

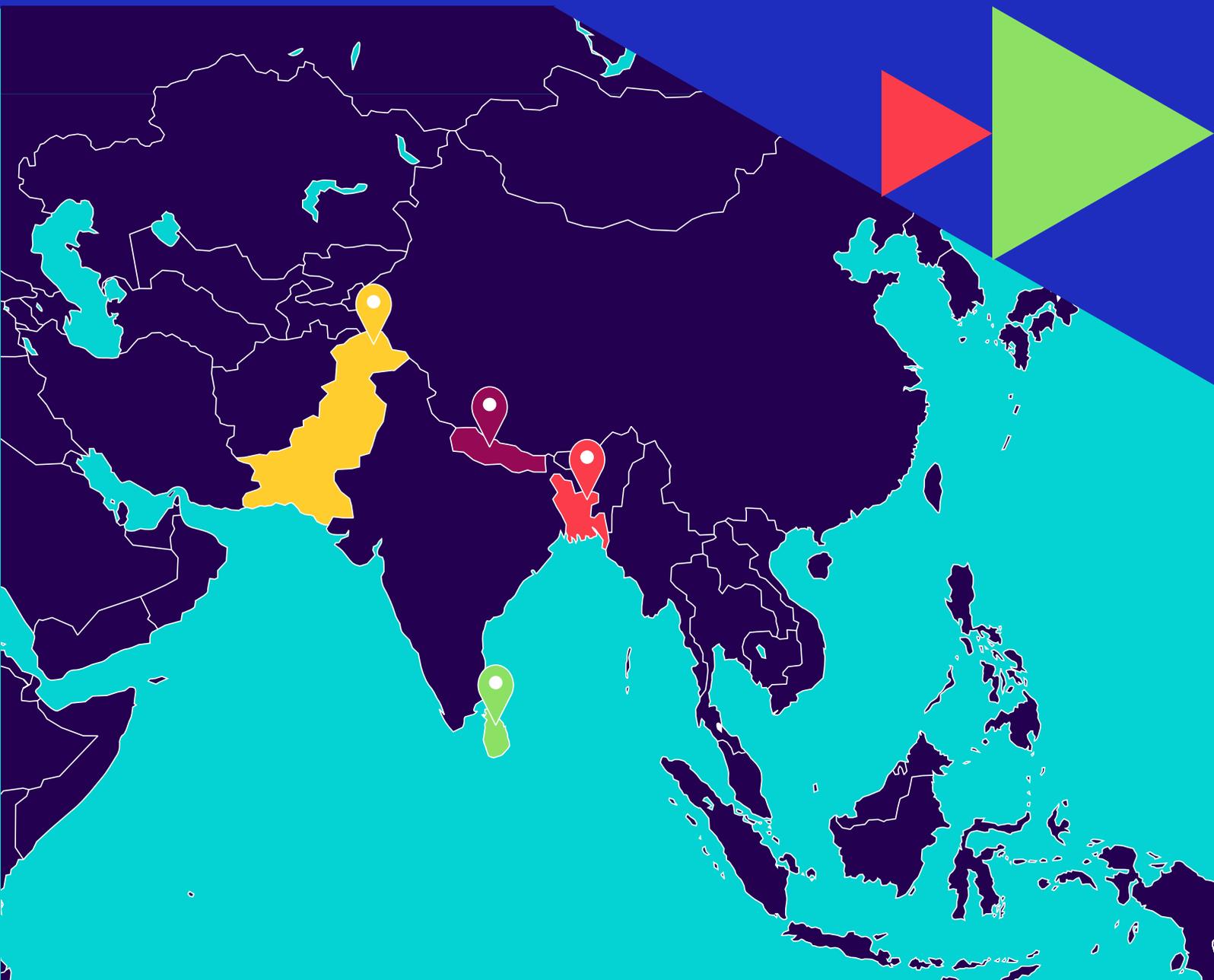


International
Labour
Organization

Evaluation Office

► Decent Work Country Programme

► High-level independent evaluation of the ILO's Decent Work Programme in Bangladesh, Nepal, Sri Lanka and Pakistan, 2018-21



▶ **High-level independent evaluation of the ILO's programme of work in Bangladesh, Nepal, Sri Lanka and Pakistan, 2018-21**

Evaluation Office

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► Abbreviations

BEF	Bangladesh Employers Federation
BWB	Better Work Bangladesh
CEACR	Committee of Experts on the Applications of Conventions and Recommendations
CO	country office
CPO	Country Programme Outcome
CSO	civil society organization
DWCP	Decent Work Country Programme
DWT	Decent Work Technical Support Team
EU	European Union
EVAL	ILO Evaluation Office
FAO	Food and Agriculture Organization of the United Nations
FGD	focus group discussion
FNCCI	Federation of Nepalese Chambers of Commerce and Industry
GCM	Global Compact for Safe, Orderly and Regular Migration
GEFONT	General Federation of Nepalese Trade Unions
GSP	Generalized System of Preferences
ICT	information and communications technology
ILES	International Labour and Environmental Standards
ILO	International Labour Organization
IOM	International Organization for Migration
IRIS	Integrated Resource Information System
JTUCC	Joint Trade Union Coordination Centre of Nepal
LFS	Labour Force Survey
LEED+	Local Empowerment and Economic Development
MOPHRD	Ministry of Overseas Pakistanis and Human Resources Development (Pakistan)
MSMEs	micro, small and medium-sized enterprises
MSEs	micro and small enterprises
NGO	non-governmental organization
OSH	occupational safety and health
P&B	Programme and Budget
RBM	results-based management
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation

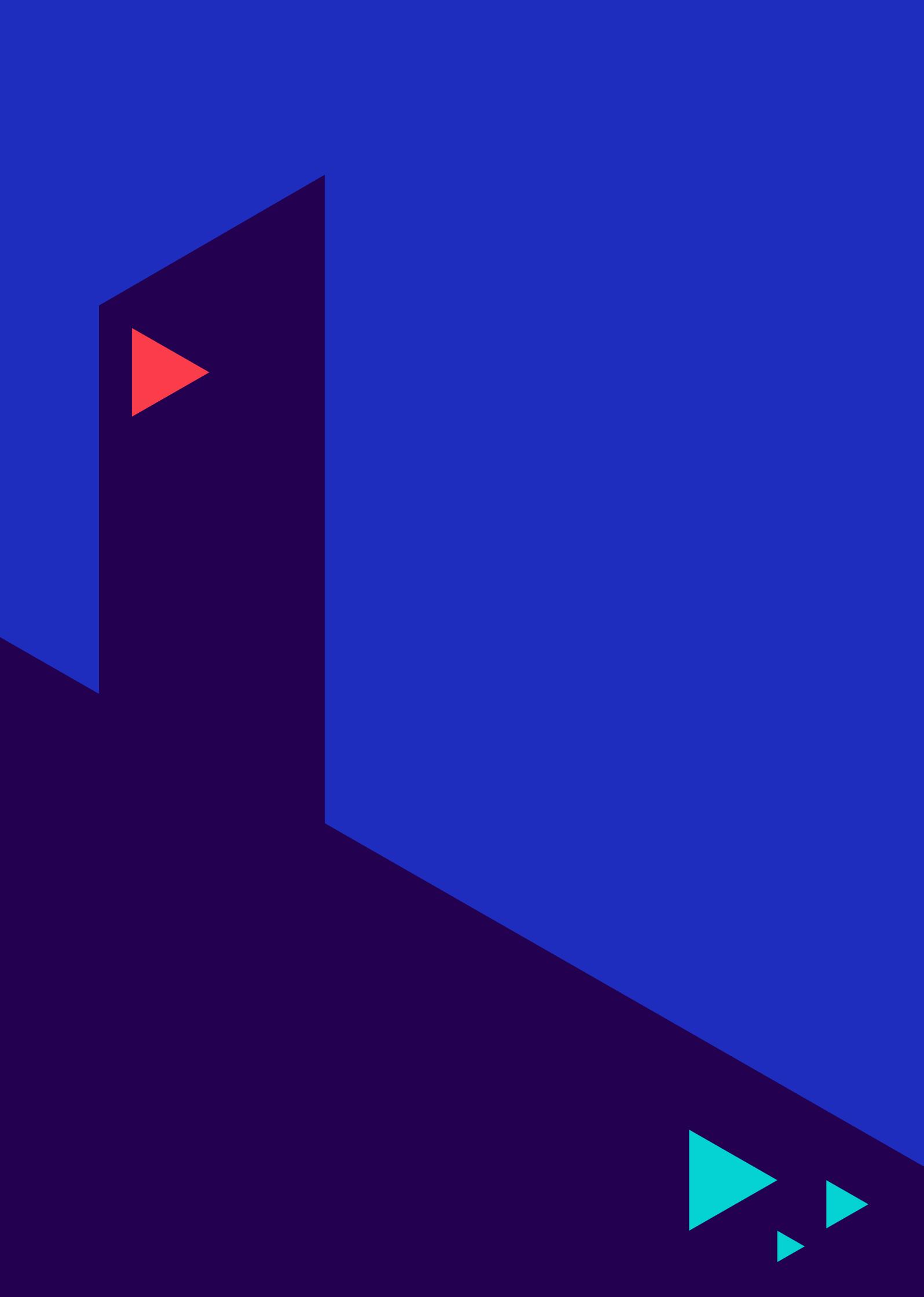
RMG	ready-made garment
RMGP	Improving Working Conditions in the Ready-Made Garment Sector in Bangladesh
ROAP	Regional Office for Asia and the Pacific
SCORE	Sustaining Competitive and Responsible Enterprises
SDG	Sustainable Development Goal
SIYB	Start and Improve Your Own Business
SNRTP	Strengthening National Rural Transport Programme
TVEC	Tertiary and Vocational Education Commission (Sri Lanka)
TVET	Technical Vocational and Education Training
UN	United Nations
UN-MPTF	United Nations COVID-19 Response Multi-Partner Trust Fund
UNCF	United Nations Country Framework
UNDAF	United National Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDF	United Nations Sustainable Development Framework
WRC	Workers' Resource Centre (Bangladesh)
XBTC	Extrabudgetary Technical Cooperation

► Acknowledgements

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► Executive summary

A. Purpose and scope

The independent high-level evaluation of the ILO's programme of work in Bangladesh, Nepal, Pakistan and Sri Lanka examined the extent to which the ILO's programmes have effectively served to achieve the Decent Work Agenda in the four selected South Asian countries during the last two ILO programme and budget biennia (2018–19 and 2020–21). Given the surge of the COVID-19 pandemic in 2020, the evaluation includes consideration of the ILO's support to countries to address the emergent decent work challenges. In line with UN good practices, the evaluation examined the relevance, coherence, efficiency, effectiveness, impact and sustainability of the programmes.

B. Summary of key findings and conclusions by evaluation criteria

1. Relevance

Key finding 1: During the period under review – based on national constituents' feedback, as well as various evaluations and other assessments – the ILO Decent Work Country Programmes (DWCPs) in Bangladesh, Nepal, Pakistan and Sri Lanka were largely aligned with the ILO's mandate and constituents' priorities.

Key finding 2: Country-level ILO staff, constituents and other partners generally viewed ILO capacity-building activities for national government counterparts positively. However, many of the same respondents also perceived that the capacity-building needs of the social partners and of representatives of subnational governments and labour market institutions required more attention.

Key finding 3: While the ILO reportedly conducted frequent consultations with constituents and other stakeholders, and used participatory methodologies to assess needs and agree on priorities, many ILO project and country office personnel, and constituents across all four countries, perceived that consultations on project design could have been more proactive and extensive.

Key finding 4: Based on document review, the ILO, in collaboration with national partners, produced significant amounts of data and research to guide its own and other institutions' decisions. However, both ILO staff and national counterparts highlighted that gaps in knowledge and quality of information persisted in some key areas, release of data could be timelier, and information-sharing between projects and with external stakeholders could be improved.

Key finding 5: Based on accounts from ILO staff, country-level constituents and other partners, as well as document review, the ILO provided various types of assistance to help country counterparts deal with COVID-19 impacts, including by mobilizing resources for recovery efforts in some countries. However, responsiveness to constituents' immediate needs was constrained by limited resources; limited flexibility in donor, as well as its own, financial and administrative mechanisms; and the nature of its expertise. Constituents reported medium- and long-term recovery needs that aligned with current ILO work streams.

The relevance of ILO programming to national constituents' needs in the four evaluation countries was high overall, with some gaps. ILO programmes tended to invest the largest share of DWCP time and resources into building the capacities of national government institutions, and although this was useful for policy work and strengthening government services, the Organization paid relatively less attention to

the capacity-building needs and expectations of other critical stakeholders. Notably, the representatives of subnational governments and labour market institutions needed more assistance to strengthen their capacities to implement laws and policies, and employers' and workers' organizations needed more support to defend and serve their members' interests.

The ILO's contributions to knowledge creation, its internationally recognized normative frameworks, and its active engagement in UN and other coordination bodies helped to orient activities in ways that increased the overall relevance of labour, vocational training, migration, social protection and employment-oriented development assistance programmes.

The ILO's response to COVID-19 included several timely and well-targeted interventions¹ to help constituents face countries' immediate challenges emerging from COVID-19. Looking forward to countries' medium- and long-term recovery needs, the decent work issues highlighted by COVID-19 reinforced the relevance of the ILO's current work in several current programme areas.²

2. Coherence

Key finding 6: Based on constituent and other partner feedback, and document review, ILO interventions, strategies and policy recommendations took into consideration national policies and international development and normative frameworks, including the SDGs. The four DWCPs and related ILO programmes of work were also broadly aligned with the Organization's strategic programme framework. ILO staff and constituents highlighted the important effect of donor priorities on resource availability for activities related to different DWCPs and country programme outcomes that resulted in uneven attention being given to some priorities.

Key finding 7: Based on the evaluation team's analysis and stakeholder reports, the four countries applied results-based management principles by formulating DWCPs comprising clear priorities and outcomes. Some monitoring frameworks were overly complicated, and data collection and reporting on DWCP indicators were limited for all countries, making results-based assessment of progress difficult. Based on the synthesis of evaluation reports, weak monitoring and evaluation frameworks were common in many project designs across the four countries.

ILO programmes in the four countries were generally well aligned with country, ILO and broader UN development objectives. Overall, ILO country directors were effective in focusing ILO interventions in the four countries on areas where the ILO has strong institutional mandates and comparative advantages, and in ensuring that these were included in broader UN country development frameworks. However, in most case study countries, the ILO's resources were not well distributed among DWCPs and country programme outcomes, largely reflecting challenges in identifying donors whose priorities closely aligned with its own and with those of national constituents.

Although designing an overarching DWCP was useful for channelling the ILO's support for constituents to mutually agreed and strategically important outcomes, DWCP monitoring frameworks were not consistently well formulated and used for regular monitoring. While the ILO made some laudable efforts to engage tripartite constituents collectively in monitoring DWCP progress overall, well-documented evidence on accomplishments and gaps, whether compiled by the ILO or by national counterparts, is lacking.

1 These included needs assessments, COVID-19 workplace safety protocols, and economic recovery assistance for micro and small enterprises (Sri Lanka); skills recognition programmes (Bangladesh, Nepal and Sri Lanka); migrant worker repatriation assistance (Nepal); and social dialogue on how to share costs associated with tackling the COVID-19 pandemic (Bangladesh, Nepal and Pakistan).

2 These include occupational safety and health, formalizing the informal sector, social protection, technical and vocational skills training and qualification systems, and forward-looking employment strategies.

3. Effectiveness

Key finding 8: Based on ILO staff, constituents and other partner accounts, and document review, the ILO made noteworthy contributions to policy and legal framework strengthening, institutional capacity-building, knowledge creation and awareness-raising in various areas, including labour administration, industrial relations, employment, migration, social protection and fundamental principles and rights at work. The volume and key areas of accomplishment, as well as gaps in planned versus actual results, varied by country.

Key finding 9: ILO staff, national counterparts and past evaluations reported that the ILO's technical expertise, strong in-country relationships and relatively long-term investments in some programme areas, and complementary efforts by external stakeholders (such as brands, buyers and trading partners), were key success factors. However, in respect of development cooperation projects, limited time frames and funding, turnover in project and counterpart personnel, persistent counterpart institution capacity deficits, external disruptions from political change and COVID-19, and the ILO's own internal management shortcomings, were often cited as limitations.

Key finding 10: Based on ILO staff accounts and document review, DWCPs integrated ILO cross-cutting international labour standards, social dialogue, non-discrimination and, to a lesser extent, environmental concerns.

Key finding 11: While highlighting multiple ways that ILO specialists contributed positively to DWCP effectiveness, many country-level ILO staff members and constituents perceived that their access to timely, high-quality and relevant expertise could be improved. Specialists from the ILO Decent Work Technical Support Team for South Asia and Country Office for India reported that the team had adopted many strategies to meet DWCP demand, while also affirming that new technical assistance modalities merited consideration, post-pandemic.

Key finding 12: Based on document review, the four DWCPs were largely successful in diversifying their funding base and in growing their project portfolios from 2018 to 2021, with some variance between countries. The DWCPs likewise featured several examples of joint programming with ILO strategic partners, including with other UN agencies.

In the four countries, the ILO contributed substantially to building the capacity of key labour market institutions in important areas (labour inspection, vocational training, social security administration, employment services, labour migration information and facilitation services). With largely effective contributions from the ILO Decent Work Technical Support Team for South Asia and Country Office for India and Geneva-based specialists, the four DWCPs likewise contributed to improvements in national legal, regulatory and policy frameworks in a wide variety of domains.³ ILO technical advice, support for awareness-raising, advocacy and training, as well as research activities, provided evidence, facilitated dialogue and highlighted ways to improve working conditions and access to jobs. Although mostly on a limited scale, the ILO's enterprise- and community-level interventions improved workers' lives and livelihoods and, in some cases, produced scalable intervention models.⁴ The ILO's increasing use of programmatic and regional approaches⁵ increased synergies between projects and DWCPs and potential impact, although internal coordination was still often weak.

3 These domains included: labour inspection (Bangladesh and Pakistan); industrial fire, electrical and structural safety (Bangladesh); social security (Bangladesh, Pakistan and Nepal); occupational safety and health (all four countries); labour migration (all four countries); rural enterprise development and job creation (all four countries); and forced labour and child labour (all four countries).

4 For example, with support from the World Bank, Nepal scaled up employment centres, modelled after an ILO intervention.

5 As seen in the multi-project cluster approach, with integrated interventions to address supply chain working conditions in Bangladesh and Pakistan, and the multi-project migration unit and employment generation projects in Sri Lanka.

DWCPs were moderately effective in promoting ILO cross-cutting priorities on social dialogue and international labour standards,⁶ with some noteworthy accomplishments, as well as persistent gaps. Although to differing degrees, the ILO's programming in each country effectively included gender mainstreaming and gender-focused interventions in its projects, even though design and implementation gaps remain.⁷ Similarly, programme portfolios consistently included interventions targeting the needs of marginalized groups.⁸ Largely due to inadequate guidance on ways to operationalize environmental concerns in traditional ILO programming, DWCP achievements and impact are lacking in this area.

The ILO contributed effectively to UN reforms by leading or co-leading thematic groups, participating in joint programming, and increasingly and usefully building partnerships with sister agencies.⁹

4. Efficiency

Key finding 13: ILO staff, tripartite constituents and partners, and independent project evaluators frequently highlighted that the ILO's administrative and financial management procedures and systems are unnecessarily complex and unwieldy, and often contribute to project implementation delays.

Key finding 14: While internal and external stakeholders generally perceived ILO staff to be well qualified and adequately supervised, many ILO project and country office staff thought that clear career paths within the ILO were lacking, especially for national staff. ILO staff and partners also highlighted gaps in country office expertise, and noted examples where country office and project staff roles could be delineated more effectively.

Key finding 15: Based on donor, partner and ILO staff accounts, the ILO made efforts to promote synergies within its project portfolios, by clustering projects in the same geographic or thematic areas, sharing resources and improving coordination between projects and with other UN agencies.

While the ILO has decided to increasingly decentralize programme management to the country and regional levels, evaluation findings highlight that administrative, financial and human resource management systems and decision-making authority have not evolved in pace with programme management changes. Moreover, the implementation of current UN reforms demands increased DWCP capacity and agility, so that the ILO can participate fully in country-level joint planning and programme implementation, and is not left out of increasingly important collective resource mobilization efforts.

Among the factors affecting programme efficiency, evaluation findings strongly suggest that some of the ILO's corporate administrative procedures hindered DWCP results. These included excessive paperwork, as well as slow recruitment and procurement processes. Insufficient decentralization of decision-making authority, manifested by inadequate differentiation between administrative requirements governing large and small projects or expenditures, and limited discretion in human resource decisions, were likewise barriers to efficiency. Since human talent and initiative ultimately make the difference in advancing the success of organizations, overcoming the deficiencies cited by evaluation respondents in identifying, promoting and retaining qualified personnel is critical for the ILO's future success.

6 Many projects featured strategies to promote the ratification and implementation of ILO Conventions. Programmes promoted social dialogue by forming tripartite steering committees and facilitating tripartite and bipartite working groups and negotiations.

7 Evident in Sri Lanka's northern province programming, in Better Work Bangladesh, and in the support from Pakistan and Nepal for the formalization of domestic workers and home-based workers.

8 These included informal sector workers, women, young people, persons with disabilities, migrant workers and indigenous peoples.

9 Some examples included partnerships with the IOM and UN-Women on protecting labour migrants, and with the Food and Agriculture Organization of the United Nations on improved livelihoods and working conditions for rural workers.

5. Likelihood of impact and sustainability

Key finding 16: ILO staff and other stakeholders perceived the ILO’s policy and institutional capacity-building interventions to be highly sustainable, but noted that achieving results in these areas required long-term investments. Document review and stakeholder feedback showed that national ownership, institution-building, development of exit strategies and documenting good practices and lessons learned contributed positively to long-lasting impact.

The ILO has contributed to a significant body of national and subnational legal and policy reform, strengthened critical labour market institutions and functions, and contributed to social partners’ and other civil society organizations’ voices in policies and their implementation, key factors in building national ownership and sustainable results.

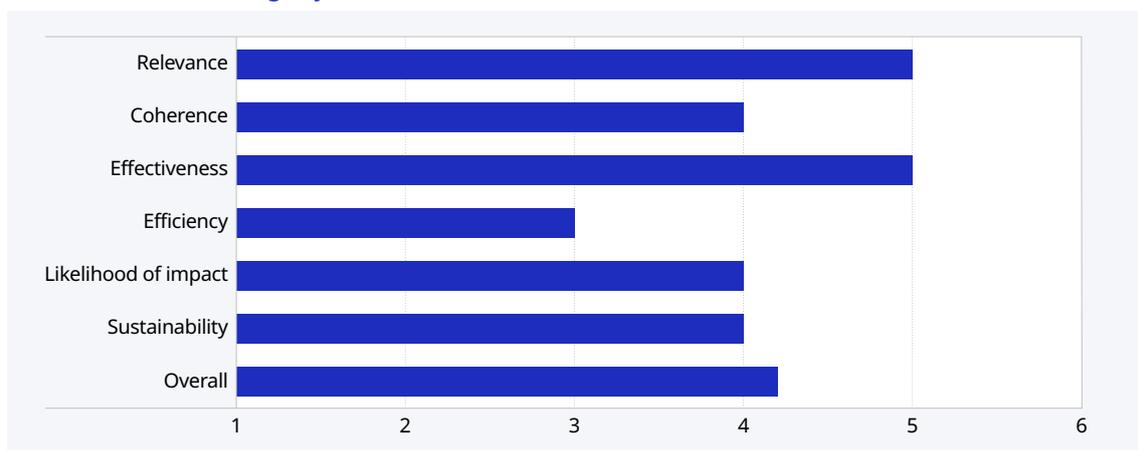
The ILO’s increasing use of programmatic and regional approaches¹⁰ increased synergies between projects and DWCPs and potential impact, although internal coordination was often still weak.

Evaluation findings suggest that important strategies for sustaining results were a relatively longer-term and consistent focus on a limited number of constituent priorities, attention to varied dimensions of institutional capacity, devising and implementing exit strategies, and documenting interventions.

C. Overall assessment

Based on the preceding findings and conclusions, the evaluation team’s overall scoring of the ILO’s performance in the four case study countries, using EVAL’s six-point rating system, is presented in figure 1.

► **Figure 1. Evaluation of the ILO’s programme of work in Bangladesh, Nepal, Pakistan and Sri Lanka: Ratings by criterion**



Note: The chart uses a scale from 1 to 6, with 6 as highly satisfactory and 1 as highly unsatisfactory.

¹⁰ As seen in the multi-project cluster approach with integrated interventions to address supply chain working conditions in Bangladesh and Pakistan, and the multi-project migration unit and employment generation projects in Sri Lanka.

Recommendations

Recommendation 1.

Design future projects, mobilize and allocate resources to achieve a more balanced distribution of ILO technical assistance and resources between constituents and national and subnational governance levels, in line with DWCP priorities, social partners' needs and capacities, and available ILO resources.

Increase the volume and quality of DWCP interventions that build the institutional capacities of workers' and employers' organizations to grow their membership, defend members' rights and interests, and provide in-demand member services.

Increase institutional capacity-building of tripartite subnational and industry-level constituents, building on existing successful interventions.¹¹

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, ILO Regional Office for Asia and the Pacific (RO-Asia and the Pacific), PARDEV, PROGRAM	Medium	Medium-term	Medium

Recommendation 2.

Improve monitoring of the progress of DWCPs, in some countries, by establishing practical and feasible DWCP performance monitoring plans; and in all countries, monitor and report progress against DWCP outcomes more regularly.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, RO-Asia and the Pacific, PROGRAM, DWCP, national steering committees	High	Medium-term	Low

Recommendation 3.

New projects and programme strategies should focus on work streams that are critical for medium-term socio-economic recovery from the COVID-19 crisis, and that will contribute to mitigating lasting negative effects on marginalized populations.

Expand or introduce support for policies and services that are needed during the recovery period – for example, incentives and intervention models that help recently returned migrant workers and workers from worst-affected industries, enterprises and geographic areas to recover and to re-establish employment/livelihood activities.

Continue current technical and financial support for strengthening social protection mechanisms, capitalizing on current high levels of political will.

Continue to support constituents' data collection, research and social dialogue activities to assess needs and guide investments to ensure well-targeted and human-centred recovery.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, relevant headquarters units	High	Short-term	High

¹¹ Includes support for provincial labour-related action plans and policies, social security institutions and tripartite social dialogue mechanisms (Nepal and Pakistan); collaboration with garment industry associations (Bangladesh and Pakistan); and capacity-building on foreign employment and skills recognition frameworks (Nepal and Sri Lanka).

Recommendation 4.

Building on the emerging good practices of Bangladesh and Sri Lanka with geographic or thematic programme clusters, ILO country offices should design future intervention strategies in ways that favour operational and thematic synergies, and that facilitate resource-sharing between ILO projects and with sister UN agencies.

Develop theories of change or intervention models for thematic or geographic programmes (above project level), and use for resource mobilization and operational planning activities.

Advocate for more flexible funding modalities based on a cluster approach.

When the ILO has clear value added, and strategic advantages outweigh costs, participate in UN agency joint programmes.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, RO-Asia and the Pacific, PARDEV	High	Immediate	Medium

Recommendation 5.

Review the technical and oversight responsibilities of country office programming staff, and establish a clear organizational structure, delineating individual officers' responsibility for constituent relationships, technical oversight on thematic areas, monitoring and evaluation, and communications.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, RO-Asia and the Pacific, DDG/FOP and relevant headquarters units, HRD	Medium	Medium-term	Medium

Recommendation 6.

Continue to reform the ILO's administrative, financial and human resources management systems, in line with decentralization requirements and in favour of simplification and more flexible and adaptive management.

Create a mechanism that allows country offices to flexibly allocate resources for activities under a certain budgetary threshold.

Give country directors more discretion in human resources decisions, based on performance evaluation.

Simplify internal reporting and other administrative requirements, differentiating between small and larger projects and expenditures.

Responsible units	Priority	Time Implication	Resource Implication
RO-Asia and the Pacific, DDG/MR and relevant headquarters units	High	Long-term	Moderate

Recommendation 7.

Towards a more sustainable contribution to DWCP outcomes, seek donor funding streams and UN agency partnerships, to enable a higher proportion of interventions of a longer duration and larger scale.

Responsible units	Priority	Time Implication	Resource Implication
RO-Asia and the Pacific, country offices, DDG/FOP and relevant headquarters units	High	Short-term	Low

Recommendation 8.

Transition from existing subregional models for delivering ILO specialist expertise to more decentralized and flexible approaches.

Outpost more experts in-country versus decent work technical support teams and regional offices, in accordance with assessment of country needs.

Building on positive experiences during the COVID-19 pandemic, expand the use of virtual communication platforms for the delivery of specialist expertise.

Responsible units	Priority	Time Implication	Resource Implication
RO-Asia and the Pacific, DWT, country offices, DDG/FOP, DDG/P and relevant headquarters units	High	Medium-term	Medium

Office Response

The Office acknowledges the evaluation’s overall assessment, and is satisfied with the assessment of the relevance and effectiveness of the DWCPs in Bangladesh, Nepal, Pakistan and Sri Lanka. The Office would like to thank the tripartite constituents and key stakeholders in Bangladesh, Nepal, Pakistan and Sri Lanka for their participation and contribution to this evaluation.

Recommendation 1

The Office partially agrees with this recommendation, which is to help country offices design projects and mobilize resources to achieve a more balanced distribution of ILO resources, with the proviso that this will be done in line with the capacity to deliver such resources. The ILO Regional Office for Asia and the Pacific will support country offices in increasing the institutional capacity-building of tripartite subnational and industry-level constituents, building on existing successful interventions at the national and subnational levels.

Recommendation 2

The Office agrees with this recommendation, and decent work technical support teams in the region and the ILO Regional Office for Asia and the Pacific will continue to work with country offices to improve the monitoring and reporting of the progress of DWCPs. The Regional Office will continue to build ILO staff capacity on the monitoring and reporting of DWCPs. At the country level, the role of tripartite national steering committees in the monitoring of DWCPs has been recognized, and the Regional Office will continue to support country offices in strengthening their capacities in effective monitoring, upon request.

Recommendation 3

The Office partially agrees with this recommendation. Country offices and decent work technical support teams play important roles in the design of new projects and programme strategies. Specialists have important roles to play in supporting constituents’ data collection, research and social dialogue activities, in order to assess needs and guide investments to ensure well-targeted and human-centred recovery.

Recommendation 4

The Office partially supports this recommendation. While resource-sharing with UN agencies has strategic value, the administrative process has not been straightforward. Hence, such arrangements will be supported by the ILO Regional Office for Asia and the Pacific based on a careful assessment of advantages, disadvantages and costs.

Recommendation 5

The Office partially supports this recommendation. The recommended changes are necessary for improving DWCP implementation and enhancing the effectiveness of ILO technical services to the constituents. However, establishing organizational structure at the country level is beyond the authority of country directors. Any changes, to be effective, must be supported by staff job descriptions and by human resources policy.

Recommendation 6

The Office supports this recommendation. It is important to note that the implementation of this recommendation will require continued ILO administrative, financial and human resources management system reforms, and the further decentralization of responsibilities from headquarters departments to the field.

Recommendation 7

The Office partially accepts this recommendation. Longer duration and larger-scale resource mobilization will require strong technical support from the Partnerships and Field Support Department (PARDEV) to country offices. This may require developing tools for cost estimates of the DWCP, so that reaching out to donor funding can start early and proactively.

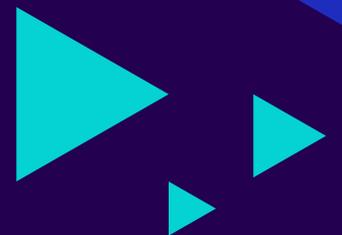
Recommendation 8

The Office welcomes this recommendation, which will require the collaboration of the ILO Regional Office for Asia and the Pacific with the Strategic Programming and Management Department (PROGRAM) and the Human Resources Development Department (HRD). The Regional Office will review advantages and disadvantages in outposting technical specialists at country level, and will facilitate dialogue to achieve the best delivery model.



1

Introduction



► 1. Introduction

1.1. Background

The ILO Evaluation Office (EVAL) commissioned an independent high-level evaluation of the ILO's programme of work in Bangladesh, Nepal, Sri Lanka and Pakistan, to be conducted in 2021. EVAL selected the four South Asian countries following a review of resource allocation in the region and consultation with the Regional Office for Asia and the Pacific (ROAP). As directed by the terms of reference, the high-level evaluation examined the extent to which the ILO's programmes have effectively served as instruments to achieve the Decent Work Agenda in the four countries. This report presents the evaluation's key findings, conclusions and recommendations.

1.2. Structure and mechanisms of ILO support in South Asia

The ILO operates in South Asia through close cooperation between recipient countries, donors and its five country offices in the subregion (CO-Dhaka in Bangladesh; DWT/CO-New Delhi in India; CO-Kathmandu in Nepal; CO-Islamabad in Pakistan; and CO-Colombo, covering Sri Lanka and the Maldives). In addition, there is an ILO Liaison Office in Kabul, Afghanistan. ILO specialists based in South Asia also cover the Islamic Republic of Iran.

The ILO's work in South Asia is managed under the overall programme for Asia and the Pacific under the direction of ROAP. Regionally-based ILO specialists provide technical assistance to the country offices for the implementation of their programmes of work in each respective country. The DWT in Bangkok and the subregional DWT for South Asia, based in Delhi, both provide technical support to countries in the subregion. In addition, ILO specialists based in Geneva provide technical support and policy guidance.

The ILO delivers support to countries using DWCPs as a strategic framework. DWCPs integrate decent work as a key component of national development strategies, and are developed by ILO tripartite constituents with assistance from the country offices. DWCPs are intended to provide the ILO with a results-based framework to plan and organize how to deploy its knowledge, instruments, advocacy and cooperation to advance the Organization's Decent Work Agenda in each country. Through its support for DWCPs, the ILO contributes to UN country programmes, leveraging its regular budget and extrabudgetary¹² technical cooperation resources to help countries achieve the UN SDGs.

