholders are eager and receptive, others are slow to respond or take only limited initiative to take ProAgro supported efforts to the next level.

Examples includes slow signing of agreements and other formal decision making. Others include issues regarding focal points assigned to work in the regional employment centres. Such persons are asked to engage in various centre related activities in addition to their regular job tasks. However, such staff are not provided with additional salary or bonuses for this work. Various interviewees noted this factor and that it limits the motivation of such staff. As per the government directions, additional salaries and bonuses not allowed for Government staff working in the employment services centre as such tasks are considered part of their job. No government results based measures for the evaluation of the work of such focal points exists, further limiting motivation. Focal points and other interviewees who are linked to ProAgro supported initiatives ask and expect more support. That is, from the Government and the project so that they can do their work effectively. Again, expectations of what the project can do are high despite its actual budgetary constraints and spending regulations. The engagement strategy on managing expectations needs strengthening in Ethiopia.

Follow up in a project setting has two main components, formal and informal. Formal follow-up includes official meetings and digital or phone communications on project subjects with tripartite representatives. Formal communications can centre on obtaining signed agreements and inputs into project functioning. Meetings can be held individually or in small groups in Addis Ababa and in the project regions. They can also be held in organised committees. Committees include the ProAgro component of the Federal IAIP Steering Committee and the Federal Technical Advisory Group (TAG) of which the third meeting was just held in November in Addis Ababa. Regional Technical Working Group that review and support project progress and provide inputs met three times so far in Sidama and twice in Amhara.



*ProAgro Ethiopia: Sidama Regional Technical Committee meeting*

Informal follow up, sometimes referred to as networking, often plays a very important role to smooth over communications issues, to motivate partners, and to strengthen advocacy efforts. Frequent informal calls, follow up emails and WhatsApp messages, meetings just to quickly stop by when in the area can all be helpful. In Morocco, this approach is very intensively implemented and

has worked well to overcome some initial resistance. Heightening such informal communications efforts can be useful in the Ethiopian context as well.

### **High Expectations Beyond Project Feasibility**

Evaluation interviewees frequently stressed their high expectations for results from the ProAgro Ethiopia project. While some of these expectations are perceived as being met, there were consistent comments to expand initiatives to reach their desired results. One aspect that several interviewees repeated is the small size of the budget and the actions thus far as compared to the stated “huge” needs for the creation of jobs in decent work conditions across the country. While some stakeholders indicated that they understood that the project cannot do all things everywhere, they also insisted that they did not understand this well at the beginning of the project.

The initial lack of a communications specialist to help inform stakeholders about the project at its earliest stage may have contributed to the unfeasible anticipation of what the project could do. These high expectations may, to some extent, have affected stakeholders’ views of the project during the evaluation. Particularly regarding their frequent insistence that a broader and deeper approach to addressing the job creation gaps is needed for real impact to occur in the country. As one stakeholder stated, “this is just a drop in the bucket”. Adding that they even felt somewhat insulted that only a small input was allocated to support the work that they are doing.

### **Functioning of Employment Facilitation Centres**

One important project component in Ethiopia is the establishment of Employment Services Facilitation Centres in Sidama and Amhara regions. The Employment Facilitation Centres are created primarily to facilitate job placements through registering job seekers, facilitating job matching, providing career guidance and counselling, and referring internships. Stakeholders interviewed for the evaluation indicated that the Employment Facilitation Centres are not yet fully functional.

In Sidama, the Employment Centre in the Yirgalem Integrated Agro-Industrial Park (IAIP) was launched with support of ProAgro in March 2022. The current pace of placements of job seekers in decent jobs is still low. At midterm only 8 jobs were created and can be attributed to ProAgro support for the Yirgalem Employment Centre. Private sector employers are hesitant to use the centre to find workers, preferring to use their existing networks.

In Amhara, one existing employment centre was already functioning prior to the start of contacts with the ProAgro project. An implementation agreement between ProAgro and the Amhara Bureau of Labour and Training (BoLT) has recently been signed. The purpose is to establish the Amhara Regional Employment Services Facilitation centre (ESFC), to support the existing employment service centres in Bahir Dar established by the ILO support and expand services regionally.

Some jobs were created in the period prior to the signing of the agreement in Amhara. The extent to which these jobs can be attributed to ProAgro is not completely apparent to some of the stakeholders interviewed who stated during evaluation interviews that jobs created in Amhara were through their own efforts.

Part of the challenge is that the wording of the Outcome 1.1 level indicator leaves the measurement of number of jobs created, potentially with the support of the ProAgro Ethiopia, a bit open. The indicator states, “Number of people who came to employment in the target areas”. The associated target is 1250 jobs created. This wording could be interpreted to state that the number of persons placed, or any increase to the prior period, no matter how it was achieved is a viable measure.



The project reports that 187 (145 females and 42 males) were matched in decent jobs in the Agro-processing sector in Amhara during the project period. Technically the project indicated that this means jobs that are created through one or more of the following:

- Jobs created as the result of ILO capacity building with the Ethiopia Investment Commission (EIC) and regional investment bureaus, jobs created through Foreign Direct Investment (FDI)
- Jobs created through supported employment services facilitation centres
- Support provided for enterprises on productivity, social dialogue and collective bargaining and jobs created
- Core skills/short term employability training provided resulting in job creation
- On the-job training (OJT) facilitated and jobs created as a result of OJT

However, some evaluation interviewees indicated, other investments and support as well as the efforts of local officials and focal point persons who are not related to the project may have been the main reason for the cited job placements.

### **Need to Identify Baseline of Satisfaction with Employment Facilitation Centres**

ProAgro Ethiopia Outcome level indicator: 1.2. states “Satisfaction rates of job seekers with local employment services” with a target of a 50% increase in satisfaction by project end. However, no baseline had yet been conducted as of September 2022. Consequently, to establish a baseline, the project conducted a study of satisfaction levels with the employment facilitation centres in October 2022. The study indicated that only slightly more than 27% of the job seekers were at least a little or very satisfied leaving a substantial proportion moderately or less satisfied. The evaluation interviewees with knowledge of the subject of the employment facilitation centres—including from the private sector—consistently stated that the private sector hesitates to use the employment facilitation centres for different reasons.

Consequently stakeholders indicated that there should be a much greater emphasis on making the platforms more functional and able to generate more placements. The project is currently planning to hold more employers’ roundtable consultations to enhance private sector engagement with these platforms.

### **3.3.6 Morocco - Achievement of objectives**

Morocco is on track to meet most of its targets though the evaluation expects that some will be harder to reach than others. A high level of enthusiasm towards the ProAgro Morocco project was identified consistently across the vast majority of evaluation interviewees. Even where some indicated that they had their doubts at the beginning of the project inception period, they have seen sufficient evidence of useful project initiatives to give a positive appraisal at midterm. Of particular note has been institutional capacity strengthening through training and consistent follow up through mentoring. It should be emphasised that the fact that the project regional focus is located near to the capital which facilitates follow-up. If the project site(s) is/are further away, then it is likely that follow up will be more complicated.

Interviewees from these institutions indicated that, so far, they are able to apply what they have learned. Further is the high project focus on Green Economy jobs, which is seen as supporting national policies.

At the time of the midterm evaluation ProAgro, has met and/or substantially exceeded 9 of 36 targets that are expected to be met by the end of the entire project period. While this seems small,

an assessment of Table 3 indicates that the type of targets met to date are significant for laying a solid foundation to achieve expected results. They include analyses, strategy development and training. All of these elements are expected to contribute to the attainment of the remaining targets. See Annex 7 for a detailed progress table valid as of 16 November. An additional 8 targets are reported as in progress. Research is, however, currently being carried out on 8 of these 19 targets to determine progress towards achievement of the results. Findings on the results are expected to be published in January. Nineteen targets have not been reported on yet because they are of longer term significance in a later project implementation stage.

**Table 3 – ProAgro Morocco Results: Detailed Overview of Targets Achieved or Exceeded at Midterm Evaluation**

<p><b>Outcome 1</b> - An ecosystem in the RSK region and in the agro-industrial sector more conducive to the creation of decent employment</p>
<p><b>Output 1.1</b> Regional institutional actors have a better capacity to support and promote investment and decent employment in the agribusiness sector in the RSK region  <b>Indicator:</b> Number of people trained from the project partner institutions (of which at least 30% are women).  <b>Target:</b> 100. Achieved: 156 of which 73 were women and 3 were young people (counting duplicates, 172 participated in training).  <b>Details:</b> Training Investment attraction, retention and facilitation to EIC and RIBs  Market System Analysis training  - Two SIYB trainers' courses  - Sectoral analysis training  - Training on collective bargaining  - 2 training seminars on collective bargaining techniques  - 2 My.COOP trainers' courses  - GET Ahead training</p>
<p><b>Output 1.2</b> A labour market and/or investment information system is developed for the agro-industrial sector in the RSK region  <b>Indicator:</b> Number of indicators or measures defined for the improvement of labour market observation and skills anticipation at local/sectoral level  <b>Target : 10. Achieved : 108</b></p>
<p><b>Outcome 2</b> - Agri-food value chains in the RSK region are more competitive and have increased their employment potential</p>
<p><b>Output 2.1</b> New business models for creating employment and improving working conditions were tested in the three agro-industrial sub-sectors.  <b>Indicator:</b> Analysis of available market systems.  <b>Target: 3 Achieved : 3</b></p>
<p><b>Output 2.2</b> The development action plans of the selected value chains are operational.  <b>Indicator:</b> Value chain development action plans available.  <b>Target 3. Achieved : 3</b></p>
<p><b>Outcome 3</b> - Anticipation of skill needs, coordination and vocational training provisions are improved in the agri-food sector.</p>
<p><b>Indicator (A):</b> Number of people (of which 30% are women) who have participated or are in the process of participating in a vocational training and higher education programme and in vocational qualification measures.  <b>Target : 500 Achieved 648</b>  <b>Details:</b> Caravan (500)  - Training courses organised by SIYB trainers (130)  - Training of project leaders in the province of Skhirate Temara (18)</p>
<p><b>Indicator (B):</b> Satisfaction of trainees with the quality of the training received.  <b>Target:</b> 80%. Achieved : 90%</p>
<p><b>Output 3.1</b> A sectoral skills competency strategy is developed in at least one sub-sector (soft fruits, market gardening, dairy products) with a focus on future skills needs at regional level.</p>

<p><b>Indicator:</b> Trained institutional expertise (action training) on the development of a skills competency anticipation strategy.</p> <p><b>Target: 1. Achieved: 1</b></p>
<p><b>Indicator:</b> A skills competency anticipation strategy in at least one sub-sector (soft fruit, market gardening, dairy) is available</p> <p><b>Target: 2. Achieved: 2</b></p>
<p><b>Outcome 4</b> The entrepreneurial spirit and development capacities of MSMEs in the agro-industrial sector are strengthened.</p>
<p><b>Output 4.2</b> The activity of the beneficiaries in the agro-industrial sector is formalised.</p> <p><b>Indicator:</b> Number of people trained and mentored (at least 30% women).</p> <p><b>Target: 100. Achieved: 1248.</b></p> <p><b>Details:</b> Caravan 500, SIYB 730, Training in Skhirat 18</p>

ProAgro Morocco, like ProAgro Ethiopia, conducted a series of assessments during the inception period. During inception and on a continuous basis, the project also tries to identify individuals within institutions who are willing and able to act as champions to achieve the employment creation goals. Much attention was paid to contacting possible partners as early as possible and asking for their inputs into planning. Where there was initial resistance, efforts to increase understanding of the project and its approach as a support to the country—instead of as an independent development project—were intensified. Various evaluation interviewees noted that this helped convince several entities to collaborate. There is still one instance where this was not achieved but the project identified alternatives and turned its focus on those options.<sup>59</sup>

The most notable success of ProAgro Morocco is the development of partnerships and networking with various actors who are active in the development of decent work and job creation in agribusiness.<sup>60</sup> A solid number of trainings have been conducted so far with good of participant appreciation.

A very high level of positive remarks concerning ProAgro Morocco’s effective networking was identified consistently across the evaluation interviews. Formal communications like official meetings, a digital newsletter, and reports are appreciated among Moroccan stakeholders. A special commendation was focused on informal communications and follow up. Regular phone calls, informal get-togethers, dropping by various offices when nearby were all appreciated as contributing to good interpersonal relations between partners and project staff.

To strengthen ANAPEC and other partner institutions, ProAgro Morocco has placed a great deal of emphasis on providing training and mentoring to address capacity gaps. In the case of several entities, the staff in these institutions have technical skills in specific subject areas like agricultural extension but lack entrepreneurship development skills. One stakeholder highlighted a typical point made, “The issue of entrepreneurship was new to us as we did not really have knowledge of this before.” Evaluation interviewees from these institutions who attended courses such as SIYB and GET Ahead ToT, cooperatives training, social dialogue reported that these trainings are very useful to bridge their knowledge gaps.

### The Caravan

One opportunity to implement initiatives was found when a large German<sup>61</sup> funded truck intended for use as a registration and training vehicle to promote development in difficult to reach places was

<sup>59</sup> Given the sensitivity of the matter, the evaluation has decided not to publicly identify this entity and guard its anonymity.

<sup>60</sup> There was only one exception as discussed in the sub-section on challenges that ProAgro Morocco has faced.

<sup>61</sup> GiZ

identified as available. The truck actually opens out on the sides so that it can function as a training room. ProAgro Morocco consequently saw an opening to collaborate to promote entrepreneurship and employability in the project region with the local Government and ANAPEC. The collaboration with ANAPEC was very important as this agency is actually intended to increase employment creation. An ANAPEC representative reported that it was a logical match with ProAgro that they had recognized from first contact between the two eventual partners. ANAPEC works to match job seekers with employers and provides technical advice.

One stakeholder associated with the project indicated that a focus of the caravan included to formalise informal work in agribusinesses. The person stating, “If we did not do the caravan jointly, we would not have been able to really launch this part. The formalising is really a strong point. We had a program but it was not functioning. We really were supported. including ToT on SIYB. It really worked to help us to really do the task before us.”

As indicated in Table 2, the partners organized a first “Caravan” that travelled around the RSK project region registering interested persons—mostly youth. Registered youth were subsequently mentored for six months and included in training as relevant to their business ideas. The concept is for ANAPEC to stay connected with the registered persons and continue to provide them with possible useful linkages to support. In fact, the evaluation met with one youth who indicated that even the day before the interview, local Government contacted him about a possible technical skills training that he could attend. He added that he is contacted regularly to ask how he is and whether he has been able to start his planned activity. Unfortunately, he reported to the evaluator that he has not yet been able to obtain financing for his project. A financing agency told him that his project may not be viable though he disagrees and believes there is a good demand for his product. He stated that he is persisting and working to save funds so that he can self-finance his own start-up.



ProAgro Morocco – RSK Regional Government Caravan Truck

A second caravan is expected to be launched early in 2023 but agreement on its implementation was still pending at the time of the evaluation field work.

### Competencies Research and Action Plan

Under Output 3.1 a study was conducted that was referred to in several evaluation interviews as being of high importance.<sup>62</sup> The study targeted two project sub-sectors (market gardening and dairy products) and had a regional focus (Rabat-Salé-Kenitra Region). The study was expected to carry out a competitiveness analysis and propose skills development strategy axes. The study was also to

<sup>62</sup> ProAgro Morocco (2022), Intelligence Stratégique Sectorielle et Système d’Anticipation des Besoins en Compétences. Rabat : ProAgro Maroc/OIT, Invest for Jobs, Fédéral Ministry for Economic Cooperation and Development.

determine how to best strengthen institutional coordination/information sharing. Furthermore, it was expected to identify the means of facilitating a sustainable data system of strategic sectoral information to anticipate future skills needs. ProAgro Morocco thus aims to contribute to institutional capacities strengthening through the application of recommendations from the study. Particularly on how to inform policy development on employment, training and investment at national and regional levels. One evaluation interviewee expressed some doubts about the high financial investment that was needed to conduct the study and its replicability in future regions/sectors. However, other interviewees—including several from different tripartite constituent representatives—stressed the importance of the application of the study recommendations<sup>63</sup> as an important future orientation for ProAgro Morocco.

As a follow up to the study, and also under Outcome 3, the project has initiated actions in collaboration with the University Mohammed VI Polytechnic AgriEdge<sup>64</sup> centre to promote skilling in the field of decarbonisation. Here too, one evaluation interviewee wanted to know why there were such additional activities added to the project and if the private sector is really interested in this subject. However, the evaluation found across several evaluation interviews that this is a subject of interest, including among some private sector representatives. In one such example, a stakeholder stated, “We are very excited and happy about the decarbonisation initiative. They (project) really act as the mediator and assist us to connect with the university and others. ProAgro is very good.”

#### **Support for the Establishment of Centre Régional des Jeunes Entrepreneurs Agricoles (CRJEA) (Regional Centres for young Agricultural and Agri-food Entrepreneurs)**

The Government had determined that CRJEA should be established across the country. The role of the CRJEA is to conduct communication and awareness campaigns on entrepreneurship in agriculture and agro-industry and guide those with projects to start up their activities. This includes the selection and evaluation of enterprise projects proposals, practical coaching of applicants in the development of business plans and supporting them to connect with the banking sector. This approach fits very well with the goal of job creation of ProAgro project. Consequently ProAgro Morocco is thus partnering with ANAPEC and local Government to provide support for the establishment and functioning of a CRJEA in the RSK region.<sup>65</sup> Support includes institutional strengthening, ToT on SIYB for staff and on how to cascade such training to youth registering with the CRJEA. The lead evaluator met with two of the persons who participated in this ToT through CRJEA who reported a high level of satisfaction with the training. Some persons from ANAPEC also participated in the same training and reported the usefulness of exchanges that they were able to have as a result of joint attendance in the training.

#### **Cooperatives**

With regard to cooperatives trainings, several trainings on cooperatives were conducted by the time of the midterm evaluation field work.<sup>66</sup> Though efforts on cooperative development were a bit slow

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<sup>63</sup> Recommendations focus on greenhouse production, circular economy and regenerative agriculture (decarbonisation), and the establishment of skills hubs and their implementation.

<sup>64</sup> AgriEdge, Home Page, Available from <https://www.agriedge.ma/#footer>. Website accessed 1 12 2022.

<sup>65</sup> Le Centre Régional des Jeunes Entrepreneurs Agricoles et Agroalimentaires. Available from <https://crjea-rsk.org/>. Website accessed 06 12 2022.

<sup>66</sup> Notably Think.COOP, Start.COOP et MYCOOP. See ILO Coops training information available at [https://www.ilo.org/global/programmes-and-projects/prospects/countries/uganda/WCMS\\_861443/lang--en/index.htm](https://www.ilo.org/global/programmes-and-projects/prospects/countries/uganda/WCMS_861443/lang--en/index.htm). Website accessed 01 12 2022. [https://www.ilo.org/global/programmes-and-projects/prospects/countries/uganda/WCMS\\_861443/lang--en/index.htm](https://www.ilo.org/global/programmes-and-projects/prospects/countries/uganda/WCMS_861443/lang--en/index.htm).

Website accessed 19 01 2023

in the beginning, the lead evaluator was told this speeded up over time with eventual good responsiveness from partners. As one interviewee noted for example, “They (project team) are really very positive and we had very good exchanges with partners. I can really say this about the project staff, they invested a lot in this. For example, the inclusion of the partners, holding many meetings, being patient....”.

The lead evaluator was able to meet with some cooperatives training participants as well as a few members of cooperatives who had participated in SIYB or other entrepreneurship training. All of these were positive about what they learned. Those who had participated in SIYB were, however, more enthusiastic than those having participated in the other entrepreneurship training. Nevertheless, all cooperative member participants still reported needing financial support to be able to fully implement what they have learned. Despite the financing challenge, they did report that they expect to be able to grow their cooperative membership using the learnings.

### 3.3.7 Implementation Challenges ProAgro Morocco

Where there are challenges to reach objectives, the evaluation assesses that the reasons are mostly due to contextual challenges and not due to project failings. The external challenges are discussed in greater detail in Section 3.3.10.

Of particular note is the evaluation findings that there is a high level of sensitivity among project staff in Morocco to new opportunities and finding the means to address challenges. The evaluation noted a particular level of flexibility within the project team. A central table in the office is used to brainstorm solutions to challenges and/or identify new ideas, test them and let them go if not feasible or continue to implement them if found to be useful.

At an early stage, there were some discussions about the correctness of the selection of the value chains of horticulture, red fruits, and dairy for high concentration. In particular, there were several evaluation interviewees who commented that the red fruit sector, and the study on this subject, was not relevant. They commented that, the sector is already well organized and instead, focus should have been on subjects like medicinal plants.

The early selection of possible value chains had been conducted with different tripartite representatives and included a document review. However, in the early project stage, the project team staff had not yet all been hired and all potential partners had not yet been identified. As a result, there were some issues affecting the selection of value chains that were not fully clear initially. The project subsequently adapted accordingly and, instead, increased focus on horticulture, with inclusion of medicinal plants, and dairy.

Only one exception could be identified to the partnership building in which ProAgro Morocco has been involved. That is, there have been some challenges regarding the potential for achievement of results in area 1.2 on capacity strengthening with the Centre Régional d’Investissement (CRI) (Regional Investment Centre) and the Agence Marocaine de Développement des Investissements (AMDI) (Moroccan Investment Development Agency). Their responsiveness has been quite limited thus far, an issue that the evaluator was told not only ProAgro faces but also other development projects. It is not quite apparent why there has been reticence to collaborate.

Other challenges include the difficulties of identifying financing for new enterprise start-ups following training and/or mentoring provided with project support. While various Government and other financing mechanisms exist, to date it is difficult for aspiring entrepreneurs to obtain financing.

Job creation in ProAgro Morocco is comparatively<sup>67</sup> highly linked to the establishment of new enterprises as opposed to improved job creation in existing enterprises. This means, that despite the positive responses to training and intensive follow-up, it is possible that the number of jobs created subsequently will be lower than could have otherwise been anticipated.

One important comment regarding the caravan is that a participant stated in his evaluation interview that many persons who came to register believed that they would directly obtain financing for a business project. The project and its partners can only provide support for enterprise project planning and networking to promote access to financing. It does not provide financing for business start-up directly. The interviewee stated that many applicants did not understand that the primary purpose of the caravan is registration, subsequent training, and mentoring. That obtaining financing cannot be guaranteed as (micro)financing institutions are independent.

Some interviewees did mention that SIYB training should include more case studies and field trips to successful entrepreneurs to better understand the content and aim for success.

### 3.3.8 Quality outputs developed over time

The quality of the projects' outputs developed to achieve the project objectives is gaining momentum in a positive direction. Some changes in the wording of outcomes and outputs in line with findings during the projects' inception period have been discussed in other sections of the evaluation report. As the projects gained more experience, the quality of the outputs have also improved as tools and materials were adapted more closely to the local situation. However, there are still adaptations that need to be made to ensure that materials are translated into local languages and made available to participants.

Interviewees in Ethiopia in particular stressed the need for hard copies of training materials, project updates and other project products. However, the evaluation team were also told that printing is very expensive and difficult in the country.

### 3.3.9 Unexpected positive and negative results

The projects did not have any unexpected negative results, though there were some challenges to implement actions, that are described in various sections of the report. Unexpected positive results beyond the original project document planning have likewise been described in the sections on project successes in both countries. Unexpected positive results were mostly centred on the results from initiatives that had not been planned at project outset. Notably in the case of ProAgro Ethiopia, this means the positive results and joint mission to India to learn from Sector Skills Councils mechanisms were appreciated though follow up is still needed. In Morocco, work with the university on decarbonisation has, for example, led to unexpected positive results in terms of laying the groundwork for future skilling and strategies.