DWCPs are aligned with national development priorities and with UN agency joint country development frameworks. They constitute the ILO's contribution to the wider UN effort in a country towards the achievement of the 2030 Agenda for Sustainable Development through the integrated pursuit of the four strategic objectives of the Decent Work Agenda.¹³

Each DWCP identifies country programme priorities and desired outcomes. These are further detailed in an implementation plan, with complementary monitoring and evaluation guidelines. The country programme priorities and outcomes should reflect the strategic results framework of the ILO, adapted to national situations and priorities. In turn, P&B strategic outcomes and indicators are based on DWCP outcomes.

1.3. Evaluation scope, purpose, client and questions

The high-level evaluation assessed the ILO's programme of work in the four selected South Asian countries (Bangladesh, Nepal, Pakistan and Sri Lanka) during the last two ILO P&B biennia (2018–19 and 2020–21), which include activities initiated before and during the COVID-19 pandemic.

¹² Regular budget resources are provided by all ILO Member States by virtue of their membership. Countries' contributions are based on the United Nations allocations assessment. Extrabudgetary Technical Cooperation (XBTC) resources are voluntary contributions provided to support specific global, regional and national programmes.

¹³ The four pillars of the ILO's Decent Work Agenda are: employment creation, social protection, rights at work, and social dialogue

The evaluation documented and assessed the extent to which ILO programming has contributed to achieving the outcomes planned in the respective action programmes, how the results were achieved, as well as the contextual factors that affected outcomes. The evaluation also addressed the ILO's cross-cutting policy drivers – international labour standards and social dialogue, environmental sustainability and gender equality/non-discrimination – as well as new issues, such as the ILO's COVID-19 response. Based on its findings and conclusions, the evaluation team produced detailed recommendations and documented good practices and lessons learned that may help guide future programming, in the subregion and beyond.

The principal client for the evaluation is the ILO's Governing Body, which is responsible for governance-level decisions on the findings, conclusions and recommendations of the evaluation. Other key stakeholders include the Director-General and members of his Senior Management Team; members of the Evaluation Advisory Committee; ROAP personnel; DWT/CO-New Delhi, CO-Islamabad, CO-Kathmandu, CO-Colombo and CO-Dhaka personnel; and the tripartite constituents in South Asia.

► **Table 1. Evaluation questions**

Assessment criteria	Questions to be addressed
Relevance (Are the programmes doing the right things?)	<ul style="list-style-type: none"> ► What is the status of Decent Work Country Programming in the selected countries? ► To what extent and in what ways did ILO constituents and beneficiaries perceive the ILO's interventions in the four evaluation countries to be relevant to their needs? To what extent have the ILO DWCPs been adapted to stay relevant to constituents' needs and priorities in the COVID-19 context? ► Are the DWCPs relevant to national, regional and international development frameworks (including the 2030 Agenda for Sustainable Development and the SDGs)? Are they relevant to the ILO's P&B outcomes, CPOs and UN Country Frameworks (UNCFs)?
Coherence (How well does the intervention fit?) and validity of design	<ul style="list-style-type: none"> ► To what extent and in what ways was the ILO effective in assessing needs, redesigning and/or repurposing existing projects, and developing new vehicles to address the evaluation countries' immediate and longer-term needs in the aftermath of the COVID-19 pandemic? ► Were ILO programmes in the countries evaluable, and to what extent were the principles of results-based management (RBM) applied in implementing DWCPs?
Effectiveness (Is the country programming achieving its objectives?)	<ul style="list-style-type: none"> ► How did ILO support help the South Asia countries to achieve expected DWCP results? To what extent and how did ILO interventions contribute to progress towards CPOs and UNCF outcomes? Were there any unexpected results? ► What were the key factors of success? ► What were the main internal and external constraints/challenges? ► To what extent and how did the ILO achieve results in the four evaluation countries on ILO cross-cutting issues: international labour standards, social dialogue and tripartism, gender equality and non-discrimination, and environmental sustainability? ► To what extent did the ILO leverage partnerships (with constituents, national institutions, international financial institutions and other UN/development agencies) to support DWCP priorities in the four evaluation countries, and to respond to the COVID-19 pandemic? ► To what extent did the ILO country offices, regional offices, DWTs and concerned headquarters departments provide strategic technical support for DWCP implementation, and to address unforeseen challenges arising from the COVID-19 pandemic?
Efficiency (How well are resources being used?)	<ul style="list-style-type: none"> ► To what extent and in what ways did the ILO use human and financial resources efficiently in the four evaluation countries? How did DWCP stakeholders perceive, or other data suggest, that ILO efficiency could be improved?
Likelihood of impact (What difference does the programming make?)	<ul style="list-style-type: none"> ► To what extent did ILO support contribute to significant positive changes in decent work in the four evaluation countries? ► In what ways, if at all, will the ILO COVID-19-related interventions contribute to ensure that workers, employers and governments maintain focus on decent work, while adjusting to the socio-economic consequences of the pandemic? ► In what ways, if at all, was the knowledge generated from the DWCPs shared?
Sustainability (Will the benefits last?)	<ul style="list-style-type: none"> ► How can the findings of the evaluation inform the region's strategic direction with regard to UN reform? ► To what extent did ILO programming integrate effective sustainability strategies? ► What is the likelihood that the DWCPs will lead to results that will be sustained or integrated in other responses over time? What are the critical risks to sustainability of outcomes? To what extent has ILO programming implemented strategies to mitigate these risks? ► What positive and negative recommendations and lessons could be offered to improve the sustainability of ILO programming in South Asia?

In line with UN good practices for evaluations, as defined in the 2020 (4th ed.) ILO policy guidelines for results-based evaluation, the evaluation examined the relevance, coherence, efficiency, effectiveness, impact and sustainability of the programmes. ILO EVAL and the evaluation team developed a set of evaluation questions under each of these thematic criteria that the evaluation aimed to answer. When answering these questions, the evaluation team considered stakeholder satisfaction, unintended results and lessons learned.

1.4. Evaluation approach

The evaluation team carried out the evaluation according to the ILO's standard policies and procedures, and complied with the United Nations Evaluation Group norms and standards, as well as the Organisation for Economic Co-operation and Development's Development Assistance Committee evaluation quality standards. The team applied guidance provided in the ILO/EVAL High-level Evaluation Protocol for DWCP Evaluation,¹⁴ as well as other applicable guidance notes.¹⁵

As per the terms of reference, the evaluation used a mix of evaluation approaches. It used a goal-based approach to examine the country programme achievements; a case study approach to examine the selected South Asian countries; mixed methods to ensure the validity and reliability of the findings; and a participatory approach that involved ILO key stakeholders, such as beneficiaries, ILO tripartite constituents, ILO staff and strategic partners.

The evaluation took place during the coronavirus pandemic. To curb the spread of the virus, governments around the world, including those of the four countries concerned in this evaluation, have restricted international travel and enacted measures to limit social contact among people within the country. The evaluation was guided by the ILO's *Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations*¹⁶ and *Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation*.¹⁷ Considering these guidelines, the evaluation team adapted its planning and methodology to the situation by conducting mainly remote data collection methods, including various online platforms and individual telephone calls. In Sri Lanka and Nepal, where the ILO country office COVID-19 guidance permitted, the local consultant members of the team collected some interview data in person, and in some cases through hybrid online and in-person meetings.

1.5. Data collection methods

The evaluation team used several data sources and collection methods. The Evaluation Question Matrix in Annex A presents the evaluation team's data collection methods and sources by key evaluation question, organized by evaluation criteria, with additional detail on the types of information gathered to answer each evaluation question. The evaluation team used uniform data collection instruments and posed similar questions to all stakeholders, to facilitate comparing data across countries and different stakeholder groups. Annex B contains the team's instruments. By comparing the results obtained from different data sources and methods, and highlighting areas of convergence and divergence, the team aimed to ensure the validity and reliability of the evaluation findings.

Document review: The evaluation team drew both quantitative and qualitative data from various ILO documents (ILO research products, country office-produced reports, project documents and project-commissioned studies, and a synthesis report of 2018–20 evaluations in the four countries¹⁸), as well as country- and

¹⁴ ILO, *Protocol 2: High-level Evaluation Protocol for DWCP Evaluation*.

¹⁵ For example, *Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate*; and *Guidance Note 3.1: Integrating gender equality in monitoring and evaluation*.

¹⁶ Available at https://www.ilo.org/eval/WCMS_757541/lang--en/index.htm.

¹⁷ Available at https://www.ilo.org/eval/WCMS_744068/lang--en/index.htm.

¹⁸ EVAL commissioned the synthesis study of evaluations in the four South Asian countries between 2018 and 2021 to inform this high-level evaluation. A group of researchers from the University of Southern California carried out the study, which analysed 17 midterm and final evaluations carried out on projects with activities in one or more of the four evaluation countries.

subregion-specific data located in various ILO databases.¹⁹ Annex C includes a list of documents consulted by the evaluation team.

Key informant interviews: The evaluators conducted semi-structured key informant interviews with individuals and small groups with first-hand knowledge of the ILO's programme of work in each of the four selected countries. These included a cross-section of representatives of key stakeholder groups:

- ILO personnel (ILO headquarters; regional, DWT and country-based specialists; country office programme management teams; and ILO project management teams);
- ILO tripartite constituents;
- other ILO implementing partners;
- United Nations and other national and international organizations in the target countries with which the ILO collaborated;
- donor representatives.

The evaluation team interviewed 193 individuals (66 women and 127 men) from various stakeholder groups. Annex D includes a list of individuals consulted by the team. Table 2 shows the distribution of interviews by country, key stakeholder group and sex. Each interview followed an interview protocol adjusted for different respondent types, and was conducted in Bengali, English, Nepalese, Sinhala, Tamil or Urdu, depending on the key informant's preference.

► **Table 2. Summary of key informant interviews by country and stakeholder group**

Stakeholder group	Female	Male	Total
Bangladesh			
ILO personnel (country team personnel, project managers, consultants)	6	10	16
Government counterparts	0	7	7
Workers' organization representatives	0	5	5
Employers' organization representatives	0	4	4
Implementing partners/social partners	1	7	8
Other stakeholder organization representatives (other UN organizations)	1	1	2
Subtotal	8	34	42
Nepal			
ILO personnel (country team personnel, project managers, consultants)	8	12	20
Government counterparts	0	5	5
Workers' organization representatives	2	4	6
Employers' organization and industry associations' representatives	2	1	3
Implementing partners/social partners	4	7	11
Other stakeholder organization representatives (donors, other UN organizations)	5	1	6
Subtotal	21	30	51

¹⁹ Among others, these include: labour statistics available on [ILOSTAT](#); the breakdown of project expenditures by country, donor, programme area and SDG on the [ILO Development Cooperation Dashboard](#); and country-specific information on laws and compliance with international labour standards on [NORMLEX](#). In addition, the team will access ILO specialist mission reports from the mission reports database.

Stakeholder group	Female	Male	Total
Pakistan			
ILO personnel (country team personnel, project managers, consultants)	7	8	15
Government counterparts	4	8	12
Workers' organization representatives	0	2	2
Employers' organization representatives	0	2	2
Implementing partners/social partners	5	1	6
Donors, other UN organizations	3	4	7
Subtotal	19	25	44
Sri Lanka			
ILO personnel (country team personnel, project managers, consultants)	6	14	20
Government counterparts	4	6	10
Workers' organization representatives	0	5	5
Employers' organization representatives	0	2	2
Implementing partners	0	1	1
Other stakeholder organization representatives (donors, other UN organizations, brands)	3	3	6
Subtotal	13	31	44
ILO technical assistance teams and Regional Office for Asia and the Pacific			
ILO regional, headquarters or global programme personnel	7	7	14
Total	68	127	195

Beneficiary focus group discussions: Country-based evaluation team members in each country organized focus group discussions (FGDs) and individual interviews with 80 ILO programme beneficiaries and implementing partners. Given the time and resource limitations, the evaluation team was not able to consult with beneficiaries from all ILO programmes in the four case study countries. In consultation with the country office, the team selected a small sample, based on criteria, including the size of the programme as well as its value in terms of diversifying participants in stakeholder consultations (for example, include more women and minority groups). Beneficiaries included participants in institutional capacity-building programmes, as well as community-based beneficiaries of ILO programmes:

- In Bangladesh, the team organized four remote FGDs (all from in or close to Dhaka): one with trade union activists trained by the Workers' Resource Centre (WRC) to provide paralegal assistance to workers in the ready-made garment (RMG) sector; one with indigenous people's organizations that received ILO support to defend their members labour rights; and two (one all-male and one all-female) with participants in Skills 21 technical and vocational education institution instructor/administrator training programmes.
- In Nepal, the team organized three face-to-face FGDs: one mixed-gender group with participants in the Strengthening National Rural Transport Programme (SNRTP) in Kapilbastu District, and two Work in Freedom project all-female returning migrant worker groups in the Morang District.
- In Pakistan, the team organized two online FGDs with the Sindh Agricultural and Forestry Workers Coordinating Organization and community participants of the European Union (EU)-funded Clear

Cotton project, and the Small Landlords Association and farmers in Sindh, supported by the INDITEX-funded cotton supply chain project.

- In Sri Lanka, the team held an in-person FGD with the Poonakary Fisheries Cooperative Society, supported by the Local Empowerment and Economic Development (LEED+) project; four individual telephone interviews with district Foreign Employment Development Officers, supported by the Equipping Sri Lanka to Counter Trafficking in Persons project; and individual interviews conducted with recipients of support to MSEs for post-COVID-19 recovery, conducted jointly with the ILO's evaluation of the project.

► **Table 3. Beneficiary focus group discussions**

	Males	Females	Total
Bangladesh			
The Promoting Social Dialogue and Harmonious Industrial Relations in Bangladesh Ready-Made Garment Industry (SDIR) Project paralegal	2	1	3
Indigenous workers' organizations	3	2	5
SKILLS programmes trainees	5	3	8
Nepal			
Workers of Rural Road Project	4	7	11
Returnee migrant women	0	13	13
Pakistan			
Small Landlords' Association – supported to build rights awareness among cotton pickers (INDITEX-funded)	6	1	7
Workers in cotton sector and Sindh Agriculture and Forestry Workers Coordinating Organization, Sanghar District, Sindh (Clear Cotton–EU project)	5	6	11
Sri Lanka			
Poonakary Fisheries Cooperative (LEED+)	8	5	13
Foreign Employment Development Officers (EQUIP project) (individual calls)	0	3	3
Queen's Production Co. (LEED+)	4	2	6
Total	37	43	80

Online surveys: The evaluation team developed short surveys to gather complementary qualitative and quantitative data from three groups of evaluation stakeholders: ILO country programme personnel in each country, tripartite constituents and partners in each country, and ILO specialists. The surveys collected respondent perceptions and level of satisfaction with ILO support, as well as perceived outcomes and challenges affecting outcomes. They used a variety of question types (most of which were the same across different stakeholder groups to allow for comparability): multiple choice, Likert scales and open-ended questions. Participation was voluntary, and answers were anonymous. The surveys were hosted online, with invitations to participate sent by email. Annex E includes a copy of the survey instruments.

The evaluation team collaborated with the country offices to identify potential respondents lists. Both because of limitations in the survey sampling strategy as well response rates, *survey data is in no way representative of the opinions and perceptions of the entire stakeholder group*. Quantitative information from surveys shows trends among respondents, but should not be taken to represent the views of non-respondents. As seen in table 4, the survey was sent to a total of 311 potential respondents, and a total of 98 individuals filled in the questionnaire (with one incomplete response).

► Table 4. Online survey recipients and respondents

	Total sent	Responses	Female	Male
Bangladesh				
ILO personnel	37	15	5	10
Constituents and partners	37	5	1	4
Nepal				
ILO personnel	19	13	6	7
Constituents and partners	41	12	2	10
Pakistan				
ILO personnel	23	12	4	8
Constituents and partners	68	11	3	8
Sri Lanka				
ILO personnel	30	15	9	6
Constituents and partners	28	7	5	2
ILO specialists				
Headquarters/ROAP/Delhi-based specialists	28	8	4	4
Total	311	98	39	59

1.6. Methodological limitations

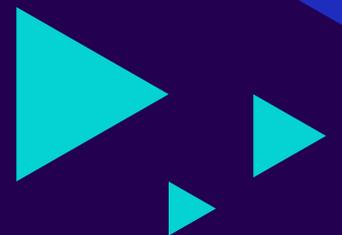
Potential bias: The evaluation team was aware of potential bias risks in data collection. These included recall (accuracy of key informant recollections, including their ability to distinguish between different ILO as well as other institution programmes in the same country); selection (potential that involvement of programme personnel in the selection of evaluation key informants could lean toward selection of individuals with favourable views of the programmes); and response (potential that key informants respond in ways that they think are expected and/or will favour follow-on support). To mitigate these biases, the evaluators interviewed a wide variety of stakeholders. To the extent appropriate, the team asked similar questions to all stakeholders. Instances of divergent perceptions are noted in this report. The team probed informant answers to help facilitate accurate recollection, and noted when stakeholders referenced contributions from other initiatives. Finally, the evaluators initiated all key informant interviews and the group discussion with information about the evaluation's learning objectives and key informant confidentiality protocols.

Challenges of remote data collection: Because of COVID-19 pandemic restrictions, the evaluation team conducted most data collection remotely. While most ILO stakeholders appeared comfortable using online communication methods, there was most likely some loss in the depth and quality of communication relative to face-to-face methods. To mitigate the effects of this limitation, the team used the respondents' preferred communication platforms, including telephone, when necessary. It conducted easier-to-manage, small group interviews rather than larger FGDs, when only online methods were available. The team also conducted a limited number of in-person interviews in cases where respondents' access to technology was a major obstacle and COVID-19 health and safety advisories permitted face-to-face meetings (Nepal and Sri Lanka).



2

Context



► 2. Context

2.1. Decent work challenges in the subregion

The four evaluation countries share many of the same decent work challenges, although to differing degrees, depending on the national context.

Weak application of international labour standards: The degree to which national labour laws align with international labour standards, as well as with the political will and capacity of national institutions to apply the standards, varies in the four South Asian countries. However, weak labour law enforcement is a common issue across the countries. In the last four years, the ILO Committee of Experts on the Applications of Conventions and Recommendations (CEACR) has highlighted concerns related to freedom of association, collective bargaining and forced labour (Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87); Right to Organise and Collective Bargaining Convention, 1949 (No. 98); and Forced Labour Convention, 1930 (No. 29)) in all four countries; and the Labour Inspection Convention, 1947 (No. 81) in Bangladesh, Pakistan and Sri Lanka.

Weak social dialogue mechanisms: While South Asian countries have historically had relatively strong traditions of social dialogue, in many of them (including the four evaluation countries) tripartite social dialogue mechanisms have either become dormant or have been functioning sporadically in recent years. Moreover, in Nepal and Pakistan, the devolution of labour market governance has created a largely unmet need for stronger subnational tripartite mechanisms. According to a recent ILO study,²⁰ South Asia's tripartite social dialogue mechanisms have played very limited roles in responding to the COVID-19 crisis. The study notes that social and economic recovery from COVID-19 requires strong partnerships and joint effort between governments, employers and unions.

Informality: All four countries feature large informal economies. Informal economy workers face multiple challenges and constraints due to lack of employment security, unregulated working conditions and limited access to social protection.

Youth unemployment: In all four countries, youth experience higher levels of unemployment than their adult counterparts. This forces many to take poor-quality jobs in the informal sector, or migrate to richer countries in search of work. High unemployment rates among educated youth, as well as a significant proportion of youth not in education or training, are to varying degrees concerns in all four countries. This, among other factors, points to challenges aligning education and training with the needs of the job market.

Gender discrimination: In all four evaluation countries, women consistently fare worse than men in terms of access to quality jobs. Women are disproportionately represented in the home-based worker and unregulated, informal economy jobs, with little or no access to social protection. Areas of key concern are women's labour force participation, affected by women's care burden, women's wage equality and representation in managerial positions, among other issues.

Unsafe migration: In all four evaluation countries, large numbers of workers, mainly youth, leave their countries to seek employment opportunities abroad. Foreign employment is an avenue for livelihoods for those unable to find work, and is an important contributor to poverty reduction through remittances. However, abuses and exploitation at all stages of migration are well documented. Various studies by the ILO and others of recruitment processes and working conditions for unskilled and low-skilled workers have consistently revealed indicators of abuse commonly associated with exploitation, including forced labour and trafficking. Migration patterns changed dramatically from March 2020 with the onset of the pandemic, when thousands of migrant workers returned to the four countries, especially Bangladesh, Nepal and Sri Lanka, and to a lesser extent Pakistan.

²⁰ ILO, *Towards resilient social dialogue in South Asia*, October 2020.

Child labour and forced labour: While notable progress has been made, South Asia continues to have among the highest prevalence of child labour in the world, with an estimated 16.7 million children (5–17-year-olds) engaged in child labour. Further efforts to eradicate child labour are essential, given that children engaged in child labour are less likely to complete compulsory education, and are more likely to suffer workplace injuries and abuse.²¹ Among the four case study countries, the incidence of child labour is significantly lower in Sri Lanka (1 per cent of 5–17-year-olds in 2016) than in Bangladesh (4.3 per cent of 5–14-year-olds), Nepal (37.2 per cent of 5–14-year-olds) and Pakistan (almost 10 per cent of 10–14-year-olds), according to the latest available labour force and child labour surveys per country.²² Data on the types and prevalence of forced labour are limited in three out of four of the case study countries. In Nepal, the 2018 Labour Force Survey (LFS) included a special module on forced labour, which estimated the number of workers engaged in forced labour to be 31,000. Cases of debt bondage (for example, in brick-making), trafficking and other forms of modern slavery have been cited in the four countries.

Impact of COVID-19: The COVID-19 pandemic has had a massive impact on access to decent work in South Asia, as in many parts of Asia and the Pacific. Since March 2020, three “waves” of COVID-19 infections have brought disruptions in livelihoods and related contractions in households’ consumption. These have likely disproportionately affected the poor, vulnerable and households engaged in informal sector activities. The impact of COVID-19 on job loss, especially among youth, is significant, and likely to continue in the longer term.²³

2.2. Overview of ILO work and Decent Work Country Programme by country

Bangladesh: Bangladesh joined the ILO in 1972, the year after it gained independence. The country has since ratified 35 ILO Conventions, including seven fundamental Conventions.

The ILO established a Country Office in Dhaka in 1973. CO-Dhaka is currently one of the largest ILO programmes in the world. The office carries out its activities in partnership with the ILO's tripartite constituents: (a) Ministry of Labour and Employment as the governmental focal point; (b) the Bangladesh Employers Federation (BEF) and various other employers’ organizations, such as the Federation of Bangladesh Chamber of Commerce and Industries, the Bangladesh Garment Manufacturers and Exports Association, and Bangladesh Knitwear Manufacturers and Exporters Association; and (c) the National Coordination Committee for Workers Education and the IndustriALL Bangladesh Council.²⁴

The most recent DWCP for Bangladesh covered the period of 2017–20, and later was extended to the end of 2021.²⁵ As shown in table 5, the DWCP set out four priorities and eight outcomes, covering skills development and green growth; promotion of safe and clean working environments; social dialogue between government, employers and workers; and social protection for all workers and vulnerable groups, including protection against climate change. The Country Office and ILO constituents in Bangladesh are currently developing the next DWCP, covering the period 2022–25.

21 ILO, *Measuring children's work in South Asia: Perspectives from national household surveys*.

22 U.S. Department of Labor, *Child Labor and Forced Labor Reports*.

23 *ILO Monitor: COVID-19 and the world of work. Seventh edition*.

24 *ILO in Bangladesh: About us*.

25 https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_655559.pdf.

▶ **Table 5. Bangladesh DWCP priorities and outcomes**

<p>Priority 1: Effective employment policies to enhance employability through skills development, including for green growth</p> <p>Outcome 1.1: Bangladesh jobs strategy formulated for skills development and job creation with higher productivity and in green industries, especially for young men and women.</p> <p>Outcome 1.2: Accessibility of Technical Vocational Education and Training (TVET) system, enhanced in alignment with the National Skills Development Policy, especially for women, disadvantaged groups, people with disabilities and ethnic groups, and in view of introducing skills in emerging technologies relating to climate-resilient green growth.</p>
<p>Priority 2: Promotion of safe and clean working environment for all workers and in compliance with core international labour standards</p> <p>Outcome 2.1: International labour standards, especially the eight core Conventions, are promoted, and constituents' capacity enhanced for better implementation.</p> <p>Outcome 2.2: Implementation of policies, laws and programmes promoted to ensure occupational safety, improve working conditions and ensure a just transition to a climate-resilient and green economy, through the application of ILO guidelines for a just transition towards environmentally sustainable economies and societies for all.</p>
<p>Priority 3: Promotion of fundamental principles and rights at work through social dialogue and tripartism</p> <p>Outcome 3.1: Employers' and workers' organizations' capacity developed to strengthen freedom of association, collective bargaining and sound industrial relations.</p> <p>Outcome 3.2: Capacity of labour administration enhanced, leading to good governance in the labour market.</p>
<p>Priority 4: Promotion of social protection for all workers and vulnerable groups, including against climate change</p> <p>Outcome 4.1: Employment injury social protection schemes for select sectors developed and implemented.</p> <p>Outcome 4.2: Laws and policies for protection of migrant workers, domestic workers, child labourers and indigenous workers developed and implemented.</p>

Source: Bangladesh Decent Work Country Programme Document.

Major areas of ILO work in Bangladesh, under the current DWCP, were in skills development and increasing employability of young and adult women and men, with emphasis on strengthening socially excluded and marginalized groups' access to quality TVET programmes. Building on its previous contributions to helping national stakeholders address safety and working conditions deficits, highlighted by the 2012 Tazreen Fashion factory fire and 2013 Rana Plaza collapse, the ILO continued its efforts to strengthen labour inspectorate capacity, promote effective tripartite and bipartite social dialogue, promote freedom of association, and strengthen compliance with national and international labour laws and standards, especially in the RMG sector. ILO technical assistance programmes also aimed to improve social protection and decent employment conditions for Bangladeshi migrant workers, eradicate child labour, and strengthen indigenous workers' organizations' capacities to advocate for their rights.

At the time of this evaluation (April–May 2021), CO-Dhaka was developing the next DWCP, covering the period 2022–25, aligning with the period of the first SDG-focused United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022–25 for Bangladesh.

Nepal: Nepal joined the ILO in 1966. It has ratified 11 Conventions, including 7 of the 8 fundamental Conventions. Nepal's legal framework also mandates considerable coverage for protecting workers from unacceptable forms of work. Several laws are in place, including those on child labour, Kamaiya (bonded) labour, human trafficking and transportation. Legal protection from forced labour is provided in provisions in the new Constitution (2015). Several laws have also been enacted to protect the rights of migrant workers: the Foreign Employment Act (2007), the Foreign Employment Policy (2012) and the Directive for Migrant Domestic Workers (2011/12) are relevant examples. However, establishing coherence among various laws and implementing them are major challenges. (Nepal DWCP document)²⁶

The ILO established the Office of the Senior ILO Adviser in January 1994, and the Kathmandu Office transitioned to a full-fledged Country Office (CO-Kathmandu) in 2000. CO-Kathmandu is staffed by the Country

²⁶ https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-kathmandu/documents/publication/wcms_659545.pdf.

Director, three programme officers, as well as two programme support and five administrative/finance personnel. The Country Office carries out its activities in partnership with the ILO's tripartite constituents:

- Government: Ministry of Labour, Employment and Social Security; Ministry of Federal Affairs and General Administration; Ministry of Foreign Affairs; Ministry of Land Management, Cooperatives and Poverty; National Planning Commission; and provincial and local governments;
- Workers' organizations: General Federation of Nepalese Trade Unions (GEFONT), Nepal Trade Union Congress, Home-Based Worker Concern Society Nepal, and the All Nepal Trade Union Federation;
- Employers' organizations: Federation of Nepalese Chambers of Commerce and Industry (FNCCI).²⁷

The current DWCP for Nepal covers the period 2018–22. It was launched in October 2018, following the signature of a memorandum of understanding between the Ministry of Labour, Employment and Social Security; FNCCI; the Joint Trade Union Coordination Centre; and CO-Kathmandu. As displayed in table 6, the DWCP identified two priorities, each with five outcomes. (Nepal DWCP document)

► **Table 6. Nepal DWCP priorities and outcomes**

<p>Priority 1: Enabling decent work for all through sustainable, inclusive and gender-responsive economic growth</p>
<p>Outcome 1.1: Tripartite constituents have enforced the Labour Act (2017) and Labour Regulations (2018).</p>
<p>Outcome 1.2: Constituents and stakeholders at national, provincial and local levels have promoted more and better jobs, especially for young women, men and disadvantaged groups.</p>
<p>Outcome 1.3: Men, women and youth, especially from disadvantaged communities living in rural areas, have increased access to decent job opportunities.</p>
<p>Outcome 1.4: Policymakers and planners have applied the latest labour statistics, ILO research and analysis to develop job creation policies and strategies.</p>
<p>Outcome 1.5: Social protection institutions have implemented the contribution-based Social Security Act (2017) and Regulations (2018).</p>
<p>Priority 2: Strengthening institutional capacities, enhancing social dialogue, and applying ILO fundamental Conventions and other international labour standards</p>
<p>Outcome 2.1: The Government and social partners have promoted fundamental principles and rights at work to protect workers, especially from unacceptable forms of work.</p>
<p>Outcome 2.2: Government institutions and social partners have effectively implemented good governance frameworks and rule of law on labour migration.</p>
<p>Outcome 2.3: Employers' organizations have provided demand-driven and gender-responsive services.</p>
<p>Outcome 2.4: Workers' organizations have strengthened their networks at national, provincial and local levels.</p>
<p>Outcome 2.5: Tripartite organizations have advocated for the promotion of fundamental principles and rights at work, and ratification and application of ILO Conventions.</p>

Source: Federal Republic of Nepal Decent Work Country Programme Document.

ILO Nepal technical cooperation programmes include projects and technical advisory services to promote employment-centric inclusive growth, strengthen occupational safety and health (OSH) policies, improve labour market governance and industrial relations, reinforce awareness, and promote respect for fundamental principles and rights at work, including through the elimination of child labour and forced labour. They also provided technical support to strengthen social protection institutions and schemes, and to create an enabling environment for safe migration.

Pakistan: Pakistan has been an active Member State of the ILO since 1947. The ILO Country Office was established in 1970. The Country Office carries out its activities in partnership with the ILO's principal tripartite constituents. The key government constituents include the Ministry of Overseas Pakistanis and Human Resources Development (MOPHRD), the Poverty Alleviation and Social Safety Net Division (social protection responsibility), the Economic Affairs Division (oversight of development aid), the Ministry of Commerce, the Ministry of Planning, the Ministry of Climate Change, and the National Vocational and Technical Training Commission, at the federal level; and the provincial departments of labour in Punjab, Sindh, Baluchistan

²⁷ [ILO in Nepal](#).

and Khyber Pakhtunkhwa, as well as social welfare and women's affairs departments, at the provincial level. The social partners include the Employers' Federation of Pakistan and the Pakistan Workers' Federation, as well as other employers' and workers' organizations.

Pakistan's current DWCP is the country's third, and covers the period 2016–22. Originally designed for 2016–20, the DWCP has been extended to 2022 to align with the UNSDCF 2018–22 or One UN Programme III. The DWCP was launched in May 2016 through a memorandum of understanding signed by representatives of the MOPHRD, the employers' organizations and the workers' organizations.

During a priority-setting workshop in September 2015, the tripartite constituents developed the following key priority areas for the DWCP:

- ▶ promoting decent work in the rural economy;
- ▶ promoting job creation for youth and vulnerable groups;
- ▶ strengthening compliance with international labour standards through social dialogue;
- ▶ extending social protection floors. (Pakistan DWCP document)²⁸

As presented in table 7, the four priority areas have 14 outcomes, each with specific strategies to address and achieve the results.

▶ Table 7. Pakistan DWCP priorities and outcomes

<p>Priority 1: Promoting decent work in the rural economy</p> <p>Outcome 1.1: Informal economy gradually formalized through the formulation and implementation of policies and laws and/or reform, with a focus on the rural economy.</p> <p>Outcome 1.2: Improved working conditions for rural economy workers.</p> <p>Outcome 1.3: The worst forms of child labour and bonded labour progressively eliminated in the rural economy.</p>
<p>Priority 2: Promoting job creation for youth and vulnerable groups</p> <p>Outcome 2.1: Employment opportunities created for vulnerable categories of workers (such as youth, disadvantaged women and men, and persons with disabilities).</p> <p>Outcome 2.2: Gender-responsive skills, employment and enterprise development programmes developed in conventional and emerging sectors for youth and vulnerable categories of workers.</p> <p>Outcome 2.3: Employability of youth and vulnerable categories of workers improved.</p>
<p>Priority 3: Strengthening international labour standards compliance through social dialogue</p> <p>Outcome 3.1: Capacity of tripartite constituents for international labour standards compliance and reporting enhanced (individual and institutional).</p> <p>Outcome 3.2: Workplace compliance enhanced through effective monitoring and labour inspection systems.</p> <p>Outcome 3.3: Workers protected from unacceptable forms of work.</p> <p>Outcome 3.4: Safe and fair labour migration promoted.</p>
<p>Priority 4: Extending social protection floors</p> <p>Outcome 4.1: National social protection framework and provincial social protection policies developed.</p> <p>Outcome 4.2: Social protection programmes/schemes (at national and subnational levels) are well coordinated and harmonized.</p> <p>Outcome 4.3: Capacities and coordination among social protection stakeholders enhanced and strengthened.</p> <p>Outcome 4.4: Social protection coverage to informal sector extended (such as agriculture, domestic, home-based and migrant workers).</p>

Source: Pakistan Decent Work Country Programme Document.

ILO Pakistan technical cooperation includes projects and technical advisory services to (a) promote decent work in the rural economy, including the elimination of child labour and bonded labour; (b) promote

28 https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-islamabad/documents/publication/wcms_532847.pdf.

compliance with international labour standards through strengthened social dialogue and labour inspection improvement; and (c) expand employment opportunities for youth and vulnerable groups. It also provides support for better-coordinated and expanded social protection and safer labour migration.

To assess the progress and performance of the DWCP (2016–22), the ILO Pakistan Country Office commissioned an independent midterm review of the DWCP, completed in November 2020. The findings of this review provided inputs for the current evaluation.