Actual unexpected positive or negative results that deviate from *the original planned project actions* could thus not be clearly identified. However, as implementation accelerates it is possible that unexpected results may become more apparent and can be identified during the final evaluation.

### 3.3.10 External Factors, evolving political and socio-economic situation and adaptations

Both projects conduct timely on-going assessments of relevant needs and how the political and socio-economic situation affects project functioning. These take the form of formal assessments

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<sup>67</sup> As compared to ProAgro Ethiopia

with project steering and technical committees, surveys, and reports. Further they include informal methods such as following the media, contacts with partners, and internal reviews. Of course, given that the inception period and its research component lasted for the first year of the project in both cases, later assessments were associated with the second year of project functioning.

Issues regarding the identification and addressing emerging relevant needs have been discussed in preceding sections. These include the need to overcome some of the challenges such as those that the internal conflict in Ethiopia caused. The project adapted by relying on higher use of digital communications with the affected Amhara project area and increasing focus more directly on the Sidama region.

However, as an Ethiopian private sector representative indicated, the internal Conflict also impacted private sector investment levels, particularly in Amhara. The low private sector investment levels have had, and continue to have to some extent, influence on job creation levels. Continuing electrical power cuts contributed to low investment rates. In addition, Government investments in infrastructure development were delayed. Naturally, these are not issues over which ProAgro Ethiopia has any influence.

In the case of Morocco, the appropriateness of the Theory of Change is reviewed every six months taking collected information on the situation into account. While some diplomatic issues affected the project tangentially, the staff was able to adapt through diverting some focus to project initiatives that are easier to address. The efforts in both countries were deemed appropriate under the circumstances.

### 3.3.11 Covid-19 pandemic and Intervention Response Model

For ProAgro Ethiopia, the influence of the pandemic started during the inception period and notably combined with the impact of internal conflict in the North of Ethiopia. The unstable internet as a result of the internal conflict meant that digital communications could not be fully relied on as a fall back option instead of in-person meetings. As one interviewee noted, “it was a double whammy that affected the project”. As already indicated, this was particularly an issue in the Amhara region. The project thus instead decided to increase focus on the Sidama region instead. Now the Amhara region is coming more into focus and planning for initiatives in the region are beginning to show progress.

In the case of ProAgro Morocco, the project also indicated that the pandemic started during the inception phase when the project was still doing research studies/assessments. One study did have to be postponed by two months because of the country’s borders were closed. With regard to meetings and trainings, steps like showing vaccination certificates at the university and mask wearing in training sessions were implemented. The project indicated that there were somewhat fewer participants than hoped for during the pandemic period and some slight delays in training. Overall, the project determined that, combined with digital communications, the challenge of the pandemic on the project was not as grave as initially feared. But this was not highly significant.

The evaluation ToR includes a question on the intervention model used to overcome the impact of COVID19. The question asks if the model used can serve as an example for an intervention crisis response in similar situations. The evaluation notes, however, that it is very difficult to suggest a single model to use in similar situations. As can be seen from how the two projects addressed the issue, each situation is contextually different. The same models/approaches can only be applied to extent that there would be similar situations.



### 3.4 Efficiency

The projects are generally efficient to the extent that contextual factors impeding implementation allowed. Some aspects, such as the ILO's administrative and financial bureaucracy, slow down a streamlined implementation of project actions

#### 3.4.1 Resources allocated strategically

The project financial, human, and technical resources are strategically allocated in line with project needs. Some budget allocations have been revised in line with realities, but no major aspects needed to be adjusted thus far. The task allocations among project staff are clear and strategic. As already discussed, a staff member to cover communications was added in ProAgro Ethiopia, which the evaluation notes was a strategic decision that stakeholders appreciate.

The choice of technical resources, including inputs from ILO technical specialists, ILO tools and materials and consultants to implement studies was very strategic and well appreciated among stakeholders. This was evidenced in the fact that the studies are generally consistently of good quality. Stakeholders highly appreciate the quality of the training and tools used. The specific choice of the types of training identified was seen as well targeted. The main request is simply to have more training for more stakeholders, translate tools into more local languages as relevant, and share hard copies of tools and documents as much as possible.

Regarding timeliness of work plan implementation, this was particularly slow in the initial period for all the contextual reasons already discussed. Accordingly, the project team adjusted work planning to reflect the realities being encountered. In Morocco, the team has managed to catch up on planned implementation after the initial somewhat slow start. The Morocco team attributes this increased speed to the solid period allocated during inception. The assessments and other research as well as to the time spent to build networks and associated partnerships during the inception period proved useful in this regard. In Ethiopia, delays continued longer, largely due to the continuing contextual challenges, particularly the ongoing regional internal conflict. Planning for the remainder of the ProAgro Ethiopia project implementation period indicates that the pace of implementation is likely to pick up.

Both projects stressed that delays were also caused by inefficient ILO bureaucratic procedures that require excessive administrative processing.<sup>68</sup> The digital administration/finance system, the rules and regulations on procurement, approval of daily missions even to close locations, financing of training and other aspects slow down the ability to work in a streamlined manner. All the processing of administrative and financial documents results in stress for the teams. It is the project team members who are held answerable to their project partners, consultants, and most of all trainees/beneficiaries who depend on the disbursement of funds to cover their costs.

#### 3.4.2 Monitoring and Evaluation Strategy, Roles and Responsibilities Project & Key Partners

The extent to which the M&E system enhances accountability, learning and feedback into management is variable. This is, in part, due to its unusual level of complexity because of the wide range of types of project components. Further, the difficulties in measuring outcomes and impact on institutional capacity strengthening add further intricacies.

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<sup>68</sup> Though this paragraph can be placed under the "Efficiency" section, it was seen as an important contributor to delays before and as expected during the remainder of project implementation.

Some elements of the M&E system regarding the wording of outcomes and indicators have already been covered in previous sections of the report. Issues regarding the definitions of measuring “good jobs” created have also been discussed.

In both countries, a lack of early baseline information for the indicators made it difficult to measure changes towards some of the targets. Though research was conducted during inception, its primary purpose was to collect situational and sectoral information not to serve as classic project baseline studies. In Ethiopia, a recent study was implemented to ensure a baseline for job seekers centres (satisfaction) with regard to their ability to obtain a job and Satisfaction rates of employers in terms of their demands being met, measuring employers level of satisfaction with the platforms created for HR sourcing/linking local labour.

The evaluation does not, however, recommend that a single baseline study that comprehensively provides information across all indicators is done in similar projects. This is because of the wide range of outcomes, many of which though complementary, are oriented to different stakeholders. A single baseline study would thus be unwieldy. Nevertheless, an assessment of which indicators need more baseline information is always necessary shortly after project start-up and should be carried out as soon as relevant and feasible. As the evaluability report for Morocco indicated, it can be wise to conduct baselines at different intervals when a particular project action is scheduled.<sup>69</sup> This includes prior to training sessions, for example, just to determine the knowledge and skills levels of participants.

Accountability to the donor, the ILO, and project partners is complicated because of the complexity of the M&E system. The project teams shared that the complexity of the project also makes it difficult for some partners to understand the integrated and complementary nature of the project components. Consequently, presenting results to project partners in a comprehensive manner is challenging.

Monitoring information is used to feed back into project management in both countries. ProAgro Morocco is particularly focused on doing so with continual checks of progress and informal meetings among project staff. Adjustments were, for example, made in Morocco to deepen attention to jobs in a Green Economy, in particular adding focus on opportunities in decarbonisation in farming methods. In the case of Ethiopia, an example is the study for the baseline for job seeker centre satisfaction. This study included deeper assessment to determine reasons for dissatisfaction than otherwise would have been the case.

Conducting more detailed follow up with ex-training, mentoring participants and with partners is needed in ProAgro Ethiopia. Stakeholders indicated repeatedly that more follow up is needed so that they can share their own progress where they stand with regard to implementation and obtain more mentoring support. Such follow up information can then also be used to feedback into improving different project actions.

The roles and responsibilities of the project and key partners with regard to M&E are clearly defined. The project naturally bears primary responsibility. Key partners including other ILO staff and country project partners also have important roles. The ILO country-based offices and ILO headquarters regularly follow project progress and provide inputs to help address and identified challenges. The country partners who are members of steering and technical committees attend meetings and provide inputs on results shared. ProAgro Morocco also has thematic committees that review and provide specific inputs into their respective subject areas. ProAgro Ethiopia have also established M&E Technical working group from federal and both regions, Amhara and Sidama core stakeholders.

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<sup>69</sup>DEVLEARN (2021), Evaluability Assessment Report ProAgro (Morocco). Bristol: DEVLEARN.

Those are primarily responsible for communicating results and garner evidence and learning from their respective implementation perspective.

### 3.5 Impact orientation and sustainability

At midterm it is often difficult to substantially answer questions about sustainability and its impacts. In particular because of the complexity and the contextual issues that have affected implementation in the ProAgro projects. However, there are positive signs that many of the initiatives are likely to bring about sustainable results.

#### 3.5.1 Project sustainable impacts identified in target groups & with other actors

The evaluation notes that, if the projects implement the remainder of their planned actions fully, they will likely lead to long term sustainable contributions to project targets. Expected contributions to the SDGs, notably SDG 8, are anticipated.

The entire project approach with its focus on institutional capacity strengthening through ToT and mentoring, development of social dialogue, and cascaded training with target groups are all likely to lead to sustainable impact. Government institution representatives in Morocco consistently indicated that they expect to institutionalise training programs. As one interviewee noted, “We have asked that SIYB be provided across the country, and we also want to institutionalise the SIYB in ANAPEC and the Ministry of Agriculture.” Likewise, ProAgro Ethiopia interviewees expressed hope and expectation that the project will be able to institutionalise training and tools, strategic measures, and ensure better functioning of employment centres. A particular attention in Ethiopia is the expectation that the exchanges with India will lead to improved institutionalising of efforts on establishing Ethiopian Sector Skills Councils.

The main challenge does remain financing from Government and other partners to complement project inputs and scale up the momentum. In both countries this applies to financing of continuous cascading of training, collective agreement development, but also other aspects. In Ethiopia this means further financing for the Employment Centres and follow up to the India experience exchange. In Morocco this pertains to future actions like the continuous carrying out of the Caravan. Ensuring the motivation of future trainees to attend SIYB, GET Ahead, My.COOP is partially dependent on providing proof that participation of past beneficiaries has led them to important so start or grow their businesses. The project has been in discussions with the ODCO with a view to institutionalising the ILO's cooperative development tools within the institution (after adapting them to the national context). A meeting was held with the Director of ODCO who confirmed the relevance of the tools and interest in integrating them into ODCO's initiatives.

The main measures put in place in both countries to ensure national and local governorate level results centre on continual exchanges and are founded in the agreements made with national and local partners. The agreements are intended to ensure that initiatives that were undertaken will continue into the future. Enthusiasm and several interviewee stakeholder comments about how ProAgro Morocco is a national project that is being supported by the ILO are particularly encouraging. This may be, in part a result of the communications approaches where partners are frequently reminded that ProAgro is their own project. In addition, agreements among some of the project partners themselves have been and continue to be made in Morocco. For example, between FENAGRI and the university. Based on evaluation inputs, there are also signs that the thematic groups that have been established will continue independently after the project.

At present formally written exit strategies are not yet written or shared with partners though it is advisable that this is done in the very near future. Formal exit strategies that are agreed on with the key stakeholders contribute to potential for sustainability. Especially if they are developed together so that all participants agree and commit. Doing so will help ensure that results national partners replicate and amplify ProAgro initiatives in their institutional and financial dimensions.

Given the experience with ProAgro in the two countries so far, it appears likely that a similar project can be replicated effectively in some other countries. Particularly given that the projects are being implemented in quite different contexts.

Given current projections, COVID19 is not expected to regain its former strength with the same level of challenges to implement development actions. The sustainability approach will thus not be affected by COVID19 if the pace of implementation continues to accelerate.

### 3.6 Gender and non-discrimination of vulnerable groups

The evaluation Terms of Reference includes questions on gender and “vulnerable groups” such as youth and people with disabilities. The projects do target young men and women working formally or informally in the agribusiness sector and thus they are key groups in the projects. As compared to other development projects, while the projects have some attention to gender issues, they do not, have very high level of gender related focus nor, with the exception of youth, on other vulnerable groups. Youth are an important target, particularly with regard to enabling them to start up economic activities or find other employment.

Specially identified and targeted actions to meet the needs of females or other groups are somewhat limited so far. In Ethiopia, a gender strategy was developed to help ensure female participation while in Morocco an interesting study on rural women’s employment issues was implemented. The various other assessments and studies also included attention to gender issues. However, implementation of the strategy in Ethiopia and findings in Morocco still needs more attention. In particular with regard to the two strategic gender equality objectives on strengthening in Ethiopia: 1) the knowledge base on gender equality and women workers’ rights, and 2) the agency of women to increase their participation in the agribusiness sector. In Morocco this includes greater attention to women’s literacy, tools considering women’s entrepreneurship issues, and the development of women’s leadership skills.

Most of the other efforts are focused on two main aspects. Ensuring a sufficient number of female participants in initiatives and relying on the fact that the ILO tools and materials being used are already structured to have attention to gender issues and non-discrimination. As the ILO is using and adapting their proven tools in the ProAgro projects, new tools that are completely separate from the ILO inspired tools have not been developed.

So far, the reaching of targets on female participation in training and other actions is relatively good but needs to be maintained. Data on participation is disaggregated by gender in reporting. However, as can be seen in the number of stakeholder interviewees (Annex 5) disaggregated by gender identification, it is evident that many of the decisions makers among project partners are male. This means that the point of view of women is not necessarily easily included in project review meetings and planning for future activities. Given that these persons have been hired within their respective agencies/companies it is an aspect that is difficult for the projects to control. The main solution remains for the project staff to continually raise the subject of female participation.

There is no particular focus on specific vulnerable groups such as internally displaced persons (IDPs), refugees, people with disabilities, people affected by HIV, widows and/or the elderly. In future actions, it would be advisable to broaden attention to encourage persons from these and other vulnerable categories to participate in project actions. In particular, people with disabilities and the elderly are often forgotten though they too can start businesses and contribute to the economy and support their relatives. The ILO has technical specialists in headquarters and, to some extent, in regional offices who can provide input towards this end.

### 3.7 International Labour Standards Assessment

The projects include a focus on core international labour standards explicitly as part of their entire approach. This includes in terms of the creation of jobs that meet core international labour standards to the highest extent. Further there is an orientation towards improving existing jobs so that they correspond to international labour standards. These include the freedom from forced labour, from child labour, from discrimination at work, to form and join a union, and to bargain collectively. Also the right to a safe and healthy working environment. The issues regarding the application labour standards are covered in several preceding sections of the report.

### 3.8 Comparative analysis beyond the two countries contexts

The core design of the projects is replicable and generally not dependent on their implementation context. Only in highly fragile countries can a similar project not be implemented. That is, where there is an exceedingly low income level, basic Government structures, workers and employers organisations are non-functional and/or they are in a high level of crisis.

It is important for any comparable project to be adapted to local circumstances, but the main outcomes or similar ones could be maintained. Only the component on social dialogue is particularly challenging as this is a very sensitive subject in many countries. However this does not mean that no efforts to promote social dialogue can be undertaken in the vast majority of settings. The question is whether social dialogue should be a standalone outcome as in ProAgro Ethiopia or integrated under other headings. Strong support from technical specialists at ILO headquarters to provide guidance on implementing social dialogue initiatives is important in most cases. This is to ensure that ILO experience on supportive processes and tools trialled in other countries are used to inform the achievement social dialogue with substantive collective agreements.

## 4. Conclusions

### 4.1 Relevance

The evaluation determines that the design of the projects in both countries is highly relevant to national and international policies, strategies, Decent Work Country Programs (DWCP) and other priorities. They are very well aligned with ILO constituent policy and programme frameworks.

### 4.2 Validity

The projects' overall design is found to be coherent and internal complementarity is adequate. The projects' have a high level of complexity with many expected targets. Their Theory of Change could have been simplified to ensure greater clarity. Vertical and horizontal logic across the logical frameworks exists and project outputs clearly link to outcomes and impact. The evaluation finds that the risks described remain rather general although both projects do periodically review the validity of the risks and make necessary adjustments.

### 4.3 Effectiveness

The evaluation notes that the projects worked intensively to try to reach expected results as well as possible in difficult circumstances. However, the level and quality of results achieved to date differs between the projects and between their various components. External factors including COVID19 in both countries, internal conflict in Ethiopia and some diplomatic challenges in Morocco affected the speed of implementation.

The evaluation revealed that an important success in both projects is the approximately ten months that was allocated to the inception period. Though long, the evaluation finds, that assessments and capacity analyses together with the associated networking built up over the inception period helped to prepare a good foundation for the remaining project implementation period.

The evaluation notes that project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives. Internal factors leading to the achievement of results are largely due to the integrated approach to the project that are strategic for results.

In Ethiopia while some important targets have been met, it is evident that there is a substantial need to scale up direct actions and increase follow-up with partners in the remainder of the project period.

The evaluation expects the Morocco project to meet most of its targets though some will be harder to reach than others. The evaluation particularly noted the high level of enthusiasm of stakeholders towards the ProAgro Morocco project. The most notable success identified is the development of partnerships and networking with various actors. Challenges to achieving targets include the difficulties of identifying financing for new enterprise start-ups following training and/or mentoring provided with project support.

Promoting social dialogue and obtaining collective agreements requires delicate balancing to ensure effective results that respond to workers' and employers' goals. Consequently, this is a subject that the evaluation notes as requiring consistent attention in both projects. More so in Ethiopia than in Morocco where work was already underway at the time of the evaluation field work. Further, several there is a need to work more on changing mindsets among some stakeholders.

### 4.4 Efficiency

The project financial, human, and technical resources were found to be strategically allocated in line with project needs. The projects are generally efficient; however, it is evident that administrative and financial bureaucracy slows down the implementation of project actions. Work plan implementation was identified as particularly slow in the initial period, including because of COVID19, internal strife in Ethiopia and other contextual reasons.

The extent to which the M&E system enhances accountability, learning and feedback into management was found to be variable. This is, in part, due to the unusual level of complexity because of the wide range of types of project components. Further, difficulties in measuring outcomes and the impact on institutional capacity strengthening add further intricacies. Monitoring information is used to feed back into project management in both countries to different degrees. The ILO country based offices and ILO headquarters do notably conduct regular follow up of project progress and provide inputs to help address and identified challenges.

#### 4.5 Projected Impact and Sustainability

There are positive signs that many of the project initiatives are likely to bring about sustainable results. The evaluation notes that, if the projects implement the remainder of their planned actions fully, they will likely lead to long term sustainable contributions to project targets. Expected contributions to the SDGs, notably SDG 8, are anticipated.

The evaluation determined that Government institution representatives in Morocco consistently indicated that they expect to institutionalise training programs. Likewise, ProAgro Ethiopia interviewees expressed hope and expectation that the project will be able to institutionalise training and tools, strategic measures, and ensure better functioning of employment centres. Overall, the main challenge does remain financing from Government and other partners to complement project inputs and scale up the momentum.

Given the experience with ProAgro in the two countries so far, it appears likely that a similar project can be replicated effectively in some other countries unless they are highly fragile. This conclusion is particularly noteworthy given that the projects are being implemented in quite different contexts.

#### 4.6 Gender and non-discrimination of vulnerable groups

While the projects both give some attention to gender issues, they do not have an especially high level of gender related focus as compared to other projects, nor with the exception of youth, on other vulnerable groups. Youth are an important target, particularly with regard to enabling them to start up economic activities or find other employment. There is no special emphasis on particular vulnerable groups such as internally displaced persons (IDPs), refugees, persons with disabilities, those affected by HIV, those with disabilities, affected by HIV, widows, and/or elderly persons.

#### 4.7 International Labour Standards Assessment

The projects include a focus on core international labour standards explicitly as part of their entire approach.

#### 4.8 Comparative analysis beyond the two countries contexts

It is important for any comparable project to be adapted to local circumstances, but the main outcomes or similar ones could be maintained. Only the component on social dialogue is particularly challenging as this is a very sensitive subject in many countries.

## 5. Recommendations, Lessons Learned, Good Practices

### 5.1 Recommendations applicable to both ProAgro Projects

#### 1) Assign a regionally based coordinator (project staff) in project sites outside the capital

This is particularly important in the case of Ethiopia because of the location of the project sites. If there is a second phase for ProAgro Morocco, or the project is extended to more remote areas, then a regionally based coordinator should also be assigned to Morocco. This will help ensure adequate follow up on project actions for strong implementation following training, advisory work, mentoring, and other activities.

**Responsible:** ILO, ProAgro projects. **Priority:** High in Ethiopia. Low in Morocco for the current project period, high in case of future extension to more distant project areas. **Timing:** Next 6 months for Ethiopia. **Estimated Resource requirement:** Low

#### 2) Increase focus on strengthening communications methods, especially using behaviour change methods to change resistant mindsets against some of the initiatives on ensuring decent work.

Focus should include management of partners' and job seekers' expectations, attitudes of private sector/enterprises on social dialogue-workers' rights and willingness to collaborate on job creation. Make a strong business case for collective agreements, usefulness of participating actively in job creation efforts of employment centres and other project activities (Ethiopia) and Centre Régional des Jeunes Entrepreneurs Agricoles (Regional Centres for Young Agricultural and Agri-food Entrepreneurs) in Morocco. It is preferable for a specialised consultant to be assigned on a part-time basis in both projects for this purpose. It is essential to have a relevant communication system that lays the foundation for a sustainable communication system.

**Responsible:** ILO, ProAgro projects. **Priority:** High. **Timing:** Next 6 months. **Estimated Resource requirement:** Medium

- 3) **Ensure that all outcomes have appropriate measurable indicators that can be feasibly implemented** in the local context in which the project is to be implemented. This includes especially with regard to job creation and job working conditions improvement so that targets are adapted to what is feasible. Allow for external factors, such as lack of available financing, to be considered in developing targets.

**Responsible:** ILO. **Priority:** Medium. **Timing:** Long term if other phases of ProAgro or new similar projects are developed. **Estimated Resource requirement:** Low

- 4) **Increase exchanges between the two ProAgro projects**

A high amount of learning between the projects is possible. While the India examples is useful for Ethiopia, the very similar work of the two projects also can serve as a learning exercise. Exchanges on various elements such as how to address challenges, how to maximise the input of ILO technical specialists are all conducive subjects for exchanges.

**Responsible:** ILO, ProAgro projects. **Priority:** Medium. **Timing:** Next 6 months until end of projects. **Estimated Resource requirement:** Medium

- 5) **Increase focus on the inclusion of vulnerable groups in project actions in future similar projects**, particularly adding more attention to persons with internally displaced persons ( IDPs), refugees, persons with disabilities, those affected by HIV, and other categories. In the existing projects, include more attention to the inclusion of persons from such vulnerable groups in training activities. Refer to ILO technical specialists and other relevant UN Agencies who can provide mentoring and support for such inclusion.