Sri Lanka: Sri Lanka became a Member State of the ILO in 1948. By 2020, it had ratified 43 ILO Conventions, including all 8 fundamental Conventions and the Protocol of 2014 to the Forced Labour Convention, 1930. The ILO Country Office carries out its activities in partnership with the ILO's principal tripartite constituents:

- **Government:** Ministry of Labour; Department of Labour; the State Ministry of Foreign Employment Promotion and Market Diversification; the State Ministry of Skills Development, Vocational Education, Research and Innovation; and the Ministry of Youth and Sport – Small Enterprises Development Division;
- **Workers' organizations:** Sri Lanka Nidahas Sevaka Sangamaya, National Trade Union Federation, Ceylon Workers Congress, Ceylon Federation of Trade Unions, and the Free Trade Zones and General Services Employees Union;
- **Employers' organizations:** Employers' Federation of Ceylon.

The current DWCP for Sri Lanka (2018 – 22) is the fourth-generation DWCP for Sri Lanka.²⁹ The DWCP was developed through a consultative process with government, and employers' and workers' organizations, and was launched through a memorandum of understanding with the signatories on 16 May 2018. As shown in table 8, the areas of work prioritized by the constituents comprised three country priorities and eight outcomes, aiming to (a) deliver the creation of inclusive and decent employment opportunities and forward-looking employment strategies; (b) enhance labour market governance; (c) formulate policies to respond to emerging forms of work; and (d) encourage action towards the elimination of child labour. Greater data and knowledge generation is included as a fourth enabling priority, serving the achievement of all three country priorities and outcomes. The DWCP is designed to contribute to national priorities, as well as to the United Nations Sustainable Development Framework (UNSDF) for Sri Lanka that covers the same period, 2018–22.

► **Table 8. Sri Lanka DWCP priorities and outcomes**

Country Priority 1: Creation of sustainable, inclusive and decent employment

Outcome 1.1: Sri Lankan workforce has more and better employment opportunities.

Outcome 1.2: National strategy to respond to technological advancements and other production market demands for population at large is in place.

Country Priority 2: Better governance of the labour market

Outcome 2.1: Effective systems for social dialogue and tripartism in place, institutionalized and operationalized.

Outcome 2.2: More effective labour administration system with more efficient workplace inspection in place.

Outcome 2.3: Laws and policies are modernized to respond to diverse and evolving forms of work.

Country Priority 3: Rights at work for all

Outcome 3.1: Child labour eliminated, including its worst forms.

Outcome 3.2: Labour market outcomes for (low-skilled) migrants are improved and their vulnerability to exploitation (forced labour) reduced.

Outcome 3.3: Improved social protection for all workers, with special focus on informal workers.

Enabling Outcome 4: Greater data and knowledge generation

Outcome 4.1: Reliable, user-friendly labour market information is regularly made available and accessible to policymakers, constituents and the public.

Source: Sri Lanka's Decent Work Country Programme document.

²⁹ https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-colombo/documents/genericdocument/wcms_632743.pdf

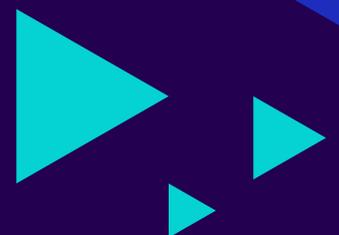
In February–March 2021, CO-Colombo facilitated a tripartite-led midterm review of the DWCP to review the alignment of the priorities with the new government development policy framework, and to make any strategic adjustments to address the emerging socio-economic impact of the COVID-19 pandemic. The three priorities were not altered during the review, but some of the strategies were adjusted. The draft report of the review was made available to the evaluation team to inform this evaluation.

The major streams of ILO work in Sri Lanka focused on employment generation in the North, through a continuation of the local economic development portfolio, peace and reconciliation efforts, skills development and safer labour migration.



3

Evaluation findings



▶ 3. Evaluation findings

3.1. Relevance

To assess relevance, the evaluation team examined ILO constituents' and partners' perceptions on how and to what extent ILO support reflected their priorities, and took into consideration their needs. In this part of the team's analysis, the evaluators also examined how effectively the ILO adjusted its assistance to respond to emerging needs resulting from the ongoing COVID-19 pandemic.

Key finding 1: During the period under review – based on national constituents' feedback, as well as various evaluations and other assessments – the ILO Decent Work Country Programmes (DWCPs) in Bangladesh, Nepal, Pakistan and Sri Lanka were largely aligned with the ILO's mandate and constituents' priorities.

Despite changes in government (in some countries), national stakeholder interests in many of the broad areas, which feature prominently within the ILO's mandate, have been relatively consistent in Bangladesh, Nepal, Pakistan and Sri Lanka. Continued interest in cooperation with the ILO, along with the Organization's capacity to mobilize needed resources, albeit with some gaps, has contributed to overall high levels of stakeholder satisfaction, with some variance between countries and a few strongly divergent views.

Several stakeholders emphasized the ILO's long and strong relationship with its tripartite constituents as an important, defining characteristic of the ILO in the four countries. According to one civil society organization (CSO) representative in Bangladesh, "The ILO's major strength is its trusted relationship with its constituents. Because of that relationship, it is able to facilitate and promote international norms in the national policy setting." An ILO official in Nepal affirmed, "In our country, when we say ILO, our constituents think they are part of it [the Organization]. And that is the reality. Compared to other UN agencies, that gives us credibility and access." In Pakistan, an ILO official observed, "Wherever ILO goes, we make sure that the social partners are there too. Even if they physically are not present there, we convey the message and update them on the progress and their possible contribution." In Sri Lanka, an employers' representative affirmed that the ILO Colombo Office is cooperative and engaging with all the tripartite constituents.

Nearly all (85 of 89) respondents to evaluation surveys either strongly agreed or agreed that the ILO's

▶▶ The ILO is working at the highest levels and is in line with our policies and priorities."

▶ **Government official** in Bangladesh

▶▶ When we developed the DWCP for 2018–22, it was with all constituents involved. Everyone sat together. It reflected the priorities of the Government as well as UNDAF. Most of the issues and challenges in the labour market are well addressed."

▶ **Labour official** in Nepal

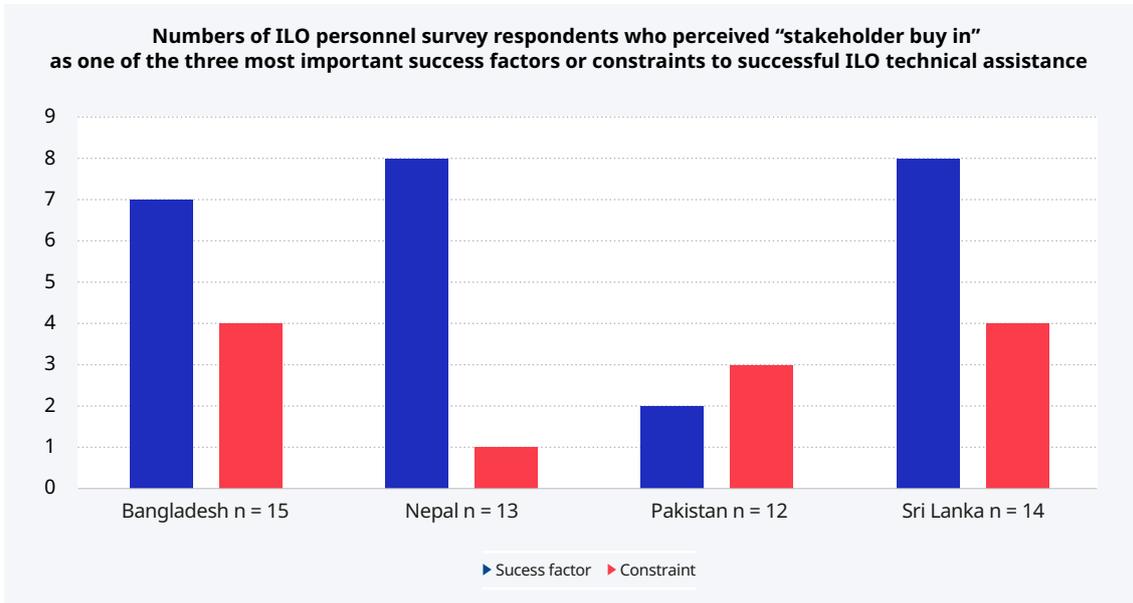
▶▶ The four pillars of the DWCP are the priorities of the Trade Unions."

▶ **Workers' representative** in Pakistan

▶▶ The development of the DWCP process started in 2018. We had lengthy discussions during the process. The contribution of all tripartite constituents was taken into account."

▶ **Employers' representative** in Sri Lanka

► **Figure 2. Survey respondents’ perceptions of stakeholder "buy-in"**



programme of work from 2018 to the present aligned with tripartite constituents’ needs and priorities, with little variance by country. Survey respondents’ perceptions of stakeholder “buy-in” is another way to assess relevance. Based on their survey responses, many ILO personnel perceived national stakeholder buy-in for ILO programmes as a significant success factor. However, many also saw it as a constraint affecting programmes’ progress, a more nuanced perspective on the alignment between programme objectives and activities, and counterparts’ top priorities. The EVAL-commissioned evaluation synthesis report of evaluations since 2018³⁰ also highlighted weak buy-in from key stakeholders – such as government, the private sector and workers’ organizations – as among the most commonly cited external constraints affecting project results.

Key finding 2: Country-level ILO staff, constituents and other partners generally viewed ILO capacity-building activities for national government counterparts positively. However, many of the same respondents also perceived that the capacity-building needs of the social partners and of representatives of subnational governments and labour market institutions required more attention.

Feedback from country-level constituents and partners, as well as ILO documentation, showed differences in ILO programmes’ attention to the needs of government, workers and employers. Many of the largest programmes in the four case study countries are primarily implemented in cooperation with government institutions, albeit with some significant exceptions. In the four case study countries, the ILO has made significant investments in building the institutional capacity of the labour inspectorate, the government TVET institutions, the social security institutions, the State-run employment services, and the labour migration information and facilitation programmes. One development cooperation partner in Nepal commented, “There’s a lot of very valuable technical inputs that the Government gets from ILO, whether it be information

³⁰ To support data collection for this evaluation, ILO/EVAL commissioned a “Synthesis review of the ILO’s programme of work in support of Decent Work in the South Asian countries of Bangladesh, Nepal, Sri Lanka and Pakistan from 2018-2021,” which was finalized in March 2021. The evaluation synthesis report by the University of Southern California covered 23 project evaluation reports from or including Bangladesh, Nepal, Sri Lanka and Pakistan, which were produced from 2018 to 2021.

systems in foreign employment, employment service centres, or around policies that are linked to child labour and more generally decent work. I see a lot of inputs and technical support that is provided to the Government.” Evaluation key informants provided similar feedback on ILO programmes in the other three case study countries.

Although several ILO social and CSO implementing partners highlighted their appreciation both for the positive results of ILO support to government and access to government decision-makers that participation in these ILO programmes gave them, some thought resources and capacity-building support could have been better distributed among ILO constituents. Workers’ and employers’ organizations voiced their desire to have bigger roles in programme implementation since, among other reasons, project support allowed them to hire operational management personnel and finance their activities. The constituents expressed the following views:

- Several leaders of workers’ organizations in more than one country expressed regret that they no longer received regular funding for their core activities from the ILO’s Bureau for Workers’ Activities (ACTRAV).
- Several workers’ representatives expressed the view that the DWCP should make labour rights issues, such as freedom of association and social dialogue, more central and prominent within the country programmes, and that more needed to be done to include workers’ organizations in ILO programmes overall (Sri Lanka and Pakistan).
- Constituent representatives and evaluation reports noted the need to strengthen cooperation with industry associations and trade unions (Pakistan, Nepal and Sri Lanka).
- In some countries, employers’ organizations thought they should have a more direct project implementation role.³¹
- ILO specialists and employers’ association representatives emphasized the need for more technical assistance and financing to enhance their role delivering business support services to members.³²
- Both workers’ and employers’ organizations sometimes objected when the ILO worked with non-governmental organizations (NGOs) instead of them in all four countries.

Based on document review, country office commitments to social partner capacity-building in the four evaluation countries were reflected in the formulation and spending on CPOs related to social partner capacity-building³³ and, to differing degrees, in various project designs.³⁴ Nevertheless, country programme personnel highlighted that meeting social partners’ expectations for ILO technical assistance was affected by social partners’ capacity to absorb resources effectively, resource availability overall, as well as broader considerations on how best to achieve country programme objectives.

While citing successful interventions aimed at building the capacity of subnational stakeholders,³⁵ several ILO personnel and constituents highlighted that assistance could have been reinforced at the subnational

31 For example, employers wished to be more involved in the implementation of the large RMG-focused programmes (Improving Working Conditions in the Ready-Made Garment Sector in Bangladesh, phase II (RMGP II), Better Work Bangladesh and the International Labour and Environmental Standards (ILES) in Pakistan). The employers’ organization in Bangladesh also found private sector involvement in ILO work on TVET to be insufficient. Employers in Sri Lanka were an exception to this pattern, and were satisfied with the ILO’s capacity-building opportunities and their direct role in implementing the Recognition of Prior Learning and Skills Passport initiatives.

32 For example, a business association in Nepal highlighted that, while the ILO helped bring in new members from the informal sector, there was a critical and largely unmet need to help both new and old members develop their businesses.

33 For example, in the four countries, between 2018 and early 2021, the ILO reported expending an estimated US\$451,000 on building social partners’ capacity (estimated Regular Budget Technical Cooperation (RBTC) expenditures on BGD 801 and 802 (Bangladesh); NPL 801, 802 and 803 (Nepal); LKA 801 and 802 (Sri Lanka); and PAK 801 and 802 (Pakistan)). By country, the breakdown was as follows: Bangladesh US\$130,000, Nepal US\$97,00, Pakistan US\$159,000 and Sri Lanka US\$65,000.

34 Most projects reviewed by the evaluation team in the four case study countries involve social partners in consultative structures, and in a few cases include social partners’ capacity-building interventions. In Bangladesh, the Social Dialogue and Industrial Relations project includes a component on building workers’ organization capacity. In Nepal, the project “Constituents and stakeholders, provincial, and local levels have promoted more and better jobs, especially for young women, men and disadvantaged groups” included interventions to strengthen social partners’ representation at the subnational levels.

35 For example, in Pakistan, the ILO provides considerable support to tripartite mechanisms on sectoral issues at province level, such as the Cotton Task Force in Sindh, under the INDITEX project; and also supports useful legislative reforms in both Sindh and Punjab on OSH and home-based workers, among others. In Nepal, the ILO piloted a provincial tripartite council in one province. Stakeholders reported it to be working well, and would like to see similar councils in all six provinces.

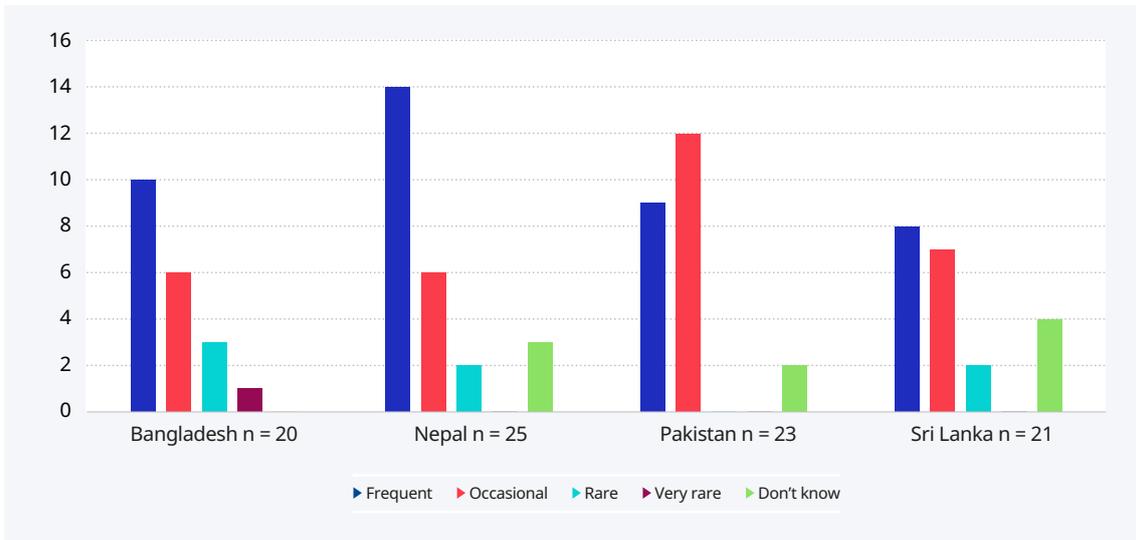
levels (provincial and local levels). This was especially so in Nepal and Pakistan, where needs were significant because of constitutional mandates prescribing that both federal and provincial governments oversee issues related to labour and employment rights.

Key finding 3: While the ILO reportedly conducted frequent consultations with constituents and other stakeholders, and used participatory methodologies to assess needs and agree on priorities, many ILO project and country office personnel, and constituents across all four countries, perceived that consultations on project design could have been more proactive and extensive.

The ILO country offices and ILO constituents and partners reported that they regularly engaged in consultations on a variety of programme and policy matters. A senior ILO official in Bangladesh described three important ILO strategies to ensure its activities were relevant to constituents’ needs and priorities: (a) constituent participation in designing projects; (b) constituent participation in development of the DWCP, the overall ILO implementation framework for the country; and (c) by convening tripartite stakeholders and others to important policy and programme workshops. These same methods were evident across all four case study countries. Evaluation survey respondents’ perceptions of the extent of the ILO’s coordination with tripartite constituents varied by country. Overall, most respondents characterized coordination as “frequent” (46 of 89 respondents). However, a large minority characterized coordination as “occasional” (31 of 89); and 5 respondents (2 in Bangladesh and 3 ILO personnel in Sri Lanka) selected “rare,” suggesting survey respondents thought that there was scope to improve coordination. In the case of Sri Lanka, this may reflect the Country Office observation that the incoming Government has not been proactive in convening tripartite DWCP task force meetings.

Both ILO personnel and national stakeholders across all four countries highlighted that stakeholder consultations on project development should be done earlier and more extensively. While recognizing the constraints imposed by donors’ bidding processes and priorities, several stakeholders indicated that the ILO frequently presented national counterparts with project documents after having completed negotiations with the development cooperation partner, limiting their opportunities to introduce changes and, potentially, their overall level of buy-in as well, with negative consequences for sustainability further down the road.

► **Figure 3. Survey respondents’ perceptions of ILO personnel, tripartite constituents and other partners of ILO coordination with other UN and/or country development partners in Bangladesh, Nepal, Pakistan and Sri Lanka**



Key finding 4: Based on document review, the ILO, in collaboration with national partners, produced significant amounts of data and research to guide its own and other institutions' decisions. However, both ILO staff and national counterparts highlighted that gaps in knowledge and quality of information persisted in some key areas, release of data could be timelier, and information-sharing between projects and with external stakeholders could be improved.

Based on document review, the ILO produced a large volume of research, policy briefs, good practice compilations and needs assessments, to understand the national context better and to guide its own and other institutions' interventions in the four case study countries. ILO officials said their interventions were almost all guided by institutional needs and capacity assessments, which clarified country needs and possible solutions in a variety of decent work areas, potentially increasing the relevance of its policy advice and technical assistance (see box 1). In Sri Lanka and Nepal, the DWCP included specific outcomes on data and knowledge generation and use. Annex F lists nearly 40 country-specific studies, and other knowledge products, on a variety of topics, published since 2018, that are available on the ILO's online digital library, [Labordoc](#). The ILO shared and/or validated many of these research products with national stakeholders during workshops and other events.

Despite the relatively large volume of research, during an evaluation FGD with ILO DWT/CO-New Delhi specialists, some participants highlighted deficits in available data on which to base their policy recommendations to constituents in South Asia. One specialist explained, "Those of us who need research and studies, especially in areas like wages, face major constraints, as we don't always have the cumulative data to back our advice." These specialists advocated for more consistent budget allocations, and proactive efforts to update country level labour statistics and related economic data. They also requested that country offices involve them earlier and more extensively in the design of research activities.

ILO personnel and partners also cited challenges related to the quality and relevance of research and diffusion efforts. ILO programme managers in Nepal noted that they had not been able to publish and share some research reports, because of quality issues related to limitations in research capacity in Nepal. An ILO specialist likewise noted research capacity differences between South Asian countries, affirming that the ILO had adapted its technical assistance for Labour Force Surveys (LFSs) to these differences. One country office official highlighted that some of the ILO's global thematic reports, while extremely high quality (and expensive to produce), were not immediately useful to ILO programme managers, who needed more customized information to guide country-level interventions. In Sri Lanka, although the ILO has supported both primary data collection and analytical desk studies, a senior labour official recommended that the ILO provide more support for primary data collection exercises rather than desk reviews. Although many reports produced at the country and project level are available online, a few ILO personnel and partners thought that improvements could still be made in a way that ILO projects share information with other projects and with the broader public.

► **Box 1. Good practice: Producing and using data to guide policy and decision-making**

Multiple stakeholders from all four countries cited ILO support for periodic LFSs – including submodules on child labour, forced labour and migration – as well as other research efforts, as important contributions to its own as well as government, social partners, civil society and other development partners' understanding of the case study countries' needs. The ILO supported Nepal to carry out an LFS in 2017/18 and is supporting an ongoing (2021) survey by the Bureau of Statistics in Pakistan. The ILO had planned to support Bangladesh's 2020 LFS survey; however, it was postponed due to COVID-19. Notably in Nepal and Sri Lanka, the ILO built capacity of the national constituents to update LFS modules in line with the International Conference of Labour Statisticians 19th resolution on the definition of forms of work. In 2020, the ILO also provided training to Sri Lankan constituents on the use of data to inform decision-making.

In Pakistan, the ILO has collaborated with the United Nations Children's Fund (UNICEF) since 2016 to support the implementation of child labour surveys. In supporting the current round of provincial child labour surveys, the ILO is partnering with UNICEF (through a memorandum of understanding signed in June 2021) to provide technical support for data and policy analysis to build the capacities of relevant institutions, including the Department of Labour, the Pakistan Bureau of Statistics (federal and provincial) and line Ministries concerned with child welfare (Education and Gender). The current provincial child labour surveys will be completed in 2022.

Speaking of a recent report on child labour using Nepal 2017/18 data, an ILO specialist opined, "Most people just provide a report with descriptive figures and that is all, but we tried to isolate policy factors." A representative from a leading Bangladesh think tank – which had supported the Government of Bangladesh to develop the last three five-year plans, and collaborated with the ILO on youth employment-oriented research – highlighted, "LFS is a critical document that we use in our economic policy work."

ILO and country counterparts likewise cited migration recruitment cost surveys, completed in Bangladesh and planned in Pakistan, as another example of ILO-supported research with the potential to orient national policymaking and programmes. On the recruitment cost survey, an ILO specialist reported, "The survey highlighted how the migrant workers are treated and how much money they pay. The Government was not as aware before and now may respond better." Another ILO official reported that the survey showed that, on average, Bangladeshi migrant workers pay the equivalent of 17 months' salary in recruitment fees, and said, "If we can show that this is nationally representative data, the policy implications are huge."

To guide its own and others' research, the ILO manages a centralized, online repository on labour-related statistics called ILO stats. It has acquired national data sets, which are simplified and aligned with decent work topics and indicators.³⁶

Key finding 5: Based on accounts from ILO staff, country-level constituents and other partners, as well as document review, the ILO provided various types of assistance to help country counterparts deal with COVID-19 impacts, including by mobilizing resources for recovery efforts in some countries. However, responsiveness to constituents' immediate needs was constrained by limited resources; limited flexibility in donor, as well as its own, financial and administrative mechanisms; and the nature of its expertise. Constituents reported medium- and long-term recovery needs that aligned with current ILO work streams.

The COVID-19 pandemic brought about drastic and unexpected changes in country needs and priorities, to which the four ILO country programmes responded in a variety of ways. During evaluation consultations, national constituents and other stakeholders articulated a variety of COVID-19-related risks of deep concern that had and were likely to continue to affect country progress against DWCP objectives and, more broadly, fulfilment of the ILO's Decent Work Agenda in the months and years following the pandemic. These are summarized in table 9.

In the four case study countries, the ILO responded to national constituents' concerns and to community-level needs with a variety of actions.

Conducted needs assessments and fostered social dialogue on addressing the effects of the pandemic: In response to the socio-economic upheaval posed by COVID-19, the ILO in each of the countries participated with other members of UN country teams to support host governments in developing a 12–18-month

³⁶ Most ILO Member States contribute LFS data free of charge to be shared with researchers and policymakers. Of the four countries covered in this evaluation, only Sri Lanka has requested payment by the ILO prior to sharing its data on ILO stats.

► **Table 9. COVID-19: Overview of national stakeholder immediate, medium- and long-term concerns and needs**

Concerns	Needs
<p>Immediate concerns: Virus spread in workplaces; shrinking national and international markets and investment; closures of micro, small and medium-sized enterprises (MSMEs); job losses; loss of foreign employment; non-payment of wages; livelihood losses; and increased dependence on child labour to supplement livelihoods</p>	<ul style="list-style-type: none"> ► Data and information on immediate pandemic social and economic effects ► Access to workplace-oriented public health guidance and protective measures ► Social safety net programmes ► Economic relief packages for affected businesses ► Employment generation for returnee migrant workers and reintegration assistance
<p>Medium- and longer-term concerns: Shrinking/changing domestic and international markets for goods and services, slow economic recovery in some sectors, labour market restructuring, risk of reoccurring crisis</p>	<ul style="list-style-type: none"> ► Data and information on medium- and longer-term effects ► Workforce retraining ► Job placement services ► Business and livelihood recovery financing and support services, especially for MSMEs ► Social protection mechanisms to face future crisis

Social Economic Recovery Framework. Together, UN agencies developed integrated action plans and joint programmes, and began mobilizing funds for new programming and repurposing of existing projects to address the needs identified in the Social Economic Recovery Framework.

In all four countries, under various projects, ILO personnel, in collaboration with implementing partners and other national counterparts, conducted consultations with affected communities, and documented these in several reports. For example, in Pakistan, various projects commissioned studies on the impacts of COVID-19 on workers and enterprises, including a working paper on the impact of COVID-19 on the textiles and RMG sector. ILO Pakistan also carried out studies on access to social security by vulnerable groups, including domestic workers, brick kiln workers, construction workers and miners. Finally, it completed a rapid assessment of the impacts of COVID-19 on labour migration governance, recruitment practices and returning migrant workers.

ILO personnel and partners also reported that the ILO facilitated dialogue with and between constituents on how to share the costs of the pandemic:

- The ILO supported the Government of Bangladesh to develop a Labour Relations Guideline, which proposed the establishment of a Labour Relations Task Team to address payment of wages, overtime, arrears, lay-off and retrenchment issues, unfair labour practices, and a complaints mechanism.
- Workers’ and employers’ representatives in Nepal reported that the ILO facilitated social dialogue on workers’ wage payments during the period of economic shutdown.
- Employers in Bangladesh’s RMG industry reported that the ILO facilitated their involvement in international and national forums on industry recovery.³⁷ One employer representative commented that, thanks to ILO facilitation, “We have been able to convey our concerns to relevant agencies and have some kind of pressure on global buyers and suppliers, so it was known how their cancelled orders and non-payment was doing damage to poor countries.”
- ILO constituents and partners in Bangladesh said the ILO effectively advocated for the eligibility requirements of government enterprise COVID-19 stimulus programmes to be made more flexible, so that more rural and women-led businesses could qualify.
- Trade union representatives in Sri Lanka noted that the ILO “gathered people at meetings online. Every two months, emails were received from the ILO about discussions and invitations to send emails regarding experiences. The regional webinars were very helpful.”

37 These forums included the COVID-19: Action in the Global Garment Industry coalition, the Association of Southeast Asian Nations (ASEAN) Comprehensive Recovery Framework, and industry-specific tripartite task forces set up at the national level in Bangladesh and Pakistan.

Contributed to guidelines, awareness-raising and training on pandemic-related safety and other issues: Examples of safety-related materials and training produced by or with inputs from the ILO included:

- With support from the ILO Bangladesh Office, DWT-New Delhi and the Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH), the labour inspectorate adapted global guidelines on risk assessment for health and safety in workplaces to Covid-19 conditions, developed and adopted the National OSH Guidelines for COVID-19, and an Occupational Safety and Health (OSH) Guide for Prevention and Mitigation of COVID-19 at the workplace. In Bangladesh and Pakistan, in partnership with RMG industry and employers' associations, the ILO, through its Better Work Bangladesh and Pakistan's International Labour and Environmental Standards (ILES) project, contributed to awareness-raising and to training resources in local languages to help the RMG industry better protect and monitor workers and working conditions during COVID-19. Better Work Bangladesh launched a [Covid-19 Resource Hub](#), which offers OSH guidelines, awareness-raising materials and free training courses to build employers' and workers' organizations' capacity for effective preparedness and response.
- In Sri Lanka, the ILO conducted awareness-raising campaigns on OSH targeting MSEs through its UN COVID-19 Response Multi-Partner Trust Fund (UN-MPTF) project, as well as other projects focusing on reintegration of returning migrant workers.

Adapted existing methodologies to meet crisis-related needs: ILO programme managers and implementing partners highlighted numerous examples of ways they adapted ILO programmes to address stakeholder needs during the pandemic. Some notable examples include:

- Sri Lanka's labour migration portfolio has been adapted and repurposed to support returning migrants to find self-employment or employment by supporting new government programmes for upskilling, and portability of skills, through a national "Skills Passport" and updated recognition of prior learning system. Similarly, in Bangladesh, recognition of prior learning was used for migrant worker reintegration in the workforce.
- In Bangladesh, an ILO-supported policy guideline for mandatory life and disability insurance for migrant workers was adopted by the Government. From the end of 2019, every migrant worker going overseas was insured for life and disability, providing protection for at least some migrant workers affected by COVID-19.
- Work initiated by the SKILLS-21 project to introduce e-learning into TVET institutions in Bangladesh prior to the pandemic was adapted by project counterparts with ILO assistance to deliver teacher training during the pandemic.
- To bolster ILO-supported contributory social security programmes during pandemic-related shutdowns, the Government of Nepal paid three out of six months' subscriber contributions.
- In Nepal, although the Work In Freedom project was not successful in mobilizing funding to support migrant workers' reintegration, its existing network of social workers was able to provide counselling to returning migrant workers, and to orient them to available social services.

Mobilized new, and reallocated existing, project funds to provide emergency assistance to affected populations: The ILO and national counterparts highlighted interventions designed to bring relief to populations badly affected by COVID-19:

- In Bangladesh, the ILO designed an intervention to provide one-time wage subsidy payments to approximately 40,000 women and disabled RMG workers impacted by COVID-19.
- ILO Sri Lanka mobilized funds approaching US\$2.6 million for new projects addressing COVID-19 recovery needs. For example, the programme was awarded US\$1 million, to be implemented jointly with the UN Office for Project Services (UNOPS) and the World Health Organization, under the UN-MPTF, to strengthen the resilience of MSEs hit by the pandemic, in Western Province (see box 2). The ILO also partnered with the International Organization for Migration (IOM) in Sri Lanka to support the Government of Sri Lanka to formulate a strategy to support returnee workers from the Persian Gulf countries. With EU funding, the ILO is supporting a new project on the social protection response

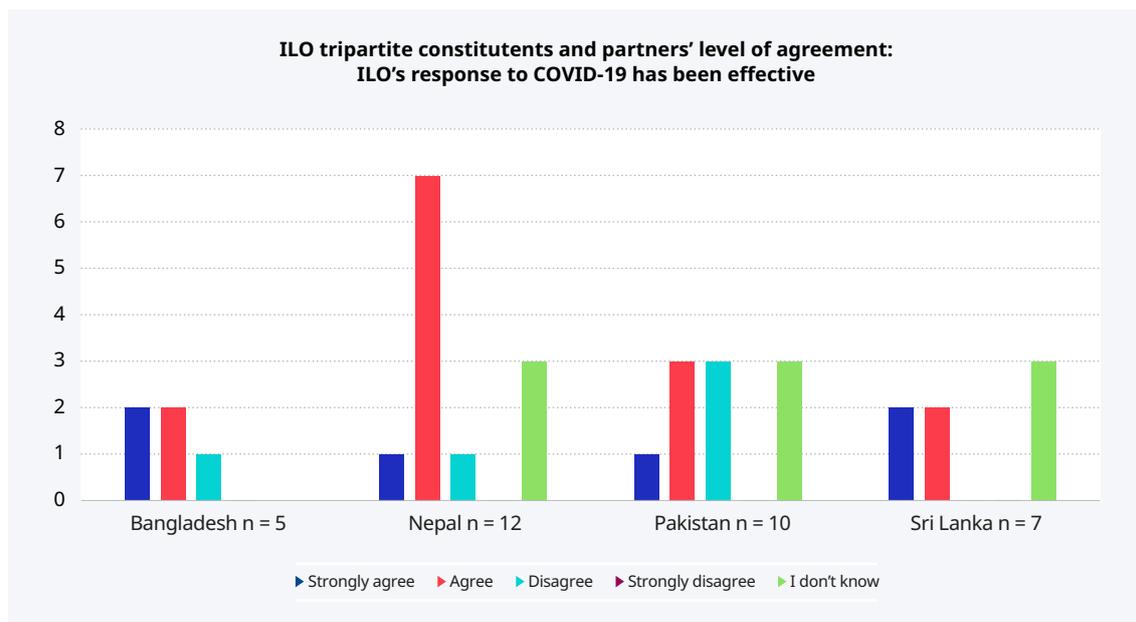
to the impact of COVID-19, piloting a social protection model for the tourism sector in Sri Lanka. Sri Lanka also mobilized Regular Budget Supplementary Account (RBSA) funds of US\$485,000 for skilling migrant workers affected by COVID-19 for employment, decent jobs and entrepreneurship, partnering with several government ministries and social partners.

- ILO Nepal also partnered with the Non-Resident Nepali Association which, in close collaboration with diplomatic missions of the Nepalese Ministry of Foreign Affairs in several important destination countries, provided for 17,000 migrant workers’ safe repatriation.
- With funding from the Government of Japan, the ILO is planning support for national efforts in Bangladesh, India, Nepal and Pakistan to address the negative impacts of COVID-19 on workers and economic units in vulnerable situations. The recently approved project³⁸ will prioritize support to existing mechanisms and to practices by government, and workers’ and employers’ organizations that foster formalization of informal sector enterprises and workers.

► **Box 2. Good practice – Comprehensive strategy targeting MSEs’ COVID-19 recovery**

ILO Sri Lanka delivered a comprehensive package of direct assistance and service provider capacity-building, targeting MSE recovery through the UN-MPTF project “Healthy socio-economic recovery of the micro and small enterprise sector of Sri Lanka”. Support included: COVID-19 OSH guidance, in partnership with the National Institute for OSH; market access for vulnerable enterprises, through a coir (coconut) value chain financing approach; applying experience from the LEED+ project; access to preferential bank loans; physical OSH improvements, and personal protective equipment for over 1,000 micro and small businesses, many of which were women-owned. MSE recipients affirmed that the support helped their businesses stay afloat, while implementing partners of the Small Enterprise Development Division service providers appreciated ILO training in delivering psychosocial counselling to clients.

► **Figure 4. Survey respondents’ perceptions of ILO COVID-19 responsiveness**



38 Building resilience for the future of work and the post COVID19: Promoting rights and social inclusion through organization and formalization (PRS).

Overall, based on tripartite constituent and partner survey results, constituents perceived the ILO's response to COVID-19 to be largely effective, with the highest level of agreement in Nepal. Various stakeholders indicated some areas of ILO work had grown in importance since the pandemic (see box 3).

Evaluation key informants highlighted limitations and constraints affecting the usefulness of ILO interventions to stakeholders' immediate needs resulting from the COVID-19 pandemic. National stakeholders noted that the ILO's areas of traditional strength – such as policymaking and building awareness and capacity to implement normative frameworks – were relatively less valuable in addressing the immediate pandemic-induced crisis than in normal times. For example, an ILO programme manager in Bangladesh reported that, in the migration area, the current priorities of the Government were welfare or services, not legal and policy frameworks, which were the ILO's project focus.³⁹ Several ILO personnel representatives reported that needed modifications to their project implementation frameworks were not possible, due to limited donor flexibility.

► **Box 3. Lessons learned: COVID-19 increased the relevance of some programme workstreams**

The pandemic underlined ways the ILO could help countries to manage medium- and long-term recovery needs, and to cope with future crises more effectively. ILO personnel, constituents and partners highlighted that the pandemic had reinforced the relevance of some of the ILO's ongoing work in several areas. These included work streams related to:

- Employment skills and recognition of prior learning systems to help people who lost jobs or were delayed from entering the workforce find employment.
- Enterprise productivity and livelihoods to help enterprises and household livelihood strategies recover from the effects of pandemic shutdowns. As noted above, the value chain financing approach, already applied in Sri Lanka's Northern Province, was successfully applied in the ILO-UNOPS MSE recovery project.
- Formalizing the informal sector, and social protection policies and programmes, to create safety nets to remediate the effects of the present and future crises on workers.

Focusing in on social protection, one ILO personnel survey respondent in Bangladesh commented on government counterparts' growing interest in social protection and noted, "The ILO effectively designed interventions for employment injury insurance, and has done a feasibility study of unemployment insurance in Bangladesh. Both are interventions with the potential for sustained effect and system change." In Sri Lanka, ILO personnel noted that social protection needs came into sharper focus with the loss of jobs in the aftermath of COVID-19. Sri Lanka accelerated plans to work on income security focused on tourism workers, which will serve as a pilot for other sectors.

In Nepal, even though the number of social security subscribers remains relatively low, and social protection mechanisms are still fragmented, the ILO and government officials lauded the ILO's support for establishing and building the capacity of the Social Security Fund. The fund expanded and reinforced workers' social protection, relieving pressure on traditional social safety net programmes designed to serve Nepal's poorest of the poor. According to the ILO and labour officials, since COVID-19, extending coverage to informal sector workers has become a higher government priority.

ILO Pakistan's focus on extending social protection coverage to informal workers has become even more relevant in the context of the pandemic, as explored in the ILO report, "A Social Protection Profile of Pakistan", released in June 2021 and highlighting needs assessments conducted among informal sector brick kiln workers and returnee migrant workers. The ILO is also working towards the design of Pakistan's first unemployment insurance programme.

39 Application of Migration Policy for Decent Work for Migrant Workers.

3.2. Coherence

To evaluate the coherence and design validity of the ILO's activities, the evaluators assessed the extent to which and ways the four case study countries' DWCPs aligned with national policies and contributed to the countries' ability to meet their commitments to regional and international development frameworks. The evaluation team also assessed country programme contributions to desired ILO biennial P&B and UN country development framework outcomes. As a key factor in programming coherence, the evaluation team assessed the evaluability of the DWCPs and the application of RBM principles within ILO country programming.

Key finding 6: Based on constituent and other partner feedback, and document review, ILO interventions, strategies and policy recommendations took into consideration national policies and international development and normative frameworks, including the SDGs. The four DWCPs and related ILO programmes of work were also broadly aligned with the Organization's strategic programme framework. ILO staff and constituents highlighted the important effect of donor priorities on resource availability for activities related to different DWCPs and country programme outcomes that resulted in uneven attention being given to some priorities.

Alignment with national policy frameworks

Based on document review and key informant interviews, the evaluation found DWCPs' designs were well linked to the evaluation countries' overall national economic and social development frameworks, as well as to specific policy frameworks in areas including labour market governance, labour migration, employment services and skills development, social protection, as well as to child labour and forced labour elimination. Box 4 summarizes the key linkages with national policy frameworks. Annex G provides further details of the linkages between DWCP outcomes and key national policy frameworks by country. ILO country programmes often contributed significant inputs to these policy frameworks, leveraging the ILO's research, technical advisory capabilities and pilot project outcomes to influence policy and legal framework reforms.

► Box 4. DWCP Alignment with national policy frameworks

Based on the evaluation team's review of labour-related policies, in each of the four case study countries the DWCPs broadly aligned with national policy frameworks.

Bangladesh: Bangladesh's four DWCP priorities and the eight outcomes broadly reflect national priorities in Bangladesh's Seventh Five-Year Plan, 2016–20, which focused on reducing poverty and inequality, and promoting productive and decent employment opportunities, gender equality and women's empowerment, social protection and quality education. The plan also prioritized the elimination of the worst forms of child labour, with a focus on child domestic workers, and other vulnerable groups.

Nepal: DWCP outcomes were linked to national priorities, as laid out in the Government's Fourteenth Plan. Specifically, the DWCP aligned with Strategy 1: Increase production through expansion of MSMEs, and transformation of agriculture and the tourism sector; Strategy 2: Infrastructure development in energy, road and air transport and communication; Strategy 3: Sustainable improvement on human development through social development and social security/protection; and Strategy 5: Gender equity and inclusion and adoption of improved technologies.

Pakistan: The DWCP is coherent with the key national development agenda represented in Vision 2025, as well as with several key sectoral policies at national level, notably the national migration and social protection policies. The DWCP also aligns with the development agendas of provincial governments of Punjab, Sindh, Baluchistan and Khyber Pakhtunkwa.

Sri Lanka: Sri Lanka's DWCP was designed in alignment with the policies and priorities of the then-Government of Sri Lanka, such as the Public Investment Policy of 2017–20 and Vision 2025: the National Development Framework. Vision 2025 prioritizes increasing employment opportunities as well as reskilling of the labour force to meet current and emerging socio-economic demands, with emphasis on women and youth. Noting disparities between regions in the country, the policy also targeted regional economic development. With the political regime change in 2019, the new Government introduced a new National Policy Framework, "Vistas of Prosperity and Splendour". The midterm realignment of the DWCP affirmed that the relevance of the original priorities to the new policy framework remains high, and continues to be pertinent in the emerging socio-economic impact of the pandemic.

DWCP alignment with regional and international policy frameworks

ILO country programmes helped national counterparts in the four evaluation countries to attend regional policy forums and implement shared commitments – especially on child labour, migration and international labour standards – in international supply chains. Currently, the ILO has an official partnership on child rights and child labour with the South Asian Association for Regional Cooperation Apex Body, and the South Asia Initiative to End Violence against Children.⁴⁰ A key output of this partnership is the South Asia Action Plan against Child Labour, which was launched in July 2016, along with the South Asia SDG 8.7 Alliance, which met in 2019.⁴¹

All four evaluation countries signed on to the Global Compact for Safe, Orderly and Regular Migration (GCM), which was adopted in December 2018. GCM provides a framework for governments to strengthen migration governance, in line with international labour standards.⁴² Representatives of all four case study countries, which attended the Migrant Forum in Asia, organized a South Asia consultation GCM in Kathmandu, Nepal, in 2019. They are also part of the Colombo Process, whose members met in Kathmandu in 2018.⁴³

All four evaluation countries featured programmes linking with multinational frameworks on sustainable supply chains.⁴⁴ Key multilateral frameworks include the Organisation for Economic Cooperation and Development Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration of Principles Concerning Multinational Enterprises and Social Policy. ILO programmes of work supported and promoted a variety of actions to be taken by government and responsible businesses to uphold international labour standards within global supply chains, such as ensuring due diligence and remediation on the part of business, and strengthening and enforcing national legislation and its enforcement.

The DWCPs of Bangladesh, Nepal, Pakistan and Sri Lanka, and the ILO's related programmes of support, also aligned with the ILO's and ILO constituents' recommendations, articulated and validated in high-level tripartite meetings. For example, the 2019 ILO Centenary Declaration for the Future of Work, adopted in June 2019, set out priorities for a human-centred approach, and recommended efforts to promote the

40 Based on DWT/CO-New Delhi September 2020 briefing note.

41 Both Nepal and Sri Lanka are "pathfinder countries" within the Alliance 8.7. Nepal held the second Alliance 8.7 Pathfinder Country Strategic Workshop in 2019, which gathered government officials from a wide range of departments and regions, NGOs, UN agencies, trade unions, employers' organizations and survivor organizations. ILO Sri Lanka is supporting the Government to present its progress on its Alliance 8.7 goals, but senior ILO personnel noted that progress to date was only moderate.

42 GCM priorities include lowering the costs of migration through better governance of migrant workers' recruitment and their protection to ensure decent work, skills development and recognition for migrant workers leaving or seeking to return; pre-departure orientation; social protection and portability of social security entitlements; labour market information systems; enhancing regular migration pathways, including through bilateral and regional labour migration arrangements and cooperation; and reintegration of returnee labour migrants (see [Global compact for migration](#)).

43 The [Colombo Process](#) is a regional consultative process on the management of overseas employment and contractual labour for countries of origins in Asia.

44 The most important examples were: RMGP II and Better Work Bangladesh, in Bangladesh; Towards Fair and Sustainable Global Supply Chains: Promoting Decent Work for Invisible Workers in South Asia, in Nepal and Sri Lanka; and the International Labour and Environmental Standards and Eliminating child labour and forced labour in the garment value chain: An integrated approach projects, in Pakistan.

acquisition of skills, to strengthen labour administration and inspection, achieve gender equality at work, ensure safe and healthy working conditions, and promote workers' rights as key elements for the attainment of inclusive and sustainable growth.

DWCP and ILO programme of work alignment with the ILO's Strategic Programme Framework

Based on document reviews, the four DWCPs and related ILO programmes of work were broadly aligned with the ILO's Strategic Programme Framework, reflecting their focus on decent work themes, where the ILO has a strong institutional mandate. The two to four priorities defining work in each DWCP were broadly reflected in the ILO CPOs for each country, which in turn were aligned with the ILO's four strategic objectives, cross-cutting policy drivers and P&B outcomes.⁴⁵ Annex H includes a table showing the correlation between DWCP and P&B outcomes and CPOs. In the cases of Nepal and Sri Lanka, most CPOs and their respective DWCP outcomes are worded identically.

Resource distribution alignment with country programme objectives

Based on data drawn from the ILO's Development Cooperation Dashboard and ILO Integrated Resource Information System (IRIS), and the evaluation team's analysis, the ILO allocated human and financial resources to activities that contributed towards 53 CPOs. Measured in terms of expenditures, country programme budgetary resources were, to different degrees, unevenly distributed by CPO. ILO personnel and constituents highlighted the important effect of donor priorities on resource availability for activities related to the DWCP and related CPOs. Although generally limited in value, expenditure analysis shows the country programmes used RBSA and RBTC funds to initiate or continue activities in strategic areas during gaps in donor funding, and to provide technical support to constituents in areas outside the scope of development cooperation projects' logical frameworks and/or approved budgets. Moreover, ILO personnel described several small budget initiatives with outsized results, such as the ILO's investments in establishing contributory social security mechanisms in Nepal and support to agro-food enterprise development in Pakistan's Administered Territory of Gilgit and Baltistan.

Table 10 provides an overview of expenditures by CPOs for the period 2018–10. Annex I includes tables showing country programme spending by CPO for the same period.

► **Table 10. Summary of financial support for CPOs in the four countries under review**

	Bangladesh	Nepal	Pakistan	Sri Lanka	Total
Total budget (2018–20)	US\$40.8 million	US\$14.04 million	US\$9.98 million	US\$9.88 million	US\$74.7 million
No. of CPOs recorded in IRIS	11	14	14	14	53
Total CPO expenditure (2018–20)	US\$39.67 million	US\$11.86 million	US\$10.13 million	US\$8.93 million	US\$70.59 million
No. of projects linked to CPOs (2018–20)	35	17	22	20	94
Distribution of funds across CPOs	Uneven	Uneven	Uneven	Uneven	
No. of CPOs with XBTC resources funding	8	8	12	7	35
No. of CPOs with RBSA funding	1	1	0	3	5
No. of CPOs with RBTC funding	9	12	11	12	44

(Table 10 continued on page 40)

⁴⁵ The ILO's four strategic objectives are promoting jobs, guaranteeing rights at work, extending social protection and promoting social dialogue. Its four cross-cutting policy drivers are international labour standards, gender equality and non-discrimination, social dialogue, and environmental sustainability.

(Table 10 continued from page 39)

	Bangladesh	Nepal	Pakistan	Sri Lanka	Total
No. of CPOs with more than US\$1 million (expenditure)	4	4	3	2	13
No. of CPOs with US\$0.1 million–US\$ 1.0 million	3	2	7	2	14
No. of CPOs with US\$0.02 million–US\$0.1 million	2	3	3	5	13
No. CPOs with under US\$0.02 million (US\$20,000)	1	8	1	2	12
No. of CPOs without funding	1	0	0	1	2

Resource distribution alignment with P&B indicators

Country programmes likewise contributed to a significant number of P&B outcomes and outputs.

Bangladesh: In Bangladesh, development cooperation expenditures were spread across five 2018–19 and six 2020–21 P&B outcomes, the latter including ten 2020/21 P&B outputs. The biggest concentration of resources was found in P&B 2020–21 Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue (34 per cent); 2020–21 Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market (30 per cent); and 2020–21 Outcome 7: Adequate and effective protection at work for all (29 per cent).⁴⁶

Nepal: ILO Nepal development cooperation expenditures were spread across three P&B outcomes in 2018–19 and five P&B outcomes in 2020–21 (eight outputs). The highest concentration in spending was on 2020–21 Outcome 3: Economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work for all (which garnered 50 per cent of 2018–20 expenditures); and 2020–21 Outcome 7: Adequate and effective protection at work for all (23 per cent of 2018–20 expenditures).

Pakistan: Development cooperation expenditures were spread across five 2018–19 P&B outcomes and five 2020–21 P&B outcomes. The highest concentration in spending was on 2020–21 P&B Outcome 2: International labour standards and authoritative and effective supervision.

Sri Lanka: The ILO's development cooperation project expenditures were spread across three 2018–19 P&B outcomes and six 2020–21 outcomes (seven outputs). The highest concentration of expenditures was under 2020–21 P&B Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all, which amounted to 50 per cent of total expenditures.

DWCP linkages to UN country development frameworks

Bangladesh: The current Bangladesh DWCP also broadly aligned with the UN Development Assistance Framework (UNDAF) 2017–20, while the simultaneous development of the next DWCP and UN country framework aimed to ensure the frameworks' future alignment. The three priority areas of UNDAF 2017–20 were:

1. Outcome Area 1: People – All people have equal rights, access and opportunities.
2. Outcome Area 2: Planet – Sustainable and resilient environment.
3. Outcome Area 3: Prosperity – Inclusive and shared economic growth.

DWCP priorities fell under UNDAF Outcome Area 1, which included objectives on improving social protection programmes and strengthening national policy and legal frameworks, in line with international standards. It also included Outcome Area 3 on inclusive and shared economic growth, which contained objectives on

⁴⁶ These corresponded to DWCP Priorities 2 and 3 (Promotion of safe and clean working environment for all workers and in compliance with core international labour standards, and Promotion of fundamental principles and rights at work through social dialogue and tripartism), 1 (Effective employment policies to enhance employability through skill development including for green growth), and 4 (Promotion of social protection for all workers and vulnerable groups including against climate change), respectively.

reducing gender-based wage discrimination; enhancing employment opportunities for youth, women and other disadvantaged groups; and enabling safe migration.

Nepal: The DWCP also broadly aligned with the 2018–22 UNDAF, which established four priority areas of cooperation: (a) sustainable and inclusive economic growth; (b) social development, resilience and disaster risk reduction; (c) climate change adaptation; and (d) governance, rule of law and human rights. The DWCP- and ILO-related programme of work was most linked to Priority Area 1, which planned support for institutional capacity-strengthening to draft, enact and implement policies on inclusive growth. Under this priority, the framework strategy also planned UN agency collaboration to increase agricultural productivity and business-related technical assistance, focused on enabling MSMEs to become more competitive. UNDAF Priority 1 activities also included migration-related assistance to strengthen intergovernmental engagement in the development and implementation of migration policies.

Pakistan: Pakistan's DWCP was designed to align with the One UN Programme II 2013–2017 (OP II). DWCP Priority 1 (decent work in the rural economy) and Priority 2 (jobs creation for youth and vulnerable groups) aligned with the OP II priorities of labour market participation of women and other disadvantaged groups, and youth employment. Pakistan's current One UN Programme III (2018–22) maintains a focus on promoting inclusive economic growth and social justice, inclusion of marginalized groups and subnational development.⁴⁷ Among ten One UN Programme outcomes, the DWCP contributes primarily to Outcome 2 (decent work) and Outcome 10 (social protection), whereas the ILO leads the respective UN agency results groups, as well as in Outcomes 7 (education) and 8 (gender equality). Towards decent work, the One UN Programme prioritizes employment promotion for youth, women and marginalized groups through skills development, school-to-work transition and entrepreneurship opportunities. The DWCP is well aligned, with its focus on rural workers' opportunity under Priority 1, and employment creation under Priority 2. Regarding youth employment promotion, the ILO's programming included analytical work and policy dialogue initiatives supporting government policy on youth employment and skills. Nevertheless, attention to youth employment has not been a major thrust of the programme's implementation relative to other priority areas.

Sri Lanka: Sri Lanka's DWCP is closely tied to the UNSDF (2018–22) and with the Common Country Assessment 2016,⁴⁸ which set four strategic drivers: (a) improved data, knowledge and evidence-based policy; (b) strengthened innovative public institutions and engagement towards a lasting peace; (c) human security and socio-economic resilience; and (d) enhanced resilience to climate change and disasters, and strengthening environmental management. These themes were integrated across the DWCP – Priority 1 (sustainable employment creation) and Priority 3 (rights at work) reflect strategies under drivers 2, 3 and 4; social dialogue efforts under Priority 2 reflect Driver 2; and cross-cutting Outcome 4 (knowledge generation) aligns directly with Driver 1.

► **Box 5. Good practice: ILO country offices' active involvement in UN country development framework design**

All four ILO country offices actively contributed to UN country development framework design. To varying degrees, they were also able to reflect the ILO's Decent Work Agenda priorities in the UN system and other partners' programming, including multilateral finance organizations' programmes. While the ILO personnel reported that participation consumed considerable time and effort, they noted that their involvement in UN agency planning and coordination mechanisms reinforced the ILO's influence, which was critical to keeping the ILO relevant within the UN's reform agenda. One senior ILO country office official perceived that UN reform was likely to result in fewer resources for individual agency programmes, and more for joint programmes, reinforcing the importance of positioning the ILO within the UN Country Programme. A DWT specialist also underlined the ongoing importance of embedding DWCP efforts within the One UN development framework.

47 One United Nations Programme III 2018–2022, United Nations Sustainable Development Framework For Pakistan. 2018.

48 United Nations Country Team. Common Country Assessment. 2016.

In all four countries, the ILO leads or co-leads various UN and thematic coordination groups. Possibly as an outcome of its active contributions, other UN and development cooperation agencies and national stakeholder organizations perceived ILO valued added contributions to work in the following areas: migration, inclusive employment, social protection, promoting labour rights and combatting child labour, skills development and working conditions in the RMG sector. As one example of the ILO's contribution, a UN official in Sri Lanka remarked that ILO did "a marvellous job" on the social protection paper as part of the UN socio-economic response plan for COVID-19.

DWCP linkages with UN Sustainable Development Goals

Many of the SDG targets link directly to the ILO's mandate and to the four pillars of the Decent Work Agenda. They are evident in ILO programming, in the four case study countries, from 2018 to the present. SDG targets to which the DWCPs have contributed include those shown in table 11.

► **Table 11. DWCP linkages with UN Sustainable Development Goals**

Workstream	SDG	Countries
Social protection	SDG 1.3	Bangladesh, Nepal, Pakistan, Sri Lanka
Quality and accessibility of technical and vocational education and training	SDGs 4.3, 4.4 and 4.5	Bangladesh, Sri Lanka
Promotion of gender equality in the workplace	SDGs 5.1, 5.2 and 5.5	Bangladesh, Nepal, Pakistan, Sri Lanka
Decent and inclusive employment promotion, including MSME development	SDGs 8.3, 8.5 and 8.6	Bangladesh, Nepal, Pakistan, Sri Lanka
Eradication of child labour	SDG 8.7	Bangladesh, Nepal, Pakistan, Sri Lanka
Promotion of safe and secure working environments for all	SDG 8.8	Bangladesh, Nepal, Pakistan, Sri Lanka
Promotion of orderly safe, regular and responsible migration	SDG 10.7	Bangladesh, Nepal, Pakistan, Sri Lanka
Development of effective, accountable and transparent institutions; protection of fundamental freedoms	SDGs 16.6 and 16.10	Bangladesh, Nepal, Pakistan, Sri Lanka

Application of results-based management principles and evaluability of programming

Based on evaluation team analysis, the ILO programming staff in the four countries, assisted by EVAL personnel, have broadly followed RBM principles in the formulation of the DWCPs.⁴⁹ Each DWCP framework consists of a set of clear priorities, outcomes and supporting outputs. The DWCPs are accompanied by monitoring and evaluation frameworks for use by the ILO and constituents, consisting of indicators and targets, incorporated in the DWCP document and elaborated in more detail under implementation. The DWCPs vary in the quality of the formulation of outcomes, outputs, indicators and targets according to SMART (specific, measurable, achievable, relevant and timebound) guidelines. This has made the assessment of progress challenging in some countries, for ILO and constituents, as well as for external reviewers.

49 https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_567503.pdf (accessed May 2021). Evaluability is "the extent to which an activity or a programme can be evaluated in a reliable and credible manner". Closely related to evaluability, RBM principles include defining the results to be achieved in "measurable" terms and establishing a plan and system for monitoring the results (*Results-based Management in the ILO: A Guidebook*).

Key finding 7: Based on the evaluation team’s analysis and stakeholder reports, the four countries applied results-based management principles by formulating DWCPs comprising clear priorities and outcomes. Some monitoring frameworks were overly complicated, and data collection and reporting on DWCP indicators were limited for all countries, making results-based assessment of progress difficult. Based on the synthesis of evaluation reports, weak monitoring and evaluation frameworks were common in many project designs across the four countries.

In all four countries, the DWCPs are in their third or fourth iteration. Each is built upon a tripartite process of review of the previous DWCP.

Bangladesh’s experience developing and implementing previous DWCPs was evident in the tangible formulation of DWCP outcomes and targets. Bangladesh’s monitoring framework is related directly to planned ILO assistance, rather than proposing general, and often hard-to-measure, decent work indicators. The evaluation team finds that the benchmarks are ambitious but achievable – representing results that the ILO and constituents could actually plan how to achieve, versus the very high-level outcomes that are outside the ILO’s (and often the country’s) control.

Nepal’s monitoring framework includes two to three indicators, baseline information and targets for each of its ten outcomes. In most cases, the indicator targets usefully and clearly describe the results to be achieved (such as how progress against the outcome will be measured). The targets are relatively high-level and ambitious, requiring robust efforts from the ILO’s tripartite constituents to attain. Progress in meeting targets appears to be more easily tracked for some indicators than others. Notably, there are some targets on workers’ and employers’ capacity that may need a more elaborate set of sub-indicators to measure progress.

Pakistan’s DWCP framework has specific outcomes, outputs and performance indicators. However, as the DWCP midterm review (November 2020) noted, the framework is overly ambitious – it is comprised of too many outcomes and indicators, making performance measurement and collection of data challenging.

Sri Lanka’s DWCP outcomes are stated in results-based terms, and a set of potential indicators is included per outcome, but milestones and targets, whether qualitative or quantitative, are not included in the document. Such progress measures were introduced more recently by the focal point programme officer.

The four case study countries have taken a variety of approaches to monitoring and reporting on the progress of the DWCPs, together with the constituents, including information-sharing and periodic reporting to DWCP tripartite steering committees. In some countries, the governance of the DWCP is the same structure as the national social dialogue structure, while in other countries (such as Pakistan), a separate committee is established for DWCP oversight. The evaluation team found that, in most countries, the steering committee meetings and related reporting have not been conducted regularly, the constituents are not directly involved in compiling the reports, and the ILO’s reporting documents do not use the indicators listed in the original frameworks.⁵⁰ Taking an alternative approach to monitoring progress, ILO Sri Lanka initiated a task force for DWCP monitoring. It created reporting templates to capture national constituents’ contributions. Reporting is progressing well according to programming staff, although some constituents needed coaching to complete the templates, especially the trade unions. ILO Sri Lanka’s Programme Unit staff recognize the need to develop more qualitative milestone indicators at the outcome level, but have not made progress on this effort to date.

⁵⁰ In **Nepal**, the ILO and tripartite partners delayed a planned midterm DWCP evaluation due to the pandemic. There have been no systematic meetings or reporting on DWCP progress since its inception. According to ILO personnel, ILO tracks some DWCP indicators to meet its UNDAF reporting commitments every six months.

ILO **Bangladesh** commissioned stocktaking reports on the DWCP and the ILO’s normative framework, as well as an evaluation synthesis report, to help prepare the next DWCP (2022–25). The programme has also organized periodic Decent Work Tripartite Steering Committee meetings.

In **Pakistan**, ILO reports to the DWCP Steering Committee every six months, while the committee meets infrequently. ILO senior personnel observed that there was no clear monitoring mechanism for the DWCP. Said one: “We use decent work country profiles to showcase the progress of the decent work. The constituents should have their own monitoring mechanism, which should feed into the monitoring process.”

It is important to note that the four country offices, along with other countries in the ILO's Asia and the Pacific region, operate two monitoring systems, one used at the country level and for tripartite constituent review, as described above, and the other for corporate reporting progress towards the Strategic Programme Framework. At the corporate level, the DWCP outcomes are used to create CPOs linked to the P&B outcomes. The countries report progress against the CPOs biannually through the IRIS Strategic Management Module, with ratings of progress and status per CPO. As noted by previous high-level evaluations,⁵¹ and observed by ROAP programme support managers, the two systems are not fully coherent with each other. Moreover, neither system currently consolidates summaries on DWCP progress towards intended results or impact in a user-friendly and coherent manner. However, this issue is not limited to country offices in the Asia and the Pacific region.

Based on ILO personnel accounts, future DWCPs will be more closely integrated with the UNSDFs, which will create both an opportunity and a challenge to introduce nationally-driven DWCP indicators and consolidated reporting, as part of the joint UN programme effort.

Regarding monitoring and evaluation of development cooperation projects, as noted in the "Synthesis review of the ILO's programme in support of decent work in the four countries" (March 2021), gaps in adherence to RBM principles are common in many project designs across the four countries. The common conclusion across the evaluations reviewed was that a more complete or fit-for-purpose set of indicators that are aligned with a project's logical framework and a comprehensive monitoring and evaluation plan are critical to provide evidence of the project's contribution, and for project decision-making and organizational learning.

While each development cooperation project utilizes its own evaluation findings, and a management response is required for each evaluation, the present evaluation team did not identify a system for consolidating learning from the project evaluations at the country level.

3.3. Effectiveness and impact orientation

This subsection describes some key DWCP results, from 2018 to the present, by case study country. It provides information and analysis on ILO contributions, as well as their potential impact. This subsection also highlights trends and effectiveness issues that span all four case study countries, including: overarching success factors and constraints, integration of the ILO's cross-cutting policy drivers, the role and contributions of ILO DWTs and Geneva-based technical specialists, and the scope and contributions of the ILO's strategic partnerships.

3.3.1. Country programme effectiveness and impact

Key finding 8: Based on ILO staff, constituents and other partner accounts, and document review, the ILO made noteworthy contributions to policy and legal framework strengthening, institutional capacity-building, knowledge creation and awareness-raising in various areas, including labour administration, industrial relations, employment, migration, social protection and fundamental principles and rights at work. The volume and key areas of accomplishment, as well as gaps in planned versus actual results, varied by country.

51 Such as the Independent Evaluation of the ILO's Decent Work Country Programme Strategies in the Mekong Subregion, 2012–17.

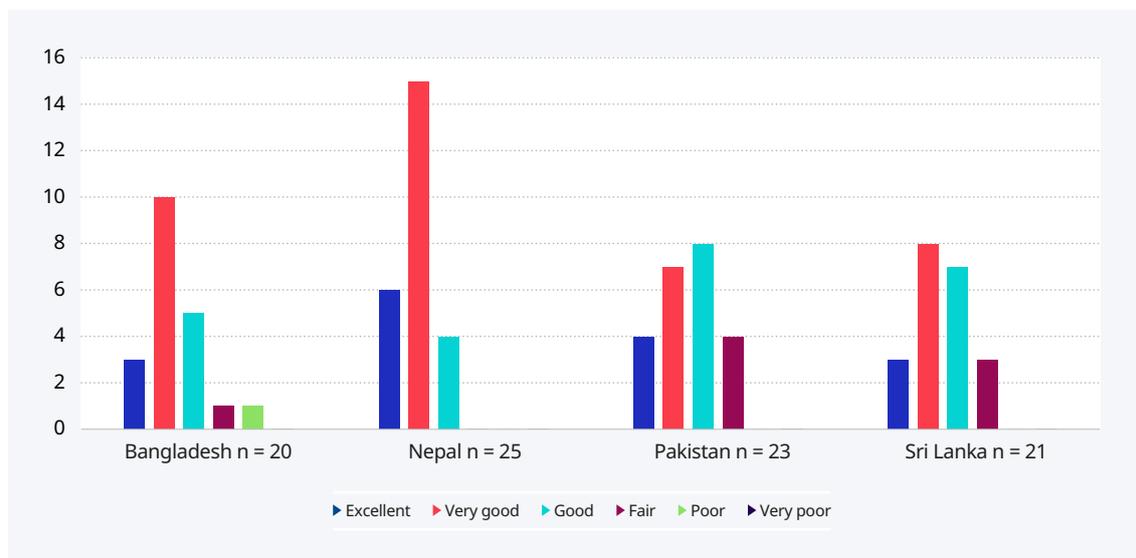
Stakeholder perceptions of ILO effectiveness

According to the evaluation survey results, ILO personnel and tripartite constituents’ perceptions of the overall effectiveness of ILO interventions were largely positive, with some variance between case study countries. Most survey respondents (56 of 89) rated ILO effectiveness of interventions as excellent or very good, with some variance by country.⁵²

The evaluation survey data also provide insights into evaluation stakeholders’ perceptions of the intervention areas in which the ILO was most effective in each country. Survey respondents across all four case study countries strongly converged around three intervention areas:

- reinforcing institutional capacity of government;
- strengthening the legal and policy framework;
- raising awareness of ILO constituents and others on decent work issues.

► **Figure 5. Perceptions of ILO personnel, tripartite constituents and other partners of the overall effectiveness of ILO interventions in Bangladesh, Nepal, Pakistan and Sri Lanka, 2018–present**



Looking into survey results by country, there are some notable differences. For example, many survey respondents in Sri Lanka highlighted responding to the COVID-19 pandemic, increasing enterprise productivity and increasing access to decent jobs as among the areas where ILO interventions were most effective. In Bangladesh, Nepal and Pakistan, many respondents highlighted increasing the availability of data and other research on decent work issues, and building the capacity of workers’ and employers’ organizations, as areas of strength.⁵³ In Nepal, survey respondents highlighted the country programme’s effective collaboration with civil society and community-based organizations.

52 For example, in Pakistan, most stakeholders rated ILO interventions as good or fair (12 out of 23). One ILO personnel respondent in Pakistan commented, “We have done a lot of activities, but results on-ground are only few.”

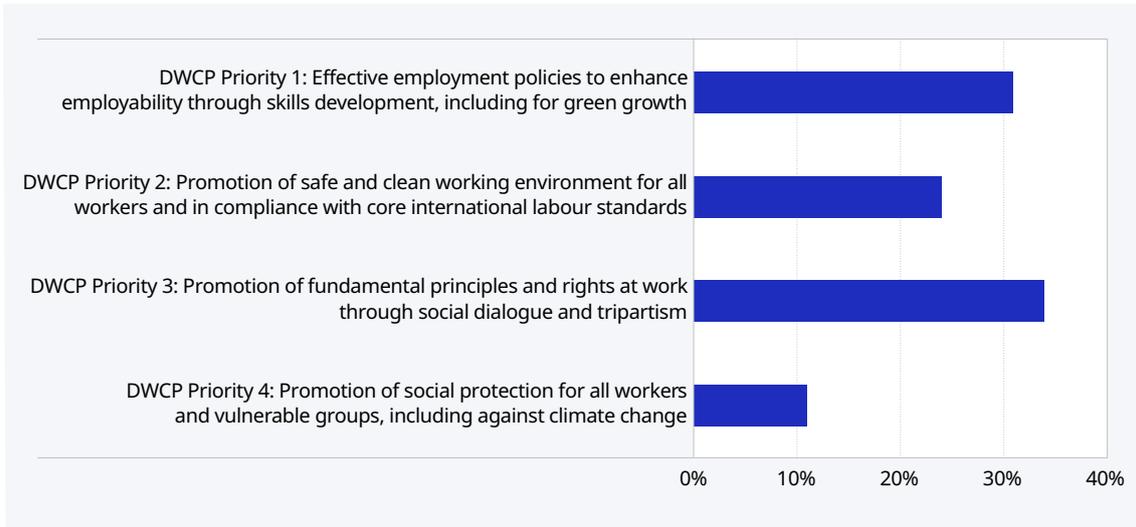
53 Interestingly, opinions diverged among survey respondents, as a significant number of respondents also highlighted capacity-building of workers’ and employers’ organizations as among the intervention areas where ILO was the least effective in Pakistan.