**Responsible:** ILO, ProAgro projects. **Priority:** Medium. **Timing:** Next 6 months and future projects. **Estimated Resource requirement:** Low

## 5.2 Recommendations for ProAgro Ethiopia

- 6) **Increase focus on formal and on informal methods for partnership and target group strengthening.**

With regard to formal methods: heighten focus on formal coordination platforms (steering committee & technical committees) and ensure that they are functioning properly. Ensure strong follow-up of the partnership initiated with the Indian Sector Skills Councils. Associate proposed communications change specialist to heighten motivation to participate actively. Increase informal communications (person-to-person) with all partners at national in regional levels. Increase focus on follow up with partners and target groups post agreements and training. E.g. Implement the agreement between the ILO and the Federal Cooperative Agency for the training of cooperative leaders and the facilitation of partnerships between selected cooperatives and agribusinesses for better market access.



**Responsible:** ProAgro Ethiopia. **Priority:** High. **Timing:** Next 6 months. **Estimated Resource requirement:** Medium

7) **Increase use of monitoring and evaluation (M&E) data as a management tool using a systems approach.**

Promote flexible planning using M&E and other inputs to build on opportunities and address emerging challenges. Continue rapid assessments of quality of progress. Actively use feedback to strengthen the institutional capacities of partners within a more intensive participative functioning framework while discuss M&E results. Increase focus in meeting on jointly attributing roles and responsibilities for how any changes will be applied.

**Responsible:** ProAgro Ethiopia, all project partners. **Priority:** Medium. **Timing:** Entire remainder of project period. **Estimated Resource requirement:** Medium

8) **Increase input of ILO technical specialists** to mentor the project. Particularly to strengthen attention to social dialogue.

**Responsible:** ILO. **Priority:** Medium **Timing:** Next 6 months until end of project. **Estimated Resource requirement:** Medium

9) **Advocate for a policy directive to ensure dedicated Government personnel** to manage the employment facilitation centre in the industrial parks. Carry out organization development analysis and solutions with local partners to strengthen the employment facilitation centre.

**Responsible:** ProAgro Ethiopia, Government of Ethiopia. **Priority:** High. **Timing:** Next 6 months. **Estimated Resource requirement:** Low

### 5.3 Recommendations for ProAgro Morocco

10) **Take sufficient time to determine possible value chains for focus** in a future phase of the ProAgro project or if another similar project is implemented elsewhere. Given the importance of ensuring the correct most appropriate value chain in terms of potential and acceptance on the part of project partners (including all tripartite representatives) ensure that the choice is accepted as valid.

**Responsible:** ILO. **Priority:** Low for this project, high for project expansion or similar projects **Timing:** Future similar projects or new phase of ProAgro expensing value chains. **Estimated Resource requirement:** Low

11) **Increase focus on:**

- **Identifying and ensuring financing resource agencies are willing to support project beneficiaries who have viable projects**
- **Sustainability and replication of good practices, especially skills development.**

ProAgro and its national and local partners deepen assessment of the bottlenecks impeding the financing of viable project and determine solutions to facilitate access.

**Responsible:** ProAgro Morocco. **Priority:** Very high. **Timing:** Next 6 months. **Estimated Resource requirement:** Medium

12) **Advocate for and support implementation of recommendations from the ProAgro Morocco supported gender study on rural women and the analysis of competencies study.**

Given the importance of these studies and their acceptance among stakeholders, focus in even more strongly on the practical application of the recommendations in these studies. Integrate participative advocacy communications methods to promote the implementation of the recommendations.

**Responsible:** ProAgro Project, Government, other tripartite and other stakeholder institutions.  
**Priority:** High. **Timing:** Remainder of project period and beyond. **Estimated Resource requirement:** Medium

#### 5.4 Good Practices

- 3) Instead of trying to develop entirely new training contents, tools and materials, the projects relied on tested inputs from various ILO departments that are relevant to the projects. This allowed for quick development of suitable content, tools and materials and the implementation of training using experience and well-recognized master trainers. The evaluation notes that too many projects try to reinvent completely new approaches for every new initiative. Based on evaluation evidence, the training means adopted in the project were well appreciated and useful.
- 4) Allowing sufficient time for a thoroughly implemented inception period enable the projects to eventually determine the right targets, partners, and localities for project implementation.

#### 5.5 Lessons Learned

The overall approach of the projects and their focus are suitable to attain their goals in the project countries and can be replicated in other countries with the exception of highly fragile countries. The integrated approach across the different outcomes and with the large number of partners of different types, is organisationally feasible. High levels of formal and informal interactions to strengthen partnerships and extend networking among partners themselves has provided useful in this regard. It should be noted, however, that the complexity of the projects was too high and would need to be reduced in similar projects.

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Note: The evaluation consulted a wide array of documents ranging from the project document, to inception and progress reports, assessments and studies, reviews, communications, tools and visibility communication, websites and other materials.

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## Annex 1 – Evaluation Terms of Reference



### Terms of Reference

## INDEPENDENT CLUSTER MID-TERM EVALUATION OF THE PROJECTS “PROAGRO – PROMOTION OF DECENT WORK IN AGRIBUSINESS ETHIOPIA AND MOROCCO”

### Version 12 September 2022

Projects names	ProAgro – Promotion of Decent Work in Agribusiness in Ethiopia ProAgro – Promotion of Decent Work in Agribusiness in Morocco
Projects DC Code	<b>GLO/20/12/DEU</b> (Umbrella) ETH/20/50/DEU MAR/20/50/DEU
Projects duration	Ethiopia: <b>15 June 2020 - 14 June 2024</b> (42 months) Morocco: <b>15 June 2020 - 14 June 2024</b> (42 months)
Donor	Germany/BMZ
Administrative Unit in the ILO responsible for administrating the project	CO Addis Ababa CO Algiers
Technical Unit(s) in the ILO responsible for backstopping the project	EMPLOYMENT
P&B outcome (s) under evaluation	Outcomes 3,4,5
SDG(s) under evaluation	SDG 7,8
Budget	Proagro Ethiopia: US\$ 5,464,123 Proagro Maroc: US\$ 5,464,123
Type of evaluation	Independent cluster
Timing of evaluation	Midterm (October-December 2022)
Evaluation manager	Pierre N’Guessan DJE

## Background information

Africa has made a lot of commendable progress the last decade. From 2005 to 2015, many African countries had realised high economic growth (around 5% per year. That was accompanied by a decrease of poverty and a creation of jobs before some exogenous crisis came to interrupt the process. However due to the importance of the challenges, that significant advancement did not eradicate all the problems of the continent. Africa still has several challenges among which there are widespread poverty and informal employment, poor working conditions, low education and skills levels and weak institutions, compounded by insufficient growth, stagnating labour productivity and inadequate social and economic development.

A keyway to address these challenges is job creation. In this context the German Federal Ministry for Economic Cooperation and Development (BMZ) launched in 2019<sup>70</sup> the Special Initiative on Training and Job Creation as part of its Marshall Plan for Africa. This initiative aims to create jobs through a favorable business environment and support private investment, including in infrastructure. It sets a high ambition to create up to 100.000 decent jobs until 2022, improve working conditions and income opportunities, create training opportunities, and increase private investment.

In this regard, ILO designed the projects ProAgro for Ethiopia and Morocco with specific focus on agribusiness to response to the objectives articulated by the named German Initiative. The projects put forward the ILO's approach to decent work, skills development, and enterprise development.

## The projects PROAGRO Ethiopia and Maroc

**Objectives:** ProAgro projects in Ethiopia and Morocco are two a four-year project with an ultimate objective to create decent jobs opportunities for women and young men in the agribusiness sector. Both are based on two interrelated and mutually reinforcing pillars which are (i) Foster a conducive environment for decent job creation and sustainable investment, and (ii) Value chain, skills development, and enterprise development. In operational terms, the two pillars of ProAgro correspond to four key priorities: i) supporting job rich, sustainable private investment and decent work conditions in the target areas (cross-cutting); ii) support better skills governance to provide people with the skills they need to access the labour market (push); iii) nurturing a new generation of enterprises linked to the agribusiness sector (push), iv) supporting a dynamic, employment-rich, private sector (pull).

### **Outcomes of the projects.**

ProAgro Ethiopia:

- Outcome 1: Conducive ecosystem for decent jobs creation and sustainable investment created
- Outcome 2: Social dialogue and inclusive collective bargaining are promoted as key means of achieving decent work and stable industrial relations in the sector
- Outcome 3: Quality and more demand oriented TVETs and trainings that increase employability and job prospects developed
- Outcome 4: Enterprise Development and Entrepreneurship trainings conducted

ProAgro Morocco:

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<sup>70</sup> <https://www.giz.de/en/worldwide/79251.html>

- **Outcome 1:** A more conducive ecosystem in the selected region for decent jobs creation and sustainable investment;
- **Outcome 2:** Selected value chains in the agribusiness sector are more competitive and have boosted their job quality and creation potential;
- **Outcome 3:** Quality and more demand oriented TVET and training that increase employability and job prospects;
- **Outcome 4:** Enterprise development mechanisms in place for the agribusiness sector.

**Strategy:** ProAgro will contribute to support countries in achieving inclusive structural transformation and decent jobs creation, through strategic integrated interventions, combining both short-term and long-term measures, labour demand and supply side approaches, with a focus on key value chains in the agribusiness sector in Ethiopia and Morocco. The strategy is articulated around the four key priorities of ProAgro, namely i) sustainable investment, ii) dynamic value chain, iii) skills, iv) entrepreneurship

**Contribution to ILO Programme and Budget (P&B) 2020-21.** The project will contribute to the following Policy Outcomes of the ILO Programme & Budget 2020-2021:

- **Outcome 3:** Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all
- **Outcome 4:** Sustainable enterprises as generators of employment and promoters of innovation and decent work
- **Outcome 5:** Skills and lifelong learning to facilitate access to and transitions in the labour market
- **Outcome 7:** Adequate and effective protection at work for all

**Contribution to SDGs.** At Global level the project contributes particularly to SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and the following specific targets:

- 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 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
- 8.6: By 2020 substantially reduce the proportion of youth not in employment, education or training
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

### **Key results as reported by the projects by July 2022:**

#### **Ethiopia**



- 20 (17 male and 3 female) investment professional from Ethiopian Investment Commission and Regional Investment Bureaus from Amhara, Sidama and Oromia with improved capacity building on investment attraction and retention.
- Establishment of the Employment Services Facilitation Centre (ESFC) within the Yirgalem Integrated Agro-Industrial Park (IAIP) that so far has registered, 394 (140 female and 254 male) job seekers that receive career services, with 8 (4 male and 4 female) matched in decent jobs.. The Park centre provides range of employment services for inside and outside job seekers in the park.
- Handbook for core skills in the Agro-Processing sector was developed and Training of Trainers (ToT) delivered to 30 (5 female and 25 male) Skills experts from TVET colleges, polytechnics and stakeholders working on Agro-processing vocational skills development and employment promotion. Further, the training was cascaded, and 142 trainees (73 male and 69) trained on core skills in the Agro processing in Yirgalem TVET college.
- On-the-job training module for the poultry sector was developed and validated.
- Poultry parent stock and feed business case study to promote investment and interventions in the poultry sector was developed.
- A business case for ensuring investment in better & improved working conditions by medium and large scale enterprises developed.
- 29 individuals (Female= 8, Male=21) trained as trainers (ToT) on the Generate Your Business (GYB) and Start Your Business (SYB) modules of the SIYB programme (from the Amhara Bureau of Labour and Trainings, Sidama Bureau of Jobs, Skills and Enterprise Development, TVETS, Enterprise Development Institute, Entrepreneurship Development Centre). The training is cascade to 234 entrepreneurs (Female=85, Male= 149) from poultry and vegetable and fruits

### **Morocco**

- Entrepreneurs' skills in business development and management strengthened through capacity building in pre-creation, creation, and post-creation
- Existing advisory structures that support entrepreneurship strengthened with innovative approaches and support tools (SIYB)
- Establishment of new public BDS provider (Regional Center for Young Agricultural and Agri-business Entrepreneurs - CRJEAA)
- Moroccan institutions involved in skills needs anticipation and strategic intelligence with strengthened capacities through the implementation a capacity building program, a national forum on "Skills for the Future", and technical assistance for the development of sectoral skills anticipation strategies.

## **Background, Purpose, objectives, and scope of the evaluation**

### **Background**

ILO considers project evaluations as an integral part of the implementation of development cooperation activities. The evaluations are developed for project accountability, management, learning and to support the knowledge base. As per ILO evaluation policy and procedures all programmes and projects with a budget of USD 5 million + must have to go through two independent evaluations, so ProAgro projects will go jointly through two independent evaluations: a mid-term evaluation and a final evaluation. Both evaluations are managed by

an ILO certified evaluation manager not linked with the projects and implemented by independent evaluators.

This evaluation will adopt a “cluster approach”, which means that the evaluation will examine 2 projects in an integral way. This approach will allow full coverage of the two projects with greater opportunities for feedback on the overall strategy in the theme and geographic area, as well as learning from each other and considering that they are funded by the same donor. In addition, the cluster approach is likely to be more cost and time efficient than individual project assessments. It will apply a comparable scope, objective, and methodology. The advantage of clustering project evaluations into a single thematic evaluation, in this case is that it focuses increasingly on the interconnectedness of the achievements and learning of similar projects. The clustering of the evaluations facilitates the provision of evaluative information on the work of ILO to the UN system globally, regionally, and at country-level. Clustered evaluations are likely to be able to increase the focus on systematic changes and comparative analyses of ILO’s range of interventions and policy approaches.

**Purpose and objectives of the Mid-term independent evaluation.** The main purpose of this mid-term independent evaluation is to provide an independent assessment of the progress to date, through an analysis of relevance, coherence, effectiveness, efficiency, sustainability, and orientation to impact of the project. The specific objectives of the evaluation are the following:

- Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by project beneficiaries and partners.
- Identify the contributions of the project to the SDGs, the countries’ UNSDCFs and DWCPs, the ILO objectives and Country Programme Outcomes and its synergy with other projects and programs in both countries.
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
- Review the institutional set-up, capacity for project implementation and coordination mechanisms.
- Assess the implementation efficiency of the project.
- Review the strategies for outcomes’ sustainability and orientation to impact.
- Identify lessons and potential good practices for the tripartite constituents, stakeholders, and partners, the donor, and ILO; and
- Provide strategic recommendations for the tripartite constituents, stakeholders and partners, the donor, and ILO to improve the attainment of project results (Outcomes and impacts).

**Scope of the evaluation:** This evaluation will analyse the implementation of the project in its entirety. It will examine the entire project intervention from August 2020 to July 2022. It will consider all the documents linked to the project. This includes the project document, periodic reports as well as documents produced as outputs of the project (e.g. knowledge products, policy strategies). The geographical analysis of the assessment should cover Ethiopia and Morocco at the national level and the regions or states through a desk review, interviews with stakeholders, field visits, etc.

The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue and tripartism, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and process. It should be addressed in line with EVAL guidance notes 3.1 Integrating gender equality in monitoring & evaluation of

projects, 3.2 Adapating evaluation methods to the ILO's normative and tripartite mandate, and 3.3 Strategic cluster evaluation to gather evaluative information more effectively<sup>71</sup> among other.

### **Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)**

The evaluation will be based on the following evaluation criteria: strategic relevance and coherence, validity of project design, effectiveness, efficiency, impact, and sustainability, gender, and non-discrimination. Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. The crosscutting themes should be integrated in the evaluation questions. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the inception report.

#### **1.1. Relevance, coherence, and strategic fit:**

- 1.1.1. Are the projects objectives and strategies consistent with the ILO constituent policy and programme frameworks (i.e. National development plans and the DWCPs) and other national key partners' needs and the country needs, in particular the final beneficiaries (i.e. men and women)?
- 1.1.2. How did the project contribute to the relevant ILO Programme & Budget Outcomes and development priorities in Ethiopia/Morocco, the UNSDCFs and the SDGs?
- 1.1.3. To what extent did the project build on previous experience of the ILO, UN agencies and the donor in Ethiopia and Morocco, and relevant experience of other local and international organizations? Are the projects relevant for the national policies and priorities in Ethiopia and Morocco?

#### **1.2. Validity of project design:**

- 1.2.1. Has the project developed and follows a comprehensive, Theory of change integrating external factors, and based on a systemic analysis? Do outputs causally link to the intended outcomes and impact? Have external factors (assumptions and risks) taken realistically into account?>
- 1.2.2. To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?
- 1.2.3. To what extent did the project build on the comparative advantage of the ILO in the field of youth employment?

#### **1.3. Effectiveness of the project in relation to the expected results:**

- 1.3.1. To what extent are the project objectives and outputs being achieved?
- 1.3.2. Have unexpected positive and negative results taken place?

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<sup>71</sup> Available at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_853289.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_853289.pdf)

- 1.3.3. What were the main internal and external factors that influenced the achievement or non-achievement of results?
- 1.3.4. Given the evolving political and socio-economic situation in the countries, has the project carried out timely needs assessments to address emerging relevant needs and were the answers appropriate to address the projects objectives?
- 1.3.5. How is the quality of the projects' outputs developed to achieve the project objectives?
- 1.3.6. Has the partnership strategy of the project been effective towards the expected results?
- 1.3.7. To what extent has the project management and governance structure put in place worked strategically with tripartite constituents, stakeholders and partners in the project, ILO and the donor - to achieve project goals and objectives?
- 1.3.8. To what extent is the impact of the Covid-19 pandemic influencing project results and effectiveness and how has the project addressed this influence?
- 1.3.9. Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

**1.4. Efficiency of the resources used:**

- 1.4.1. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures taken to work towards achievement of project outcomes and impact?
- 1.4.2. Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- 1.4.3. Have the project developed an M&E strategy that enhance accountability, learning and feed into management
- 1.4.4. How have the roles and responsibilities between the project and key partners at the national and regional levels regarding planning M&E of the project worked?

**1.5. Impact orientation and sustainability**

- 1.5.1. What can be identified as project sustainable impacts in the target groups and other actors as relevant? Are the results integrated or likely to be integrated into national institutions, target populations, and will partners be able to sustain them beyond the project (institutionalisation of project components)?
- 1.5.2. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?
- 1.5.3. What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates? Are the project implementing exit strategies as necessary?
- 1.5.4. Can the project's approach or parts of it, and results be replicated or amplified by national partners or other actors considering institutional and financial dimensions?
- 1.5.5. How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?

## **1.6. Gender and non-discrimination of vulnerable groups (such as youth and people with disabilities):**

- 1.6.1. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities for men, women, and other vulnerable groups?
- 1.6.2. How has the project been able to meet the specific needs of men, women, and vulnerable groups?
- 1.6.3. Do the tools developed by the project integrate gender and non-discrimination issues?

## **1.7. General evaluation questions (Learning and others)**

- 1.7.1. What can we learn in a comparative perspective from the two projects in the context of their national settings and beyond the two countries contexts (for similar contexts)?

## **Methodology**

A The methodology will be participatory and use mix-methods and Theory of change appr. Quantitative data is captured to analyze mainly, but not exclusively, the efficiency and effectiveness of projects, both at the level of desk review and field data collection, while qualitative data is captured to analyze mainly, but not only, the relevance and orientation towards the impact and sustainability of the projects. Data triangulation was required through the combination of various sources of information and various data collection techniques (documentary review, focus group and interviews, field observation, electronic surveys, etc.).

The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy<sup>72</sup>; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations<sup>73</sup> and UNEG Principles.

The evaluation team will ensure that crosscutting themes (gender and non-discrimination such as women, youth, people with disabilities, etc.; International labour standards, social dialogue and fair transition in environmental issues are integrated in the evaluation questions and data collection tools, as well in the evaluation report. Special consideration should be made to capture women's views and perceptions

The evaluation will comprise the following key steps:

**Step 1:** Inception phase: desk review of all project documents and progress reports, preliminary interviews with projects CTA and the donor focus on logistics and evaluation expectations, and preparation of inception report (following EVAL Checklist 3) for clearance by the evaluation manager before moving to step 2.

**Step 2:** Fieldwork and both physical and virtual interviews considering the following techniques of data collection.

Desk review of project technical and financial documents, databases, and all products created by the project, followed by discussions with project team, ILO at different levels (Country Office, DWT, HQ), and national stakeholders and the donor. On-site interviews with stakeholders and focus group discussions with project beneficiaries in Ethiopia and Morocco.

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<sup>72</sup> <https://www.ilo.org/eval/Evaluationreports/Strategyandpolicyevaluations/lang--en/index.htm>

<sup>73</sup> [https://www.ilo.org/eval/WCMS\\_168289/lang--en/index.htm](https://www.ilo.org/eval/WCMS_168289/lang--en/index.htm)

**Step 3: Presentation of preliminary results of the evaluation.** A presentation of preliminary findings, conclusions and recommendations will be presented to all project stakeholders including the national key stakeholders, project partners, ILO DWT and HQ, and the donor. This will allow addressing factual errors, clarifying ambiguities or issues of misunderstanding or misinterpretation. The workshop will virtual and bilingual (English-French with interpretation).

**Step 4: Development of the draft evaluation report:** based on step 1-3 the evaluation team will develop a draft report in English following Checklists 5 and 6 of EVAL. The report is submitted to the evaluation manager, who will do a methodological review. After his approval he will share this with key stakeholders. The comments received by the evaluation manager will be provided to the evaluator for consideration around 2 weeks after reception of the first draft. Then the evaluator will develop the final version of the evaluation report and will present clearly (a separate comments log or using track-changes mode on MS Word) how the comments have been addressed in the revised draft. The final draft will be reviewed by the Regional Evaluation Officer for Africa. After approval by the evaluation manager and the regional evaluation officer, It will be submitted to EVAL for final review and approval.

**Step 5: Report dissemination and management response** ILO/EVAL will submit the report to the Country Offices for dissemination among take-overs and developing the management response to the evaluation report recommendations. Moreover, ILO/EVAL will upload it in the e-discovery repository.

**Key stakeholders to be interviewed include the following categories:**

The key national stakeholders are listed in the following table:

Countries	Key Partners
<b>Ethiopia</b>	<ul style="list-style-type: none"> <li>• <i>Ministry of Labour and Skills (MoLS)</i></li> <li>• <i>Regional Bureau of Labour, and Training, Amhara (BOLT)</i></li> <li>• <i>Regional Bureau of Jobs, Skills and Enterprises, Sidama (BOJSE)</i></li> <li>• <i>Ministry of Agriculture (MoA)</i></li> <li>• <i>Ministry of Industry (Mol)</i></li> <li>• <i>Ethiopia Investment Commission (EIC)</i></li> <li>• <i>Confederation of Ethiopian Trade Unions</i></li> <li>• <i>Ethiopia Employers' Federation and</i></li> <li>• <i>Ethiopian Employers' Confederation</i></li> </ul>
<b>Morocco</b>	<ul style="list-style-type: none"> <li>• <i>Ministry of Labour (both national and regional levels)</i></li> <li>• <i>Ministry of Agriculture (both national and regional levels)</i></li> <li>• <i>Ministry of Industry (both national and regional levels)</i></li> <li>• <i>ANAPEC – Agence nationale de promotion des emplois et compétences (mostly regional level)</i></li> <li>• <i>ONCA - Office National du Conseil Agricole (mostly regional level)</i></li> <li>• <i>ADA - Agence de Développement Agricole</i></li> <li>• <i>OFPPT – Office de la formation professionnelle et de la promotion du travail</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>FENAGRI – Fédération nationale de l'agroalimentaire</i></li> <li>• <i>COMADER – Confédération marocaine de l'agriculture et du développement rural</i></li> <li>• <i>FNSA - Fédération nationale du secteur agricole</i></li> </ul>
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**Source : ProDoc**

## Deliverables

The following products will be delivered by the evaluation team:

- **By 25 October 2022, Inception report in English (incl. methodological note)** (refer to Checklist 3 “Writing the Inception Report”<sup>74</sup>)
- **By 20 November 2022, a first draft of the evaluation report** in English and French (30-40 pages plus executive summary and annexes), answers the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices. The report will address for guidance on the structure and content Checklists 5 and 6: “Preparing the evaluation report”<sup>75</sup> and “Rating the quality of evaluation report”.

The report will be developed under the following outline:

- Cover page with key project and evaluation data
  - Executive Summary
  - Acronyms
  - Context and description of the project including reported results
  - Purpose, scope, and clients of the evaluation
  - Methodology and limitations
  - Findings (this section’s content should be organized around evaluation criterion), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
  - Conclusions
  - Recommendations (i.e., for the different key stakeholders), indicating per each one priority, timeframe and level of resources required
  - Lessons learned and good practices
  - Annexes:
    - TORs
    - Evaluation matrix
    - List of people interviewed
    - Schedule of work
    - Documents examined
    - Data collection tools
- Lessons learned and good practices (under EVAL formats)

- Others **By 03 December 2022, the final evaluation report**, will follow the structure of the draft report, addressing comments from the stakeholders.

<sup>74</sup> Available at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746817.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746817.pdf)

<sup>75</sup> Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf)

- **By 03 December 2022, a summary of the final evaluation report (ILO/EVAL template) in English and French.**

### Management arrangements and work plan (including timeframe)

**Evaluation Manager:** The evaluation will be managed by **DJE N’Guessan Pierre** ([dje@ilo.org](mailto:dje@ilo.org)), ILO officer in process of certification by EVAL as evaluation manager, who has no prior involvement in the project, and oversight by Ricardo Furman, Senior Monitoring & Evaluation Officer, ILO Regional Office for Africa.

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders.
- Develop the Call for expression of interest and select the independent evaluator in coordination with EVAL.
- Brief the evaluator on ILO evaluation policies and procedures.
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop.
- Circulate the first draft of the evaluation report to the key stakeholders requesting written comments within 10 working days.
- Consolidate the received written comments received into a master evaluation report to send the evaluation team; and
- Ensure the final version of the evaluation report addresses the stakeholders’ comments (or an explanation why any has not been addressed) and meets ILO requirements.

All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO.

Phase	Responsible Person	Tasks	No of days team leader	No of days cons Ethiopia	No of days cons Morocco	Tentative dates
Development of ToRs	Eval manger Project teams	<ul style="list-style-type: none"> <li>○ Draft the ToRs</li> <li>○ Contact and discuss with Projects teams to improve the ToRs</li> </ul>	0	0	0	05 August – 01 September
Circulation of the ToRs	Evaluation Manager	<ul style="list-style-type: none"> <li>○ Share the ToRs with stakeholder s</li> </ul>	0	0	0	12 - 25 September
Selection of the consultant	Evaluation Manager (EM)	<ul style="list-style-type: none"> <li>○ Call of interest</li> <li>○ Assessment of applications</li> </ul>	0	0	0	15 September – 05 October



I	Evaluators and EM	<ul style="list-style-type: none"> <li>○ Briefing with the evaluation manager, the project team, and the donor</li> <li>○ Desk Review of programme related documents</li> <li>○ Telephone briefing with ILO stakeholders</li> <li>○ Inception report</li> </ul>	4	3	3	20-28 October-
II	Evaluator with organizational support from ILO COs-Algiers and Addis Ababa	<ul style="list-style-type: none"> <li>○ In-country for consultations with programme staff</li> <li>○ Field visits</li> <li>○ Interviews with projects staff, partners, and beneficiaries</li> <li>○ Stakeholders workshop for sharing of preliminary findings</li> <li>○ Debriefing with the CO-Addis Ababa and Algiers</li> </ul>	15	10	10	31 October to 18 November
III	Evaluators	<ul style="list-style-type: none"> <li>○ Draft report based on consultations from field visits and desk review and the stakeholders' workshop</li> <li>○ (English and French version)</li> </ul>	9	7	7	21 - November - 7 December

		<ul style="list-style-type: none"> <li>○ Quality check and initial review by Evaluation Manager</li> </ul>				
IV	Evaluation Manager	<ul style="list-style-type: none"> <li>○ Circulate draft report to stakeholders</li> <li>○ Consolidate comments of stakeholders and send to the evaluator</li> </ul>	0	0	0	10 December – 20 January 2023
V	Evaluator	<ul style="list-style-type: none"> <li>○ Finalize the report (English and French versions) including explanations on why comments were not included</li> </ul>	2			22-23 January
<b>TOTAL</b>			<b>23</b>	20	20	

### Main duties of the evaluation team

The evaluation will be carried out by an evaluation team composed of three consultants

- ❖ Team Leader
- ❖ National Evaluator (Team Member) for ProEthio in Ethiopia
- ❖ National Evaluator (Team Member) for ProMar in Morocco.

The duties for each member are specified as following:

#### Team leader

- Responsible for supervising the evaluation in Ethiopia and Morocco.
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process.
- Proceed to a desk review of all relevant documents and conduct a field mission to meet main stakeholders.
- Elaborate the inception report (incl. methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards.
- Conduct the field work jointly with the national consultants, and stakeholders' workshop at the end of the data collection phase.
- Develop the draft and final versions of the evaluation report in English and French

### **Team members** (one for Ethiopia and one for Maroc)

- Responsible for conducting the evaluation respectively in Ethiopia or in Morocco under requests from the team leader.
- Coordinate with the team leader, project team and stakeholders to conduct the entire evaluation process.
- Support the desk review and participate actively in the data collection at country level conduct a field mission to meet main stakeholders.
- Provide inputs, upon request of the team leader, in the draft and final evaluation reports

### **Profile of the evaluation team**

While the ToRs present the following profiles, alternative approaches can be considered during the selection process.

. The main qualifications are presented in this section.

#### **1.8. Main qualifications**

##### ***Team leader***

##### ***Education and Experience***

- Advanced university degree preferably in economics, business management or related qualifications;
- A minimum of 7 years of professional experience specifically in evaluating international development initiatives and programmes, preferable in North and Eastern Africa as team leader or sole evaluator; including gender and vulnerable groups inclusion, human rights-based approach programming and results-based management;
- Evaluation and work experience in employment in agricultural sector, institutional settings and capacity building in Ethiopia and/or Morocco will be an asset;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as knowledge and experience with the UN system are desirable;
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches, information analysis and report writing;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing and oral skills in English and French
- Demonstrated ability to work in group to deliver quality results within strict deadlines.
- No previous work with the project or related assignments

##### **Team members (one for Ethiopia and one for Morocco)**

##### **Education and Experience**

- University degree preferably in economics, business management or related qualifications;
- A minimum of 5 years of professional experience in evaluating international development initiatives and programmes, in Ethiopia/Morocco as sole evaluator or

team member for data collection; including gender and vulnerable groups inclusion, human rights-based approach programming and results-based management;

- Evaluation and work experience in employment in agricultural sector, institutional settings and capacity building in Ethiopia/Morocco will be an asset;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as knowledge and experience with the UN system are desirable;
- Proven experience on the logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches, information analysis and report writing;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Excellent analytical skills and communication skills;
- Demonstrated writing and oral skills in English (Ethiopia) or French (Morocco)
- Demonstrated ability to work in group to deliver quality results within strict deadlines.
- No previous work with the project or related assignment

### Legal and ethical matters

- The evaluators are required to sign and abide to the Code of Conduct Agreement together with the contract document.
- All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.
- The evaluators are required to fully comply with the advisories issued by the national and local governments and the UN and ILO regarding domestic travels and social distancing.

### Evaluation Budget

Estimated resource requirements at this point will cover:

- **For the evaluation team:**
  - Fees for the consultancy for 23 working days for the team leader and 20 working days for each team member
  - DSA and flights as per ILO travel policy (subjected to COVID 19 situation)
- **For the ILO Office:**
  - Stakeholders' workshop
  - Logistic support for field visits
  - Any other miscellaneous costs

## Annex 2 - Evaluation Questions and Evaluation Matrix

### Evaluation Questions

Note: To facilitate analysis, the questions have been subdivided into their component parts. Each question and sub-question will be translated into Atlas.ti qualitative software codes that are used for the analysis.

Some slight changes have been made in sub-arts of a few of the questions to ensure internal consistency and avoid redundancies.

#### 1. Relevance, coherence, and strategic fit:

1.9. Are the projects' objectives and strategies consistent with:

1.9.1. ILO constituent policy and programme frameworks

1.9.2. Morocco: Are the projects relevant for the national policies and priorities?

- National development plans,
- Decent Work Country Programmes (DWCPs)

1.9.3. Morocco: Other national key partners' needs and country needs, in particular the final beneficiaries (i.e., men and women)?

1.9.4. Ethiopia: Are the projects relevant for the national policies and priorities?

- National development plans
- DWCPs

1.9.5. Ethiopia: Other national key partners' needs and country needs, in particular the final beneficiaries (i.e., men and women)?

1.10. How did the project contribute to the relevant ILO Programme & Budget Outcomes and development priorities in:

1.10.1. Ethiopia/Morocco, the UNSDCFs and the SDGs?

1.10.2. To what extent did the project build on previous experience in the country of the

- ILO
- UN agencies
- Donor
- Relevant experience of other local and international organizations in the country

#### 2. Validity of project design:

2.1. Has the project developed and follows a comprehensive, Theory of change integrating:

2.1.1. External factors

2.1.2. Based on a systemic analysis

2.2. Do outputs causally link to the intended

2.2.1. Outcomes

2.2.2. Impact

2.3. Have external factors (assumptions and risks) been taken realistically into account?

2.4. To what extent was the project design adequate and effective between the different project components with regard to:

2.4.1. Coherence

2.4.2. Complementarity?

2.5. To what extent did the project build on the comparative advantage of the ILO in the field of youth employment?

### **3. Effectiveness of the project in relation to the expected results**

3.1. To what extent are the project?

3.1.1. Objectives being achieved

3.1.2. Outputs being achieved

3.2. How has the quality of the projects' outputs developed to achieve the project objectives? (This question has been reworded as if it is phrased as in the ToR it could be interpreted to refer to relevance, coherence, and validity. In particular with regard to sub-question 2.2)

3.3. Have unexpected positive results taken place?

3.4. Have unexpected negative results taken place?

3.5. What were the main factors that influenced the achievement or non-achievement of results?

3.5.1. Internal factors

3.5.2. External factors

3.6. Given the evolving political and socio-economic situation in the countries, has the project:

3.6.1. Carried out timely needs assessments to address emerging relevant needs

3.6.2. Were the answers appropriate to address the projects objectives

3.7. Has the partnership strategy of the project been effective towards the expected results?

3.8. To what extent has the project management and governance structure put in place worked strategically to achieve project goals and objectives with:

3.8.1. Tripartite constituents

3.8.2. Partners in the project

3.8.3. Other stakeholders

3.8.4. ILO

3.8.5. Donor

3.9. To what extent is the impact of the Covid-19 pandemic:

3.9.1. Influencing project results and effectiveness

3.9.2. How has the project addressed this influence?

3.10. Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

### **4. Efficiency of the resources used:**

4.1. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?

4.1.1. If not, why and which measures taken to work towards achievement of project outcomes and impact?

4.2. Are the project's activities/operations in line with the schedule of activities as defined by:

4.2.1. The project team

4.2.2. Work plans

4.2.3. Budgets

4.3. Have the projects developed an M&E strategy that enhances:

4.3.1. Accountability

- 4.3.2. Learning
- 4.3.3. Feed into management

**4.4.** How have the roles and responsibilities between the project and key partners worked regarding planning M&E of the project at:

- 4.4.1. National
- 4.4.2. Regional levels

## **5. Impact orientation and sustainability**

**5.1.** What can be identified as project sustainable impacts in the target groups and other actors as relevant?

5.1.1. Are the results integrated or likely to be integrated into

- national institutions
- target populations

5.1.2. Will partners be able to sustain them beyond the project (institutionalisation of project components)?

**5.2.** To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant:

- 5.2.1. SDGs
- 5.2.2. Targets (explicitly or implicitly)

**5.3.** What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?

5.3.1. Are the projects implementing exit strategies as necessary?

**5.4.** Can the project's approach or parts of it, and results be replicated or amplified considering institutional and financial dimensions by:

- 5.4.1. National partners
- 5.4.2. Other actors?

**5.5.** How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?

## **6. Gender and non-discrimination of vulnerable groups (such as youth and people with disabilities):**

**6.1.** To what extent has the project *identified and integrated into its actions* the *operational* and *strategic needs* and *priorities* for

- 6.1.1. Men
- 6.1.2. Women
- 6.1.3. Other vulnerable groups?

**6.2.** How has the project been able to *meet* the specific needs of men, women, and vulnerable groups?

- 6.2.1. Men
- 6.2.2. Women
- 6.2.3. Other vulnerable groups

**6.3.** Do the tools developed by the project integrate gender and non-discrimination issues?

## **7. General evaluation questions (Learning and others)**

**7.1.** What can we learn in a comparative perspective from the two projects in the context of their national settings and beyond the two countries contexts (for similar contexts)?



## Evaluation Matrix

*Note on the Data Collection Plan Worksheet with reference to Checklist 3 of the I-evaluation Resource Kit Inception Report:*

**Who will collect the data:** The international consultant will collect all the data for Morocco while the national consultant will provide support for the Ethiopia ProAgro project.

**Who will analyse:** The international consultant will analyse all the data for Morocco while the national consultant will provide support for the Ethiopia ProAgro project. The national consultant will particularly, but not only, provide detailed notes and analysis of the interviews that he conducts while he attends meetings and events without the presence of the international consultant.

Evaluation Questions and Sub-Questions	Evaluation Indicators	Data Types (Documents, observations, interviews, focus groups)	Relevant Stakeholders
<b>1. Relevance, coherence, and strategic fit</b>			
1.1. Are the projects' objectives and strategies consistent with:			
1.1.1. ILO constituent policy and programme frameworks	Clear citations/examples of use of foundational ILO constituent policy and programme frameworks in documents and endorsed by relevant interviewees	ILO constituent policy and programme frameworks, project planning documentation, project documents, inception reports  Interviews	<ul style="list-style-type: none"> <li>• Project staff in both countries</li> <li>• Other ILO Staff – Headquarters, regional and national office</li> <li>• Donor</li> <li>• National Stakeholders</li> </ul>
1.1.2. Morocco: Are the projects relevant for the national policies and priorities?	Clear citations/examples of use of government's strategy and policies and plans of	Relevant national strategies and development plans, DWCP  Interviews	<ul style="list-style-type: none"> <li>• Project staff in both countries</li> <li>• Other ILO Staff – Headquarters, regional and national office</li> </ul>

<ul style="list-style-type: none"> <li>- National development plans,</li> <li>- Decent Work Country Programmes (DWCP)</li> </ul>	<p>government, DWCP in documents. Stakeholders endorse alignment of the project with national policy and DWCP.</p>		<ul style="list-style-type: none"> <li>• National Stakeholders, especially from government</li> </ul>
<p>1.1.3. Morocco: Other national key partners' needs and country needs, in particular the final beneficiaries (i.e., men and women)?</p>	<p>Documentation cites concrete and specific evidence of alignment with national key partners' needs and country needs, in particular the final beneficiaries (i.e., men and women). Stakeholders cite examples of alignment with their needs.</p>	<p>Project design documentation and progress reports  Interviews, focus groups</p>	<ul style="list-style-type: none"> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• Project staff</li> </ul>
<p>1.1.4. Ethiopia: Are the projects relevant for the national policies and priorities?</p> <ul style="list-style-type: none"> <li>- National development plans</li> <li>- DWCP</li> </ul>	<p>Clear citations/examples of use of government's strategy and policies and plans of government, DWCP in documents. Stakeholders endorse alignment of the project with national policy and DWCP.</p>	<p>Relevant national strategies and development plans, DWCP  Interviews</p>	<ul style="list-style-type: none"> <li>• Project staff in both countries</li> <li>• Other ILO Staff – Headquarters, regional and national office</li> <li>• National Stakeholders, especially from government</li> </ul>
<p>1.1.5. Ethiopia: Other national key partners' needs and country needs, in particular the final</p>	<p>Documentation cites concrete and specific evidence of alignment with national key</p>	<p>Relevant national strategies and development plans, DWCP  Interviews, focus groups</p>	<ul style="list-style-type: none"> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners,</li> </ul>

beneficiaries (i.e., men and women)?	partners' needs and country needs, in particular the final beneficiaries (i.e., men and women). Stakeholders cite examples of alignment with their needs.		other relevant institutional agencies, participants in project activities) <ul style="list-style-type: none"> <li>• Project staff</li> </ul>
1.2. How did the project contribute to the relevant ILO Programme & Budget Outcomes and development priorities in:			
1.1.6. Ethiopia/Morocco, the UNSDCFs and the SDGs?	At the time of the evaluation at midterm, evidence including concrete examples of contribution to the UDSDCFs and SDGs.	Project progress reports, on-going M&E data information  Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National stakeholders</li> <li>• Other relevant in-country agencies</li> </ul>
1.1.7. To what extent did the project build on previous experience in the country of the <ul style="list-style-type: none"> <li>- ILO</li> <li>- UN agencies</li> <li>- Donor</li> <li>- Donor</li> <li>- Relevant experience of other local and international</li> </ul>	Clear citations of the how the project built on the previous experience in documentation and interviews	Project progress reports, on-going M&E data information  Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National stakeholders</li> <li>• ILO Staff – Headquarters, regional and national office</li> <li>•</li> <li>• Other relevant in-country agencies</li> </ul>

organizations in Morocco			
<b>2. Validity of project design</b>			
2.1. Has the project developed and follows a comprehensive, Theory of change (ToC) integrating:			
2.1.1. External factors	The ToC shows clear references to consideration of external factors in the graphic and narrative	ToC related documents including conceptualising, graphic, and narrative	<ul style="list-style-type: none"> <li>• ILO headquarters staff</li> <li>• Project staff</li> <li>• Other relevant stakeholders involved in ToC development</li> <li>• Donor</li> </ul>
2.1.2. Based on a systemic analysis	The ToC shows clear references to being developed using a systemic analysis approach as prescribed in ToC development standards.	ToC related documents including conceptualising, graphic, and narrative	<ul style="list-style-type: none"> <li>• ILO headquarters staff</li> <li>• Project staff</li> <li>• Other relevant stakeholders involved in ToC development</li> <li>• Donor</li> </ul>
2.2. Do outputs causally link to the intended	Examples and references to the causality between outputs and their direct expected contribution to the higher order	Planning documents, project documents, inception report, ToC and other relevant documentation, interviewees	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters staff, regional office, national office</li> <li>• Relevant national stakeholders with knowledge of the project planning process and documents</li> </ul>

2.2.1. Outcomes	outcomes and the ultimate impact		
2.2.2. Impact			
2.3. Have external factors (assumptions and risks) been taken realistically into account?	Reasoning for the assumptions and risks cited in planning and project documents show evidence of realistic assessment of the situation in country and been considered in planning to the extent that they can be predicted.	Project document, inception reports, revised logical frameworks and other planning documents, interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters staff, regional office, national office</li> <li>• Relevant national stakeholders with knowledge of the project planning process and documents</li> </ul>
2.4. To what extent was the project design adequate and effective between the different project components with regard to:	Project design shows clear <i>horizontal and vertical logic</i> in all planning processes, documentation of ToC, Logical Frameworks, M&E plans	Project document, inception reports, revised logical frameworks and other planning documents, interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters staff, regional office, national office</li> <li>• Relevant national stakeholders with knowledge of the project planning process and documents</li> </ul>
2.4.1. Coherence 2.4.2. Complementarity?	Reporting mechanisms (M&E) provide proof of coherence and complementarity during implementation.		