Country programme achievements and emerging impact

In each of the four evaluation countries, the ILO achieved noteworthy results that contributed to both DWCP as well as ILO P&B outcomes, in a variety of ways and thematic areas of work. Below is an overview of key achievements and gaps per country, based on the triangulation of evaluation key informant interviews, internal DWCP reviews carried out for Pakistan and Bangladesh, and other ILO documents. Given the absence of consolidated data reported by the countries for each DWCP, the evaluation does not present a discussion of progress against DWCP outcome indicator benchmarks or targets. Annex J lists the development cooperation projects **implemented** in each country during the period 2018–21.

Bangladesh: The Bangladesh DWCP 2017–20 is framed by four overarching priorities. Through its large portfolio of development cooperation projects and technical advisory services, the ILO contributed budgetary resources to all DWCP outcomes. Between 2018 and 2021, the ILO had 28 projects in Bangladesh⁵⁴ with a budget of US\$70.6 million for the period. Of these, 21 projects were still active in 2021. Programme expenditures were spread across all four DWCP priorities and eight outcomes, with variations in the levels of investment, especially at the outcome level.⁵⁵

► **Figure 6. ILO Bangladesh: Distribution of 2018–2020 ILO expenditures by DWCP Priority**



Based on ILO and national stakeholder reports and document review, the ILO contributed to noteworthy results under each priority and overall good progress on achieving targets established in the DWCP monitoring framework.

Priority 1 – Skills, employment and sustainable enterprise development (CPO BDG 101): The ILO contributed to employment policy, including inputs on youth employment, labour migration, the future of work, and green jobs and skills. It also advanced Bangladesh’s TVET system’s capacity to provide inclusive education services, by contributing to policies and seven model institutions that prioritized access by women, minority groups and persons with disabilities. The ILO promoted methodologies including recognition of prior learning and use of e-learning platforms which, in the context of COVID-19 job losses, gave migrant workers the ability to certify their skills, and for TVET instructor training activities to continue despite lockdowns.

54 This number counts projects with more than one phase only once, and merges Better Work Bangladesh projects funded under more than one project into one.

55 For example, ILO Bangladesh spent less than 1 per cent of its budgetary resources on “Outcome 1.1: Bangladesh jobs strategy formulated for skills development and job creation with higher productivity and in green industries, especially for young men and women”.

Even though the Government of Bangladesh has not finalized a jobs strategy, as foreseen in the DWCP monitoring framework, the eighth five-year plan included inputs from the draft National Jobs Strategy developed by the ILO and the World Bank. In addition, because of ILO efforts, Bangladesh joined the Global Initiative on Decent Jobs for Youth in 2019.⁵⁶ The ILO reported that it also piloted smaller initiatives supporting MSMEs' productivity.

Government officials and other partners emphasized the ILO's significant and sustained impact on TVET policies over many years, and praised the quality of training delivered in ILO-supported inclusive model training centres. However, they perceived the scale of ILO projects to be insufficient in comparison to the numbers of training centres needing upgrading, as well as the numbers of returning migrant workers, youth and other groups needing skills training for employment. ILO personnel noted that other partners, such as the European Union, complemented its efforts with larger-scale infrastructure upgrades of TVET institutions, while it focused on policy support.

Priority 2 – International labour standards compliance (CPO BDG 227): Through development cooperation projects and technical specialist support, the ILO contributed to 2018 amendments to the labour code on provisions related to health, hygiene and safety; women's employment; trade union registration; and unfair labour practice handling. It helped to develop labour inspectorate standard operating procedures, prescribing uniform sets of actions to be followed to apply the new provisions of the code. Likewise, with ILO support, the Government of Bangladesh drafted various OSH policy documents and participated in awareness-raising and capacity-building activities.⁵⁷ Through Better Work's training and factory-level activities, the ILO also contributed to the implementation of a new law on preventing sexual harassment in workplaces, aligning with the Violence and Harassment Convention, 2019 (No. 190) and the ILO's cross-cutting policy driver on gender and non-discrimination.

Through two large development cooperation projects,⁵⁸ the ILO continued previous work on improving safety and working conditions in the RMG sector. Programme evaluations and stakeholder feedback highlighted Bangladesh's significant advances in workplace safety since the Rana Plaza accident. The ILO reported that remediation of the most critical National Initiative factories' safety violations occurred prior to 2018, when over 600 factories were shut down or voluntarily closed. Since 2018, progress resolving outstanding remediation audit issues slowed significantly, with access to finance and to weak enforcement of agreed-upon timelines cited as main causes. On the other hand, the labour inspectorate and employers' and industry associations' institutionalization of new industrial safety oversight roles and mandates have progressed. This was demonstrated by the labour inspectorate's intention to establish a permanent industrial safety unit, as well as the launch of the private sector-led RMG Sustainability Council, which takes over from the Accord on Fire and Building Safety in Bangladesh.⁵⁹ Moreover, labour officials reported that they had begun to apply newly acquired competencies from their cooperation with the ILO and other multi-stakeholder industrial safety initiatives to assess and remediate structural, fire and electrical issues in other industrial sectors in Bangladesh.

For its part, Better Work Bangladesh (BWB) progressively added new factories, thanks to reported strong buyer support for the programme and growing acceptance from factory owners. Although BWB reports uneven progress overall, its annual compliance synthesis reports indicate a reduction in non-compliance in some key areas, as well as links to increased productivity, especially among the factories that have participated in the programme the longest. Although with setbacks due to the COVID-19 crisis, BWB reported strengthening its work with employers and workers' organizations. It aimed to strengthen their

56 Decent Jobs for Youth is a global, multi-stakeholder initiative led by the ILO that brings together governments, social partners, the private sector, and youth and civil society organizations, to scale up action and impact youth employment worldwide.

57 The main activities included: OSH profile development; a National OSH Plan of Action drafted and validated, and other sector safety guidelines developed and diffused; OSH day celebrations; various activities with the labour inspectorate, and employers and workers' organizations, on factory safety committee capacity-building and monitoring; and gender mainstreaming activities.

58 These were RMGP II and Better Work Bangladesh (BWB).

59 The Accord on Fire and Building Safety in Bangladesh was a five-year independent, legally binding agreement between global brands, retailers and trade unions designed to build a safe and healthy Bangladeshi RMG industry. The RMG Sustainability Council was officially launched in May 2020 to be a permanent safety monitoring body in the RMG sector in Bangladesh. It is a private initiative of the Bangladesh industry, global brands, and global and local Bangladeshi trade unions.

understanding of compliance issues, and their ability to promote and monitor changes in industry practices, as part of the programme's longer-term sustainability strategy. Based on pre-COVID-19 feedback from buyers, the presence of BWB in Bangladesh has favoured their continued investment in the country, a factor that may also aid in the industry's post-pandemic recovery.

Priority 3 – Social dialogue (CPO BDG 230): The ILO facilitated the establishment of the RMG Tripartite Consultative Council in 2018, and established collective bargaining, workplace cooperation and grievance handling capacity at the factory, trade union and employers' organization levels. To strengthen workers' organizations' capacity to represent members in the RMG sector, the ILO launched the Workers' Resource Centre (WRC) in 2018 (see box 6). It also contributed to indigenous workers' organizations' activities to defend members' rights,⁶⁰ and helped to reinforce the labour inspectorate's overall capacity, including by improving trade union registration and complaint monitoring systems.⁶¹ At the factory level, BWB mainstreamed social dialogue in its core service activities, by facilitating the process for freely elected and active participation committees.⁶²

► **Box 6. Good practice – Bringing trade union federations together in WRC capacity-building activities**

The WRC is a joint platform of two trade union federations (National Coordination Committee for Workers Education and the IndustriALL Bangladesh Council) to provide capacity-building and outreach services (including paralegal) for RMG workers and their organizations. Although feedback was mixed on the quality of WRC training and follow-up to date, evaluation FGD participants highlighted the WRC's potentially important contribution to trade union unity. One participant noted the polarization between the two trade union centres involved in WRC governance, but said, "WRC training brings us together. Differences weaken labour rights movements, but the training helps to minimize the gaps." FGD participants indicated that they hoped the WRC would expand services to include trade unions in other industries and economic sectors.

Despite improvements in the legal and regulatory framework governing trade union registration and the oversight of Export Processing Zones, national and international stakeholders continue to highlight limited progress on freedom of association and collective bargaining in Bangladesh. Moreover, an April 2020 ILO technical brief on Labour Inspection Governance in Bangladesh emphasized the need for continued labour administration commitment and capacity-building for the professionalization of the labour inspectorate, inspection targeting, follow-up on complaints and violations, as well as stronger sanctions for non-compliance. The need for further action was likewise highlighted by the complaint and related follow-up discussions, before the ILO Governing Body relative to Bangladesh's implementation of Conventions Nos 81, 87 and 98.⁶³ In response to the complaint, the ILO assisted the Government of Bangladesh and social partners to develop a timebound road map of actions to address all the outstanding issues mentioned in the complaint, and is currently supporting its implementation.

While expressing gratitude for ILO support, Indigenous People Association leaders highlighted their need for longer-term institutional development support from the ILO, as well as increased ILO backing for their advocacy activities related to ratification of the Indigenous and Tribal Peoples Convention, 1989 (No. 169).

60 In 2018, the first national indigenous workers' platform, with a 17-member national committee, was formed. The Government of Bangladesh reactivated minimum wage requirements for tea workers, and the Bangladesh Tea Association and the Bangladesh Tea Plantation Workers Union negotiated a collective agreement.

61 The inspectorate adopted four standard operating procedures: (a) factory registration and licensing, (b) labour inspection, (c) accident injury reporting and investigation, and (d) complaints management. It also deployed the Labour Inspection Management Application (LIMA), digitizing labour inspection and including specific modules for complaints management, factory licensing and remediation tracking.

62 Based on BWB reports, since the programme's inception and until December 2019, BWB facilitated the formation of 171 participation committees and 136 safety committees. Of the elected 1,863 participation committee representatives, BWB reported that 44 per cent were women. In collaboration with GAP Inc., BWB and the SDIR project delivered training to improve collective bargaining and negotiation skills in GAP supplier factories (approximately 47 factories). BWB also provided training on setting up factory level grievance-handling mechanisms.

63 Several workers' delegates submitted the complaint to the 108th Session of the International Labour Conference (June 2019).

They also emphasized the need for continued support for the Tea Workers’ Union where, despite the ILO’s support for a collective bargaining agreement, concluded in 2018, working conditions in the sector reportedly remained “woeful”.

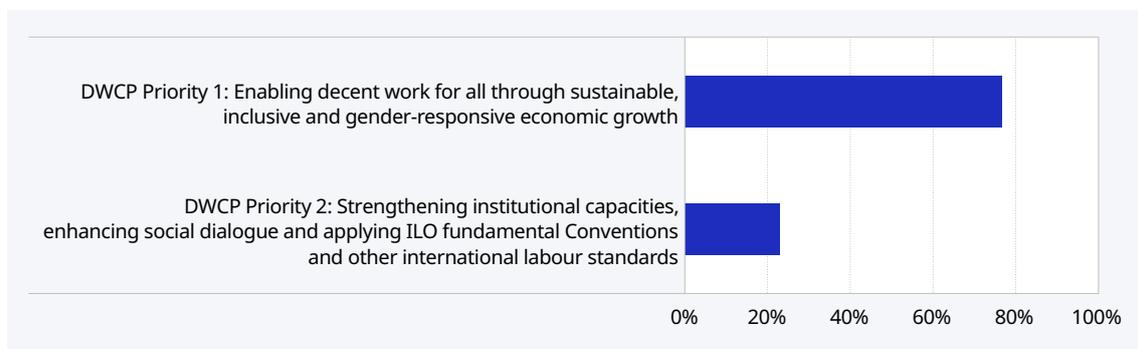
Priority 4 – Fundamental principles and rights at work, and social protection (CPOs BGD 301, 229, 302 and 303): Since 2013 and continuing into the present evaluation period (2018 onwards), Bangladesh has reinforced its legal and regulatory framework on migration, based on ILO research and technical advice. Research has covered topics on recruitment costs, complaint mechanisms for migrant workers, migration memoranda of understanding and bilateral agreements, and challenges for women migrant workers. Among other technical support, the ILO, with other migration development partners, developed a road map for migration priorities post-COVID-19 pandemic.⁶⁴ The ILO sensitized 110 recruitment agencies on fair recruitment, and trained trainers to deliver predeparture training for migrant workers. The ILO also implemented community-based activities aiming to develop women’s capacity to make informed employment decisions. It also supported partners’ advocacy for policy changes, including for Overseas Employment and Migrants Act revisions, and for ratification of the Domestic Workers Convention, 2011 (No. 189) and Convention No. 190 (through the Work in Freedom project, also implemented in Nepal).

Participants in FGDs on ILO contributions to combatting child labour in Bangladesh highlighted ILO achievements, integrating child labour into labour inspection, raising awareness and creating community-level, subregional and national monitoring and referral mechanisms to address the issue. Notably, ILO and partner organization advocacy contributed to the prohibition of children under 14 years of age from engaging in light work. They also reported Government of Bangladesh commitments to ratify P029 – Protocol of 2014 to the Forced Labour Convention, 1930 (expected in 2021) and the Minimum Age Convention, 1973 (No. 138) (no target year set). Although COVID-19 resulted in school closures and rising economic insecurity, the ILO has not had resources for community-level programmes, a gap cited by evaluation key informants, who worried that years of steady progress on the elimination of child labour would be set back due to pandemic effects.

The ILO reported that its work on developing new social security mechanisms had helped the Government of Bangladesh to implement its Social Security Policy, parts of which had been stalled, due to lack of consensus among social partners. The employment injury insurance and the wage subsidy schemes will be the first of their kind in Bangladesh, though neither scheme has been piloted to date. The ILO, as well as national stakeholders, reported that the terms for the planned employment injury insurance pilot have already been validated and, once it is implemented, will serve as a basis for developing a longer-term solution.

Nepal: The Nepal DWCP 2017–20 is framed by two overarching priorities, with five outcomes under each. Based on data extracted from the ILO’s Development Cooperation Dashboard, between 2018 and 2021 the ILO had 17 projects in Nepal, with a total budget of US\$18.8 million. Of these, 11 were still active in 2021. ILO

► **Figure 7. ILO Nepal: Distribution of 2018-20 expenditures by DWCP priority**



64 The ILO assisted the Ministry of Expatriates’ Welfare and Overseas Employment to conduct a vulnerability assessment of returned migrant workers and, with this assessment, to define priorities and develop immediate, medium- and long-term responses. The resulting document has been subject to interministerial discussions and resource mobilization within the Government.

technical advisory services, use of RBSA funding and development cooperation projects contributed resources towards all DWCP outcomes. Programme expenditures were unevenly distributed, with DWCP Priority 1 attracting three times more budgetary resources than Priority 2, reflecting the country programmes' strong emphasis on economic growth and employment generation. While there were no projects specifically focused on developing employers' organizations' capacity (DWCP outcomes 2.3 and 2.4), various projects included activities to support employers' and workers' organization activities.

The ILO and national stakeholders reported noteworthy results under each priority, with significant progress in employment and social protection policies and programmes, but relatively less in labour administration capacity-building.

Priority 1 – Sustainable, inclusive and gender-responsive economic growth (CPOs NPL 101, 104, 125, 127, 128, 129 and 130): The ILO's main work streams, contributing to DWCP Priority 1 outcomes, were following up on 2017 labour code and social security legal framework reforms and their enforcement, promoting better jobs and livelihoods for disadvantaged groups, promoting employment-centric policies and programmes, and enhancing access to social protection, especially by strengthening management of contributory social security schemes.

Ten years of ILO work on reforming the labour code in Nepal concluded with a significant revision in 2017, just prior to the start of the current DWCP. The revised Labour Act affirmed employment as a basic right, and extended labour code coverage, including minimum wage protection, to informal sector workers. ILO personnel and national stakeholders highlighted the ILO's technical assistance for the re-

forms and subsequent development of the regulations, for the 2017 Labour Law and Social Security Act, as a unique and high value added accomplishment. The new Act has reportedly reduced labour disputes related to the permanency of jobs, because the reform gave workers the right to benefits such as the provident fund from day one of their employment.⁶⁵ Following up on new minimum wage provisions, the DWT/CO-New Delhi wage specialist provided training and technical advisory services to ILO tripartite constituents on the design and implementation of evidence-based minimum wage policies; although based on document review, additional capacity-building is needed. With ILO support, Nepal strengthened national OSH policy frameworks and adopted the National OSH Policy in 2019, and developed a draft National OSH Profile in 2020.

ILO personnel and constituents noted that fuller implementation of 2015 constitutional mandates, prescribing that both federal and provincial governments oversee issues related to labour and employment rights, is a significant challenge needing more attention. To date, with ILO assistance, a tripartite labour advisory committee has been established in one province, and some progress has been made on developing labour migration policies at the provincial level.

The ILO contributed in various ways to employment policies, including by organizing high-level tripartite dialogues; conducting assessments; producing labour market data; and piloting employment service centres, enterprise productivity and employment generation intervention models.⁶⁶ With RBSA funds, the ILO supported enterprises operating in four sectors – agro-based industries, tourism, information and communications technology (ICT), and manufacturing. The ILO collaborated with the UN Capital Development Fund to help MSMEs access new business support and financial services – including e-commerce, digital payments and value chain financing via technological platforms – an approach reported to be especially useful in overcoming COVID-19 restrictions.⁶⁷

► The ILO piloted a tripartite council at the provincial level. It is working well, and I hope it will be expanded to the other six provinces.”

► **Labour official in Nepal**

⁶⁵ Interview with ILO Country Director in *Spotlight Nepal*, May/June 2019.

⁶⁶ In 2017–18, the ILO implemented an “Enabling Environment for Sustainable Enterprises” assessment in Nepal, which surveyed both formal and informal sector enterprises, as well as women-led businesses, the latter leading to gender-sensitive recommendations. ILO constituents participated in tripartite policy dialogues on the assessment's recommendations in two provinces. Under the Republic of Korea-funded Labour Market Information and Employment Services project, which ended in 2018, the ILO piloted 14 employment service centres, which offered employability training and guidance to job seekers.

⁶⁷ A total of 652 retail MSMEs, of which 217 were women-owned, were onboarded onto e-commerce platforms. Through the platform, there were 54,762 digital financial services transactions, worth US\$357,177, in 2020 (2020 UNDAF Annual Report).

The joint ILO and World Bank Strengthening National Rural Transport Programme (SNRTP) generated more than 5 million workdays of employment. Approximately 70 per cent of beneficiaries were rural women workers from disadvantaged groups, whose employment was prioritized (see box 7). With ILO technical and financial support, the programme introduced solutions to ensure decent working conditions, including improving OSH practices and securing accident insurance for the workforce. SNRTP workers received livelihood skills training, and were supported to form savings and loan and other cooperatives. SNRTP and other ILO employment programmes reportedly influenced the design of the Prime Minister's National Employment Programme, 2019–23, which ensures 100 days of wage work in public works to unemployed men and women from disadvantaged groups.

► **Box 7. Good practice: Employment-intensive investment programmes to bring employment and improved infrastructure to rural communities**

During evaluation FGDs, SNRTP workers highlighted many benefits from the programme. These included locally-based employment; increased income for household and other expenses, including their children's education; and better roads near their homes. Female participants said they were less financially dependent on their husbands, which was empowering. Many SNRTP workers opened bank accounts and/or joined savings cooperatives, which they said provided them with savings to fall back on during the first COVID-19 lockdown. A few participants also reported using their savings to start new livelihood activities. One social protection specialist highlighted the usefulness of SNRTP-like programmes as part of the country's COVID-19 recovery strategy. Indeed, with the Secretary-General's UN COVID-19 Response and Recovery Fund resources, ILO Nepal is rolling out routine road maintenance works using employment-intensive work methods to provide immediate employment to disadvantaged communities.

Priority 2 – Capacity-building, social dialogue, international labour standards and fundamental principles and rights at work (CPOs NPL 105, 801, 802 and 826): ILO contributions to DWCP Priority 2 included efforts to promote core labour standards, including through the ratification of ILO Conventions, to prevent workers' engagement in unacceptable forms of work, strengthen foreign labour migration governance, and reinforce workers' and employers' organizations' capacities to recruit and serve their members.

ILO contributions to protect workers from unacceptable forms of work included efforts to promote awareness of existing national laws, and ILO Conventions and standards, to produce data and analysis to guide policymaking, and to enhance national stakeholder advocacy and community-level services for vulnerable groups. As an active member of the Inter-Agency Working Group on Child Labour, the ILO contributed to the National Master Plan on Child Labour, 2018–28.⁶⁸ With ILO support, the working group organized multi-stakeholder consultations and provided technical notes and memoranda to the Government, in line with the Worst Forms of Child Labour Convention, 1999 (No. 182); Abolition of Forced Labour Convention, 1957 (No. 105); Occupational Safety and Health (Dock Work) Convention, 1979 (No. 152); and Forced Labour Convention, 1930 (No. 29).

With ILO assistance, former bonded labourers accessed local government social and livelihood programmes. According to ILO personnel and implementing partners, out of 1,000 freed Haliya (former bonded agricultural labourers) who participated in ILO skills training, about 80 per cent found employment. The ILO, and implementing partner personnel, also pointed to ILO contributions to strengthening CSO and trade union networks' capacity to advocate for the rights of former bonded workers – as well as for other vulnerable population groups at risk of child labour, forced labour or labour trafficking – as having contributed positively to sustaining pressure on local, provincial and national decision-makers to address the needs of vulnerable populations.

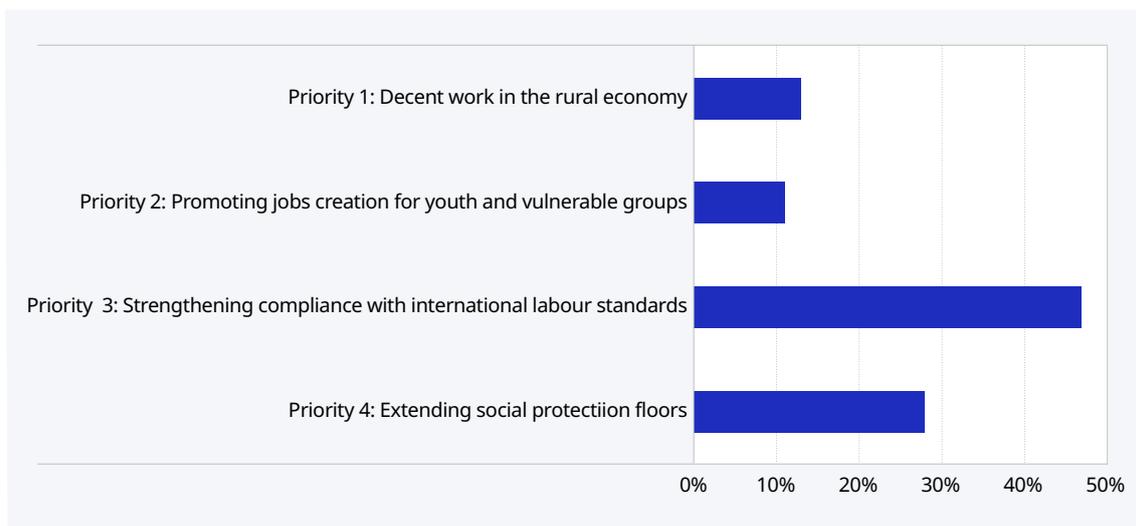
68 The group is chaired by the Ministry of Labour and consists of ten UN agencies and international NGO members.

With ILO support, two trade union partners (All Nepal Trade Union Federation and GEFONT) organized home-based and informal economy workers, especially women, into union-affiliated self-help groups and cooperatives in the garment supply chain. According to one trade union leader, the unions were able to increase their membership by more than 2,000 workers. The same leader reported that some home-based workers who received ILO-supported training on wage calculation achieved wage increases of up to 25 per cent, based on their demands. CSOs and trade union representatives lauded the ILO's efforts to improve working conditions of home-based workers, who are part of informal, and often invisible, lower tiers of international supply chains (a frequently mentioned gap in the ILO's international supply chain work in the garment sector worldwide). However, they perceived national policies and systems for registering and offering social protection to home-based workers as being a critical gap requiring additional ILO assistance.

ILO contributions on promoting safe migration included interventions to strengthen migration governance, promote fair recruitment of migrant workers, and ensure protection of migrant workers' rights in destination countries. Although incomplete, ILO personnel, donors and national counterparts perceived progress in strengthening Nepal's migration policies. Notable positive outcomes included bilateral agreements and memoranda of understanding with destination countries, which in some cases reduced the workers' burden of recruitment costs, formally linked workers with at least one destination country union (Jordan) and clarified Nepalese consular services' migrant worker services and protection role in important destination countries. As a result of the ILO's and its partners' advocacy, the Government of Nepal eased restrictions on women's labour migration choices. Finally, the ILO's mobilization of migrant worker networks, in collaboration with consular services, helped thousands of Nepalese workers to repatriate safely during COVID-19 shutdowns. Beneficiary feedback also indicated positive outcomes from community-level activities in terms of women's empowerment, knowledge about how to mitigate unsafe migration risks, and making local livelihood and social services more responsive to women's needs.

Pakistan: The Pakistan DWCP 2016–22 is delivered through four overarching priorities. Based on Development Cooperation Dashboard information, Pakistan had 23 development cooperation projects during 2018–21, with a total budget of US\$14.7 million. Fourteen projects were active in 2021. In Pakistan, the ILO contributed to all four DWCP priorities, with the largest contribution in terms of development cooperation projects linked to strengthening compliance with international labour standards in the textiles sector (Priority 3), which attracted almost 50 per cent of expenditure in the period. The second largest area of expenditure was on social protection (Priority 4), followed by promoting decent work in the rural economy (Priority 1), including prevention of child labour and bonded labour, in the cotton supply chain (Priority 1). A smaller proportion was directed to promoting job creation for youth and vulnerable groups (Priority 2).

► **Figure 8. ILO Pakistan: Distribution of 2018–20 expenditures by DWCP priority**



The ILO, national stakeholders and evaluation reports highlighted noteworthy results under each priority and overall good progress against the expectations established in the DWCP, while relatively less progress was made on job creation for youth.⁶⁹

Priority 1 – Decent work in the rural economy

(CPOs PAK151, 152, 153, 102 and 106): The ILO provided technical assistance to the Centre for Rural Economy to develop the first national Strategy for Promoting Decent Work in the Rural Economy. With support from three international consultants, the ILO helped Punjab and Sindh provinces to introduce significant legislative coverage for informal domestic workers and homebased workers. New labour laws include the Punjab Domestic Workers Act, 2019, providing regulation of employment of domestic workers and protection of their working conditions and social protection; the Sindh Home-based worker Act; and the Sindh Women Agricultural Workers Act (2019).

►► The ILO is behind all achievements and has a very proactive and supportive role.”

► Punjab labour official

Through two development cooperation projects in the cotton supply chain, the ILO is working with social partners, government and CSOs to improve working conditions of workers in rural areas of Sindh and Punjab.⁷⁰ Towards a coordinated response to child labour and bonded labour, the ILO (Clear Cotton project) partnered with the Sindh Department of Labour to implement new laws on child labour and bonded labour, and to develop community-based monitoring and remediation mechanisms at the district level through “vigilance committees”. These projects worked through community-based partners to raise awareness among women and girl cotton pickers on safety and health, as well as to help organize workers to voice their interests (see box 8). Several related ILO initiatives have also raised awareness among workers and employers on OSH, child labour and bonded labour in the brick kiln and paper packaging supply chain.

► Box 8. Emerging good practice: Organizing informal workers in the cotton supply chain

Working with established community organizations in cotton-growing areas of Punjab and Sindh, the INDITEX and Clear Cotton projects are supporting CSOs and NGOs to help women workers at the lowest level of the supply chain to form associations. The process of female union formation has commenced, with 50 women willing to establish a Union Council. Members of the CSO, Sindh Agricultural and Forestry Workers Coordination Organization, affirmed that this “would be the first female cotton workers trade union in Sindh Province”. Women members who joined the project training sessions looked forward to being able to bargain with contractors for the first time. The capacity-building sessions also raised awareness of OSH for women and girls in cotton picking, based on the women’s accounts.

As noted earlier, the ILO has contributed to building the knowledge base on child labour during the period through technical support to the Pakistan Bureau of Statistics at federal and provincial levels for the ongoing roll-out of provincial child labour surveys, expected to be completed in 2022.

Priority 2 – Job creation for youth and vulnerable groups (CPOs PAK 103, 176, 177 and 178): The ILO supported the development of a National Youth Employment Policy and a Youth Employment Strategy, and assisted with the establishment of the National Steering Committee on Youth. At the community level, through a few small-scale development cooperation projects, the ILO supported enterprise development, including agro-food enterprises (apples, cherries and trout farming) in a remote area of the Pakistan Administered Territory of Gilgit and Baltistan, with promising results for women entrepreneurs, despite a short project time frame. The ILO also used RBTC funds to train master trainers on the ILO’s Start and

⁶⁹ Notably, various development cooperation projects supported more than one DWCP priority.

⁷⁰ INDITEX-funded fundamental principles and rights at work in the Cotton Supply chain (multicountry) (2017–20), and EU-funded Clear Cotton: Elimination of Child Labour and Forced Labour in the Cotton, Textile and Garment Value Chain (2017–23).

Improve Your Own Business (SIYB) programme, reaching out to 1,000 business start-ups. The ILO plans to support the Government of Pakistan with a Livelihoods Protection and Youth Employment Project in response to COVID-19.

Priority 3 – International labour standards compliance through social dialogue (CPOs 107, 201, 202, 204, 228, 801, 802 and 826): The ILO made wide-ranging contributions to improve international labour standards compliance – towards labour law reforms aligned with international labour standards, improved labour inspection capacity, tripartite and industry capacity for enterprise compliance with international labour and environmental standards – as well as protection of migrant workers along the migration cycle.

In support of the Government of Pakistan's interest in ratifying various Conventions for worker protection, the ILO produced gaps analyses of national legislation for the Equal Remuneration Convention, 1951 (No. 100); and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111). This resulted in a draft model law for non-discrimination in the workplace, which was shared with provincial governments for comment. During the 2020–21 biennium, CO-Islamabad has undertaken a further ten gaps analyses and comparative studies on various ILO instruments. These include the Part-Time Work Convention, 1994 (No. 175); the Safety and Health in Mines Convention, 1995 (No. 176); the Maternity Protection Convention, 2000 (No. 183); the Domestic Workers Convention, 2011 (No. 189); the Social Security (Minimum Standards) Convention, 1952 (No. 102); the Employment Injury Benefits Convention, 1964 [Schedule I amended in 1980] (No. 121); the Nursing Personnel Convention, 1977 (No. 149); the Forced Labour Convention, 1930 (No. 29); and the Violence and Harassment Convention, 2019 (No. 190). Six of the studies were requested by the Government as part of its consideration to ratify new Conventions, while four were conducted as part of the requirements of different projects. Among its recommendations, a DWT review of the studies recommended that CO-Islamabad prepare a plan to highlight major findings of the studies through webinars and various other dissemination avenues, and should make an overall plan for the assessment at the outset, including engagement with and contribution by the relevant ministry or ministries. Despite the number of government requests for gap analyses, trade union representatives observed that Pakistan's progress on ratifications has been very slow. An EU representative also highlighted that a lack of progress in ratification of Conventions in recent decades is an indication of absence of Government of Pakistan political will.

The ILO continued to build compliance on working conditions and environmental standards in SMEs through ILES, a large development cooperation project focused on the textiles sector.⁷¹ The midterm project evaluation noted that the project had advanced Government of Pakistan submission of ILO instruments to the competent authorities, as a step toward implementation of ILO Conventions and Recommendations. It has also supported the Sindh Rules of Business, which define how provincial labour laws should be implemented. The project also conducted freedom of association, collective bargaining and labour dispute resolution assessments, which highlighted gaps and suggested follow-up actions. At the enterprise level, ILES successfully launched two out of three planned enterprise support programmes, completing planned OSH training for 100 enterprises, and initiating the Sustaining Competitive and Responsible Enterprises (SCORE) programme in 20 of 50 planned enterprises. Participants in enterprise programmes reported positive changes in working conditions and cooperation between workers and management (see box 9).

► **Box 9. Good practice: Mobilizing workers in factory improvement initiatives**

In both ILES OSH training and SCORE programmes, involving workers in factory improvements was an important aspect of the intervention. For example, according to an ILO specialist, worker involvement in OSH promotion is important, noting that the absence of worker involvement is often a gap in external audit-led approaches: "This is why I say many companies have good drinking water facilities and fire facilities... but they are not always convenient to workers. Issues that are not covered by the audit tend to be missed." Under ILES, the ILO specialist is currently working on an OSH handbook for workers' organizations, and is scheduled to deliver related training starting in 2021.

71 International Labour and Environmental Standards Application in Pakistan's SMEs, (ILES), 2018–22, EU.

The ILES midterm evaluation noted several challenges, including coordinating policy interventions between the federal and provincial levels, while workplace cooperation methodologies came up against traditional hierarchies and gender roles. Aligned with this work stream, the ILO has negotiated the launch of the Better Work garment sector programme in Pakistan, anticipated in 2021, providing opportunities for complementary programming.

In 2018, the ILO concluded a project to strengthen the labour inspection system.⁷² Its achievements included development of a National Action Plan on labour inspection reform by MOPHRD and Provincial Action Plans, focused on the outreach and quality of labour inspection, including computerized reporting systems. Punjab was reported as the first province to introduce digitized reporting. The project provided master training for a pool of labour inspectors, and cascaded training to 400 labour inspectors. However, resources for labour inspection remain insufficient, according to the DWCP midterm review (2020), and the recommendations of the project's final evaluation are yet to be implemented.