<p>2.5. To what extent did the project build on the comparative advantage of the ILO in the field of youth employment?</p>	<p>References to the ILO's experience in the field of youth employment in documents and interviews</p>	<p>Project documentation Interviews</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters staff, regional office, national office</li> <li>• Relevant national stakeholders with knowledge of the ILO comparative advantages</li> </ul>
<p><b>3. Effectiveness of the projects in relation to the expected results</b></p>			
<p>3.1. To what extent are the project? 3.1.1. Objectives being achieved 3.1.2. Outputs being achieved <i>(Analysis separately for Morocco and Ethiopia)</i></p>	<p>Extent to which the project is achieving the officially adopted indicators as cited in Tables 2 and 3.  Analysis of objectives and outputs achieved for each indicator indicates the level of achievements at midterm.  Evidence including examples that interviewees/focus groups members cite</p>	<p>Progress documents, latest M&amp;E data  Interviews/focus groups  Materials that the project produced  Observations</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>
<p>3.2. How has the quality of the projects' outputs developed to achieve the project objectives? (see note in preceding text on wording for this point)</p>	<p>Examples that the quality of the outputs actually leads to the achievement of the objectives as far as possible at midterm.</p>	<p>Progress documents, latest M&amp;E data  Interviews/focus groups</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> </ul>

			<ul style="list-style-type: none"> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>
3.3. Have unexpected positive results taken place?	Case studies, stories, social media information, interviewees and focus group members show evidence of positive results in specific areas.	<p>Project progress reports, M&amp;E data, communications materials, social media references</p> <p>Interviews/focus groups</p> <p>Observations</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>
3.4. Have unexpected negative results taken place?	If any at midterm, case studies, stories, social media information, interviewees and focus group members show evidence of unexpected negative results in specific areas.	<p>Project progress reports, M&amp;E data, communications materials, social media references</p> <p>Interviews/focus groups</p> <p>Observations</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>

			<ul style="list-style-type: none"> <li>• Donor</li> </ul>
3.5. What were the main factors that influenced the achievement or non-achievement of results?	See 3.5.1. and 3.5.2 below		
3.5.1. Internal factors	Examples and other evidence of how, why and when main positive and/or challenging internal factors have influenced the achievement or non-achievement of results	<p>Project progress reports, M&amp;E data, communications materials, social media references</p> <p>Interviews/focus groups</p> <p>Observations</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>
3.5.2. External factors	Examples and other evidence of how, why and when main positive and/or challenging external factors have influenced the achievement or non-achievement of results	<p>Project progress reports, M&amp;E data, communications materials, social media references</p> <p>Interviews/focus groups</p> <p>Observations</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>



			<ul style="list-style-type: none"> <li>• Donor</li> </ul>
3.6. Given the evolving political and socio-economic situation in the countries, has the project:			
3.6.1. Carried out timely needs assessments to address emerging relevant needs	Written proof of timely needs assessments address to determine emerging relevant needs	Documentation indicating that such assessments were conducted	<ul style="list-style-type: none"> <li>• Project staff</li> </ul>
3.6.2. Were the answers appropriate to address the projects objectives	Extent to which stakeholders deem the answers to be appropriate	Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> </ul>
3.7. Has the partnership strategy of the project been effective towards the expected results?	Partners provide examples and freely state their opinion (positive, mixed, challenging) regarding the effectiveness of the integrated partnership approach in the project.	Documentation Interviews, focus groups	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> </ul>

	Documentation provides additional evidence.		
3.8. To what extent has the project management and governance structure put in place worked strategically to achieve project goals and objectives with:			
3.8.1. Tripartite constituents	Tripartite constituents state and provide examples that management and governance structure put in place worked strategically (or not) to achieve project goals	Project documentation but especially interviews	Tripartite constituents
3.8.2. Partners in the project	Implementing partners state and provide examples that management and governance structure put in place worked strategically (or not) to achieve project goals	Project documentation but especially interviews	Implementing partners
3.8.3. Other stakeholders	Other national stakeholders state and provide examples	Project documentation but especially interviews	Other national stakeholders

	that management and governance structure put in place worked strategically (or not) to achieve project goals		
3.8.4. ILO	ILO headquarters, regional and national office representatives state and provide examples that management and governance structure put in place worked strategically (or not) to achieve project goals	Project documentation but especially interviews	ILO headquarters, regional and national office representatives
3.8.5. Donor	The donor states and provide examples that management and governance structure put in place worked strategically (or not) to achieve project goals	Project documentation but especially interview	Donor representative
3.9. To what extent is the impact of the Covid-19 pandemic:			

<p>3.9.1. Influencing project results and effectiveness</p>	<p>Evidence including examples of how the Covid-19 pandemic influenced project results and effectiveness</p>	<p>Documentation Interviews, focus groups</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>
<p>3.9.2. How has the project addressed this influence?</p>	<p>Evidence and examples of how the project has addressed this influence</p>	<p>Documentation Interviews, focus groups</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>
<p>3.10. Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?</p>	<p>Review of the intervention model and its application identifies examples and other evidence of whether the implementers (ILO,</p>	<p>Documentation Interviews, focus groups</p>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional</li> </ul>

	implementing partners) were successful in implementing the crisis implementation response or not.		agencies, participants in project activities) <ul style="list-style-type: none"> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>	
<b>4.</b>				Documentation Interviews, focus groups
4.1. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?	Review of resource allocations and spending are balanced across the priority areas to achieve the results in the most efficient and effective manner.	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>	
4.1.1. If not, why and which measures taken to work towards achievement of project outcomes and impact?	Evidence of steps taken to address any shortcomings in resource allocations	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> <li>• Donor</li> </ul>	
4.2. Are the projects' activities/operations in line with the schedule of activities as defined by:	Evidence of timely project implementation in line with planned project timelines.	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>	

4.2.1. The project team			
4.2.2. Work plans			
4.2.3. Budgets			
4.3. Have the projects developed an M&E strategy that enhances:	The M&E strategy is comprehensive, well organised and measures the achievement of targets in an objective and clear manner.	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
4.3.1. Accountability	M&E plan and reporting refers to accountability measures taken	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
4.3.2. Learning	M&E plan and reporting refers to sharing of learning measures taken	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
4.3.3. Feed into management	M&E plan and reporting refers to measures taken to feed into management processes	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
4.4. How have the roles and responsibilities between the project and	Roles and responsibilities between the project	Documentation	

key partners worked : regarding planning M&E of the project at	and key partners are clear and transparently described	Interviews	
4.4.1. National	Clarity, transparency, knowledge of results and understanding of project progress at national level	Documentation  Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> </ul>
4.4.2. Regional levels	Clarity, transparency, knowledge of results and understanding of project progress at national level	Documentation  Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> </ul>
<b>5. Impact orientation and sustainability</b>			
5.1. What can be identified as project sustainable impacts in the target groups and other actors as relevant?	At midterm, interviewees/focus group members cite specific examples or explanations regarding the sustainability of project activities beyond the project life	Documentation  Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with</li> </ul>

			knowledge of the project progress
5.1.1. Are the results integrated or likely to be integrated into: <ul style="list-style-type: none"> <li>- national institutions</li> <li>- target populations</li> </ul>	Interviewees and documentation indicates that the results obtained at midterm are likely to be integrated into national institutions and used by target populations beyond the project life.	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
5.1.2. Will partners be able to sustain them beyond the project (institutionalisation of project components)?	Analysis of acquired institutional capacities at midterm indicate sustainability potential beyond the project's life	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
5.2. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant:		Documentation Interviews	



5.2.1. SDGs	Examples and other evidence is available at midterm that there are likely long term sustainable contributions to achievement of the SDGs	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Project staff</li> <li>• Government Stakeholders</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
5.2.2. Targets (explicitly or implicitly)	Examples and other evidence is available at midterm that explicit or implicit targets will provide long term sustainable contribution to the project's overall objective	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
5.3. What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?	Documentation, evidence of meetings and discussions, interviews that measures have been put in place to ensure ownership of the project's results at national level and within governorates	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Project staff</li> <li>• Government Stakeholders</li> <li>• ILO national office staff with knowledge of the project progress</li> </ul>
5.3.1. Are the projects implementing exit strategies as necessary?	The project has designed and is implementing an exit strategy at midterm.	Exit strategy documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> </ul>

5.4. Can the project's approach or parts of it, and results be replicated or amplified considering institutional and financial dimensions by:	Determination whether at midterm there is evidence to identify the extent to which the project's approach or parts of it, and results be replicated or amplified considering institutional and financial dimensions	Documentation Interviews	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• ILO headquarters, regional and national office staff with knowledge of the project progress</li> </ul>
5.4.1. National partners	Evidence including examples indicating that national partners are replicating and/or amplifying the project's approach including institutionally and financially.	Documentation Interviews	<ul style="list-style-type: none"> <li>• National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> </ul>
5.4.2. Other actors?	Evidence including examples indicating that other actors are replicating and/or amplifying the project's approach including institutionally and financially.	Documentation Interviews	<ul style="list-style-type: none"> <li>• Other actors</li> </ul>
5.5. How has the sustainability approach of	Examples and details identified that	Documentation	<ul style="list-style-type: none"> <li>• Project staff</li> </ul>

<p>the project has been affected by the Covid-19 situation in the context of the national responses?</p>	<p>determine the extent to which the sustainability approach of the project has been affected by the Covid-19 situation in the context of the national responses</p>	<p>Interviews</p>	<ul style="list-style-type: none"> <li>National Stakeholders (Government, employers and workers organisation representatives, partners, other relevant institutional agencies, participants in project activities)</li> </ul> <p>ILO headquarters, regional and national office staff with knowledge of the project progress</p>
<p><b>6. Gender and non-discrimination of vulnerable groups (such as youth and people with disabilities)</b></p>			
<p>6.1. To what extent has the project identified <b>and integrated into its actions</b> the <i>operational</i> and <i>strategic needs</i> and <i>priorities</i> for:</p>	<p>For each of the categories, there is evidence in all project documentation that the project identified and integrated into its actions the operational and strategic needs and priorities.</p>	<p>Documentation Interviews</p>	<ul style="list-style-type: none"> <li>Project staff</li> <li>Specialists on gender and human rights</li> <li>Relevant actors included as beneficiaries or partners in the project</li> </ul>
<p>6.1.1. Men</p>			
<p>6.1.2. Women</p>			
<p>6.1.3. Other vulnerable groups</p>		<p>Evidence is available indicating thorough <i>application</i> of the ILO guidance on integration of gender considerations and those of other vulnerable groups in all actions.</p>	

6.2. How has the project been able to <b>meet</b> the specific needs of men, women, and vulnerable groups?	Evidence, including concrete examples, for each other the categories that the project is able to meet their specific needs.	Documentation	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Specialists on gender and human rights</li> <li>• Relevant actors included as beneficiaries or partners in the project</li> </ul>
6.2.1. Men		Interviews	
6.2.2. Women			
6.2.3. Other vulnerable groups			
6.3. Do the tools developed by the project integrate gender and non-discrimination issues?	ILO gender and non-discrimination guidelines are integrated into the project tools.	Review of tools	<ul style="list-style-type: none"> <li>• Project staff</li> </ul>
<b>7. General evaluation questions (Learning and others)</b>			
7.1. What can we learn in a comparative perspective from the two projects in the context of their national settings and beyond the two countries contexts (for similar contexts)?	Analysis indicates the learnings that can be extracted at midterm from a comparative perspective from the two projects in the context of their national settings and beyond the two countries contexts (for similar contexts)?	All data gathered during the evaluation period.	<ul style="list-style-type: none"> <li>• All stakeholder inputs</li> </ul>



## Annex 3 – Lesson Learned

**Project title: PROAGRO – PROMOTION OF DECENT WORK IN AGRIBUSINESS ETHIOPIA AND MOROCCO**

**Project DC/SYMBOL:**

ETH/20/50/DEU; MAR/20/50/

**Name of Evaluator: Mei Zegers**

**Date: 25 January 2023**

*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.*

<b>LESSON LEARNED ELEMENT</b>	<b>Integrated approach across project outcomes with many partners is feasible though complexity does need to be reduced.</b>
<b>Brief description of lessons learned</b> (link to specific action or task)	The overall approach of the projects and their focus are suitable to attain their goals in the project countries and can be replicated in other countries with the exception of highly fragile countries. The integrated approach across the different outcomes and with the large number of partners of different types, is organisationally feasible. High levels of formal and informal interactions to strengthen partnerships and extend networking among partners themselves has provided useful in this regard. It should be noted, however, that the complexity of the projects was too high and would need to be reduced in similar projects.
<b>Context and any related preconditions</b>	While the projects are able to implement an integrated approach and involve quite different stakeholders across outcomes aimed at improving employability and decent work, they should not be overly complex. So yes, to several outcomes and stakeholder types but no to over-extending the kind and targets of outcomes too far.
<b>Targeted users /Beneficiaries</b>	Project designers and implementers
<b>Challenges /negative lessons - Causal factors</b>	Over-reaching on high complexity to attain expected outcomes can be counterproductive. Feasibility should be considered more in project design, particularly given that unexpected risks may impede the realisation of outcomes. .
<b>Success / Positive Issues - Causal factors</b>	With a good and intensive formal and informal communication style with enabling environment stakeholders (especially Government and private sector, workers and employers organisations) much can be achieved. The main issue is to find a good balance between high levels of communication and a project design that is not overly complex.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	Especially to be considered in design. During implementation ensure intensive interaction with and follow up with stakeholders to ensure ownership and appropriate adaption to local conditions.



## Annex 4 – Emerging Good Practices

**Project title: PROAGRO – PROMOTION OF DECENT WORK IN AGRIBUSINESS ETHIOPIA AND MOROCCO**

**Project DC/SYMBOL:** ETH/20/50/DEU; MAR/20/50/

**Name of Evaluator:** Mei Zegers

**Date:** 25 January 2023

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

<b>GOOD PRACTICE ELEMENT</b>	<b>Allow for sufficient inception period at beginning of project</b>
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	Allowing sufficient time for a thoroughly implemented inception period enable the projects to eventually determine the right targets, partners, and localities for project implementation.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	As possible in projects of longer duration, particularly those of two years or longer, indicate a specific and sufficient duration for an inception period to ensure a solid foundation for project implementation. The duration should be proportional to the project duration and long enough to be effective to ensure participation and ownership of stakeholders in the project.
<b>Establish a clear cause-effect relationship</b>	The projects took sufficient time to conduct research and include stakeholders in planning. Though time-consuming, it later allowed for a faster implementation as the groundwork had been completed and was more solid.
<b>Indicate measurable impact and targeted beneficiaries</b>	More ownership and appropriate approaches suitable to stakeholders.
<b>Potential for replication and by whom</b>	Most projects of sufficient duration of two years or more.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Increases long term sustainability and impact thus contributing more solidly to all ILO higher goals.
<b>Other documents or relevant comments</b>	ProAgro project inception Reports



**Project title: PROAGRO – PROMOTION OF DECENT WORK IN AGRIBUSINESS ETHIOPIA AND MOROCCO**

**Project DC/SYMBOL:** ETH/20/50/DEU; MAR/20/50/

**Name of Evaluator:** Mei Zegers

**Date:** 25 January 2023

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

GOOD PRACTICE ELEMENT	Use existing training contents, tools and materials adapting as needed
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	Instead of trying to develop entirely new training contents, tools and materials, the projects relied on tested inputs from various ILO departments that are relevant to the projects. This allowed for quick development of suitable content, tools and materials and the implementation of training using experience and well-recognized master trainers. The evaluation notes that too many projects try to reinvent completely new approaches for every new initiative. Based on evaluation evidence, the training means adopted in the project were well appreciated and useful.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	This good practice should be applied wherever possible. The only limitation is where the local context is so different that it is difficult to adapt the contents, tools and materials well. There are too many instances of projects (not only ILO) reinventing contents, tools and materials from scratch or almost from scratch.
<b>Establish a clear cause-effect relationship</b>	The projects are both using existing materials too good effect. In one case another agency had used a different training module with the same target group which the participants deemed far inferior to the ILO tool (Start and Improve Your Business)
<b>Indicate measurable impact and targeted beneficiaries</b>	Tested materials are more likely to be effective and, especially, add to efficiency. Cost savings allow for more funds to be used to support targeted beneficiaries.
<b>Potential for replication and by whom</b>	Most projects unless in a very different context or with different project objectives.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Links to all higher ILO goals as relying on existing (and adapted as needed) materials contribute to effectiveness and efficiency.
<b>Other documents or relevant comments</b>	ILO training and advocacy tools and guidelines on entrepreneurship, cooperative training, social dialogue, decent work and others.

## Annex 5 - Stakeholders interviewed and focus group members

### ProAgro Maroc

<b>Nom</b> <b>Intitulé de poste</b> <b>Bureau et organisation ou type de groupement</b> <b>Identification du genre</b>			
1) Cols, Gilles	Chief Technical Adviser	ProAgro Maroc, ILO	H
2) Ben Hammou, Ahmed	Expert en Développement des Entreprises	ProAgro Maroc, ILO	H
3) Ziroili, Mustapha	Expert en Emploi et Formation Professionnelle	ProAgro Maroc, ILO	H
4) Idrissi, Ahmid	Consultant en charge du suivi-évaluation	ProAgro Maroc, ILO	H
5) Hassoun, Mohammed Ayoub	Ex-Directeur régional	Agence National de la Promotion des Emplois et des Compétences (ANAPEC)	H
6) Zahid, Fatima	Consultante	École National Agriculture	F
7) Benryane, Ali	Coordinateur projet PAGE,	ONUDI	H
8) El Idrissi El Ismaili, Zineb	ex Directeur Régional de l'Emploi	Ministère de l'inclusion économique, de la petite entreprise, de l'emploi et des compétence (MIPEEC)	F
9) Felloun, Hamid	Directeur	La Fédération Nationale de l'Agroalimentaire (FINAGRI)	H
10) Safi, Yassir	Participant dans la formation GETAhead	Agence Nationale de Promotion de l'Emploi et des Compétence (ANAPEC)	H
11) Fall, Bamba	Maître Formateur GERME (SIYB)	Consultant indépendant	H
12) Amlal, Abdellah	Ingénieur Formateur, GERME	Ita Belksiri	H
13) Niame, Hicham	Ingénieur Formateur, GERME	Ita Belksiri	H
14) Ou Karrou, Fatimzahrae	Participant GERME	Étudiant, Ita Belksiri	F
15) Ou Karrou, Fatimzahrae	Participant GERME	Étudiant, Ita Belksiri	F
16) Dadzi, Yassine	Participant GERME	Étudiant, Ita Belksiri	H
17) El Messaoudi, Kawtar	Participant GERME	Étudiante, Ita Belksiri	F
18) Es-Sahel, Mibarka	Participant GERME	Étudiant, Ita Belksiri	F
19) Ed-Dokaly, Abderrahman	Participant GERME	Étudiant, Ita Belksiri	H
20) Othman, Tazi	Participant GERME	Étudiant, Ita Belksiri	H
21) Usath, Ashraf	Coordinateur pour la région, Responsable center de l'entrepreneuriat	Agence Nationale de Promotion des emplois et des compétences (ANAPEC)	H



22) Comader, Omar Najid	Directeur Général Délégué	Confédération Marocaine de l'agriculture et de développement durable	H
23) Benouna, Kamal	Conseiller	Confédération Marocaine de l'agriculture et de développement durable	H
24) Elkarrouti, Ayoub	Participant Caravane	Projet héliculture	H
25) Belaid, Amal	Chef de Service, Point Focal pour le Projet ProAgro	Ministère de l'inclusion économique, de la petite entreprise, de l'emploi et des compétences (MIEPEEC)	H
26) Ennadam, Wafae	Chef de Service	Programme Agricole, Office National du Conseil Agricole (ONCA)	H
27) Bouamama, Boubkar	Chef	Centre Régional de Jeunes Entrepreneurs, Direction Régionale du Conseil Agricole	H
28) Filali, Rachid	Formateur	Note : Observation de la formation sur la promotion de la négociation collective dans les entreprises agricoles au niveau de la région de Rabat-Salé-Kénitra RSK (Kenitra)	H
29) Bouharrou, Ssi	Formateur		H
30) Sehbaoui, Faissal	Directeur AgriTech	Center of Excellence de l'Université Mohamed 6 Polytechnique (UM6P)	H
31) Aarab, Badia	Ingénieur Agronome,	Min Agricole et aussi de la Fédération Nationale du Secteur Agricole (FNSEA)	F
32) El Rial, Abbas	Participant formation entrepreneuriat ; Président	Coopérative apicole	H
33) Bouameur, Benshir	Participant formation entrepreneuriat ; membre	Coopérative apicole	H
34) M. Abdeljalil Bassit,	Participant formation entrepreneuriat ; Président	Coopérative apicole	H
35) ANAS Bounouifa	Participant formation GERME	Jeune	H
36) Moustakim Echalhaout, Mohammed	Participant formation GERME	Jeune	H
37) Laarabi, Mohamed	Chef de Division	Partenariat et Appui au Développement, Direction régionale de l'agriculture (DRA)	H
38) Segatti, Aurélia	Point focal OIT au Maroc, Gestionnaire	Programme régional "Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa" (THAMM)	F
<b>Total</b>			<b>30 H 8 F</b>

## ProAgro Ethiopia Stakeholders

Name	Job title	Office and Organisation, type of group	Gender Identification
1) Musindo, Alexio	Director	ILO Office for Ethiopia, Djibouti, Somalia, Sudan & South Sudan, & Special Rep AU, EA	M
2) Bhal, Ruchika	Chief Technical Adviser	ProAgro Ethiopia	F
3) Admass, Ayalu	National Project Coordinator (entire project period)	ProAgro Ethiopia	M
4) Shiferaw, Meseret	Ex National Coordinator (Entrepreneurship)	ProAgro Ethiopia	M
5) Yemane, Mintwab	Communications Officer	ProAgro Ethiopia	F
6) Mariam, Genet G.	National Monitoring Evaluation and Knowledge Management Officer	ProAgro Ethiopia	F
7) Zewdie, Henok Mohammed	Finance and Administrative Assistant	ProAgro Ethiopia	M
8) Wondimagegnehu, Yasebework	Senior Operations Officer	ILO	F
9) Ato Kafeyalew	Head Sidama Region	Bureau of Job, skill and Enterprise (BoJSE)	M
10) Amsalu, Abere	Department Head	Hawassa PolyTechnic College	M
11) Kassa, Adamu	Dean	College Merawi TVET College Amhara Region	M
12) Dersolegn, Alemtsehay	Head	Innovation Idea Development Desk, Ex Job Creation Commission, Ministry of Labour and Skills (MoLS)	F
13) Mingso, Aschalew	Focal person	Yirgalem Employment Facilitation Centre Yirgalem	M
14) Ato Abebe, Haile	Executive Director	Confederation of Ethiopian Employers federation (CEEf), ex-Director for Employment and Labour Markers, Ministry of Labour and Skills	M
15) Bekele, Ato Sileshi	N/A	Ministry of Agriculture	M
16) Ayalneh, Abawa	Coordinator and Director	Integrated Agro-Industrial park Support Project (IAIP-SOCIAL PROTECTION)	M
17) Tayachew, Bizualem	Senior expert	Confederation of Ethiopian Trade Union (CETU)	M
18) Chemere, Alemu	Head	Agro-processing department Yirgalem TVET Yirgalem	M
19) Moges, Dawit	President	Ethiopia Employers' Federation,	M
20) Wendaferaw, Demis	Senior expert	Confederation of Ethiopian Trade Unions	M

21) Wale Firew,	College Dean	Amhara Region Bureau TVET College	M
22) Derba Bekele	Director Cooperative Promotion	Ethiopian Cooperative Commission	M
23) Fekadu Nigussie	Program Manager	Financial Investment	M
24) Anemaw Gedefaw	General Manager	Unique Macaroni Factory Amhara Region Bahirdar	M
25) Mengie, Getaswe	Director	Bureau of Labour and Training (BOLT)	M
26) Belete, Yohannes	Senior Expert	Bureau of Job, skill and Enterprise (BoJSE) Sidama Region	M
27) Shiferaw, Muchie	Agro-processing Director	Bureau of Investment and Industry (Boll),	M
28) Addamo, Olijra Kuma,	National Project Coordinator	Integrated Agro-Industrial Park Project/UNIDO,	M
29) Markos, Petros	Director	Sidama Region Industrial Parks Development Cooperation Hawassa	M
30) Wayu, Shimeles	Senior Expert	Bureau of Jobs, Skills and Enterprise (BoJSE) Hawassa	M
31) Sawager Silabat	Enterprise Focal Person	Bureau of Labour and Training ( BOLT)	M
32) Ibrahim, Suleiman	Deputy President	Amhara Region Employers Association Bahirdar	M
33) Roba, Tariku	Director	Sidama Investment Bureau Hawassa	M
<b>Total</b>			<b>28 M 5 F</b>

### International Labour Organization Regional, Headquarters and Donor Stakeholders

Name	Title	Organization, Office	Gender Identification
<b>ILO Headquarters and ILO offices</b>			
Jean François Klein	Senior Administrator	Employment Policy Department	M
Sievers, Merten	Value Chain Development and Entrepreneurship coordinator	Small and Medium Enterprises Unit (SME)	M
Tahmina Mahmud	Programme Technical Officer/ILO Focal Point for @PAGE	Partnership for Action on Green Economy, ILO	F
Migliore, Ambra	Technical Officer	Labour Relations team Social Dialogue and Tripartism Unit (DIALOGUE)/Unité Négociation Collective et Dialogue Social	F
Schmid, Laura	Specialist, Skills and Employability	Skills and Employability Branch	F
José Manuel Medina Checa	Enterprise Development & Job	African Regional Office	M

	Creation Specialist for North African countries		
Tchami, Guy	Cooperative policy and research specialist	Cooperatives Unit (COOP), ILO	M
<b>Donor</b>			
Guhr, Alexandra 24 11 2022	Senior Policy Officer	BMZ	F
			4 F 4 M

## Annex 6 - Field Work Itineraries

Note: most of the meetings conducted with ILO headquarters and regional offices were held during the ProAgro Morocco part of the fieldwork.

Note : la plupart des réunions avec le siège et les bureaux régionaux de l'OIT ont eu lieu pendant la partie ProAgro Maroc du travail de terrain.