The ILO advanced migrant worker rights through two development cooperation projects during the period.⁷³ Under the REFRAME project, the ILO provided technical assistance to MOPHRD to refine the National Emigration and Welfare policy. The policy was endorsed by the National Standing Committee on Human Resources Development and sent to the Cabinet for endorsement in 2020. The project also contributed to research on the dimensions of labour migration; recruitment costs of labour migration; capacity-building for multiple stakeholders, including trade unions at the field level and journalists; and grass-roots awareness-raising about available advisory services. Notably, the ILO is helping contribute to data collection on migration recruitment costs, by supporting the first recruitment cost survey to be conducted as part of the Labour Force Survey, in 2021. Additionally, REFRAME contributed a rapid analysis of the impact of COVID-19 on labour migration governance in November 2020, with recommendations to the Government for a comprehensive national policy to effectively reintegrate returning migrants and the development of skills recognition frameworks.

Priority 4 – Social protection (CPOs PAK 226 and 228): Building on work begun in 2016, the ILO's technical advice and advocacy were directed towards national-level policy and coordination, as well as towards provincial coordination and capacity-building to expand social protection coverage to the vulnerable groups. The ILO's technical advice fed into the Government's largest National Social Protection Framework, *Ehsaas*, meaning "compassion", launched in 2019, and implemented by the new Ministry of Poverty Alleviation and Social Safety. Three studies on extending social protection to informal sector workers (mines, construction, brick kilns and domestic workers) were completed in 2020, contributing to the policy framework. The ILO is supporting social protection coordination mechanisms at the federal level, and in all provinces, with the Punjab Social Protection Authority being the most advanced. Technical support included development of a web-based reporting mechanism for all of Pakistan's social protection agencies, to improve coordination and data collection. In 2020–21, the ILO delivered capacity training for social partners and social security institutions through a series of online trainings, through the ILO International Training Centre. Further, as the ILO is the lead agency of the UN social protection results group, its technical advice helped to introduce questions on social security issues in the Labour Force Survey for 2020–21.

At the subnational level, the ILO contributed to expanded social protection coverage and to capacity-building of institutions, through three development cooperation projects.⁷⁴ Through the Ali Enterprises factory fire compensation project, the ILO acted as a mediator in the delivery of the employment injury benefits scheme, funded by the major buyer, to the victims of the factory fire in 2012. While this is not a usual role for the ILO to play, the Organization supported the Sindh Employees Social Security Institute to adopt a pension system for survivors and families, and introduced a tripartite-plus oversight committee, which may serve as a model in future cases. To date, long-term compensation was provided to 232 families of deceased victims, and financial compensation provided to 36 injured workers through the programme (scheduled

72 Strengthening Labour Inspection System for Promoting Labour Standards and Ensuring Compliance in Pakistan (2015–18).

73 Global action to improve the recruitment framework of labour migration, Pakistan (2018–21) (REFRAME). Extended from April 2021 to September 2021 due to COVID-19-related delays, and the Promotion of Decent Work Opportunities for the Economic Empowerment of Vulnerable Segments in Society (Italy).

74 Achieving SDGs and ending poverty through Universal Social Protection (2018–21); Strengthening employment injury insurance and benefit systems in Pakistan+Baldia Agreement (2018–21); Promotion of decent work opportunities for the empowerment of vulnerable segments of society (2018–21).

► **Figure 9. ILO Sri Lanka: Distribution of 2018-20 expenditures by DWCP priority**

to close in 2021). The ILO is also supporting the Punjab Employees Social Security Institution to extend social security coverage to domestic workers, beginning with a study in 2020, leading to implementation of a pilot scheme in 2021.⁷⁵

Sri Lanka: Sri Lanka's DWCP is framed by three overarching priorities and a fourth enabling outcome. With a robust portfolio of development cooperation projects and technical advisory services, the ILO contributed budgetary resources to all DWCP outcomes, though relatively less funding was contributed to labour law reform, under Priority 2, Outcome 2.3.

Sri Lanka had 27 development cooperation projects during 2018–21, with a budget of US\$14.4 million for the period.⁷⁶ Fourteen projects were active in 2021. ILO Sri Lanka's technical cooperation activities focused on enhancing economic opportunities for vulnerable communities, especially in the post-conflict context in Northern Province, on enhancing social dialogue mechanisms and tripartite capacity, and on improving access to decent work for migrants through a portfolio of labour migration projects.

The ILO, stakeholders, evaluations, as well as the recent DWCP review, highlighted overall steady progress and significant achievements in all priority areas.

Priority 1 – Sustainable, inclusive and decent employment (CPOs LKA 102 and 107): The ILO contributed to Sri Lanka's DWCP's Priority 1 outcomes in the areas of local economic development, particularly livelihoods and employment generation, through value chain linkages, joint UN peace and reconciliation initiatives, and support to MSEs hit by the COVID-19 pandemic. The ILO also contributed to strengthening skills development systems, including skills qualifications frameworks under the TVET system, to enable employment mobility within the country and labour migration destination countries. The ILO provided inputs for national employment policy development, through its 2019 Future of Work study.

A major portion of the ILO's development cooperation portfolio built on its achievements under the previous DWCP, through the flagship Local Empowerment and Economic Development (LEED+) project and associated projects in addressing the peace and reconciliation agenda, North–South disparities, economic resilience and women's employment opportunities. Key achievements resulting from these projects and technical assistance were:

- Introduction of the National Cooperatives Policy of Sri Lanka.
- Strengthening capacity of producer cooperatives in Northern Province.
- At the request of the Ministry of Women's Affairs in Northern Province, recruited a national consultant to draft a gender policy, based on participatory consultations, which will be the first subnational gender policy. The draft policy, to be handed over to the Ministry by October 2021, incorporates inclusive

⁷⁵ Delivered through "Achieving SDGs and Ending Poverty through Universal Social Protection", UN Peace and Development Trust Fund, UN Department of Economic and Social Affairs as the lead agency.

⁷⁶ This number includes three projects not listed in the Development Cooperation Dashboard, as they were global, centrally-funded projects.

and equitable education, safe transport, promotion of women's skills and employability, sustainability of women's enterprise and cooperatives, and healthy and safe environments for women.

- ▶ Effective linkages of producers with retailers and other supply chain actors investing in the local suppliers.
- ▶ Access to markets for marginalized women in a post-conflict context.
- ▶ Strengthening climate and disaster resilience in drought-affected areas.

Under LEED+, the ILO refined the supply chain intervention, working with buyers to invest in local producers. Emerging impacts are evident in the sustained relationships established with supply chain actors, linking North and South. This is a shift from the approach under the previous phase of LEED, enabling the actors to take ownership and invest in supply chain development, thereby benefiting the farmers and the retailers. Project staff interviewed note that the model is ready for scaling up elsewhere in Sri Lanka.

▶ **Box 10. Good practice: Sustainable local economic development linking buyers with local producers**

Under the LEED+ project, the ILO refined its supply chain model, not only linking buyers with producers, but promoting their investment in the producer farms. As one example, retail partner David Gram began sourcing peanuts from Mullaitivu farmers, rather than importing them. The company has established two model farms, and two more are planned. The direct benefit to them is that by purchasing raw peanuts directly from the farmers, they do not have to pay import tax and other expenses. Farmers, on the other hand, get a better price by selling to the company instead of to traders. Similar linkages were made in seafood value chains, where fishing cooperative members noted that they now rent the crab processing unit to the private buyer and have a guaranteed price for their catch.

Regarding employment development, ILO personnel noted that the Future of Work study, drawing attention to the need to invest in tourism and green jobs, was very well received by the constituents. Senior ILO staff observed that developing employment strategies, linked with technological advancement, remains a central driver of ILO's work, a path also affirmed by the tripartite stakeholders during the February 2021 DWCP midterm consultation.

The ILO contributed to specific results integrating ILO priorities on gender and inclusion, including economic empowerment and livelihood resilience among women in Northern Province, many of whom were ex-combatants in the civil conflict, particularly through the EMPOWER project that strengthened women producers' cooperatives. This brought mostly positive community impacts, but as noted by ILO personnel, it also generated lessons regarding working with women-only cooperatives, such as the risk of creating social disharmony, where some community members are excluded. There was an explicit focus on inclusion strategies for persons with disabilities in the Support to Resettlement and Reconciliation project (UN Joint Program for Peace), as well as in the LEED+ project.

Priority 2 – Labour market governance (CPOs LKA 131, 132, 801, 802 and 826): Regarding international labour standards and legal reform, the ILO supported Sri Lanka's ratification of P029 – Protocol of 2014 to the Forced Labour Convention, 1930, in April 2019, making it the second country in Asia to ratify this protocol. The ILO is currently supporting ratification of the Work in Fishing Convention, 2007 (No. 188), for which there is reportedly strong interest from the Ministry of Fisheries to ratify in 2021. The ILO is also now supporting ratification of Convention Nos 189 and 190, and conducting advocacy on the Home Work Convention, 1996 (No. 177).

The ILO reported that it provided technical support for strengthening national tripartite labour policy setting, resulting in a degree of reform of the National Labour Advisory Council, while not achieving the original

target of recognition as a statutory body under the incoming Government.⁷⁷ The ILO also contributed to capacity-building for bipartite dispute resolution in the workplace, and prepared the forthcoming Better Work project in Sri Lanka, which will include a focus on psychosocial support for female garment workers.

The ILO contributed moderately to building the capacity of the Labour Administration. Key achievements included: developing and piloting standard operating procedures for labour inspectors; capacity-building of labour officers on grievance handling and basic OSH measures; and review of labour inspection case handling, including workshops attended by the Commissioner General of Labour, to improve the efficiency of processes. With RBSA funds, the ILO also helped the Ministry of Labour move towards the creation of a Rapid Response Unit to quickly address critical industrial relations issues, such as anti-union discrimination.

On dispute resolution processes, the ILO's contribution focused on the health sector, which is renowned for strikes, through the Working for Health Phase II project. It also responded to government requests for long-term human resources planning for the public sector, to be supported through RBSA funding. In the industrial relations climate sparked by the pandemic, the ILO worked to strengthen social dialogue and labour relations laws, processes and institutions, through the RBSA-funded "Building Sri Lanka's national and enterprise level dispute resolution system back better during Covid 19" (2020–21).

Priority 3 – Rights at work (CPOs LKA 153, 154 and 155): Towards the Government of Sri Lanka's zero tolerance of child labour and goal to end child labour by 2022, the ILO provided technical assistance through the global CLEAR project and the subsequent MAP16 project. These helped the country to update the Hazardous Occupations list for persons under 18 years of age, aligning the occupations with newly emerging forms of work. Sri Lanka also raised the minimum age of admission to employment from 14 to 16 years, matching the minimum age for completion of education of 16 years. With the ILO's support, in 2018 Sri Lanka became a Pathfinder Country for SDG target Alliance 8.7 on child labour and forced labour, with somewhat gradual progress taking place, according to ILO personnel.

Building on a decade of support for safe labour migration, the ILO's portfolio of development assistance projects – delivered in partnership with the IOM, UN Women, Asia Foundation and Helvetas – led to improvements in labour migration policy, regulation of recruitment agencies and local advisory services for intending and returning migrants.⁷⁸ The ILO's technical assistance helped to update the National Policy on Migration for Employment, and led to a revised Operational Manual for Labour Sections of Sri Lankan Missions in destination countries.

Former ILO personnel noted the significance of extending awareness of migration policy beyond the Bureau of Foreign Employment to other government departments, such as the Justice Department and Women's Affairs. At the district level of advisory services to migrants, the ILO supported training of trainers for around 35 district and divisional Foreign Employment Development Officers, on fair recruitment. As noted by one of the officers interviewed by the evaluation team, this is the only substantive training they have received, and it greatly helped them to conduct their tasks.

A Senior Bureau of Foreign Employment official noted the effectiveness of grass-roots awareness-raising on trafficking through the EQUIP project, taking messages to the public through street drama and poster campaigns in migrant-sending districts. The REFRAME project also introduced a web-based system to provide aspiring migrants with ratings of recruitment systems. Although REFRAME is a promising service to help would-be migrants navigate recruitment agencies, currently few Sri Lankans are seeking to migrate. Given the drop in numbers of aspiring migrants, the ILO and its government partners have reoriented the labour migration projects to respond to returnees' needs for employment on their return.

As noted earlier, workers' access to social protection became a top priority during the COVID-19 crisis. The ILO's support to a contributory pilot scheme will initially target tourism sector workers, with the intention to expand to other sectors. The ILO's key contribution is to use a systematic method for determining the participant contribution and payment amounts under the scheme based on occupational classifications.

77 Although the incoming Government in 2019 did not approve the submission to recognize the National Labour Advisory Council as a statutory body, constituents noted that the Council's tripartite processes were improved.

78 The portfolio included the Labour Migration policy project: Ensuring the Effective Implementation of the Sri Lanka National Labour Migration Policy Phase III (2016-2020) and Phase IV (2021 – 2024), funded by the Swiss Development Cooperation; the Sri Lanka component of REFRAME (2018–21); and EQUIP: Equipping Sri Lanka to Counter Trafficking in Persons, 2017–21, US Department of State.

Priority 4 – Knowledge generation (CPO LKA 176): Following the International Conference of Labour Statisticians in 2018, and its 19th resolution regarding forms of work, the Country Office held an awareness session with the tripartite constituents on how to introduce the expanded definition of forms of work, compared with those in the 18th resolution. This was followed by the pilot of a new module by the Sri Lanka Department of Census and Statistics, in collaboration with the World Bank, on incorporating the definitions of the 19th resolution into Sri Lanka’s Labour Force Survey, supported by ILO headquarters and DWT statistics specialists. The piloting of the new module was significant, because Sri Lanka has been regarded as a country with lower female workforce participation, and the new module enabled women’s participation in the workforce to be counted more clearly. The ILO Country Office is in the process of reporting and disseminating the results. Additionally, towards better data on labour demand, the ILO supported a Labour Demand Survey with the assistance of ILO headquarters, to meet the need for more real-time data for policy development.

3.3.2. Overarching success factors and constraints

Key finding 9: ILO staff, national counterparts and past evaluations reported that the ILO’s technical expertise, strong in-country relationships and relatively long-term investments in some programme areas, and complementary efforts by external stakeholders (such as brands, buyers and trading partners), were key success factors. However, in respect of development cooperation projects, limited time frames and funding, turnover in project and counterpart personnel, persistent counterpart institution capacity deficits, external disruptions from political change and COVID-19, and the ILO’s own internal management shortcomings, were often cited as limitations.

Country programmes’ shared success factors

Based on the findings of the evaluation synthesis report and other ILO reports, as well as ILO personnel and other national stakeholders’ feedback, the four country programmes shared many success factors. Some of the most important factors are summarized below.

The ILO’s credible technical expertise, convening and influencing power: ILO personnel and national stakeholders across the four case study countries broadly agreed that, in its areas of expertise, the ILO’s credible political and technical expertise was an important asset. Key informant interviews repeatedly cited the Organization’s strong relationships with its national constituents as a key enabling factor in many of the programmes’ most notable achievements, especially in the areas of legal framework strengthening and policy development.

Several stakeholders also highlighted that the ILO was able to usefully convene stakeholders with different points of view for discussion. Social partners appreciated how the ILO leveraged its strong relationship with government to facilitate access to policymakers. Other partners, as well as ILO personnel, highlighted the ILO’s effective awareness-raising on international labour standards, which they believed created internal demand for policy reforms and their implementation, as well as improved government services. Employers’ and workers’ organizations appreciated the ILO’s influencing power with international brands and buyers.

Longevity of ILO partnerships and investments in several key intervention areas: In all four case study countries, albeit to differing degrees, the ILO largely maintained consistent engagement with national stakeholders on core work streams, reflecting the ILO’s mandate, global priorities and comparative advantage through successive DWCPs.⁷⁹ The benefits of its prolonged engagement, cited by evaluation key informants, included: close working relationships with stakeholders, many of whom were long-term

⁷⁹ There were several examples of multiphase ILO projects for which the country programmes had been successful in securing longer-term donor commitments. The ILO’s programming in Bangladesh’s RMG sector – through the GCM, the RMGP II and BWB, as well as its TVET work – presents outstanding examples. Similarly, the labour migration project in Sri Lanka is now entering its fourth phase, while the LEED+ project represents an ongoing commitment to economic development in the disadvantaged North and East of the country, as part of a cluster of projects supported by Norway, Australia and other development partners.

partners of the ILO; knowledge development and in-depth understanding of the issues; and the ability to draw lessons learned from previous interventions.

External pressure to improve compliance with international labour standards: In the four countries, based on evaluation and stakeholder reports, national producers in international supply chains were keenly aware of international trading partner, buyer and consumer ethical production expectations. In Bangladesh and Pakistan, these included national commitments related to Generalized System of Preferences plus (GSP+) benefits. Through various projects, the ILO has been able to leverage external pressures in favour of compliance improvements, while attempting to balance its support to both workers' and employers' organizations.⁸⁰ The ILO has also established strong partnerships with development partners, including the EU and the US Department of Labor, which has also been valuable in promoting compliance.

Country programmes' shared constraints and challenges

Stakeholders in the four case study countries likewise cited shared challenges that impeded country programmes' progress, as well as some strategies for mitigating their negative consequences.

Changes in key stakeholder priorities: ILO personnel and counterpart survey respondents (31 out of 89), as well as interviewees, highlighted "frequent turnover among counterpart personnel" as a constraint affecting the effectiveness of ILO technical assistance and projects during the period of 2018 to the present since, among other consequences, changes in leadership often resulted in shifting priorities.⁸¹ For example, an ILO official in Sri Lanka reported, "ILO assistance in Sri Lanka is well-aligned with the DWCP developed in 2018; however, the priorities of the Government have changed drastically with the regime change and the pandemic scenario, requiring a high need of realigning the DWCP agenda." Lack of the new regime's support for many of the DWCP priorities has been a major setback for ILO Sri Lanka progress. Given the tripartite nature of the DWCP, and the ILO's normative framework, addressing the challenge was not only a matter of aligning plans with the new Government's interests, but required a broader renegotiation of the agenda. ILO Sri Lanka convened a comprehensive DWCP tripartite review process in March 2021, to adjust the DWCP and guide the strategy for the next DWCP.

ILO personnel reported similar challenges in other case study countries, often at the project level and with government counterparts. To mitigate the constraint, a few country programme managers highlighted that access to RBSA funding, which allows development partners to provide unearmarked core funding to the ILO, increased country offices' capacity to respond flexibly to emerging needs or fill in programme gaps, based on ILO and tripartite evolving priorities. In Nepal, the ILO successfully advocated for the Social Security Fund institution to have permanent staff, not subject to regular government personnel rotation, so that it could develop and retain appropriate technical expertise.

Limited scale and scope of some projects: Although to differing degrees across the four case study countries, ILO personnel and national stakeholders highlighted the ILO's projects, with relatively small budgets and short durations, as a constraint limiting overall project impact and sustainability. For the period 2018–21, based on Development Cooperation Dashboard data, the average project budget, by country, was US\$2.5 million in Bangladesh, US\$1.1 million in Nepal, US\$711,000 in Pakistan, and US\$655,000 in Sri Lanka. Among survey respondents, 20 (3 in Bangladesh, 8 in Nepal, 4 in Pakistan and 5 in Sri Lanka) cited "inadequate financial resources for implementation" as a significant constraint to the success of ILO technical assistance and projects. Likewise, 18 respondents (3 in Bangladesh, 3 in Nepal, 4 in Pakistan and 8 in Sri Lanka) cited inadequate time for implementation as a significant challenge.

COVID-19-related restrictions and challenges: Faced with lockdowns and other public health restrictions limiting face-to-face interactions, many ILO programme managers reported significant delays delivering planned activities, due to COVID-19. ILO personnel, constituents and other partner respondents to evaluation surveys frequently cited COVID-19 and/or other external political and economic crises to be among

80 For example, BWB (Bangladesh), ILES (Pakistan), Towards Ethical and Sustainable Supply Chains: Promoting Decent Work for Homeworkers in South Asia (Nepal), and Safety and Health for All Plantation Workers in South Asia (Sri Lanka).

81 Some government officials likewise highlighted frequent turnover among ILO personnel as a constraint.

the significant constraints affecting the success of ILO technical assistance and projects (cited by 49 out of 89 respondents). To mitigate COVID-19 restrictions, ILO country programmes reorganized work plans and increasingly used ICT applications to continue their work in 2020–21 (see box 11).

► **Box 11. Using ICT to overcome pandemic constraints: Good practices and lessons learned**

One ILO specialist affirmed, “Technology was a saving grace... our constituents have been able to adapt quickly.” ILO personnel and national stakeholders in all four case study countries reported moving regular face-to-face meetings online, delivering training through webinars and e-learning platforms, replacing focus group discussions with telephone surveys, and organizing large stakeholder workshops online.

National stakeholder acceptance of online meetings and events, replacing traditional face-to-face gatherings, varied from country to country and stakeholder group to stakeholder group, based on evaluation key informant accounts. Besides enabling programme continuity, several ILO and national counterpart stakeholders highlighted other benefits of online meetings, such as cost and time savings, as well as enabling greater participant numbers in some events.

While many have accepted the change in the pandemic context, several representatives of all stakeholder groups still favoured face-to-face meetings, and looked forward to a return to in-person meetings, or at least a more balanced approach post-pandemic. Some reported that negative aspects of “going virtual” were: the exclusion of some stakeholders who did not have access to necessary infrastructure or skills, especially subnational, grass-roots and enterprise-level partners; the lost benefits of informal, face-to-face relationship-building and networking; and for some, including ILO personnel, an unexpected extension of the workday, with blurred lines between home and work.⁸²

Despite the limits of technology, some stakeholders thought that the ILO should continue to exploit online meetings for some types of events and interactions, even after public health restrictions were lifted. For example, several ILO officials conjectured that increased stakeholder acceptance of virtual meetings could have potential benefits for increasing access to ILO specialists, who no longer needed to be bound by the current regional structures, since the experts’ home base made little difference for online training and advisory services.

3.3.3. Integration of ILO cross-cutting policy drivers

Key finding 10: Based on ILO staff accounts and document review, DWCPs integrated ILO cross-cutting international labour standards, social dialogue, non-discrimination and, to a lesser extent, environmental concerns.

ILO personnel and national stakeholders, as well as programme documentation, provided many examples of ways in which ILO programmes integrated interventions that aligned with important ILO cross-cutting issues, while environmental sustainability was less frequently included.

International labour standards: Most ILO personnel, national constituents and partners who responded to the evaluation surveys consistently highlighted “increased awareness of international labour standards” to be among the important ways that the ILO built the capacity of its tripartite constituents (59 out of 89 – 21 in Pakistan, 16 in Nepal, 13 in Sri Lanka and 9 in Bangladesh). Key informants frequently highlighted ILO advocacy and technical support for ratification of ILO Conventions. Most development cooperation

⁸² ILO personnel in Sri Lanka highlighted perceived discrimination in favour of headquarters versus field staff, with the former being allowed to work from home, while the latter were required to continue riskier, face-to-face work.

programmes included specific objectives to strengthen compliance with standards and normative frameworks in areas such as OSH, freedom of association and collective bargaining, labour rights for domestic and home-based workers, fair recruitment and child labour.

Social dialogue and tripartism: The ILO promoted tripartism and social dialogue as cross-cutting strategies for advancing the Decent Work Agenda in all four case study countries. The evaluation synthesis report highlighted social dialogue and tripartism as being a largely effective, cross-cutting implementation strategy, based on the reviewed project evaluation reports. For example, nearly all ILO development cooperation projects featured tripartite steering committees and organized tripartite and tripartite-plus consultations on major policy and legal framework initiatives. The ILO also advocated for and supported national tripartite platforms as a tool to ensure social partners' voices in decision-making, as well as to make industrial relations better.

Several ILO and national stakeholders perceived the ILO's tripartite structure, and its attention to social partners' inclusion in policy discussion, as a significant value added, because it brought in more diverse and representative views. ILO officials in all four countries reported making efforts to include employers' and workers' organizations in consultations for the next UN country assistance strategy.

►► We always talk about CSO engagement. But sometimes the trade unions don't squarely fit in as CSOs, and so we tend to leave them out... They are an important constituency, and it is only ILO that really brings this up."

► **UN official in Bangladesh**

Gender and non-discrimination: Examples of gender mainstreaming, as well as gender-specific initiatives, were found in all four evaluation countries, reflecting the ILO's gender equality commitments. ILO personnel, as well as constituents and partner evaluation survey respondents, frequently highlighted "greater capacity to integrate gender and non-discrimination (the special needs of women, girls, persons with disabilities)" as one of the three most significant results of ILO capacity-building activities (22 out of 89 respondents – 8 in Sri Lanka, 6 in Nepal, 5 in Bangladesh and 3 in Pakistan). ILO programmes partnered with UN Women on various initiatives, in all case study countries (although to differing extents). In one country, a UN Women representative highlighted that "One of the benefits of having worked with the ILO is getting gender issues on the agenda of their partner institutions." At the same time, the ILO country offices and donor personnel, especially in Pakistan and Sri Lanka, noted the need for more transformational gender approaches. ILO Pakistan personnel also observed that there could be a more strategic focus on gender in the DWCP.

Most country programmes also featured activities on the economic inclusion of persons from disadvantaged groups, including persons with disabilities and ethnic minorities.⁸³ Among the four case study countries, the ILO's efforts in Bangladesh to promote persons with disabilities' access to TVET and job placement programmes were remarkable. Sri Lanka's efforts to promote access to decent work to persons with disabilities, through the cluster of peace and resilience projects (LEED+ project and others) in the post-conflict Northern Province, met with considerable success, while project staff and stakeholders also reported ongoing challenges in fully integrating people with disabilities in the workforce. ILO personnel in Nepal and Pakistan indicated that more could be done to promote the rights of this socially and economically excluded group.

Environment: Implementation of actions on environmental sustainability and climate change within the ILO's programmes of work lagged, relative to other ILO cross-cutting policy drivers, in all four case study countries, although to different degrees. ILO Sri Lanka made noteworthy contributions to climate resilience in rural communities in the North, and other country programmes included interventions related to "green jobs". However, the Bangladesh DWCP stocktaking exercise highlighted, "Although environmental sustainability and climate change are explicitly included at priority and outcome levels in the current DWCP, internal reporting on programme progress shows that the cross-cutting policy driver was the least consistently and systematically applied overall, to date." Similar conclusions were drawn by other key informants

83 In Bangladesh, the ILO worked closely with indigenous peoples' workers' organizations. In Nepal, the ILO complemented an existing Government of Nepal programme that granted land to former bonded labourers, who were mainly from marginalized castes and ethnic groups; the rural roads project also employed large numbers of men and women from these marginalized groups. In Sri Lanka, the ILO has supported large local economic and social development projects in ex-conflict zones with large Tamil minority populations. In Pakistan, the ILO supported economic development for disadvantaged ethnic minority communities in remote areas of Gilgit and Baltistan, as well as in interventions in Sindh Province.

during the present evaluation. ILO officials indicated that, despite environment being a cross-cutting priority, ILO methodologies for integrating environment and climate change, in its traditional work streams, were underdeveloped.

3.3.4. ILO decent work teams and headquarters departments contributions

Key finding 11: While highlighting multiple ways that ILO specialists contributed positively to DWCP effectiveness, many country-level ILO staff members and constituents perceived that their access to timely, high-quality and relevant expertise could be improved. Specialists from the ILO Decent Work Technical Support Team for South Asia and Country Office for India reported that the team had adopted many strategies to meet DWCP demand, while also affirming that new technical assistance modalities merited consideration, post-pandemic.

ILO specialists based in Geneva, the Regional Office in Bangkok and the DWT/CO-New Delhi, as well as country-based national and international specialists, advised national stakeholders on policies in a wide variety of domains (labour inspection, industrial fire, electrical and structural safety, social security, OSH, labour migration, enterprise development, TVET, forced labour and child labour), which resulted in legal reforms, bilateral agreements on labour migration, as well as new or revised national policies and action plans. ILO specialists also provided technical assistance to produce and analyse labour statistics and research on a wide variety of topics, ensuring that ILO cross-cutting policy issues such as gender equity and non-discrimination were addressed and integrated. This also provided needed inputs for policy and other decision-making. ILO specialists also trained national stakeholders on a wide variety of topics and ILO methodologies, including OSH, minimum wage setting, SCORE, SIYB, collective bargaining, workplace cooperation, tripartite social dialogue and dispute resolution, among other topics.

National constituents and partners expressed strong appreciation for ILO expertise on international labour standards and norms, which they perceived to be an important ILO comparative advantage. Senior country office officials emphasized that the ILO's credibility and access to national decision-makers were largely dependent on the Organization being able to give sound and timely technical advice. Because of counterparts' strong demand/need for technical advisory services, as well as the country programmes' own requirements for technical inputs for project design and implementation, ILO country programme personnel frequently expressed concerns about their access to ILO specialists, whether based regionally or at headquarters. Among the issues raised were:

- unequal distribution of assistance among countries and/or projects in the region;
- cases when requests for assistance went unanswered or assistance was not provided in a timely manner;
- gaps in expertise areas and quality of technical assistance;
- technical advice that was sometimes not well-contextualized or, in other words, was too academic or theoretical to meet national stakeholders' needs;
- inadequate access to specialists' inputs for project design processes;
- lack of clarity regarding how to mobilize headquarters-based and other experts, which reportedly frequently required personal networks or Geneva-based champions.

For their part, ILO technical specialists based within DWT/CO-New Delhi also highlighted challenges in meeting country programme needs. These included: the large demand for their services; inconsistent engagement from country stakeholders (which often created unexpected delays); having inadequate access to timely data and information; not being involved sufficiently, or early enough, in project or research design processes; as well as inadequate work planning (both in ILO projects and by country counterparts), which was often manifested in last-minute assistance requests. Team members reported using various strategies to meet country programme technical assistance needs more effectively, including: filling what had been some relatively long-vacant posts within DWT/CO-New Delhi, engaging in more systematic coordination

and planning with country offices, and working more effectively as a team at the country and regional level to achieve greater service coverage.

ILO country office and project personnel, and DWT members, each discussed potential ways to increase access to technical specialists. Their suggestions included:

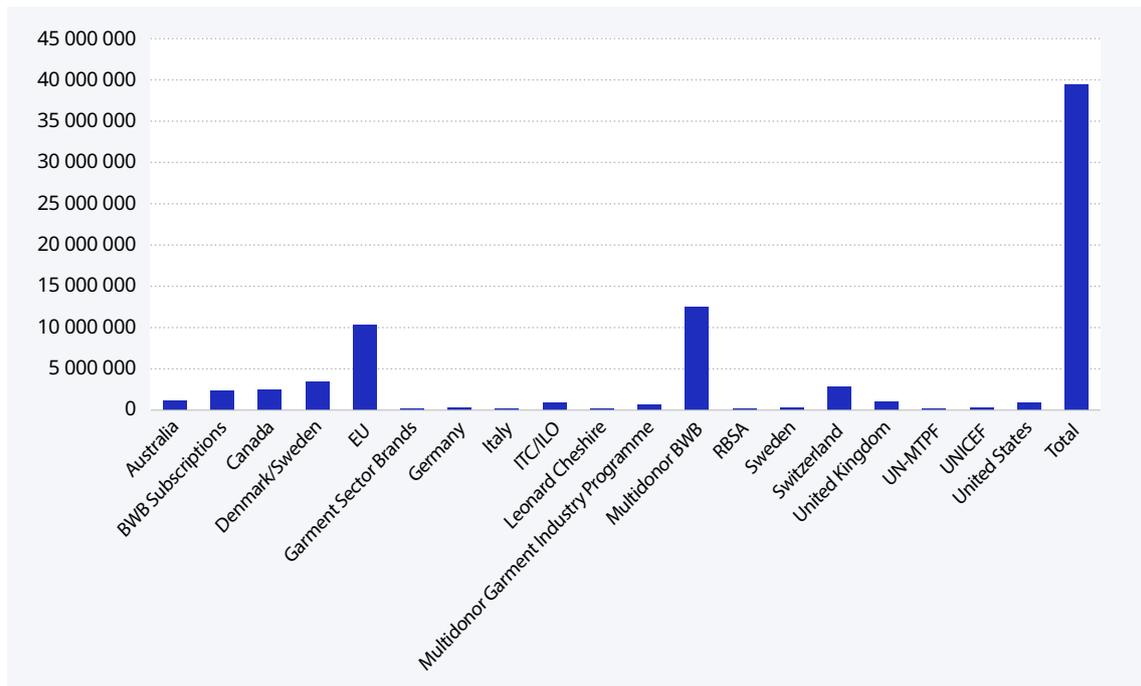
- basing more specialists within country programmes, either as part of project teams or within the country office, especially when justified by long-term requirements for specific kinds of technical expertise;
- continued recourse to national or international consultants;
- capitalizing more on regional projects to resource technical specialists, whose time could be shared between countries;
- continued use of ICT to maximize access to specialists (based anywhere), even after COVID19 imperatives lessen;
- improved planning by country offices, based on more frequent DWCP and CPO progress monitoring.

3.3.5. ILO strategic partnerships

Key finding 12: Based on document review, the four DWCPs were largely successful in diversifying their funding base and in growing their project portfolios from 2018 to 2021, with some variance between countries. The DWCPs likewise featured several examples of joint programming with ILO strategic partners, including with other UN agencies.

Bangladesh: Of the four case study countries, Bangladesh has by far the largest project portfolio and most diverse funding base. Based on data extracted from the ILO’s Development Cooperation Dashboard, the 2018–20 budget was US\$42.02 million (down from US\$51.89 million during the previous three-year period of 2015–17). However, its projected 2021 budget is US\$29.76 million, with several new projects, some with

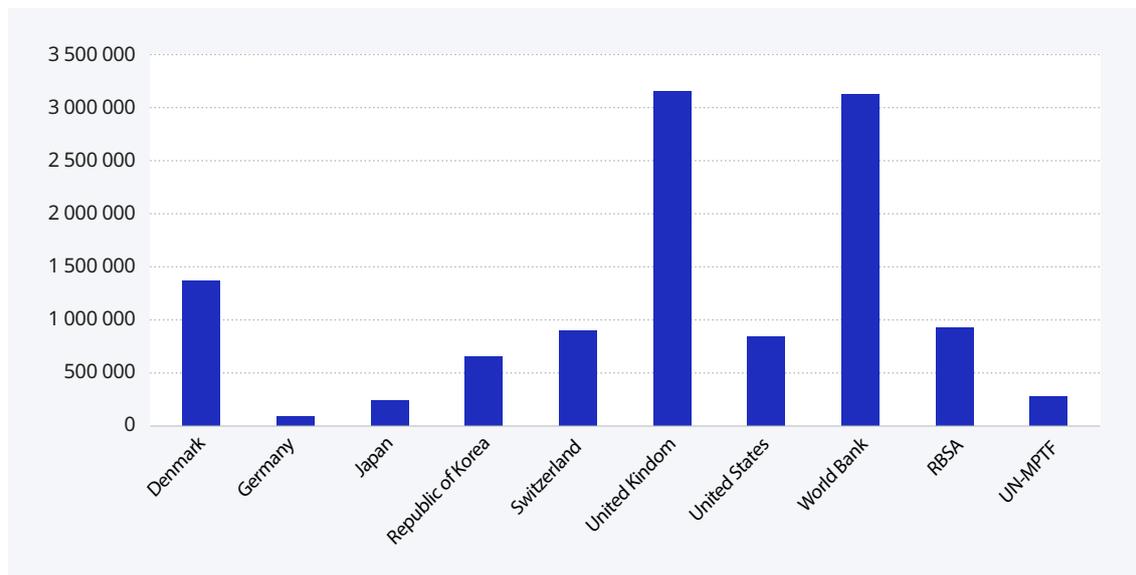
► **Figure 10. ILO Bangladesh: Distribution of 2018–20 expenditures by donor**



COVID-19 orientations, reported to be in the pipeline. The largest source of funding in 2018–20 was a multidonor initiative to improve working conditions in Bangladesh’s garment sector funded by Canada, the Netherlands and the United Kingdom of Great Britain and Northern Ireland. The second largest donor was the European Union⁸⁴ for the Skills 21 project. Although diversified by donor, a little over 50 per cent of project budgets were concentrated on activities in Bangladesh’s garment sector, with a significant proportion going to BWB, a long-term programme, with a relatively wide funding base. According to the Country Office, ILO Bangladesh has good potential for growth in development cooperation funding in the near term, which has the country office “looking for smarter ways of delivering the work”.

Nepal: ILO Nepal’s budget for 2018–20 was US\$14.15 million, up from US\$8.06 million during the previous three-year period (2015–17). The country programme project budget for 2021 is nearly US\$4 million, with two new regionally-focused and modestly-sized COVID-19 recovery projects soon to be launched, and one large joint UN–EU-funded project reportedly in the advanced negotiation stages. The United Kingdom (spread over three projects on diverse topics: fair recruitment, skills for employment and child labour) and the World Bank Group (now-concluded rural roads project) were by far the ILO’s largest donors in Nepal over 2018–20, suggesting there may be a need to diversify funding partners in the near term, to maintain or expand the programme size. ILO Nepal used nearly US\$1 million in ILO unearmarked funds (RBSA) from 2018 to 2020 to launch work in new areas where the Country Office found opportunities (such as social security), and to fill the gaps in funding in traditional ILO areas of work (such as child labour). In the last two years, the ILO was able to leverage this RBSA-funded work to attract new development cooperation funding to scale up its efforts.

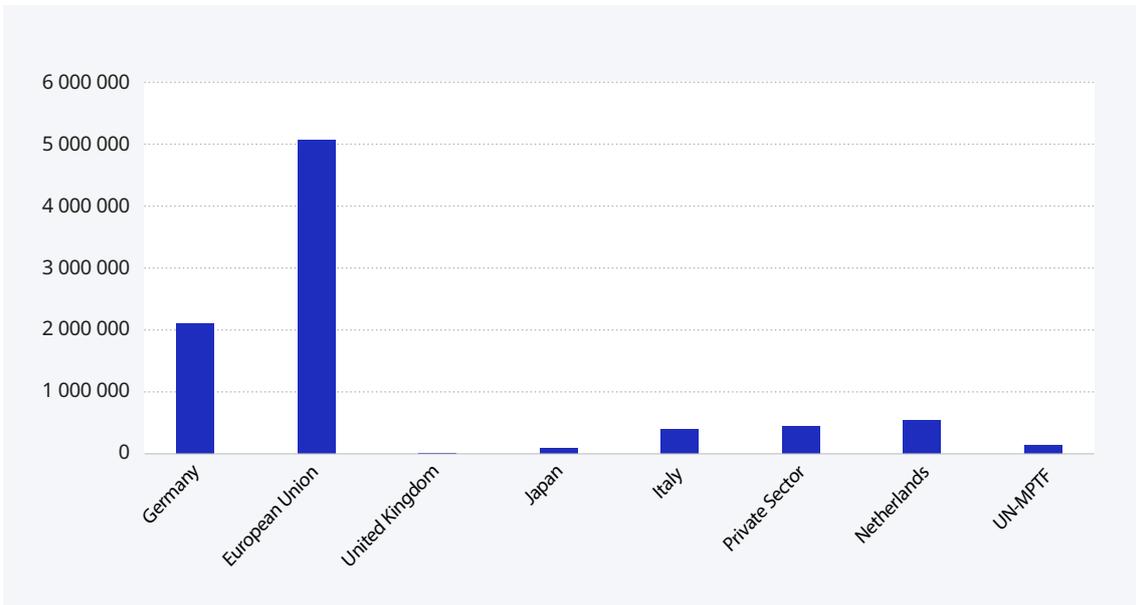
► **Figure 11. ILO Nepal: Distribution of 2018–20 expenditures by donor**



Pakistan: ILO Pakistan’s budget for 2018–20 was US\$9.98 million, up from US\$7.85 million from the previous three-year period (2015–17). The country programme budget for 2021 is US\$9.9 1 million, of which a large component represents the soon-to-be-launched Better Work programme, with multiple donors, as well as the two South Asia COVID-19 recovery projects mentioned above. The EU was by far the largest contributor in Pakistan during 2018–20, funding the ILES project and the Clear Cotton project; followed by Germany, which funded the Ali Enterprises factory fire compensation project. ILO Pakistan also secured funding from the private sector. The concentration of these three funding sources suggests that it may be useful to explore a wider range of funding sources going forward. A significant proportion of project

84 Including the EU delegation to Bangladesh, EU/DEVCO and EU/Trade.

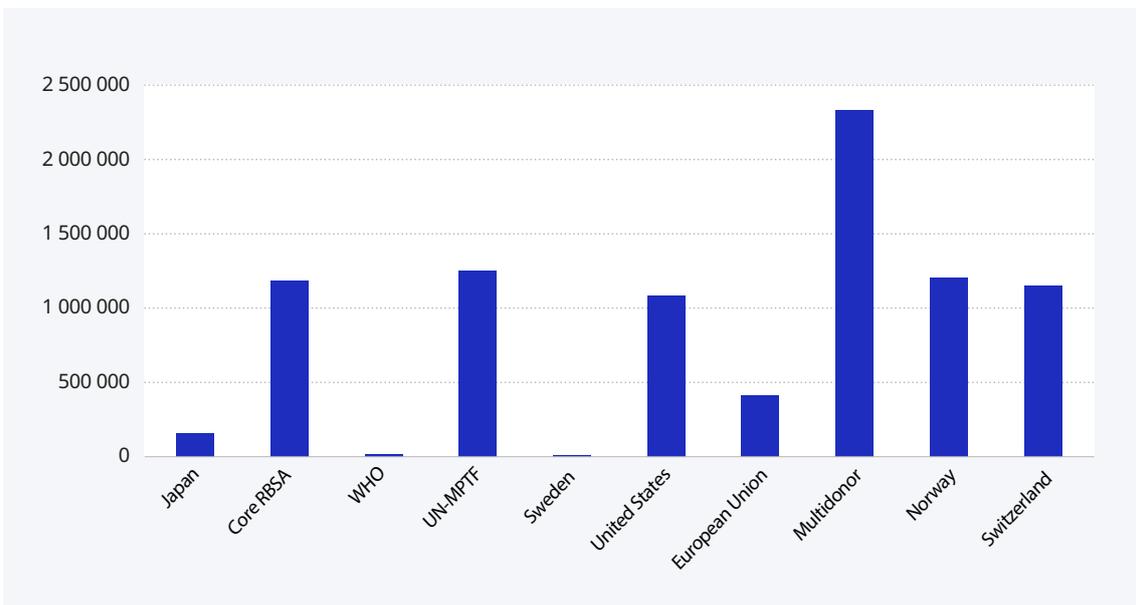
► **Figure 12. ILO Pakistan: Distribution of 2018–20 expenditures by donor**



budgets was focused on the textiles and garment sector, along with contributions to work on the lowest tier of the cotton supply chain.

Sri Lanka: During 2018–20, ILO Sri Lanka had a wide funding base, including multidonor and bilateral donors Norway, Switzerland, the United States of America, the EU, Sweden and Japan. Sri Lanka’s total budget for 2018–20 was US\$9.89 million, up from US\$7.47 million, for 2015–17. Sri Lanka also leveraged substantial funds from the ILO RBSA. The country programme budget for 2021 is US\$4.95 million, of which significant funds were secured from the UN-MPTF for COVID-19 recovery and economic development, in disadvantaged rural areas, as well as ongoing contributions for the LEED+ project and for the labour migration project phase IV.

► **Figure 13. ILO Sri Lanka: Distribution of 2018–20 expenditures by donor**



Joint programmes with strategic partners

Beyond its partnerships with development cooperation partners, the ILO also reported various strategic joint programming initiatives with ILO strategic partners across the four countries. Some examples included:

- ▶ As co-custodians of SDG Indicator 10.7.1 on reducing recruitment costs, the ILO and the World Bank have developed a global statistical methodology to measure labour migration recruitment costs. In 2019, the ILO supported the Bangladesh Bureau of Statistics to apply the methodology, and has plans to do the same in Pakistan in 2021. The ILO and the World Bank also have a longstanding partnership to build country capacity in employment-intensive investment programmes, seen in their joint work on rural road construction in Nepal.
- ▶ BWB, the International Finance Corporation and UNICEF intervened together in RMG factories in Bangladesh on activities to strengthen women workers' access to supervisory positions and working mothers' rights and work benefits.⁸⁵
- ▶ The ILO is currently implementing a project in Cox's Bazar on "promoting economic opportunities for host communities" using RBSA funding, which is part of a larger UN country team response to the Rohingya refugee humanitarian crisis.
- ▶ ILO Pakistan forged private sector partnerships through project funding, as well as through implementation, notably the INDITEX-funded cotton sector project and the decent work intervention in the Stora Enso packaging supply chain. FAO noted that its partnership with ILO helps it to mainstream child labour across its work in the cotton sector.
- ▶ In Pakistan, the ILO built on its existing partnership with GIZ, in the textile supply chain in Punjab, to work on social health insurance and policy work in Khyber Pakhtunkhwa.
- ▶ ILO Sri Lanka cooperates extensively with the IOM and with international NGOs (Asia Foundation and Helvetas), within its migration and trafficking portfolio. The ILO also engaged with the UN through the Support to Resettlement and Reconciliation – a UN Joint Programme for Peace project.
- ▶ The ILO–UNOPS COVID-19 MSE recovery project in Sri Lanka partnered with the World Health Organization, and also managed to engage the support of the Central Bank of Sri Lanka.

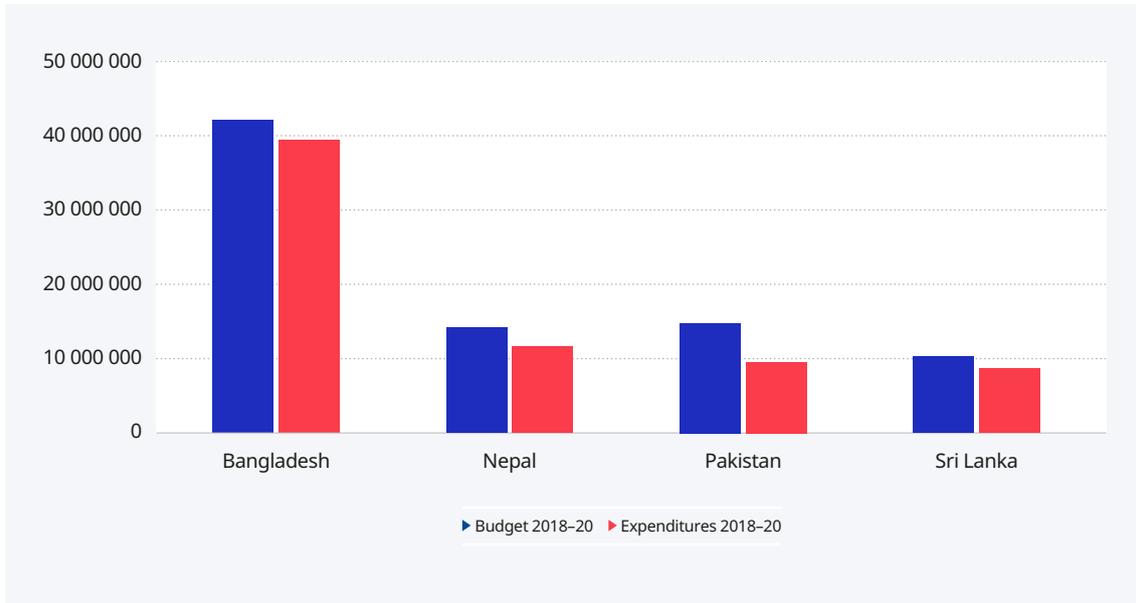
3.4. Efficiency

To assess efficiency, the evaluation team focused its analysis on administrative, financial and human resources management-related issues, examining stakeholder feedback, as well as financial data, on country programme spending as a percentage of budget. Finally, the team looked at internal coordination themes, highlighting the extent and ways the various country programmes have been able to create and capitalize upon potential synergies within their portfolio of activities, to maximize benefits for the constituents and overall country programme impact.

Key finding 13: ILO staff, tripartite constituents and partners, and independent project evaluators frequently highlighted that the ILO's administrative and financial management procedures and systems are unnecessarily complex and unwieldy, and often contribute to project implementation delays.

⁸⁵ BWB collaborated with the International Finance Corporation on Gender Equality and Returns (GEAR), a methodology that promotes career advancement opportunities for female sewing operators through soft and technical skills training. It also collaborated with UNICEF to implement the Mothers@Work programme in 80 BWB factories. According to workers and managers involved in the programme, Mothers@Work has contributed to improvements in participating factories' breast-feeding facilities and allowances for working mothers, and to increasing participants' awareness of mother-child nutrition good practices.

► **Figure 14. ILO programme expenditures as a percentage of budget in Bangladesh, Nepal, Pakistan and Bangladesh, 2018–20**



The evaluation synthesis report highlighted project launch and implementation delays as a prominent internal constraint affecting the ILO’s effectiveness and efficiency across the four case study countries. The synthesis report found that, because of slow start-up processes, multiple projects required no-cost extensions. Based on 2018–20 financial data from the ILO Development Cooperation Dashboard,⁸⁶ there were notable differences in country programme spending rates against planned budget by country. Bangladesh, which had by far the largest budget for 2018–20, also achieved the highest rate of spending: programme expenditures were equal to 94 per cent of the planned budget. Spending as a percentage of budget for Nepal, Pakistan and Sri Lanka was 82, 65 and 85 per cent, respectively.

Effects of ILO bureaucracy on programme delivery

Key informants across all stakeholder categories cited both external and internal constraints that affected the ILO’s ability to deliver its programmes on time and according to work plans. Regarding internal constraints, ILO personnel, as well as some tripartite constituents and partners, highlighted critical administrative and financial management issues that they perceived to contribute to project development and implementation inefficiencies, some leading to delays. These included: slow personnel recruitment and procurement processes; excessive paperwork; limited differentiation between the administrative requirements governing large and small project/expenditures, as well as between emergency and non-emergency interventions; and limited decentralization of decision-making authority.

►► The biggest hurdles are the delay and administrative barriers. The ILO is competing with the international NGOs. They are credible but we can do more with a small amount of money.”

► ILO donor

In addition to creating delays, ILO programme managers suggested that the ILO’s slow administrative processes sometimes discouraged them from seizing unforeseen opportunities. For example, one programme manager in Nepal commented, “We have been fighting to simplify our rules. It demotivates staff to do quick work or even to cooperate with other UN organizations. We need to work to simplify our admin

86 The [ILO Development Cooperation Dashboard](#) offers customizable views of ILO development cooperation projects for the past 10 years.

processes.” In Sri Lanka, a programme officer observed, “We are asked to be agile, but at one mile per hour.” These views were widely shared across all four country programmes. ILO personnel also highlighted other opportunity costs of excessive administrative requirements: less time spent on working with partners, as well as mobilizing resources for future projects. One ILO programme manager in Nepal estimated that project personnel spent 70 per cent of their time on administration “rather than thinking about how to implement their programmes and consulting with stakeholders”. Another ILO official in Nepal highlighted that the ratio of administrative to programme staff (nearly as many administrative as programme personnel) was unproductive from a technical perspective, but was a consequence of the ILO’s demanding administrative processes and regulations.

ILO personnel from more than one country specifically highlighted the ILO’s limited differentiation in the administrative requirements of large and small projects, and the lack of allowances for emergency situations, as issues requiring reform. For example, one programme manager recounted that contributing US\$20,000 to a UN agency joint initiative to provide emergency COVID-19 relief required “15 forms and one month’s work”. Country Directors broadly agreed that greater delegation of spending authority to their level would increase efficiency, as well as their ability “to serve our constituents and get the job done”.

ILO personnel also highlighted slow recruitment processes as another critical problem area. One programme manager in Bangladesh highlighted that it took eight months to hire an individual to fill a key national personnel position on his/her team. Another ILO official in Nepal highlighted delays as problematic in all forms of recruitment – hiring staff, as well as consultants. S/he commented that the online system meant to speed up recruitment processes was poorly designed, and that just posting a job description “took weeks”.

Human resources management and effectiveness

Key finding 14: While internal and external stakeholders generally perceived ILO staff to be well qualified and adequately supervised, many ILO project and country office staff thought that clear career paths within the ILO were lacking, especially for national staff. ILO staff and partners also highlighted gaps in country office expertise, and noted examples where country office and project staff roles could be delineated more effectively.

With a few exceptions, based on key informant interviews, stakeholders’ feedback on ILO expertise and management was positive. Overall, evaluation key informants perceived country office leadership and senior personnel as being outstanding and highly engaged professionals. DWT personnel, likewise, affirmed the positive role played by the country office staff in building and maintaining constituent relationships, critical for all aspects of the ILO’s work.

ILO personnel, constituents and partners were sometimes critical as well. Among survey respondents (n=89), 17 cited “inefficient or ineffective management by ILO” as among the significant constraints affecting the success of ILO technical assistance and projects (5 in Bangladesh, 3 in Nepal, 6 in Pakistan and 3 in Sri Lanka). One government partner remarked that frequent turnover among international project personnel could be disruptive, and another survey respondent remarked more generally, “ILO should engage more qualified personnel for both national and international positions.” One government official highlighted his/her dissatisfaction with the effectiveness of ILO country office personnel, indicating that the office “suffers from poor performance and inefficiency”.

In contrast, ILO personnel’s own self-assessment of their expertise was almost exclusively positive. Across the four case study countries, ILO personnel who responded to the evaluation survey perceived that they had received adequate technical training and possessed enough experience to carry out their jobs effectively (53 out of 55 respondents strongly agreed or agreed). Similarly, although there were a few strongly divergent views, most survey respondents (46 out of 54 respondents) affirmed that they had received adequate guidance, technical and administrative support, and supervision to be effective carrying out their work.

Several key informants, both from within and outside the ILO, highlighted human resources management-related constraints and suggestions for improvement:

- Across all four countries, ILO personnel survey respondents suggested that improvements could be made in how ILO staff are evaluated (needed to be more objective) and that career paths, to retain and advance qualified national staff, should be expanded. One key informant highlighted the critical role of national personnel as the ILO's institutional memory within country programmes.
- ILO country officers also cited limitations on senior country management's discretion over human resources decisions, in line with country programme needs, as an impediment to greater effectiveness.

Although specific needs differed by country, many ILO and partner personnel remarked on gaps in specialized expertise within country programmes, which in some cases left programme officers and project personnel overstretched. A few key informants felt that country office and project staff roles were not well delineated. Some country-specific examples are highlighted below.

Bangladesh: ILO officials in Bangladesh cited the Country Programme's large project portfolio, and highlighted a need to reinforce the Country Office team with more specialized administrative personnel, to handle functional work areas such as financial management, security, human resources functions, communications and procurement matters. A UN partner in Bangladesh likewise perceived human resources limitations in some cross-cutting thematic work areas, such as gender.

Sri Lanka: Given the extensive workload of the Sri Lanka Country Director, who has responsibility for leading the ILO's One UN reform contribution, as well as representational duties, a UN observer thought a Deputy Director position was justified. ILO officers in Sri Lanka also suggested that there was a need for a dedicated monitoring and evaluation officer and communications officer in the Programme Unit, where one officer is focal point for monitoring and evaluation, communications and constituent relations. Programme Unit staff also observed that the inclusion of Sri Lanka in global projects, without proper Country Office consultation, stretched capacities when these projects had inadequate funding for support personnel. Project staff indicated that the roles of Programme Unit personnel should be better defined and understood across the staff team, while project staff expectations of support were not always met.

Nepal: The ILO and partner organizations in Nepal highlighted the limited numbers of programme personnel, both within the Country Office Programme Unit and to manage development cooperation project activities. A few key informants highlighted the recent creation of an international staff position to remediate this gap. ILO Nepal's programme personnel indicated that, due to projects' relatively small budgets, most were staffed by one manager and one administrative person, which was not enough to be effective.

Pakistan: In Pakistan, senior ILO personnel observed the considerable challenge of the Office in the context of government devolution, noting that it was like working with seven countries: the national level, four provinces and two Pakistan-Administered Territories. This presents an additional challenge to Country Office and project staff. As in Sri Lanka, ILO officers observed that a dedicated communications officer would be an asset to promote the visibility of the ILO's work.

Programme coordination strengths and gaps

Key finding 15: Based on donor, partner and ILO staff accounts, the ILO made efforts to promote synergies within its project portfolios, by clustering projects in the same geographic or thematic areas, sharing resources and improving coordination between projects and with other UN agencies.

The evaluation synthesis report highlighted "exploiting synergies with other ILO projects" as a shared success factor across multiple projects in the four case study countries. The report suggested that, among the benefits of this coordination, cost-sharing among projects had led to greater efficiency within ILO country programmes. Among the four case study countries, Bangladesh is making exceptional efforts to increase synergies, including cost-sharing, within key thematic work streams, such as RMG sector projects, by imple-

menting a “cluster” approach (see box 12). Likewise, Sri Lanka has taken a focused geographical approach to economic development in the North. It is also pursuing an integrated programme approach to migrant worker protection and returnee employment promotion, a trend encouraged by the Swiss donor. These positive findings notwithstanding, several key informants among ILO personnel highlighted the need for better internal communication and cooperation among ILO projects.⁸⁷

► Box 12. Good practice Bangladesh cluster approach

To address its own and others’ concerns about coordinating multiple projects within Bangladesh’s RMG sector, the Country Office developed, and is currently implementing, a new RMG cluster approach. As part of this approach, project and Country Office personnel examined decent work challenges and needed changes in the sector holistically, and sought ways to fill gaps through multiple projects’ interventions. The approach also aims to avoid duplication of effort, and to maximize resource-sharing by defining roles and dividing up responsibilities between projects more clearly. For example, the ILO developed the Learning Hub, a cross-project strategy on constituent training, to be managed by BWB. According to the DWCP stocktaking report, this shift recognized “the often ‘silo-ized’ nature of DWCP programming, and the associated opportunity and efficiency costs”, and “aims to maximize programme synergies, mutual reinforcement and longer-term impact by bringing together a number of workstreams into more unified and interlinked groupings”. One project manager in Bangladesh’s RMG cluster affirmed the benefits of the approach, but indicated that it would take time to fully implement: “We are bringing together different donors and logframes. Donors are happy that we are sharing resources, but we have to show that we are meeting the objectives in our logframe.”

Coordination with UN and other development partners

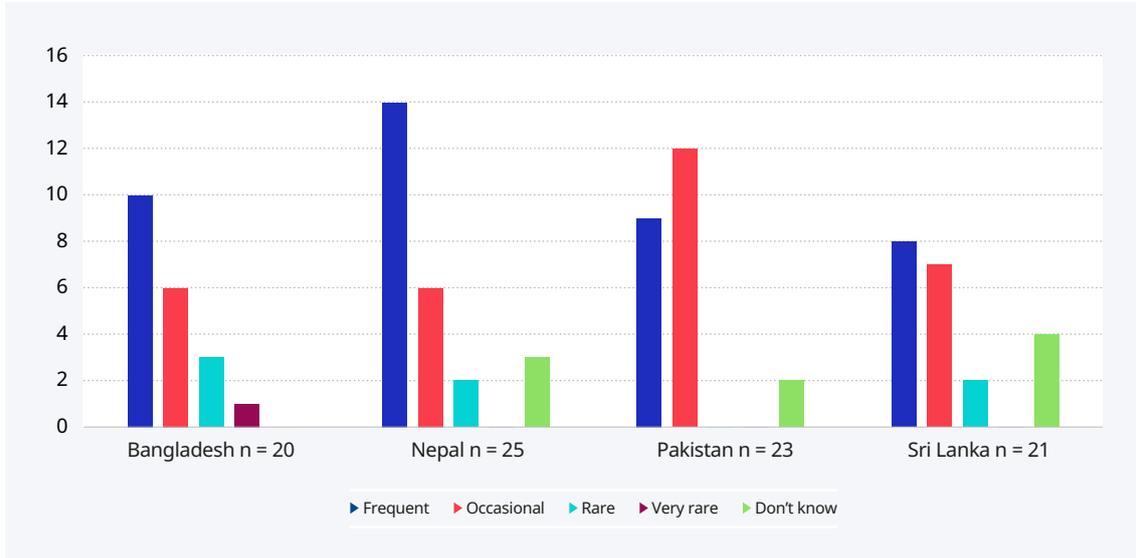
In addition to reported ongoing efforts to improve internal coordination and synergies, key informant interviews and ILO reports are the highlighted country programmes’ efforts to create synergies with other organizations. Based on key informant interviews, other UN agency and development cooperation partner colleagues, with one or two notable exceptions, had largely positive impressions of ILO country programme coordination.⁸⁸ For example, one UN official key informant in Bangladesh commented on the Director’s active information-sharing and willingness to collaborate: “We are kept informed when there are significant events, new legislation, guidance or tools that come out from the ILO. He [the Director] has made it very clear when there are opportunities for collaboration, and reaches out frequently to collaborate.” A government official in Bangladesh noted that the ILO’s coordination with other development cooperation partners working with the labour inspectorate has been “very effective in reducing overlapping and duplication”. Similarly, the representative of a UN agency in Sri Lanka, noting several joint initiatives, observed, “We agree and understand each other’s mandate and look at the complementarity of our agencies... the UN reform system expects us to work as one agency and collaborate, and not compete. The IOM has direct implementation capacity and the ILO has technical expertise, and we match it.”

Somewhat in contrast to key informant interview findings, only 46 per cent of evaluation survey respondents (41 out of 89) perceived that the ILO frequently coordinated its activities with other UN and/or country development partners, with some differences by country. Nearly as many respondents (39 out of 89) perceived ILO coordination to be occasional, rare or very rare. Several ILO personnel attributed coordination limitations

87 One survey respondent in Nepal suggested there was “no system or opportunity for sharing experiences/updates in the Organization”. A survey respondent in Sri Lanka commented on a lack of teamwork within the Country Programme (“There is a lack of willingness to cross-pollinate between projects...”), but noted recent improvements. In Pakistan, programme staff highlighted increased communication and coordination among programme managers since COVID-19, noting regular online meetings had contributed to the change. However, a senior project leader in Pakistan observed that the regular staff update meetings could include more strategic planning discussion. At the same time, one survey respondent commented that frequent meetings with field staff were needed, especially those based in other provinces.

88 A UN official in Pakistan highlighted that the ILO’s coordination with other agencies could be strengthened.

► **Figure 15. ILO personnel, tripartite constituents and other partners' perceptions of ILO coordination with other UN and/or country development partners in Bangladesh, Nepal, Pakistan and Sri Lanka**



to perceived strong competition for shrinking resources among UN and international NGOs, as well as overlapping mandates among UN agencies.

3.5. Sustainability

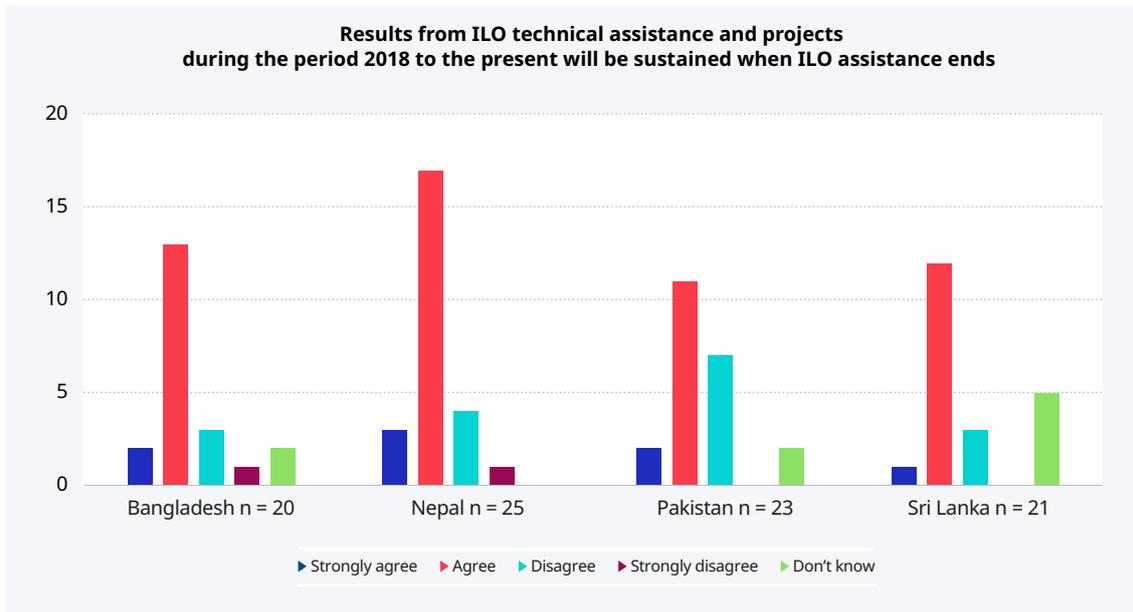
Key finding 16: ILO staff and other stakeholders perceived the ILO's policy and institutional capacity-building interventions to be highly sustainable, but noted that achieving results in these areas required long-term investments. Document review and stakeholder feedback showed that national ownership, institution-building, development of exit strategies and documenting good practices and lessons learned contributed positively to long-lasting impact.

Evaluation survey respondents were broadly optimistic regarding the sustainability of ILO country programmes' results from 2018 onwards. Most ILO personnel (61 out of 89), constituents and partner survey respondents agreed or strongly agreed that the results of ILO technical assistance and projects would be sustained. However, a significant minority (19 respondents) held divergent views.

Based on ILO and national constituent and other stakeholder accounts, as well as document review, many of the ILO's long-term interventions in the four case study countries yielded results that have been largely sustained by national stakeholders. These include flagship projects in the areas of skills (Bangladesh), labour-intensive rural employment (Nepal), employment and enterprise creation (LEED+ in Sri Lanka), garment sector working conditions (RMGP Bangladesh), and supply chain responses to rural child labour and bonded labour (Pakistan). Several ILO personnel and implementing partners indicated that local service delivery-oriented projects were often difficult to sustain because of their dependence on donor resources, but emphasized potentially enduring benefits, both to beneficiaries and to the implementing partners, some of whom were able to get support from local governments or other donors based on their experiences.

In their reflections on sustainability, ILO personnel, constituents and partners largely agreed on several key factors that could either facilitate or limit the extent to which results carried on when ILO projects and technical assistance ended.

► **Figure 16. ILO personnel, tripartite constituents and other partners' level of agreement**



National ownership: Stakeholders perceived the significant volume of the ILO’s contributions to national and subnational laws, policies, strategic frameworks and action plans in the four case study countries, to support lasting change because, once adopted, these legal and policy instruments became relatively permanent reference points for country-level stakeholders’ activities.⁸⁹ The stakeholders highlighted that the sometimes long but generally very participatory formulation processes, prior to their validation of policies, created national stakeholder ownership. However, frequent turnover among decision-makers and a lack of high-level political will limited follow-up of achievements in many cases. A few key respondents indicated that the ILO’s efforts to network constituents and other CSOs, and to support their advocacy activities, had been effective in maintaining pressure on government, and had encouraged greater follow-up and implementation in some cases.⁹⁰ Ownership was likewise reported as critical at the enterprise level where, for example, Better Work in Bangladesh highlighted that it had, to some extent, influenced factory-level ownership for compliance improvements by helping managers and workers to “see” the benefits of dialogue and improved working conditions.

Sustainable institutional and technical capacity development: Evaluation key informants perceived ILO extensive contributions to institution-building as being an implicit sustainability strategy. Nearly all ILO projects integrated capacity-building for constituents, including training their personnel and members, and introducing new methodologies and technology tools.

Some positive examples of successful institution-building cited by national stakeholders were the ILO’s work with Bangladesh’s labour inspectorate and Nepal’s support for the Social Security Fund. Based on ILO reports and stakeholder feedback, government budget and human resources allocations for these two institutions had increased over time, lessening their dependence on international cooperation funding and expertise. In addition, stakeholders in all four countries cited the ILO’s capacity-building of national statistics bureaus for improved LFS methodologies. In Pakistan, the ILO contributed to the creation of new consultative platforms, including a multi-stakeholder provincial Cotton Task Force in Sindh, to mon-

89 Examples highlighted in sections 3.3.1–3.3.4 included national and subnational labour code reforms; migration, employment and labour inspection policies; national TVET qualification standards; and National Action Plans on Child Labour, among others.