Date et heure	Lieu & Activité	Personne de contact
<b>31/10/2022</b>		
9H15 à 12H00	Entretien, locaux du projet ProAgro	Equipe du projet ProAgro-OIT
15H30 à 17H00	Entretien, locaux du projet ProAgro	Gilles Cols, chef du projet ProAgro
<b>01/11/2022</b>		
9H00 – 10H00	Entretien, locaux du projet ProAgro	Gilles Cols, Chef de Projet
10H00 à 11H00	Entretien, locaux du projet ProAgro	Ahmed Ben Hammou, Expert en Développement des Entreprises, ProAgro
11H00 à 12H00	Entretien, virtuel	Tahmina Mahmud, Focal Point PAGE, OIT
13H30 – 14H30	Entretien, locaux du projet ProAgro	Gilles Cols, chef du projet ProAgro.
15H00 à 16H00	Entretien, virtuel	Jose Manuel Medina, Enterprise Development & Job Creation Specialist for North African countries, OIT
<b>02/11/2022</b>		
11H00 à 12H00	Entretien, Bureau du BIT (Hay Riad)	M. Hassoun, Mohammed Ayoub, Ex-Directeur régional de l'Agence National de la Promotion des Emplois et des Compétences (ANAPEC)
15H00 à 16H00	Entretien, Virtuel	Mme Laura Schmid, Specialist, Skills and Employability, OIT schmid@ilo.org
17H10 à 18H30	Entretien, Hotel IBIS	Mme Fatima Zahid, Consultante, Ecole National Agriculture
<b>03/11/2022</b>		
10H00 à 11H00	Entretien, bureaux de l'ONUDI, Rabat	M. Ali Benryane, coordinateur du projet PAGE, ONUDI
12H50 à 13H45	Entretien, locaux du projet ProAgro	Gilles Cols, Chef de Projet
14H00 à 15H00	Entretien, MIPEEC (Hay Raid)	Mme Zineb El Idrissi El Ismaili, ex Directeur Régional de l'Emploi., Ministère de l'inclusion économique, de la petite entreprise, de l'emploi et des compétence (MIEPEC)
15H30 à 16H30	Entretien, virtuel	M. Hamid Felloun, Directeur La Fédération Nationale de l'Agroalimentaire (FINAGRI)
17H20 à 18H30	Entretien, Hôtel IBIS, Agdal	M. Safi Yassir, bénéficiaire de la formation GETAHEAD (en fin de la journée de formation), Agence Nationale de Promotion de l'Emploi et des Compétence (ANAPEC),
<b>04/11/2022</b>		
07H00 à 16H00	Entretiens, focus groupe, observation	Rencontre avec des formateurs GERME et des bénéficiaires de la formation

	Institut agricole de Belksiri ( Sidi Kacem)	Entretiens: 1. Bamba Fall, Maître Formateur GERME 2. Fatimzahrae OU Karrou, participante GERME 3. Amlal Abdellah, Ingénieur Formateur GERME 4. Hicham Niame, Ingénieur Formateur GERME Focus groupe: - Yassine Dadzi, participant GERME - Mibarka Es-Sahel, participant GERME - Abderrahman Ed-Dokaly, participant GERME - Othman Tazi, participant GERME - Kawtar El Messaoudi, participant GERME
<b>07/11/2022</b>		
10H00 à 11H00	Entretien, ANAPEC RSK (quartier Hassan, Rabat)	Ashraf Usath, Coordinateur pour la région, Responsable center de l'entrepreneuriat de l'Agence Nationale de Promotion des emplois et des compétences (ANAPEC)
11H30 à 12H30	Entretien, COMADER (Agdal)	COMADER Omar Najid DG Délégué, Benouna Kamal, Conseiller de la Confédération Marocaine de l'agriculture et de développement durable
14H10 à 15H25	Entretien, virtuel	Guy Tchami, Unité Coop, OIT
16h00 à 17h00	Entretien, locaux du projet ProAgro	Gilles Cols, Chef de Projet
<b>08/11/2022</b>		
8H15	Départ de Rabat	
10H00 à 11H30	Entretien avec bénéficiaire de la caravane, Dalia	Ayoub ELKARROUTI, participant Caravane, projet héliiculture
11H30- 12H30	Retour Rabat	
14H15 à 15H15	Entretien, locaux ProAgro	Mustapha Ziroili, Expert en Emploi et Formation Professionnelle
15h00 à 16H30	Entretien, MIPEEC (Hay Raid)	Amal Belaid, Chef de Service, Point Focal pour le Projet ProAgro du Ministère de l'inclusion économique, de la petite entreprise, de l'emploi et des compétences (MIEPEEC)
17H15 à 19h00	Entretien, Hôtel Ibis	Ahmid Idrissi, Consultant en charge du suivi-évaluation du ProAgro.
<b>09/11/2022</b>		
8H00 10H00 à 11H20	Départ pour Kenitra Entretien, Direction régionale de l'ONCA, Kénitra	-Wafae Ennadam, Chef de Service du Programme Agricole, Office National du Conseil Agricole (ONCA) -Boubkar Bouamama, Chef du Centre Régional de Jeunes Entrepreneurs, Direction Régionale du Conseil Agricole
11H30 à 12H15	Observation de la formation sur la promotion de la négociation collective dans les entreprises agricoles au niveau de la région de RSK (Kenitra)	Formateurs Rachid Filali et Ssi Bouharrou
	Retour Rabat	
14H00 à 15H15	Entretien, virtuel	Ambra Migliore, Technical Officer, Labour Relations and Collective Bargaining Unité Négociation Collective et Dialogue Social, INWork, OIT
15H30 à 16H30	Entretien, Bureau ProAgro continuation	Mustapha Ziroili, Expert en Emploi et Formation Professionnelle

18H00 à 19H00	Entretien, virtuel	Faissal SEHBAOUI Director AgriTech Center of Excellence de l'Université Mohamed 6 Polytechnique (UM6P) 09 11 2022
<b>10/11/2022</b>		
11H00 à 12H00	Entretien, virtuelle (lien à envoyer par Mei)	Mme Badia Aarab, Ingénieur Agronome, Min Agricole et aussi de la Fédération Nationale du Secteur Agricole (FNSEA)
14H00 -	Observation travail en équipe Proagro, Bureau Proagro	Equipe Proagro
14 :00-15 :00	Entretien	Aurelia Segatti, point focal OIT au Maroc, et Gestionnaire du programme régional "Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa" (THAMM)
16H00 à 17H00	Départ à 15H30 Focus groupe, Air de report du station Gasoil, 2 km à la sortie de Sidi Yahia Zaeer direction Ain aouda.	<b>Focus group</b> avec 3 bénéficiaires de la formation sur l'entrepreneuriat réalisé à Témara (3 bénéficiaires) & formation GERME (2 bénéficiaires) <ul style="list-style-type: none"> <li>- M. Abbas El Rial, Président de la coopérative apicole, (production de Miel), participant formation entrepreneuriat</li> <li>- M. Benshrir Bouameur, membre de la coopérative apicole (Production de Miel), participant formation entrepreneuriat</li> <li>- M. Abdeljalil Bassit, Président de la coopérative apicole (Production de miel), participant formation entrepreneuriat</li> <li>- ANAS Bounouifa (participant GERME)</li> <li>- Mohammed Moustakim Echalhaout (participant GERME)</li> </ul>
<b>11/11/2022</b>		
10H00	Départ de Rabat	
11H00 - 12H30	Entretien, DRA Kénitra Retour Rabat	M. Mohamed Laarabi, Chef de Division, Partenariat et Appui au Développement Direction régionale de l'agriculture (DRA)
14H30 – 15H20	Entretien	Gilles Cols, chef du projet ProAgro
15H30 à 17H00	Débriefing de la mission, Locaux du ProAgro	Equipe du projet

### Itinerary ProAgro Ethiopia

#### ProAgro Ethiopia Mid Term Evaluation Data collection 7- 12 November, 2022 (National Consultant Program)

Date & Time	Location/name of office	Name of contact person, title
November 7, 2022 (7 to 9) for Desk review	Virtual meeting-Zoom- with the ProAgro Team	-Ruchika Bahl, CTA - Ayalu Admas, National Project Coordinator (entire project period) - Mintwab Yemane, Communications Officer

		- Genet G. Mariam, National Monitoring Evaluation and Knowledge Management Officer
	Desk Review	
	Discussion on the overall field work arrangements	Genet G. Mariam, National Monitoring Evaluation and Knowledge Management Officer
November 8 and 9 Desk review		
November 10 ,2022 – Departure to Hawassa		
9:00 AM-10:00 AM	Arrival in Hawassa	
10:00 AM-11:00AM	Bureau of Jobs, Skills and Enterprise (BoJSE) Bureau Hawassa Sidama Region	Ato Kefyalew, Head
11:00 AM -12:00 AM	Sidama Industrial Park Development Cooperation (IPDC)	Petros Marcos, Director
2:00 PM - 3:00 PM	Sidama Investment Commission	Tariku Roba, Director
3:30 PM -4:30 PM	Hawassa Poly College	Abere Amsalu, Core Skill Master Trainer
November 11 ,2022		
09:00 AM-10:00 AM	Yirgalem Employment Facilitation Centre- Yirgalem	Ato Aschalew Mingiso Focal person
1:30 PM-2:30 PM	Private sector representatives in Yirgalem Park (Two representatives from each region)	Employers Conducted Remotely
3:00 PM- 4:00 PM	Yirgalem TVET College	Chemere Alemu Core Skill Master Trainer
November 12, 2022 (Friday)	Travel to Addis Ababa	

### ProAgro Ethiopia Mid Term Evaluation Data collection 14-21 November 2022

#### Lead and National Consultants

Note: Several meetings were conducted separately with the Lead Evaluator and the National Consultant conducting them separately.

Date - Time	Place	Method	Activity
<b>14/11/2022 - Monday</b>			
2:00-3:00 PM	Addis Ababa CEETU Office	KII (Remote)	Demis Wendaferew, Senior Expert, Confederation of Ethiopian Trade Union
4:00-5:00 PM	Addis Ababa	Key Informant Interview (KII) (Remote)	Adamu Kassa, Dean, Merawi Polytechnic College
<b>15/11/2022 - Tuesday</b>			
10:00-11:30 AM	Addis Ababa	KII (In person)	Dawit Moges, President, Ethiopia Employers' Federation
1:30- 2:30 PM	Addis Ababa	KII (In person)	Fekadu Nigussie, Program Manager, Ethiopian Investment Commission, Labour market analytics Directorate,



3:00-4:00PM	Addis Ababa CEETU Office	KII (Remote)	Suleiman Ibrahim, Amhara Region Chamber of Sectoral Association & Amhara Employers Federation Vice president
4:45-5:45 PM	Addis Ababa	KII (In person)	Alemtsehay Dersolegn Head, Innovation Idea Development Desk, Ex Job Creation Commission, Ministry of Labour and Skills (MoLS)
4:00 to 5:00 PM	Addis Ababa	KII (Remote)	Ato Gedefaw, Private sector representative (from selected Companies) Unique Macarroni factory
<b>16/11/2022 Wednesday</b>			
9:30 -10:30 AM	Addis Ababa ILO office	KII (In person)	Yasebework Wondimagegnehu, Senior Operations Officer, ILO
11:00 AM -12:00 PM	Addis Ababa	KII (Remote)	Bizualem Tayachew Confederation of Ethiopian Trade Union (CETU)
11:30 -13:00 AM	Addis Ababa ILO office	KII (In person)	Ethiopia`s ProAgro Team -Ruchika Bahl, Chief Technical Adviser (CTA) -Ayalu Admas, National Project Coordinator - Employment and Skills Development -Mintwab Yemane, Communications Officer -Genet G.Mariam, National Monitoring & Evaluation and Knowledge Management Officer
2:00-3:00 PM	Addis Ababa	KII (In person)	Ato Abebe Haile, Agro-processing Executive Director, Confederation of Ethiopian Employers federation (CEEF), Amhara region. Ex-Director for Employment and Labour Markets, Ministry of Labour and Skills
2:00-3:00 PM	Addis Ababa	KII (Remote)	Dr. Wale Firew, College Dean
<b>17/11/2022 Thursday</b>			
8:30-9:15 AM	Addis Ababa	KII (Remote)	Ato Sileshi Bekele, Ministry of Agriculture
9:00-10:00 AM	Addis Ababa	KII (Remote)	Olijra Kuma Addamo, National Project Coordinator, Integrated Agro-Industrial Park Project
10:00-11:00 AM	Addis Ababa	KII (Remote)	Muchie Shiferaw, Agro-processing Director, Bureau of Investment and Industry (BoII), in Amhara.

2:00-6:30 PM	Addis Ababa	KII (In person)	ProAgro project team - <i>Individual meetings</i> with staff -Mintwab Yemane Communications Officer -Ayalu Admass National Project Coordinator - Employment and Skills Development -Ruchika Bahl, Chief Technical Adviser (CTA)
2:00-3:00 PM	Addis Ababa	KII (Remote)	Mr. Silabat , Enterprise Focal person, Bureau of Labour and Training ( BOLT)
5:00-6:00PM	Addis Ababa, Hilton Hotel	KII (Remote)	Ato Shimeles Wayu- Bureau of Jobs, Skills and Enterprise (BoJSE) Bureau
4:00-5:00PM	Addis Ababa, Hilton Hotel	KII (Remote)	Bureau of Jobs, Skills and Enterprise (BoJSE) Bureau Mr. Yohannes Belete- Enterprise Development
7:00-8:00 PM	Addis Ababa, Radisson Blue Hotel	KII (Remote)	Mr. Getasew Mengie, Amhara Region, Burea of Labour and Training (BOLT), Director
<b>18/11/2022 Friday</b>			
1:00-02:00 PM	Addis Ababa- Hilton Hotel	KII (In person)	Ayalneh Abawa, Coordinator and Director, IAIP-SP
2:30-3:30 PM	Addis Ababa- Hilton Hotel	KII (In person)	Dereba Bekel, Director, Ethiopian Cooperative Commission.
4:30-6:00 PM	Hilton Hotel/ Elilly Hotel	KII (In person)	-Genet G.Mariam National Monitoring & Evaluation and Knowledge Management Officer
<b>21 November</b>			
9:20-10:20 AM	Addis Ababa	KII (In person)	Henok Zewdie Mohammed ProAgro Finance and Administrative Assistant
2:00- 2:45 PM	Addis Ababa	KII (In person)	Alexio Musindo, Director- ILO Office for Ethiopia, Djibouti, Somalia, Sudan and South Sudan, and Special Representative to AU, EAC
3:30 – 5:00 PM	Addis Ababa	Debrief	Informal debrief with the ProAgro project team
<b>29 November</b>			
9:00-10:00 AM	Amsterdam	KII (Remote)	Shiferaw, Meseret, Ex National Coordinator (Entrepreneurship)

## Annex 7 - Progress on Achievement of Results at Midterm Field Work

### Ethiopia Details of Progress of Results at Midterm Evaluation

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
<b>Outcome 1 - A more conducive ecosystem in the selected region for decent jobs creation and sustainable investment</b>					
	<b>Outcome level indicators: 1.1.</b> Number of people who came to employment in the target areas.	1250	In progress. 195 (Female=150, Male=45)	<ul style="list-style-type: none"> <li>In Amhara, a total of 4242 job seekers (1747 female and 2505 male) were registered at the Amhara employment services center in Bahir Dar. Of these, 187 (145 female and 42 male) were matched in decent jobs in the Agro-processing sector. The ILO has signed implementation Agreement to set up the regional employment Services Facilitation center (ESFC) aimed to support the existing employment service centres in Bahir Dar and expand services at the regional level</li> <li>Yirgalem Industrial Park matched 8 (3 male and 5 female) jobseekers in Jojo milk and YBM Avocado.</li> </ul>	This indicator tracks the number of people who came to employment in the target areas; jobs created through the Agro processing industry (through direct ProAgro project intervention)-through the employment facilitation centers or through indirect institutional supports. This is mainly a challenge to meet in the Agro processing context where seasonal employment is rampant with the negligible private sector engagement/contribution
	<b>Outcome level indicators: 1.2.</b> Satisfaction rates of job seekers with local employment services	50%	As per the rapid Baseline assessment conducted in both regions during October 2022 entails, the satisfaction levels of jobseekers are lower. Job seekers are less satisfied with the existing employment services. ProAgro is expected to enhance the satisfaction rate of jobseekers by 50%.	Employment service providers are local employment and training service providers as well as public and private employment centers. This indicator measures those satisfied with the service they get from local employment services.	For a job seeker, the ultimate satisfaction comes from placed in a job. Thus, as per the Inhouse rapid baseline assessment carried out, there are challenges with creating adequate Jobs for the job seekers. For example, the premise for Yirgalem Employment service Facilitation center was previously a village where many people used to live. Residents relocated hoping that the park will ultimately generate enough decent jobs for their children. According to the respondents, they are still hopeful to see more jobs created.
	<b>Outcome level indicators: 1.3.</b> Improved foreign and local investors' satisfaction with	70% surveyed companies	The cumulative / average baseline foreign and local level satisfaction is 64.83; Sidama 51.4, Amhara	This indicator is a proxy measure for the enhanced level of customers satisfaction as the result of the ProAgro institutional	The baseline for this indicator is established during the September 2022. By the end of the

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
	support services by investment promotion agencies and the wider local ecosystem		60.4 and federal equals 82.7. By the end of the project tenure, this is expected to increase by 70%. <b>Source:</b> Annual Customer satisfaction reports.	capacity building activities provided to the Ethiopian Investment Commission and the Regional Investment Bureaus. During the reporting period, the baseline value was established.	project tenure, this is expected to increase by 70%. Thus, those figures will be updated annually.
<b>Output 1.1:</b> The Investment Promotion Agencies (EIC, JCC, RIBs & MOTI) have better capacity to influence and monitor the jobs intensity and sustainability of investments	<b>Output level indicator 1.1</b> Increase in capacity of IPAs and relevant Ministries on investment attraction, facilitation & aftercare	Enhanced investment promotion, facilitation and after care service, improved fiscal incentive packages for investors; Investment professionals' capacities on investor targeting, designing KPI and one to one company outreach enhanced; HR domestication tools introduced; strong coordination on employment and training services enhanced.	As per the M&E plan, this achievement was to be captured From Service provider's reports, Records from Ethiopia's Investment Commission, RIB and other IPAs and relevant Ministries. Thus far, no assessment is carried out. In the subsequent reporting period, Pro Agro will collaborate to conduct assessments.	In collaboration with the Ethiopian Investment Commission, a baseline diagnostic of the investment promotion system in Ethiopia undertaken from an employment perspective. The study found the need to support Ethiopian Investment Commission (EIC) and the Regional Investment Bureaus (RIB) in the project's target areas – Amhara and Sidama regions targeting investors, negotiating incentive offerings, facilitating company project set-up, and supporting the retention/expansion of existing investors. Consequently, The ILO provided courses on Investment attraction, retention, and facilitation to 20 (17 male and 3 female) EIC and RIBs experts and professionals from Amhara, Sidama and Oromia from 9-10th June 2022 in Addis Ababa. The training covered the fundamentals of the investment cycle and terminology, and acted as a foundation for all subsequent courses, such as 'Aftercare, Account Management' and 'Consultative Selling'. The ILO also reviewed national and Regional investment and aftercare strategies and provided detailed observation for amendment.	
<b>Output 1.2:</b> The "local ecosystem" for employment and training services is improved to better cater for the different needs of the employers and	Platform consisting of investment bureaus and local employment and training service providers for HR sourcing, skills training created/strengthened.	2	1 <b>One platform is established, and one is under establishment.</b>  1. Yirgalem Employment Services Facilitation Centre inside Yirgalem Integrated Agro-	The ILO in consultation with various stakeholders including the Ministry of Labor and Skills and its regional counterparts has developed 'Rural Employment Services Facilitation' Strategy aimed to support the	The platforms are created but the current pace of placements of Job seekers in decent jobs are low. The concern should be making these platforms more functional

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
job seekers in the agribusiness sector			Industrial Park was setup. 2. Setting of a Regional Employment Services Facilitation Centre (RESFC) in Amhara is also progressing. Implementation agreement with Amhara Bureau of Labour and Training (BoLT) signed.	efforts to link the local labor and human resource needs of the agribusiness sector. It was developed and validated with various stakeholders on 16 September 2021. In alignment with the rural employment services strategy, an Employment Services Facilitation Centre inside Yirgalem Integrated Agro-Industrial Park was setup- in agreement with the Sidama Jobs, Skills and Enterprise Development Bureau (BoJSE) and Industrial Park Development Cooperation (IPDC). Hawassa Yirgalem ESFC Employment Services Facilitation Centre (ESFC) Yirgalem ESFC provides various employment services for job seekers inside and outside the park. To date, 456 (288 male and 168 female) job seekers were registered and have received career services, of which 8 (3 male and 5 female) matched in decent jobs in JoJo milk and YBM Avocado. Similarly, 420 job seekers (166 male and 254 female) registered using Bahir Dar city administration Employment center, of which 19 (16 male and 3 female) matched in decent jobs. To date 3822 job seekers (1493 female and 2329 male) registered at RESFC including at Bahir Dar Employment centre, of which 167 (141 female and 26 male) were matched in decent jobs in the Agro-processing sector.	platforms that are able to generate more placements. More Employers roundtable consultations are planned to enhance private sector engagement with these platforms.
	Satisfaction rates of employers in terms of their demands being met	50% of surveyed employers.	As the centers are newly setup, the existing level of Employers engagement in soliciting the labor force from employment center is very low. The existing employment service facilitation centers are	This indicator measures employers those that are surveyed who are satisfied with the platforms created for HR sourcing/linking local labour.	As per the inhouse satisfaction assessment carried out to assess the employers` level of satisfaction, the interviewed Employers hire through posting

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
			less integrated with the private sector.		vacancies online, notice boards and recommendations. None of these companies have also hired through the employment facilitation service centers. However, they have reported that they would consider working with the center in future hiring provided that the Employment services facilitation centers should supply trained and quality labor force; supplying well-informed, work ready, and quality labor force for immediate placements. In addition, they suggested for availing ready databases and made accessible for employers.
<b>Outcome 2 - Social dialogue and inclusive collective bargaining promoted as key means of achieving decent work and stable industrial relations in the sector</b>					
	Number of enterprise-level, local or sectoral agreements on working conditions, wages and productivity, between companies and workers	3	15 enterprises identified for productivity and working conditions improvement in the agro-processing/agribusiness sectors. The project will collaborate with government partners (Bureaus of Industry and Investment) to select the better performing enterprises and make agreements. Preparation to provide capacity building training and support for enterprises management and workers on social dialogue and inclusive collective bargaining in the Agro-processing sector is in progress. Implementation agreement with CETU will be signed in November.	Once the implementation agreement is signed, Worker's unionization, Capacity building activities across different levels and organizing of employers and enhancing federation membership across agro-processing enterprises and farms will be undergoing.	
	Number of workers (women, men, and youth) who benefited from improved working conditions (working time, OSH, wages,	750	15 enterprises identified for productivity and working conditions improvement in the agro-processing/agribusiness sectors. These enterprises will receive	The training will be delivered and improved working conditions assessed once the implementation agreement is signed.	

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
	harassment and other key aspects)		training and technical backstopping support from certified SCORE trainers for improved productivity and working conditions. More enterprises will be identified during the project period.		
<b>Output 2.1</b> Decent work standards and workers' rights advocated and promoted	Number of workshops and meetings held on workplace rights and promotion of decent work standards  Number of workshop and training participants disaggregated by institutions/agencies and gender	4  120	<b>One virtual session is held for 25 participants (17 male and eight female) participants.</b>  <b>25 participants (17 male and eight female)</b>	In consultation with the regional constituents like the Sidama Job, Skill and Enterprises Bureau, Amhara Work, Training and Enterprise Bureaus, regional CETU chapters, Employers Federations and RIPDCs, the need to organize capacity building trainings on decent Work standards and rights at work in the Agro-processing sector were identified. Thus, during 20-21 September 2021, ProAgro conducted a virtual training on 'Decent work standards and rights at work in the agro-processing sector' for sister UN agencies and development partners to <b>25 participants (17 male and eight female)</b> . From Various institutions including BMZ, UNDIO, UN Women, EUD, GIZ, Italian Agency for Development Cooperation, Foreign Commonwealth and Development Office (FCDO) Manufacturing Africa Programme, Embassy of the Kingdom. The plan to work together with CETU to provide capacity building for workers and enterprises on collective bargaining and social dialogue principles has been finalized and will be executed in the next quarter. An implementation agreement will be signed with CETU and is expected to be operational in the upcoming reporting periods.	
<b>Outcome 3 Quality and more demand</b> oriented TVETs and trainings that increase employability and job prospects					

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
	Number of trainees employed as a result of the traineeships/ apprenticeships /short-term training courses	300		In Progress.	ILO is working closely with Ethiopian poultry producers and processors association (EPPPA) and create decent jobs through OJT program. Concept Note developed, reviewed, and finalized. The ILO will be signing implementation agreement with EPPPA, that will start 1 Jan 2023 and end 30 <sup>th</sup> June 2023. The ILO will follow up and report on number of jobs created through short term training (core skills) and OJT.
	Number of youth who have completed technical short term and core skills/TVET programs Target :500	500	Accomplished. 500 (F= 265, Male=235)	Handbook for core skills in the Agro-Processing sector was developed and Training of Trainers (ToT) delivered to 30 (5 female and 25 male) Skills experts from TVET colleges, polytechnics and stakeholders working on Agro-processing vocational skills development and employment promotion. The master trainers core skills in the Agro processing sector are further cascaded and reached to 500 (F= 265, Male=235) young boys and girls. These were delivered at Hawassa poly techniques, Yirgalem, Merawi and Bure TVET colleagues.	
	Number of graduates on work-based learning programmes	200	Ongoing	On-the-job training module in the poultry sector developed and validated with various stakeholders. The module will be piloted with Ethiopian poultry producers and processors association (EPPPA), Concept Note developed and implementation agreement will be signed soon. Ultimately 200 will benefit	The ILO will be signing implementation agreement with EPPPA, that will start 1 Jan 2023 and end 30 <sup>th</sup> June 2023. 200 Job seekers are targeted on this partnership.
<b>Output 3.1: Improved collaboration, advocacy and capacity building on</b>	Rapid Skills assessment report in agro-processing sector available and validated	1	Completed	Rapid Skills Assessment (RSA) of the agro-processing sector during the COVID-19 pandemic', Ethiopia (Rapid Skills Assessment	



Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
<b>Skills Governance through the establishment of Sector Skills Councils (SSC) at federal and regional level</b>				of the Agro-processing Industry during the COVID-19 pandemic – Ethiopia (ilo.org)) was conducted in May 2021	
	SSC in agro-processing launched, meetings regularly conducted and strategic recommendations provided to enhance Skills governance	1	Actual establishment of the SSC is in progress.	Federal level Sector Skills Council (SSC) consultation for agro-processing is held. SSC terms of Reference (TOR) developed and reviewed with potential members. However, as per the need and requests of Ministry of Labour and Skills (MoLS), SSC knowledge sharing study mission held to India in October 2022. During the mission, it was discussed and agreed that Indian National Skills Development Council (NSDC) will play advisory role in setting up and operating SSC in Ethiopia. The ILO, MOIS and social partners are working very closely to make this happen. It will be established and making operational.	
	Evidence of enhanced regional presence and coordination role of SSC	2	Accomplished	During Amhara region sector skills council consultation held on 21 June 2022, It was proposed to have regional representation at national level SSC , instead of establishing regional SSC.	
<b>Output 3.2: Design and development of demand driven short term trainings to enhance employability in the agribusiness sector</b>	Agribusiness sector employability skills manual is in place	1	Accomplished		
	Number of trained TVET and Polytechnic colleges staff disaggregated by gender and institutions	30	Accomplished	The core skills training aims to enhance employability of young men and women and increase productivity in the agribusiness sector. Following the core skills handbook developed, a training of trainers (ToT) for Skills experts from TVET colleges and other stakeholders was organized from 21-25 February 2022. During the training 30 (5 female and 25 male) experts from TVET colleges, polytechnics and other stakeholders working on agro-processing vocational skills development and employment promotion,	

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
				including representatives from Integrated Agro-Industrial Parks (IAIPs) participated. Participants were also selected from the newly formed Ministry of Labour and Skills to oversee the cascading of the training	
	Gov't directives on WBL/Apprenticeship developed and promoted	1	In progress		The ILO is working very closely with MoLS to finalize and operational the directive.
<b>Outcome 4 - Selected Agribusiness Sectors are more competitive and have boosted their job quality and creation potential</b>					
	<b>Outcome Indicator</b> Number of enterprises supported <b>300</b>	300	In progress		
	<b>Outcome Indicator</b> Number of people who benefited from improved jobs (higher income/) in the target value chains <b>Unit:</b> Number of jobs improved in terms of income, working conditions, social security.	750	In progress		
<b>Output 4.1:</b> Systemic bottlenecks hindering the performance of selected agribusiness sub sectors identified, innovative interventions introduced through collaborations with local partners	<b>Output Indicators</b> Sector and Regions selection results available	1	Accomplished	The project conducted three market systems analyses (MSA) in three agriculture sub-sectors - fruits and vegetables, edible oils and poultry. These analyses were conducted to provide the project with a strong basis for targeted project design and implementation. These MSA's identified key market constraints to both SME growth and the creation of more and better jobs for women. Based on this analysis, a series of practical, evidence-informed interventions have been identified to address those constraints, enhance market and SME growth and create more and better jobs.	
	<b>Output Indicators</b> Market systems analyses available	3	Accomplished		
	<b>Output Indicators</b> Intervention designs available	3	Accomplished		
<b>Output 4.2:</b> Business development and financial service providers better match their services to the needs of local enterprises in selected sectors	<b>Output Indicators</b> Market actors mapping assessment available	1			

Result area	Indicator	Target	Level of achievement	Brief narrative of the outcome	Further explanations and remarks
	Range of innovative technical, financial and business products and services developed to meet sector demands	1	Accomplished	The project identified enterprises in Amhara and Sidama (identified 20 enterprises) regions engaged in production and/or processing of the targeted sectors: fruit and vegetables, poultry and edible oil to undertake assessments on productivity and working conditions. Following the assessment and identified gaps in relation to productivity and working conditions, the project will build the capacity of these enterprises through trainings and application of SCORE tools	
Output 4.3: Stakeholders have developed their capacity to advocate for an improved enabling environment	Agreements between value chain actors and business development service providers signed	6	In progress		
	Consultative cross-learning dialogues, seminars and webinars conducted	3	Accomplished	ProAgro facilitated the development of poultry business case aimed to establishing grandparent multiplication and feed processing facility in Ethiopia. The business case was validated on 14 July 2022 in the presence of various stakeholders and poultry enterprises and The Ethiopian Poultry Producers and Processors Association (EPPPA).	
Output 4.4: Young women and men have access to entrepreneurship opportunities in the agribusiness sector	Feasibility studies conducted	2	Accomplished		
	Action plans for sector enabling environment reform available and published	2	In progress		
	Enterprise development courses conducted	2	Accomplished	The ILO ProAgro Ethiopia project conducted Training of Trainers (ToT) to fill key capacity gaps of cooperatives, providing services to their members and being profitable in their businesses to ultimately create decent jobs for its members. The ToT helped to create a pool of skilled trainers at federal and regional levels in Amhara and Sidama regional.	
	225(50%) entrepreneurs having improved their business skills	225	In progress		
	Number of young individual entrepreneurs and local enterprises linked with large scale industries	90	In progress		The project will sign an implementation agreement with the Federal Cooperative Commission to implement cooperative capacity building and market linkage activities in both Amhara and Sidama regions.



## Morocco Details of Progress of Results at Midterm Evaluation

**Legend:** met or exceeded, **reported as partially met**, not yet evaluated or still to be met.

**It should be noted that even if not yet evaluated, the targets are not necessarily expected to be met at midterm.**

Result area	Title of result area	Indicator	Target	Level of achievement	Brief narrative
<b>Outcome 1</b>	Un écosystème dans la région RSK et dans le secteur agro-industriel plus propice à la création d'emplois décents	Nombre de personnes (femmes, hommes, jeunes) ayant amélioré leurs conditions de travail	1500	12 dont 5 femmes	Une enquête d'évaluation des effets des activités d'accompagnement et de formation des bénéficiaires sur leurs conditions de travail, les résultats de cette enquête vont alimenter la valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.
		Confirmation d'une amélioration du climat des affaires et d'investissement par les investisseurs nationaux et étrangers	50%	Pas encore évalué	
<b>Output 1.1</b>	Les acteurs institutionnels régionaux ont une meilleure capacité d'appuyer et de	Nombre de nouvelles recommandations sur la promotion de l'emploi et de	5	0	

promouvoir l'investissement et la création d'emplois décents au niveau du secteur agro-industriel au niveau de la région RSK	l'investissement intégrées par les institutions responsables sur les investissements directs étrangers (IDE)			
	Un document annexe de révision et d'adaptation du PRE en lien avec le secteur agro-industriel est disponible	1	0	
	Nombre de services d'appui aux investisseurs améliorés suite aux formations dispensées au CRI et/ou à d'autres institutions responsables des IDE	2	0	
	Nombre personnes formées issues des institutions partenaires du projet (dont au moins 30% des femmes)	100	156 dont 73 femmes et 3 jeunes (en comptant les doublons, 172 participations aux formations)	<ul style="list-style-type: none"> <li>- Formation Market System Analysis</li> <li>- Deux formations de formateurs GERME</li> <li>- Formation intelligence sectorielle</li> <li>- Formation sur la négociation collective</li> </ul>

					<ul style="list-style-type: none"> <li>- 2 séminaires de formation sur les techniques de négociation collective</li> <li>- 2 formations de formateurs MyCoop</li> <li>- Formation GET Ahead</li> </ul>
<b>Output 1.2</b>	Un système d'information sur le marché de travail et/ou sur l'investissement est élaboré pour le secteur agro-industriel au niveau de la région RSK	Nombre d'indicateurs ou de mesures définis pour l'amélioration de l'observation du marché de travail et de l'anticipation des compétences au niveau local/sectoriel	10	108	
		Un système d'information sur l'observation du marché de travail et/ou d'investissement (LMIS) élaboré et opérationnel au niveau de la région RSK	1	0 Pas encore évalué	
		Nombre d'investisseurs et d'autres utilisateurs ayant bénéficié d'au moins un	200	0 Pas encore évalué	

		service du système d'information			
<b>Output 1.3</b>	Le dialogue social et la négociation collective sont renforcés afin de promouvoir le travail décent et des relations industrielles durables au niveau sectoriel	Nombre de réunions organisées entre des entreprises et leurs employés pour l'établissement de conventions au niveau local et sectoriel au sujet d'amélioration de conditions de travail, de rémunération et de productivité	10	0 Pas encore évalué	
		Nombre de personnes formés (dont au moins 30% des femmes) sur les bonnes pratiques de négociation collective (inspecteurs, unions, employés, employeurs, associations professionnelles, etc.)	100	71	
		Nombre d'entreprises du secteur agro-industriel accompagnées sur la négociation collective et les	30	3	Les trois entreprises sont accompagnées de manière intensive et sur une durée longue. Les résultats de cette expérience seront



		relations industrielles			capitalisés et serviront aux autres entreprises comme modèle.
Immédiate Objective 2	Les chaînes de valeur agroalimentaires de la région de RSK sont plus compétitives et ont renforcé leur potentiel de création d'emplois	Nombre de personnes (femmes, hommes et jeunes) qui ont trouvé un emploi au niveau du secteur agro-industriel	700	180	
		Nombre de personnes (femmes, hommes et jeunes) qui ont amélioré leur revenus	500	0 Pas encore évalué	Une enquête d'évaluation des effets des activités d'accompagnement et de formation des bénéficiaires sur leurs revenus est lancée, les résultats de cette enquête vont alimenter la valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.
		Amélioration de la perception des entreprises sur la compétitivité (productivité, coût de production, rentabilité)	60%	0 Pas encore évalué	

<b>Output 2.1</b>	De nouveaux modèles d'affaires permettant la création d'emploi et l'amélioration des conditions de travail ont été testés au niveau des trois sous-secteurs agro-industriel	Analyses des systèmes de marché disponibles	3	3	
		Nombre de nouveaux modèles d'affaires testés permettant la création d'emploi et l'amélioration des conditions de travail	6	0 Pas encore évalué	
<b>Output 2.2</b>	Les plans d'actions de développement des chaînes de valeurs sélectionnées sont opérationnels	Plans d'action de développement des chaînes de valeurs disponibles	3	3	
		% d'activités clés des plans d'action élaborés ayant été mise en œuvre	50%	0 Pas encore évalué	
<b>Output 2.3</b>	Les capacités des institutions privées et publiques sont renforcées pour l'amélioration de l'environnement des affaires au niveau du secteur agro-industriel	Une feuille de route disponible et initiée	1	0	
		Nombre de nouvelles mesures d'amélioration de la performance économique des entreprises ayant été mise en œuvre suite au renforcement des capacités délivré	50	Pas encore évalué	Une enquête d'évaluation des effets des activités d'accompagnement et de formation des bénéficiaires sur l'amélioration la gestion de leurs entreprises est lancée, les résultats de cette enquête vont alimenter la

					valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.
<b>Immédiate</b> <b>Objective 3</b>	L'anticipation des besoins en compétences, la coordination et les dispositions relatives à la formation professionnelle sont améliorées dans le secteur de l'agroalimentaire	Nombre de personnes (dont 30% des femmes) qui ont participé ou en cours de participation à un programme de formation professionnelle et d'enseignement supérieur ainsi qu'à des mesures de qualification professionnelle	500	648	<ul style="list-style-type: none"> <li>- Caravane (500)</li> <li>- Formations organisées par les formateurs GERME (130)</li> <li>- Formation des porteurs de projets de la province de Skhirate Temara (18)</li> </ul>
		Nombre de personnes formées qui ont trouvé un travail	300	33 dont 30 femmes	Une enquête d'évaluation des effets des activités d'accompagnement et de formation des bénéficiaires l'insertion à l'emploi salarié est lancée, les résultats de cette enquête vont alimenter la valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.

		Satisfaction des personnes formées par rapport à la qualité de la formation reçue	80%	90%	
<b>Output 3.1</b>	Une stratégie sectorielle de compétences est élaborée dans au moins un sous-secteur (fruits rouges, maraîchage, produits laitiers) avec focus sur les besoins futurs en compétences au niveau régional	Une expertise institutionnelle formée (formation-action) sur l'élaboration d'une stratégie d'anticipation des compétences	1	1	Il s'agit d'une formation-action réalisée au profit de X personnes dont Y femmes, étalé sur une période d'environ 6 mois et ayant permis de définir des axes de stratégie d'anticipation des compétences.
		Une stratégie d'anticipation des compétences dans au moins un sous-secteur (fruits rouges, maraîchage, produits laitiers) est disponible	2	2	Les axes de stratégie d'anticipation des compétences sont élaborés et publiés.
		Au moins un format d'échange annuel autour de la thématique d'anticipation des compétences est organisé	3	1	1 <sup>ère</sup> édition du forum « Compétence pour le futur »
<b>Output 3.2</b>	Les capacités des NEETS et d'autres	Au moins trois actions issues de la stratégie	3	0 Pas encore évalué	

	groupes vulnérables sont renforcées pour répondre aux demandes des entreprises	d'anticipation des compétences sont mises en œuvre			
		Nombre de programmes d'enseignement et de formation professionnelle avec une meilleure qualité et pertinence pour le marché d'emploi	1	0 Pas encore évalué	
<b>Immédiate Objective 4</b>	L'esprit entrepreneurial et les capacités de développement des TPME dans le secteur agro-industriel sont renforcés.	Nombre des TPME ayant amélioré au moins un des critères de performance économique suivants : i) Augmentation du chiffre d'affaires ; ii) Accès à des nouveaux marchés; iii) Augmentation de la rentabilité ; vi) Adaptation des produits et/ou des services existants; v) Développement de nouveaux produits et/services	100	0 Pas encore évalué	Une enquête d'évaluation des effets des activités d'accompagnement et de formation des bénéficiaires sur leurs performance économique est lancée, les résultats de cette enquête vont alimenter la valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.
		Nombre de TPME créés	100	12	Une enquête d'évaluation des

		et/ou accompagnées			effets des activités d'accompagnement et de formation des bénéficiaires sur la création des nouvelles entreprises est lancée, les résultats de cette enquête vont alimenter la valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.
<b>Output 4.1</b>	Les capacités entrepreneuriales et managériales des acteurs du secteur agroalimentaire sont renforcées	Nombre d'entrepreneurs ayant amélioré leurs compétences d'affaires (dont au moins 30% des femmes)	120	Pas encore évalué	Une enquête d'évaluation des effets des activités d'accompagnement et de formation des bénéficiaires sur leurs compétences en affaires est lancée, les résultats de cette enquête vont alimenter la valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.
		Nombre de nouvelles mesures de gestion d'entreprise	50	Pas encore évalué	Une enquête d'évaluation des effets des activités d'accompagne

		mises en œuvre par des entrepreneurs formés et/ou accompagnés			nt et de formation des bénéficiaires l'implémentation des nouvelles mesures de gestion d'entreprises est lancée, les résultats de cette enquête vont alimenter la valeur actuelle de cet indicateur. Ces résultats seront disponibles en janvier 2022.
<b>Output 4.2</b>	L'activité des bénéficiaires dans le secteur agro-industriel est formalisée	Nombre de personnes formées et accompagnées (au moins 30% de femmes)	100	1248	<ul style="list-style-type: none"> <li>- Caravane 500</li> <li>- GERME 730</li> <li>- Formation Skhirat 18</li> </ul>
		Nombre de TPME formalisées (organisées selon un statut juridique approprié)	80	12	
		% de TPME formalisées qui sont viables et actives après un an de création	70%	0 Pas encore évalué	





## Annex 9 - List of Codes Developed and Used to Analyse Stakeholder Interview and Focus Group Notes

▼	◇	1. Relevance, coherence, and strategic fit:
▼	◇	1.1. Projects' objectives and strategies consistent with:
	◇	1.1.1. ILO constituent policy and programme frameworks
	◇	1.1.2. Morocco: Projects relevant for the national policies and priorities? - National development plans, - Decent Work Country Programmes (DWCPs)
	◇	1.1.3. Morocco: Other national key partners' needs and country needs
	◇	1.1.4 Ethiopia: projects relevant for the national policies and priorities? - National development plans - DWCPs
	◇	1.1.5. Ethiopia: Other national key partners' needs and country needs
▼	◇	1.2. Project contribution ILO Programme & Budget Outcomes, development priorities in:
	◇	1.2.1. Ethiopia/Morocco, the UNSDCFs and the SDGs?
	◇	1.2.2. Extent project built on previous experience ILO, UN, Donor, other local and international organizations in country
▼	◇	2. Validity of project design:
	◇	2.1. ToC - systemic analysis, external factors
	◇	2.2. Outputs causally link outcomes, impact
	◇	2.3. External factors realistic (assumptions and risks)
	◇	2.4. Design coherent, complementarity adequate
	◇	2.5. ILO comparative advantage youth employment
▼	◇	3. Effectiveness of the project in relation to the expected results
▼	◇	3.1. Morocco - Achievement objectives
	◇	3.1.1. Objectives achieved
	◇	3.1.2. Outputs achieved
	◇	3.1.3. Follow-up actions Morocco
	◇	3.1.4 Communications specifics
	◇	3.2.3 Follow up of actions Ethiopia
▼	◇	3.2. Ethiopia - Achievement objectives
	◇	3.2.1. Objectives achieved
	◇	3.2.2. Outputs achieved
	◇	3.2.3 Follow up of actions Ethiopia
	◇	3.2.4 Communications specifics
	◇	3.3. Quality outputs developed?
	◇	3.4. Unexpected positive results
	◇	3.5. Unexpected negative results taken place?
	◇	3.6. Internal factors achievement results?
	◇	3.7. External factors achievement results?
▼	◇	3.8. Evolving political and socio-economic situation, project:
	◇	3.8.1. Timely needs assessments emerging relevant needs
	◇	3.8.2. Answers in assessments appropriate
	◇	3.9. Effectiveness partnership strategy
▼	◇	3.10. Management, governance structure strategic for results
	◇	3.10.1. Tripartite constituents
	◇	3.10.2. Partners in the project
	◇	3.10.3. Other stakeholders
	◇	3.10.4. ILO
	◇	3.10.6. Donor
▼	◇	3.11. Covid-19 pandemic & unrest (Ethiopia)
	◇	3.11.1. Influencing project results
	◇	3.11.2. Project addressed this influence
	◇	3.12. Intervention model used/suggests an intervention model similar crisis response (COVID19)
	◇	3.11 Innovation

## Annex 10 – Details Evaluation Objectives and Methodology

The specific objectives of the evaluation are to:

- Assess the relevance and coherence of project’s design regarding country needs and how the project is perceived and valued by project beneficiaries and partners
- Identify the contributions of the project to the Sustainable Development Goals (SDGs), the countries’ United Nations Sustainable Development Cooperation Framework UNSDCFs and Decent Work Country Programs (DWCPs), the ILO objectives and Country Programme Outcomes and its synergy with other projects and programs in both countries
- Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
- Assess the implementation efficiency of the project.
- Review the institutional organisation, capacity for project implementation and coordination mechanisms
- Review the strategies for achieving sustainability of outcomes if achieved and orientation towards achieving impact.
- Identify lessons and potential good practices for the tripartite constituents, stakeholders, and partners, the donor, and ILO

Provide strategic recommendations for the tripartite constituents, stakeholders and partners, the donor, and ILO to improve the attainment of project results (Outcomes and impacts).

### Details on Systems Analysis Approach used in the Evaluation

In this case, the rationale for using an evaluation methodology that uses a systems approach for data gathering and analysis was thus a logical step. The evaluation consequently uses a systems approach of evaluative enquiry to collect, manage and interpret the information gathered. This is a process of collecting quantitative and qualitative data and then applying methods to analyse the information from multiple perspectives.

The evaluation used a combination of two main types of systems analysis - causal loop analysis and network analysis.<sup>76</sup>

**Causal loop analysis** identifies the main variables of interest and determines how the components are related and how they are expected to influence each other. The extent to which the expected systems building results are successful and/or challenging is assessed through analysis of all data collected during the evaluation. The use of feedback loops to inform and adjust on-going implementation based on project experience is another element of consideration. This method was particularly used to answer Evaluation Question (EQ)

**Inter-relationship network analysis** maps the key actors and their relationships. The limited time available does not allow the evaluation to conduct its own detailed mapping exercise. However, the documentation already reviewed indicates that such a mapping of key stakeholders has been done in both projects even if the mapping exercise is not necessarily labelled and detailed explicitly as

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<sup>76</sup> Burns, D. and Worsley, S. (2016), Navigating Complexity in International Development: Facilitating Sustainable Change at Scale. Warwickshire: Practical Action Publishing Ltd. Williams, B and Hummelbrunner, R (2011), Systems Concepts in Action. Stanford: Stanford Business.

<sup>76</sup> Visionary Evaluation for a Sustainable Equitable Future (2020), Edited by Parsons, B. and Dhillon, J., Charlotte, NC: Information Age Publishing

such. The evaluation used the existing information to assess the quality, quantity and intensity of (networking) interrelationships as discussed in Sections 3.1.3, 3.3.1, 3.3.2., 3.4.2 , and 3.5.

The results of the causal loop and inter-relationship network analysis were assessed and interpreted in accordance with the evidence. A comparative analysis of the different results across the thematic areas and, as applicable, across the two projects was further carried out. This was done to ensure that the highest level of learning could be obtained from the cluster evaluation approach.

### **Evaluation operational sequence**

The evaluation inception period commenced mid-October with general reviews and some inception calls with project staff. Formal work on the inception report took place from 24-28 October 2022.

The evaluation team was composed of a Lead Evaluator and a national consultant in the case of Ethiopia. The Lead Evaluator implemented field work in Morocco from 31 October to 11 November. In Ethiopia, the National Consultant started field work on 7 November with the Lead Evaluator joining him for the period from 15-21 November. Data analysis of all field notes and documentation was from 21-26 November followed by report drafting. A first draft is shared mid-December with comments from stakeholders consolidated and provided to the Lead Evaluator on 20 January with a final draft due on 23 January 2023.

### **Sampling of interviewees and focus group member participants**

With regard to sampling, given the projects focus on institutional capacity strengthening as well as downstream support to direct beneficiaries, a two-step sampling method was used. The projects both provided initial lists of their main institutional stakeholders for the evaluators to review. These lists were then slightly revised with additions, approved, and appointments were set with the representatives of these institutions. Many of the persons interviewed had also attended various types of training that the projects had provided to date.

Selecting a representative sample of direct beneficiaries, that is persons wishing to start enterprises or workers in existing enterprises/cooperatives, proved to be more challenging. Due to severe time constraints to conduct field work it was not possible to extract a random sample of participants. Given the difficulties in reaching beneficiaries where they are located, particularly in Ethiopia, this was also a serious constraint. Nevertheless, especially in Morocco, some SIYB, and cooperative training participants could be interviewed while in Ethiopia two entrepreneurs were included.

### **Preliminary results sharing**

The evaluators conducted informal preliminary results debriefing sessions with project staff, and in the case of Ethiopia with the ILO Director<sup>77</sup>. During some follow-up discussions and questions regarding of potential findings, an exchange was also conducted with the BMZ representative, and senior ILO headquarters staff.<sup>78</sup>

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<sup>77</sup> Alexio Musundi, Director of the ILO Country Office for Ethiopia, Djibouti, Somalia, Sudan and South Sudan, and for the Special Representative to the AU and the ECA

<sup>78</sup>BMZ- Alexandra Senior, Policy Officer, ILO headquarters - Jean François Klein, Senior Administrator Employment Policy Department ; Merten Sievers, Value Chain Development and Entrepreneurship coordinator.

## Annex 11 - Project design contribution to the Sustainable Development Goals (SDG)

**8.3:** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

**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

**8.6:** By 2020 substantially reduce the proportion of youth not in employment, education or training

**8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

## Annex 12 – Decent Work Country Programme - Relevant ProAgro Elements

### Decent Work Country Programme Ethiopia - Relevant ProAgro Elements

Country Programme Outcome 1: All people in Ethiopia enjoy the rights and capabilities to realize their potential in equality and with dignity
Output - Output 1.1: Young people, especially those left behind in education and employment, are equipped with the knowledge and skills required to access decent jobs and participate in civic life
Country Programme Outcome 2: All people in Ethiopia benefit from an inclusive, resilient and sustainable economy
Output 2.1: Policies, regulations and institutions strengthened to create decent jobs and to promote equal access to finance for micro, small and medium enterprises to invest in their productivity and competitiveness
Output 2.2: Access to decent jobs, employment and livelihood opportunities in formal and informal sectors improved particularly for youth and women
Output 2.3: Access to innovation, new technology and finance is increased, fostering an inclusive and diversified green economy
Country Priority 3: Industrial relations, social dialogue and tripartism
Output 3.1: Government's capacity increased at national and sub national level to improve the performance of institutions of social dialogue and promote tripartism
Output 3.2: Policies, regulations and institutions strengthened to promote and ensure compliance with fundamental principles and rights at work towards industrial harmony for enhanced organization productivity and competitiveness
Country Programme Outcome 4: All workers, employers and their representative organizations in Ethiopia advance the enjoyment of fundamental principles and rights at work
Output 4.1: International Labour Standards ratified, domesticated and enforced
Output 4.2: Increased institutional capacities of employer and business membership organizations (EBMOs), and workers' organizations to influence policymaking and engage in inclusive social dialogue

## Annex 13 – Interview and Focus Group Guide

### General introduction and guidelines

All participants in the evaluation will be requested to fill in a short hard copy form to collect their personal data on name, contact details, and position.

The general guidelines for focus groups and individual or small group meetings is almost the same. Start with the general questions, follow up during discussions on the key relevant points raised, time permitting ask any remaining questions.

By the end of the evaluation field work, all questions should have been clearly covered across the interviews and focus groups. Follow up meetings will be held online if further clarifications are needed regarding any particular point.

Apart from the Archipelago programme staff and coordinators, the interviews/focus groups will be open-ended to allow for in-depth discussions on important expected and unexpected results. The responses will then be reorganised into categories corresponding to the evaluation matrix. The questions for Archipelago staff and coordinators are more specific and detailed.

If a translator is needed, please identify someone who is on site and who will not influence the responses of the respondents/focus group members. If possible, if there is a focus group, identify one or more people who can translate for the others.

### Guidelines Interviews and Focus Groups

**Note:** Not all interviewees and focus group members will be asked to answer all their stakeholder type of group's checklist questions.

As time permits, as many points will be covered as possible. The checklists and the answers obtained will continually be cross-checked to ensure that sufficient information has been gathered to adequately triangulate the information across stakeholders and other data sources.

Introduction to the interviews for all stakeholders:

We have come to learn from you about your experience with the ProAgro project.

Please note that evaluations are designed to identify:

- How relevant the project is.
- What the successes are?
- What implementation challenges have arisen?
- The reasons for the successes and challenges?
- What possible solutions exist to improve the remaining project period and to learn lessons for the future?
- The possible sustainability of the activities undertaken so far beyond the project implementation period.

We are independent evaluators and do not work for the ILO, ProAgro or the donor

Although we will take notes, we will not identify you individually and your answers will be anonymous.

Ask the interviewee or focus group members: "Do you freely agree to participate in this evaluation"?

If the answer is positive (which it usually is) proceed to state all of the questions so that the interviewee/focus group members know the main five questions that will be asked:

- Please briefly your association with the project? How did you become involved with the project? (This is not a requirement, but a preferred option. The brief description should not take more than 10 minutes, plus translation if necessary. Please note that this is included to give respondents the opportunity to explain their work/experience in their own words. As a type of icebreaker, it also helps to set the scene for the consultant's questions).
- What do you find very good (successes) about the project?
- What challenges did you note with regard to the project?
- Do you have any suggestions for improving the project during the remaining implementation period? Or to improve similar projects?
- What do you plan to do after the project ends in terms the activities of ProAgro that you were associated with?

Repeat the basic questions:

"So we will now ask you a bit of history about your association with the project, about the successes (strong points) and any challenges you noted. Then your suggestions for how to improve the remainder of the project (or similar projects) and your ideas regarding sustainability.? May we proceed?"

Time permitting, these questions will be followed by questions on topics not already covered in the first semi-structured phase of the discussion. A checklist corresponding to each type of interviewee/focus group will be used to verify that all questions have been adequately addressed by the end of the field work period.

### **Checklist of questions per type of stakeholder**

#### **ProAgro Project Team**

The project team will be interviewed using a more detailed approach as compared to other stakeholders. The project teams will need to answer the most extensive list of questions as it is vital to obtain input from the staff on all the evaluation questions. After the general introduction we will move straight to the detailed questions in the checklist. We will not ask the general questions first. Of course, the project staff will have every opportunity to detail successes, challenges and other aspects under the heading of each evaluation question.

The staff may decide to allocate some members of their group to answer specific questions. Some questions may also be asked separately to different staff members to obtain more than one answer on the same topic from different staff members.

In your opinion:

#### **1. Relevance, coherence, and strategic fit:**

**1.1.** Are the projects' objectives and strategies consistent with:

**1.2.** ILO constituent policy and programme frameworks Are the projects relevant for the national policies and priorities?

- National development plans,

- Decent Work Country Programmes (DWCPs)

**1.3.** Other national key partners' needs and country needs, in particular the final beneficiaries (i.e., men and women)?

1.3.1. How did the project contribute to the relevant ILO Programme & Budget Outcomes and development priorities in:

Ethiopia/Morocco, the UNSDCF's and the SDGs?

To what extent did the project build on previous experience in the country of the

- ILO
- UN agencies
- Donor
- Relevant experience of other local and international organizations in the country

## **2. Validity of project design:**

2.1 Has the project developed and follows a comprehensive, Theory of Change (ToC) integrating:

- External factors
- Based on a systemic analysis

2.2 Do outputs causally link to the intended:

- Outcomes
- Impact

2.3 Have external factors (assumptions and risks) been considered?

2.4 To what extent was the project design adequate and effective between the different project components with regard to:

- Coherence
- Complementarity?

2.5 To what extent did the project build on the comparative advantage of the ILO in the field of youth employment?

## **3. Effectiveness of the project in relation to the expected results**

3.1 To what extent are the project?

- Objectives being achieved
- Outputs being achieved

Please provide progress updates as already discussed in table format.

2.6 How has the quality of the projects' outputs developed to achieve the project objectives?

2.7 Have unexpected positive results taken place?

2.8 Have unexpected negative results taken place?



2.9 What were the main factors that influenced the achievement or non-achievement of results?

- Internal factors
- External factors

2.10 Given the evolving political and socio-economic situation in the countries, has the project:

- Carried out timely needs assessments to address emerging relevant needs
- Were the answers appropriate to address the projects objectives

2.11 Has the partnership strategy of the project been effective towards the expected results?

2.12 To what extent has the project management and governance structure put in place worked strategically to achieve project goals and objectives with:

- Tripartite constituents
- Partners in the project
- Other stakeholders
- ILO
- Donor

2.13 To what extent is the impact of the Covid-19 pandemic:

- Influencing project results and effectiveness
- How has the project addressed this influence?

2.14 Does the (adapted) intervention model used/to be used in the project suggest an intervention model for similar crisis response?

#### **4. Efficiency of the resources used:**

4.1 Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?

If not, why and which measures taken to work towards achievement of project outcomes and impact?

2.15 Are the project's activities/operations in line with the schedule of activities as defined by:

- The project team
- Work plans
- Budgets

2.16 Have the projects developed an M&E strategy that enhances:

- Accountability
- Learning
- Feed into management

2.17 How have the roles and responsibilities between the project and key partners worked regarding planning M&E of the project at:

- National
- Regional levels

#### **5. Impact orientation and sustainability**

- 2.18 What can be identified as project sustainable impacts in the target groups and other actors as relevant?
- Are the results integrated or likely to be integrated into
    - o national institutions
    - o target populations
  - Will partners be able to sustain them beyond the project (institutionalisation of project components)?
- 2.19 To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant:
- SDGs
  - Targets (explicitly or implicitly)
- 2.20 What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?
- Are the project implementing exit strategies as necessary?
- 2.21 Can the project's approach or parts of it, and results be replicated or amplified considering institutional and financial dimensions by:
- National partners
  - Other actors?
- 2.22 How has the sustainability approach of the project has been affected by the Covid-19 situation in the context of the national responses?

**6. Gender and non-discrimination of vulnerable groups (such as youth and people with disabilities):**

- 2.23 To what extent has the project *identified and integrated into its actions* the *operational and strategic needs and priorities* for
- Men
  - Women
  - Other vulnerable groups?
- 2.24 How has the project been able to *meet* the specific needs of men, women, and vulnerable groups?
- Men
  - Women
  - Other vulnerable groups?
- 2.25 Do the tools developed by the project integrate gender and non-discrimination issues?

**7. General evaluation questions (Learning and others)**

- a. What can we learn in a comparative perspective from the two projects in the context of their national settings and beyond the two countries contexts (for similar contexts)?

**ILO Headquarters, Regional Office, National ILO Office**

The checklist below will be adapted depending on the knowledge and field of expertise of the ILO staff member. Not all ILO (non-project) staff will be asked the same questions. That is, if they were

not already automatically answered during the previous general question and answer section of the interview.

In your opinion:

### **1. Relevance, coherence, and strategic fit:**

1.1 Are the projects' objectives and strategies consistent with:

1.1.1. ILO constituent policy and programme frameworks

1.1.2. Are the projects relevant for the national policies and priorities?

- National development plans,
- Decent Work Country Programmes (DWCPs)

1.1.3. Other national key partners' needs and country needs, in particular the final beneficiaries (i.e., men and women)?

1.2. How did the project contribute to the relevant:

**For international staff:** ILO Programme & Budget Outcomes

**For national ILO staff:** How did the project contribute to the relevant development priorities in:

1.2.1. Ethiopia/Morocco, the UNSDCFs and the SDGs?

1.2.2. To what extent did the project build on previous experience in the country of the

- ILO
- UN agencies
- Donor
- Relevant experience of other local and international organizations in the country

1.3. If you are aware of it, what is your opinion of the Theory of Change (ToC)?

Do you believe that it is based on a systematic analysis or not? Details.

Does it integrate external factors? If yes, how? If not, why do you say this?

What about assumptions and risks?

1.4. To what extent was the project design adequate and effective between the different project components with regard to:

1.4.1. Coherence

1.4.2. Complementarity?

1.5. To what extent did the project build on the comparative advantage of the ILO in the field of youth employment? (This is an important question for relevant ILO staff)

### **2. Effectiveness of the project in relation to the expected results**

**2.1.** How aware are you of the extent to which the project is achieving its intended results? If aware, please comment on the level of success in achieving objectives and/or outputs according to your knowledge. Comment by country as applicable.

According to you, what factors influenced the achievement or non-achievement of the results?

2.2. Are you aware of unexpected positive results? If yes, what are they?

- 2.3. Are you aware of unexpected negative results? If yes, what are they?
- 2.4. From what you have observed (if anything) how has the partnership strategy of the project been effective towards reaching the expected results?
- 2.5. To your knowledge, to what extent has the project management and governance structure that was put in place worked strategically to achieve project goals and objectives with:
  - 2.5.1. Tripartite constituents
  - 2.5.2. Partners in the project
  - 2.5.3. Other stakeholders
  - 2.5.4. ILO
  - 2.5.5. Donor
- 2.6. Are you aware of the influence of the COVID19 situation on the project? If yes, please comment on how.

### **3. Efficiency of the resources used:**

- 3.1. To your knowledge, have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes?
  - 3.1.1. If not, why and which measures taken to work towards achievement of project outcomes and impact?
- 3.2. For ILO project back stopper staff: Are the project's activities/operations in line with the schedule of activities as defined by:
  - 3.2.1. The project team
  - 3.2.2. Work plans
  - 3.2.3. Budgets
- 3.3. Are you aware of the projects' M&E strategy? If yes, do you have any comments on how it enhances the following if at all?
  - 3.3.1. Accountability
  - 3.3.2. Learning
  - 3.3.3. Feed into management
- 3.4. How have the roles and responsibilities between the project and key partners worked regarding planning M&E of the project at:
  - 3.4.1. National
  - 3.4.2. Regional levels

### **4. Impact orientation and sustainability**

- 4.1. What can be identified as project sustainable impacts in the target groups and other actors as relevant?
  - 4.1.1. Are the results integrated or likely to be integrated into
    - national institutions
    - target populations
  - 4.1.2. Will partners be able to sustain them beyond the project (institutionalisation of project components)?
- 4.2. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant:
  - 4.2.1. SDGs

#### 4.2.2. Targets (explicitly or implicitly)

#### 4.3. For national ILO staff:

What measures and actions have been put in place to ensure ownership of the project's results at national level and within governorates?

##### 4.3.1. Are the projects implementing exit strategies as necessary?

#### 4.4. Can the project's approach or parts of it, and its results be replicated or amplified considering institutional and financial dimensions by:

##### 4.4.1. National partners

##### 4.4.2. Other actors?

#### 4.5. How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?

### 5. Especially for experts on gender and non-discrimination of vulnerable groups (such as youth and people with disabilities):

To your knowledge

#### 5.1. To what extent has the project *identified and integrated into its actions* the *operational and strategic needs and priorities* for

##### 5.1.1. Men

##### 5.1.2. Women

##### 5.1.3. Other vulnerable groups?

#### 5.2. How has the project been able to *meet* the specific needs of men, women, and vulnerable groups?

##### 5.2.1. Men

##### 5.2.2. Women

##### 5.2.3. Other vulnerable groups?

#### 5.3. Do the tools developed by the project integrate gender and non-discrimination issues?

### 6. General evaluation questions (Learning and others)

#### 6.1. What can we learn in a comparative perspective from the two projects in the context of their national settings and beyond the two countries contexts (for similar contexts)?

### Government Representatives, Workers and Employers Representatives, Other Civil Society Groups

#### 1. Relevance, coherence, and strategic fit:

##### 1.1. Are the projects relevant for the national policies and priorities?

- National development plans,
- Decent Work Country Programmes (DWCPs) (Ministry of Labor)

##### 1.2. Other national key partners' needs and country needs, in particular the final beneficiaries (i.e., men and women)?

##### 1.3. Are you aware of the project design? If yes, did you contribute to the design process? In your opinion, to what extent is the project design clear and well designed?

#### 2. Effectiveness of the project in relation to the expected results

**2.1.** How aware are you of the extent to which the project is achieving its intended results? If aware, please comment on the level of success in achieving objectives and/or outputs according to your knowledge.

What factors influenced the achievement or non-achievement of the results?

**2.2.** Are you aware of unexpected positive results? If yes, what are they?

**2.3.** Are you aware of unexpected negative results? If yes, what are they?

**2.4.** From what you have observed (if anything) how has the partnership strategy of the project been effective?

**2.5.** Are you aware of the influence of the COVID19 situation on the project? If yes, please comment on how.

### **3. Efficiency of the resources used:**

**3.1.** To your knowledge, have resources (financial, human, technical support, etc.) been well allocated?

3.1.1. If not, why and which measures taken to work towards achievement of project outcomes and impact?

**3.2.** Does the project discuss on-going results (M&E) with you? How frequently? What is your opinion of this?

### **4. Impact orientation and sustainability**

**4.1.** What can be identified as project sustainable impacts in the target groups and other actors as relevant?

4.1.1. Are the results that have been achieved so far been integrated or likely to be integrated into

- national institutions
- target populations

4.1.2. Will your office be able to sustain them beyond the project (institutionalisation of project components)? If no, why not?

**4.2.** How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?

To your knowledge

**4.3.** To what extent has the project *identified and integrated into its actions* the *operational* and *strategic needs* and *priorities* for

4.3.1. Men

4.3.2. Women

4.3.3. Other vulnerable groups?

**4.4.** How has the project been able to *meet* the specific needs of men, women, and vulnerable groups?

4.4.1. Men

4.4.2. Women

#### 4.4.3. Other vulnerable groups?

### **Research and Training Institutions (including universities)**

#### **1. Relevance, coherence, and strategic fit:**

**1.1.** According to you, is the project relevant to the needs of the participants in the project? If yes, how? If not, why not?

**1.2.** Are the institutional strengthening project activities relevant to your own needs as an institution? Did you provide input to determine which types of capacity strengthening actions the project would provide to you? If yes, please detail including your opinion of the process. If no, please comment.

#### **2. Effectiveness of the project in relation to the expected results**

**2.1.** How aware are you of the extent to which the project is achieving its intended results? If yes, how did you learn about its effectiveness? If aware, please comment on the level of success in achieving objectives and/or outputs according to your knowledge.

**2.2.** Are you aware of unexpected positive results? If yes, what are they?

**2.3.** Are you aware of unexpected negative results? If yes, what are they?

**2.4.** From what you have observed (if anything) has the project's partnership strategy with your institution been effective?

**2.5.**

**2.6.** Are you aware of the influence of the COVID19 situation on the project? If yes, please comment on how.

#### **3. Impact orientation and sustainability**

**3.1.1.** Are the project results that have been achieved so far been integrated or likely to be integrated into

- Your institution
- Among the final target populations (learning participants)

**3.1.2.** Will your office be able to sustain them beyond the project (institutionalisation of project components)? If no, why not?

**3.2.** How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?

To your knowledge

**3.3.** To what extent has the project *identified and integrated into its actions* the *operational and strategic needs and priorities* for

**3.3.1.** Men

**3.3.2.** Women

3.3.3. Other vulnerable groups?

**3.4.** How has the project been able to *meet* the specific needs of men, women, and vulnerable groups?

3.4.1. Men

3.4.2. Women

3.4.3. Other vulnerable groups?

### **International and National Development Partners**

Note: The first general question should provide a good idea of how the partner has been associated with the project. If the interviewee seems to have sufficient knowledge about the project additional questions may be added.

#### **1. Relevance, coherence, and strategic fit:**

**1.1.** According to you, is the project relevant to the needs of the participants in the project? If yes, how? If not, why not?

**1.2.** Are the institutional strengthening project activities relevant to your own needs as an institution? Did you provide input to determine which types of capacity strengthening actions the project would provide to you? If yes, please detail including your opinion of the process. If no, please comment.

#### **2. Effectiveness of the project in relation to the expected results**

**2.1.** How aware are you of the extent to which the project is achieving its intended results? If yes, how did you learn about its effectiveness? If aware, please comment on the level of success in achieving objectives and/or outputs according to your knowledge.

**2.2.** Are you aware of unexpected positive results? If yes, what are they?

**2.3.** Are you aware of unexpected negative results? If yes, what are they?

**2.4.** From what you have observed (if anything) has the project's partnership strategy with your institution been effective?

**2.5.** Are you aware of the influence of the COVID19 situation on the project? If yes, please comment on how.

#### **3. Impact orientation and sustainability**

3.1.1. Are the project results that have been achieved so far been integrated or likely to be integrated into

- Your institution
- Among the final target populations (learning participants)

3.1.2. Will your office be able to sustain them beyond the project (institutionalisation of project components)? If no, why not?



- 3.2.** How has the sustainability approach of the project been affected by the Covid-19 situation in the context of the national responses?

To your knowledge

- 3.3.** To what extent has the project *identified and integrated into its actions* the *operational and strategic needs and priorities* for

3.3.1. Men

3.3.2. Women

3.3.3. Other vulnerable groups?

- 3.4.** How has the project been able to *meet* the specific needs of men, women, and vulnerable groups?

3.4.1. Men

3.4.2. Women

3.4.3. Other vulnerable groups?

### **Training participants**

Usually the main general questions will suffice but the below may be added. Any other questions that help to understand how they view the project activities may be added.

**1. Relevance, coherence, and strategic fit:**

- 1.1.** According to you, is the project relevant to your needs? If yes, how? If not, why not?

**2. Effectiveness, impact and sustainability**

How useful are the project supported activities that you have been involved in been for you so far?

Do you expect to be able to apply what you learned in the future? If yes, how? If not, why not? If mixed, please detail. Indicate what is required to be able to apply what you learned.

- 3.** Do you think that the project is meeting the needs of women, other vulnerable groups? Men? Please detail your opinion