90 For example, in Nepal, the ILO contributed to the formation of the Forced Labour Elimination Advocacy Group. ILO personnel and coalition members reported that the group has an action plan, has been able to raise funding to continue some activities, and is actively advocating for ratification and/or application of ILO Conventions on forced labour and child labour.

itor the conditions in the sector. Other examples in Pakistan are institutional strengthening of provincial social security institutes, and assistance for the establishment of the Social Security Coordination Forum in October 2020. Likewise, the ILO in Sri Lanka has built institutional capacity on multiple fronts, including the national and subnational departments responsible for migration governance and advisory services, as well as improving the governance of the cooperatives sector in Northern Province.

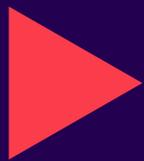
In all cases, key informants indicated that, although much remained to be done, sustainable progress had been made. ILO personnel emphasized that building constituents' capacity was critical for sustainable and systemic change, but was a slow process.

Documenting good practices and lessons learned, and developing exit strategies: To facilitate the application of project models by national counterparts and other development partners, the ILO reported documenting their intervention models, as well as good practices and lessons learned, so that others could use them.

One outstanding sustainability/scalability success story was the Government of Nepal's upscaling of ILO employer service centres, with support from the World Bank, which reportedly drew extensively on ILO experiences. Under the Republic of Korea-funded Labour Market Information and Employment Services project, which ended in 2018, the ILO piloted 14 employment service centres, which offered employability training and guidance to job seekers. According to the World Bank, there are now over 750 employment service centres across the country providing services that were designed using good practices and lessons learned from the ILO project.

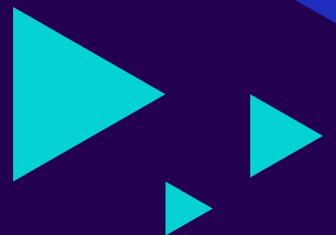
The ILO and its national counterparts also recognized the need to develop proactive and comprehensive sustainability strategies early in project implementation. Based on the evaluation synthesis report, the ILO's performance developing clear sustainability plans and exit strategies, well in advance of projects' closure, was mixed. A few projects had no sustainability/exit strategy; others had strategies, but they were not clearly articulated; and a few had clearly articulated and implemented strategies. Evaluations found that many projects did not map out their sustainability and exit strategies, including systematically tracking progress towards sustainability. Sustainability planning was considered to be more challenging to plan and map for complex and wide-scale projects, such as BWB and RMG 11.

Nevertheless, some projects, such as Sri Lanka's LEED+, are embedding exit more explicitly into their intervention models, whereby private sector buyer investment is leveraged to build the productive capacity of local enterprises, in a "win-win" arrangement for suppliers and buyers, and replacing donor investment.



4

Conclusions



► 4. Conclusions

4.1. Relevance

The relevance of ILO programming to national stakeholders' needs in the four evaluation countries was high overall, with some gaps. ILO programmes tended to invest the largest share of country programme time and resources into building national government institutions' capacity, and while that was useful for policy work and strengthening government services, the programmes paid relatively less attention to the capacity-building needs and expectations of other critical stakeholders. Notably, subnational stakeholders needed more assistance to strengthen their capacity to implement laws and policies, and employers' and workers' organizations needed more support to defend and serve members' interests.

ILO contributions to knowledge creation, its internationally recognized normative frameworks, and active engagement in UN and other coordination bodies, helped to orient its own – as well as partners' – activities, in ways that increased the overall relevance of labour, vocational training, migration, social protection and employment-oriented development assistance programmes.

The ILO's response to COVID-19 included several timely and well-targeted interventions⁹¹ to help constituents face their countries' immediate challenges emerging from COVID-19. Looking forward to countries' medium- and long-term recovery needs, the decent work issues highlighted by COVID19 reinforced the relevance of the ILO's current work in several current programme areas.⁹²

4.2. Coherence

ILO programmes in the four evaluation countries were generally well-aligned with country, ILO and broader UN development objectives. ILO Country Directors were effective overall, focusing ILO interventions in the four countries on areas where the ILO had a strong institutional mandate and comparative advantage, and ensuring that these were included in broader UN country development frameworks. However, in most case study countries, ILO resources were not well distributed among DWCP outcomes, largely reflecting challenges identifying donors whose priorities closely aligned with their own and national stakeholders' priorities.

Although designing an overarching DWCP was useful for channelling ILO support for constituents to mutually-agreed-upon and strategically important outcomes, DWCP monitoring frameworks were not consistently well-formulated or used for monitoring. While the ILO made some laudable efforts to engage tripartite constituents collectively in monitoring DWCP progress, overall, well-documented evidence on accomplishments and gaps, whether compiled by the ILO or national stakeholders, was lacking.

4.3. Effectiveness and impact orientation

In the four countries, the ILO contributed substantially to building the capacities of key labour market institutions in important areas (labour inspection, vocational training, social security administration, employment services, labour migration information and facilitation services). With largely effective contributions from DWT/CO-New Delhi and Geneva-based specialists, the four country programmes likewise contributed to improvements in national legal, regulatory and policy frameworks, in a wide variety of domains.⁹³ ILO

91 These included needs assessments, COVID-19 workplace safety protocols and economic recovery assistance for MSEs (Sri Lanka); skills recognition programmes (Bangladesh, Nepal and Sri Lanka); migrant worker repatriation assistance (Nepal); and social dialogue on how to share pandemic costs (Bangladesh, Nepal and Pakistan).

92 These included formalizing the informal sector, social protection, technical and vocational skills training and qualification systems, and forward-looking employment strategies.

93 These domains included: labour inspection (Bangladesh); industrial fire, electrical and structural safety (Bangladesh); social security (Bangladesh, Pakistan and Nepal); OSH (all four countries); labour migration (all four countries); rural enterprise development and job creation (all four countries); and forced labour and child labour (all four countries).

technical advice, support for awareness-raising, advocacy, training and research activities provided evidence, facilitated dialogue, and highlighted ways to improve working conditions and access to jobs. Although mostly on a limited scale, the ILO's enterprise and community level interventions improved workers' lives and livelihoods and, in some cases, produced scalable intervention models.⁹⁴ The ILO's increasing use of programmatic and regional approaches⁹⁵ increased synergies between projects and country programmes, and potentially impact, although internal coordination was still often weak.

ILO country programmes were moderately effective in promoting ILO cross-cutting priorities on social dialogue and international labour standards,⁹⁶ with some noteworthy accomplishments as well as persistent gaps. Although to differing degrees, the ILO's programming in each country effectively included gender mainstreaming and gender-focused interventions in its projects, even though design and implementation gaps remained.⁹⁷ Similarly, programme portfolios consistently included interventions targeting the needs of marginalized groups.⁹⁸ Largely due to inadequate guidance on ways to operationalize environmental concerns in traditional ILO programming, country programme achievements and impact are lacking in this area.

The ILO contributed effectively to UN reforms by leading or co-leading thematic groups, participating in joint programming and increasingly and usefully building partnerships with sister agencies.⁹⁹

4.4. Efficiency

While the ILO has decided to increasingly decentralize programme management to country and regional levels, evaluation findings highlight that administrative, financial and human resources management systems and decision-making authority have not evolved on pace with programme management changes. Moreover, the implementation of current UN reforms demands increased country programme capacity and agility, so that the ILO can participate fully in country-level joint planning and programme implementation, and is not left out of increasingly important collective resource mobilization efforts.

Among the factors affecting efficiency, evaluation findings strongly suggest that some of the ILO's corporate management practices hindered country programme results. These included excessive paperwork, as well as slow recruitment and procurement processes. Insufficient decentralization of decision-making authority, manifested by inadequate differentiation between administrative requirements governing large and small projects or expenditures, and limited discretion in human resources decisions, were likewise efficiency barriers. Since ultimately human talent and initiative make the difference in advancing organizations, overcoming the deficiencies cited by stakeholders in identifying, promoting and retaining qualified personnel is critical for the ILO's future success.

4.5. Sustainability

The ILO has contributed to a significant body of national and subnational legal and policy reform, strengthened critical labour market institutions and functions, and contributed to social partners' and other civil society organizations' voices in policies and their implementation, key factors in building national ownership and sustainable results. Evaluation findings suggest that important strategies for sustaining results were a relatively longer-term and consistent focus on a limited number of constituent priorities, attention to varied dimensions of institutional capacity, devising and implementing exit strategies, and documenting interventions.

94 For example, with support from the World Bank, Nepal scaled an employment centre modelled after an ILO intervention.

95 As seen in the multiproject cluster approach with integrated interventions to address supply chain working conditions in Bangladesh and Pakistan, and multiproject migration unit and employment generation projects in Sri Lanka.

96 Many projects featured strategies to promote the ratification and implementation of ILO Conventions. Programmes promoted social dialogue by forming tripartite steering committees and facilitating tripartite and bipartite working groups and negotiations.

97 Evident in Sri Lanka Northern Province programming, Better Work Bangladesh, as well as in Pakistan's and Nepal's support for formalization of domestic workers and home-based workers.

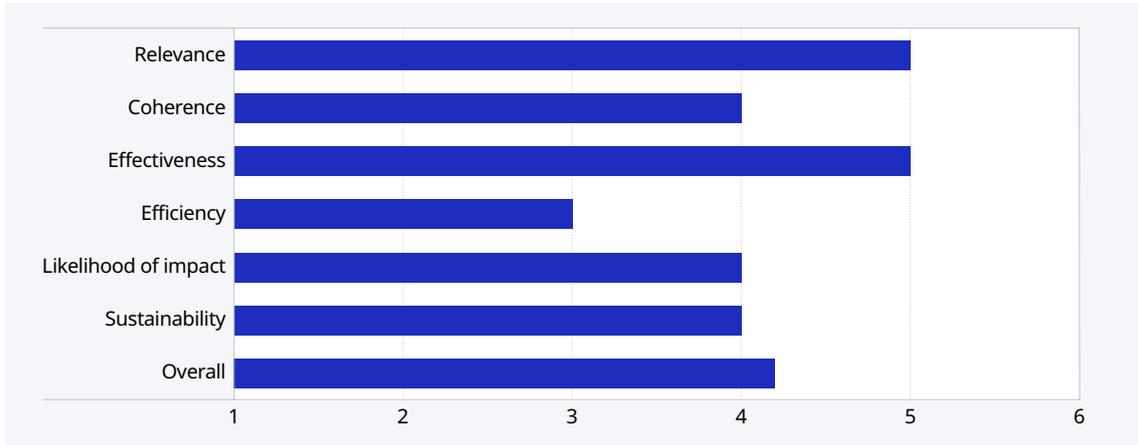
98 These included informal sector workers, women, youth, persons with disabilities, migrant workers and indigenous peoples.

99 Some examples included partnerships with IOM and UN Women on protecting labour migrants, and with FAO on improved livelihoods and working conditions for rural workers.

4.6. Overall assessment

Based on the preceding findings and conclusions, the evaluation team's overall scoring of the ILO's performance in the four case study countries using EVAL's six-point rating system is presented in figure 17.

► **Figure 17. Evaluation of the ILO's programme of work in Bangladesh, Nepal, Pakistan and Sri Lanka: Ratings by criterion**

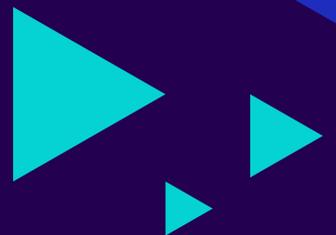


Note: The chart uses a scale from 1 to 6, with 6 as highly satisfactory and 1 as highly unsatisfactory.



5

Recommendations and Office Response



► 5. Recommendations and Office Response

Recommendation 1.

Design future projects, mobilize and allocate resources to achieve a more balanced distribution of ILO technical assistance and resources between constituents and national and subnational governance levels, in line with DWCP priorities, social partners' needs and capacities, and available ILO resources.

Increase the volume and quality of DWCP interventions that build the institutional capacities of workers' and employers' organizations to grow their membership, defend members' rights and interests, and provide in-demand member services.

Increase institutional capacity-building of tripartite subnational and industry-level constituents, building on existing successful interventions.¹⁰⁰

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, ILO Regional Office for Asia and the Pacific (RO-Asia and the Pacific), PARDEV, PROGRAM	Medium	Medium-term	Medium

Recommendation 2.

Improve monitoring of the progress of DWCPs, in some countries, by establishing practical and feasible DWCP performance monitoring plans; and in all countries, monitor and report progress against DWCP outcomes more regularly.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, RO-Asia and the Pacific, PROGRAM, DWCP, national steering committees	High	Medium-term	Low

Recommendation 3.

New projects and programme strategies should focus on work streams that are critical for medium-term socio-economic recovery from the COVID-19 crisis, and that will contribute to mitigating lasting negative effects on marginalized populations.

Expand or introduce support for policies and services that are needed during the recovery period – for example, incentives and intervention models that help recently returned migrant workers and workers from worst-affected industries, enterprises and geographic areas to recover and to re-establish employment/livelihood activities.

Continue current technical and financial support for strengthening social protection mechanisms, capitalizing on current high levels of political will.

¹⁰⁰ Includes support for provincial labour-related action plans and policies, social security institutions and tripartite social dialogue mechanisms (Nepal and Pakistan); collaboration with garment industry associations (Bangladesh and Pakistan); and capacity-building on foreign employment and skills recognition frameworks (Nepal and Sri Lanka).

Continue to support constituents’ data collection, research and social dialogue activities to assess needs and guide investments to ensure well-targeted and human-centred recovery.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, relevant headquarters units	High	Short-term	High

Recommendation 4.

Building on the emerging good practices of Bangladesh and Sri Lanka with geographic or thematic programme clusters, ILO country offices should design future intervention strategies in ways that favour operational and thematic synergies, and that facilitate resource-sharing between ILO projects and with sister UN agencies.

Develop theories of change or intervention models for thematic or geographic programmes (above project level), and use for resource mobilization and operational planning activities.

Advocate for more flexible funding modalities based on a cluster approach.

When the ILO has clear value added, and strategic advantages outweigh costs, participate in UN agency joint programmes.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, RO-Asia and the Pacific, PARDEV	High	Immediate	Medium

Recommendation 5.

Review the technical and oversight responsibilities of country office programming staff, and establish a clear organizational structure, delineating individual officers’ responsibility for constituent relationships, technical oversight on thematic areas, monitoring and evaluation, and communications.

Responsible units	Priority	Time Implication	Resource Implication
Country offices, DWTs, RO-Asia and the Pacific, DDG/FOP and relevant headquarters units, HRD	Medium	Medium-term	Medium

Recommendation 6.

Continue to reform the ILO’s administrative, financial and human resources management systems, in line with decentralization requirements and in favour of simplification and more flexible and adaptive management.

Create a mechanism that allows country offices to flexibly allocate resources for activities under a certain budgetary threshold.

Give country directors more discretion in human resources decisions, based on performance evaluation.

Simplify internal reporting and other administrative requirements, differentiating between small and larger projects and expenditures.

Responsible units	Priority	Time Implication	Resource Implication
RO-Asia and the Pacific, DDG/MR and relevant headquarters units	High	Long-term	Moderate

Recommendation 7.

Towards a more sustainable contribution to DWCP outcomes, seek donor funding streams and UN agency partnerships, to enable a higher proportion of interventions of a longer duration and larger scale.

Responsible units	Priority	Time Implication	Resource Implication
RO-Asia and the Pacific, country offices, DDG/FOP and relevant headquarters units	High	Short-term	Low

Recommendation 8.

Transition from existing subregional models for delivering ILO specialist expertise to more decentralized and flexible approaches.

Outpost more experts in-country versus decent work technical support teams and regional offices, in accordance with assessment of country needs.

Building on positive experiences during the COVID-19 pandemic, expand the use of virtual communication platforms for the delivery of specialist expertise.

Responsible units	Priority	Time Implication	Resource Implication
RO-Asia and the Pacific, DWT, country offices, DDG/FOP, DDG/P and relevant headquarters units	High	Medium-term	Medium

Office Response

The Office acknowledges the evaluation's overall assessment, and is satisfied with the assessment of the relevance and effectiveness of the DWCPs in Bangladesh, Nepal, Pakistan and Sri Lanka. The Office would like to thank the tripartite constituents and key stakeholders in Bangladesh, Nepal, Pakistan and Sri Lanka for their participation and contribution to this evaluation.

Recommendation 1

The Office partially agrees with this recommendation, which is to help country offices design projects and mobilize resources to achieve a more balanced distribution of ILO resources, with the proviso that this will be done in line with the capacity to deliver such resources. The ILO Regional Office for Asia and the Pacific will support country offices in increasing the institutional capacity-building of tripartite subnational and industry-level constituents, building on existing successful interventions at the national and subnational levels.

Recommendation 2

The Office agrees with this recommendation, and decent work technical support teams in the region and the ILO Regional Office for Asia and the Pacific will continue to work with country offices to improve the monitoring and reporting of the progress of DWCPs. The Regional Office will continue to build ILO staff capacity on the monitoring and reporting of DWCPs. At the country level, the role of tripartite national

steering committees in the monitoring of DWCPs has been recognized, and the Regional Office will continue to support country offices in strengthening their capacities in effective monitoring, upon request.

Recommendation 3

The Office partially agrees with this recommendation. Country offices and decent work technical support teams play important roles in the design of new projects and programme strategies. Specialists have important roles to play in supporting constituents' data collection, research and social dialogue activities, in order to assess needs and guide investments to ensure well-targeted and human-centred recovery.

Recommendation 4

The Office partially supports this recommendation. While resource-sharing with UN agencies has strategic value, the administrative process has not been straightforward. Hence, such arrangements will be supported by the ILO Regional Office for Asia and the Pacific based on a careful assessment of advantages, disadvantages and costs.

Recommendation 5

The Office partially supports this recommendation. The recommended changes are necessary for improving DWCP implementation and enhancing the effectiveness of ILO technical services to the constituents. However, establishing organizational structure at the country level is beyond the authority of country directors. Any changes, to be effective, must be supported by staff job descriptions and by human resources policy.

Recommendation 6

The Office supports this recommendation. It is important to note that the implementation of this recommendation will require continued ILO administrative, financial and human resources management system reforms, and the further decentralization of responsibilities from headquarters departments to the field.

Recommendation 7

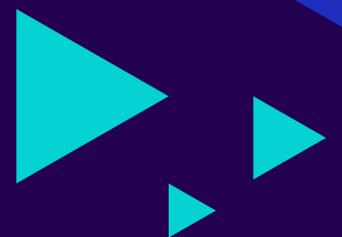
The Office partially accepts this recommendation. Longer duration and larger-scale resource mobilization will require strong technical support from the Partnerships and Field Support Department (PARDEV) to country offices. This may require developing tools for cost estimates of the DWCP, so that reaching out to donor funding can start early and proactively.

Recommendation 8

The Office welcomes this recommendation, which will require the collaboration of the ILO Regional Office for Asia and the Pacific with the Strategic Programming and Management Department (PROGRAM) and the Human Resources Development Department (HRD). The Regional Office will review advantages and disadvantages in outposting technical specialists at country level, and will facilitate dialogue to achieve the best delivery model.



Annexes



► Annex A. Evaluation Question Matrix

Evaluation Question	Data Collection Method	Required Information
Relevance		
What is the status of Decent Work Country Programming in the selected countries?	Document Review	<ul style="list-style-type: none"> ▶ What period does the current DWCP cover? ▶ Where is the CO in the process of reviewing results of the current DWCP, identifying priorities and developing the next DWCP?
To what extent and in what ways did ILO constituents and beneficiaries perceive ILO's interventions in the four evaluation countries to be relevant to their needs? To what extent have the ILO DWCPs been adapted to stay relevant to constituents' needs and priorities in the COVID-19 context?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ How satisfied are tripartite partners with ILO's support in the last three to four years? ▶ What are some examples of ways they are satisfied? ▶ What are some examples issues/areas of work on which they have expressed dissatisfaction? ▶ What might ILO have done to meet the constituents needs better?
Are the DWCPs relevant to national, regional and international development frameworks (including to the Agenda 2030 and the SDGs?) Are they relevant to the ILO's Programme and Budget Outcomes, CPOs, and UN Country Frameworks (UNCF)?	Document Review Survey	<ul style="list-style-type: none"> ▶ Identification of relevant priorities, policies and strategies ▶ How do ILO programmes align with national, regional and international development frameworks? ▶ Are there any significant gaps?
Coherence & Validity of Design		
To what extent and in what ways was ILO effective in assessing needs, redesigning and/or repurposing existing projects as well as developing new vehicles to address the evaluation countries' immediate and longer term needs in the aftermath of the COVID-19 pandemic?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ In what ways, if at all, has ILO support contributed to the country's immediate response to COVID-19 pandemic? ▶ To what extent has ILO support assessed and begun addressing the country's longer term recovery needs? What are the most important examples of each? (effectiveness?) ▶ How has ILO adjusted the way it conducts its interventions to cope with COVID-19 restrictions? Have there been any lessons learned that might be useful when restrictions are lifted?
To what extent was ILO's programming in the countries evaluable; to what extent were the principles of Results-Based Management applied in implementing DWCPs?	Document Key Informant Interviews	<ul style="list-style-type: none"> ▶ To what extent did the DWCP articulate measurable outcomes and outputs and incorporate SMART indicators? ▶ In what ways, if at all, did ILO support needed data collection? ▶ In what ways, if at all, did ILO build constituent capacity to monitor progress against DWCP objectives? ▶ What might be done to improve the use of DWCP frameworks as a management tool?
Effectiveness		
How did ILO support help the South Asia countries to achieve expected DWCP results? To what extent and how did ILO interventions contribute to progress towards CPOs and UNCF outcomes? Were there any unexpected results? What were the key factors of success? What were the main internal and external constraints/challenges?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ What were the most important achievements of ILO programmes and technical assistance under each DWCP priority? ▶ What are some examples of ways ILO support has had significant impact on policies, building partner institutional capacity, raising awareness/building knowledge and/or improving services for workers, enterprise owners and managers? ▶ What were the key factors that contributed to successful interventions? ▶ To what extent did ILO identify and mitigate risks affecting programme performance?

Evaluation Question	Data Collection Method	Required Information
To what extent and how did the ILO support results in the four evaluation countries on ILO crosscutting issues: International Labour Standards; social dialogue and tripartism; gender equality and non-discrimination; and environmental sustainability?	Document Review Key Informant Interviews Focus Group Discussions Survey	To what extent and how did ILO contribute to: <ul style="list-style-type: none"> ▶ Increased awareness of International Labour Standards. ▶ Increased government capacity to enforce national labour laws. ▶ Improved social dialogue with other tripartite constituents. ▶ Employers' Organisations better able to defend their members' interests. ▶ Workers' Organisations better able to defend workers' rights. ▶ Greater capacity to integrate gender and non-discrimination (the special needs of women, girls) in institutional strategies and plans. ▶ Greater capacity to integrate environmental concerns in institutional strategies and plans.
To what extent did ILO leverage partnerships (with constituents, national institutions, International Financial Institutions, and other UN/development agencies) to support DWCP priorities in the four evaluation countries? To respond to the COVID-19 pandemic?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ Did ILO coordinate its efforts with other UN organizations effectively? With other International Development Cooperation partners? How? ▶ In what ways, if any, could ILO be more effective coordinating/collaborating with other international organizations to promote its Decent Work Agenda? To respond to the COVID-19 pandemic (immediate and longer term recovery)
To what extent did the ILO country office, regional office, Decent Work Teams, and concerned HQ Departments provide strategic technical support for DWCP implementation and to address unforeseen challenges arising from the COVID-19 pandemic?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ To which programmes did the Decent Work Teams, and concerned HQ Departments provide strategic technical support? What assistance did they provide? What were the main results? What were the challenges? Were there any important lessons learned? ▶ To what extent was the CO effective in facilitating the design and implementation of ILO programmes in country x? How effective was the CO's communication with the constituents? With the project teams? What were the main challenges? What were the lessons learned? ▶ In what ways did HQ, regional and DWT teams contribute to the ILO's response to COVID-19 in country X? ▶ In what ways did the country office facilitate an effective and coherent response to COVID-19 by the ILO in country X?
Efficiency		
To what extent and in what ways did ILO use human and financial resources efficiently in the four evaluation countries? How did DWCP stakeholders perceive, or other data suggest, ILO efficiency could be improved?	Document Review (DWCP budget and expenditure reports) Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ How did country stakeholders perceive ILO's cost effectiveness in country X? ▶ To what extent did ILO programmes in country X succeed achieve planned programming? Were most projects concluded on time? ▶ Globally, to what extent did programmes spend resources as planned (annual expenditures as a percentage of annual budgets)? ▶ To what extent did ILO leverage internal and external resources effectively to achieve planned results (leveraging ILO specialists, leveraging regional projects, leveraging other partner contributions) ▶ How effectively did ILO mobilize funding to contribute to DWCP implementation during the period?
Likelihood of Impact		
To what extent did ILO support contribute to significant positive changes in Decent Work in the four evaluation countries?	Document review (Evaluation reports) Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ Synthesis of positive changes achieved or expected to be achieved reported by project evaluations at the outcomes level ▶ What are the influencing factors, positive and negative on achievement of CP outcomes? ▶ What are the trends in DWCP outcome delivery by tripartite constituents in relation to ILO's capacity building? ▶ What are stakeholder perceptions of ILO approaches and effectiveness in building capacity?

Evaluation Question	Data Collection Method	Required Information
In what ways, if at all, will the ILO COVID-19 related interventions contribute to ensure workers, employers and governments maintain focus on decent work while adjusting to the socio-economic consequences of the pandemic?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ How did ILO try to shape country strategies to address the immediate and long term effects of the COVID-19 pandemic on employers and workers? ▶ To what extent and in what ways was the ILO successful or may be successful?
In what ways, if at all, was the knowledge generated from the DWCPs shared?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ To what extent did the ILO develop effective knowledge sharing systems, mechanisms and products to communicate knowledge generated with constituents, the wider public, ILO regional and global? ▶ What are the perceptions of intended users of DWCP knowledge sharing?
Sustainability		
How can the findings of the evaluation inform the region's strategic direction with regard to UN reform?	Document review (Evaluation reports) Key Informant Interviews Focus Group Discussions Survey	<p>What do the findings of the evaluation suggest regarding:</p> <ul style="list-style-type: none"> ▶ Emergence of a new generation of country teams, centred on a strategic UN Development Assistance Framework? ▶ Existence of an impartial, independent and empowered leadership by a resident coordinator?
To what extent did ILO programming integrate effective sustainability?	Document Review Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ To what extent and how did the ILO design strategies to promote sustainability into its projects? ▶ To what extent and how was the ILO effective in creating national ownership for its programmes? Building the capacity of national institutions to continue key interventions without or with less ILO assistance? Finding alternative sources of funding after the end of project assistance? ▶ Were indicators of sustainability tracked and strategies adjusted?
What is the likelihood that the DWCPs will lead to results or approaches that will be sustained or integrated in other interventions over time, What are the critical risks to sustainability of outcomes? To what extent has ILO programming implemented strategies to mitigate these risks?	Document review (Evaluation reports) Key Informant Interviews Focus Group Discussions Survey	<ul style="list-style-type: none"> ▶ What were the financial, economic, social, environmental and institutional factors positively or negatively affecting sustainable results? ▶ Documentation and stakeholder perspectives providing evidence on sustained strategies to mitigate the impacts of the pandemic
What positive and negative recommendations and lessons could be offered to improve the sustainability of ILO programming in South Asia?	Analysis of findings on effectiveness of sustainability strategies	<ul style="list-style-type: none"> ▶ What are good practices and lessons learned related to promoting sustainability from past ILO programmes in country x? ▶ What more might ILO have done to promote sustainability in its programme of work?

▶ Annex B. Draft Data Collection Instruments

Country Office Team: KII Protocol

Date:

Interviewer Name:

Primary Notetaker Name:

Respondent Name:

Respondent title:

Respondent Organization:

Sex of respondent:

- ▶ Introductions: participants briefly introduce themselves, their role and areas of work
- ▶ Evaluation protocol explained, consent requested.

1. What are some examples of ways ILO support has had significant impact on policies, building partner institutional capacity, raising awareness/building knowledge and/or improving services for workers, enterprise owners and managers under each DWCP priority? (effectiveness, impact)

Priority X

Area of impact	Description of Impact	Project or intervention
Laws/Policies		
Institutional partner capacity		
Awareness & Knowledge		
Direct services to beneficiaries		

Priority X

Area of impact	Description of Impact	Project or intervention
Laws/Policies		
Institutional partner capacity		
Awareness & Knowledge		
Direct services to beneficiaries		

2. In what ways, if any, has ILO built the capacity of tripartite partners to sustain positive results? What more, if anything, should ILO do to effectively transfer capacity to national counterparts to carry on, complete or scale its project and other interventions? (impact, sustainability)

- ▶ To what extent and how did the ILO design strategies to promote sustainability into its projects?
- ▶ Which projects were most effective promoting sustainability? What were the good practices?

- ▶ To what extent and how was the ILO effective in creating national ownership for its programmes? Building the capacity of national institutions to continue key interventions without or with less ILO assistance? Finding alternative sources of funding after the end of project assistance?
 - ▶ What were the financial, economic, social, environmental and institutional factors positively or negatively affecting sustainable results?
- 3. How satisfied do you think tripartite partners are with ILO's support in the last three to four years? What are some examples of ways they are satisfied? What are some examples issues/areas of work on which they have expressed dissatisfaction? (relevance, coherence)**
- ▶ What were the main gaps, if any?
 - ▶ What might ILO have done to meet the constituents needs better?
- 4. What were the key factors that contributed to successful ILO interventions in country X? (effectiveness)**
- ▶ Were there any important good practices that might be capitalized by other COs?
- 5. What were the main internal constraints or challenges that hindered progress? (coherence, effectiveness)**
- ▶ In what ways has the way ILO designs projects been effective? In what ways could it be improved?
 - ▶ How effective was the CO's strategic orientation/communication/coordination with the project teams?
 - ▶ What were the main challenges?
 - ▶ What were the lessons learned and/or good practices?
- 6. What were the main external constraints or challenges that hindered progress? (relevance, coherence and effectiveness)**
- ▶ To what extent did ILO identify and mitigate risks affecting programme performance?
 - ▶ What were the lessons learned and/or good practices?
- 7. To what extent and how has ILO's Covid-19 response been effective? (Covid-19 cross cutting)**
- ▶ In what ways, if at all, has ILO support contributed to the country's immediate response to Covid-19 pandemic?
 - ▶ To what extent has ILO support assessed and begun addressing the country's longer term recovery needs? What are the most important examples of each?
 - ▶ In what ways did HQ, regional and DWT teams contribute to the ILO's response to COVID-19 in country X?
 - ▶ In what ways did the country office facilitate an effective and coherent response to COVID-19 by the ILO in country X?
 - ▶ How did ILO try to shape country strategies to address the immediate and long term effects of the COVID-19 pandemic on employers and workers? To what extent and in what ways was the ILO successful or may be successful?
- 8. How has ILO adjusted the way it conducts its interventions to cope with Covid-19 restrictions? Have there been any lessons learned that might be useful when restrictions are lifted?**
- ▶ How, if at all, has ILO integrated cross cutting concerns related to International Labour Standards (ILS) and social dialogue, gender and non-discrimination, and environmental sustainability into its intervention strategies? (effectiveness)

- Is there anything that ILO might do to promote ILS and social dialogue through its interventions more effectively?
- Is there anything that the ILO might do to address women and girls' needs more effectively?
- Is there anything the ILO might do to address environmental concerns more effectively?

9. In what ways have ILO interventions used available human and other resources efficiently? In what ways could efficiency be improved? (efficiency)

Criteria	Assessment+ Examples
Creating synergies and avoiding inefficient duplication of effort with other programmes	
Perceptions of value for money	
On time delivery/need for extensions	
Spending (on track?)	
Leveraging ILO specialists	
Effectiveness raising funds for DWCP priorities (versus non-priorities)	

10. How satisfied are you with the support the country programme has received from the DWT, ROAP, and ILO HQ? What are examples of positive contributions? What are your suggestions regarding how to make the contributions from these offices more strategic/effective?

11. To what extent and how has the CO monitored progress against DWCP objectives? What role, if any have project and programme evaluations played in ILO effectiveness in country X? (coherence, design validity, effectiveness)

- How could evaluations be made more useful to the CO?

12. Did ILO coordinate its efforts with other UN organizations effectively? With other International Development Cooperation partners? How? In what ways, if any, could ILO be more effective coordinating/collaborating with other international organizations to promote its Decent Work Agenda? (coherence, effectiveness)

- To what extent has the UN reform agenda affected how ILO operates in Country X?
 - Emergence of a new generation of country teams, centred on a strategic UN Development Assistance Framework?
 - Existence of an impartial, independent and empowered leadership by a resident coordinator?

13. In what ways has ILO contributed to creating and sharing knowledge and/or raising awareness on issues affecting progress toward its Decent Work Agenda? (effectiveness, impact)

- To what extent did the ILO develop effective knowledge sharing systems, mechanisms and products to communicate knowledge generated with constituents, the wider public, ILO regional and global?

ILO Project Team/Implementing Partner: KII Protocol

Date:	Respondent title:
Interviewer Name:	Respondent Organization:
Primary Notetaker Name:	Sex of respondent:
Respondent Name:	

- Introductions: participants briefly introduce themselves, their project and/or areas of work
- Evaluation protocol explained, consent requested.

1. What were the most important results of ILO programmes and technical assistance in your intervention area(s) (eg skills, employment, migration, etc.)? (effectiveness)

Output	Description of Achievement
Technical assistance	
Training	
Materials provided	
Studies and Research	
Services to beneficiaries	
Communication/awareness raising	
Other	

- Were there any unexpected results? If so, what were they?

2. What are some examples of ways ILO support has had significant impact on policies, building partner institutional capacity, raising awareness/building knowledge and/or improving services for workers, communities, enterprise owners and managers in your intervention area? What factors contribute to or hindered higher level impact? (impact)

Area of impact	Description of Impact	Project or intervention
Laws/Policies		
Institutional partner capacity		
Awareness & Knowledge		
Direct services to beneficiaries		
Other		

- To what extent did ILO identify and mitigate risks affecting programme performance?
- What were the lessons learned and/or good practices?

3. **In what ways, if any, has ILO built the capacity of tripartite partners to sustain the positive results in your area(s) of intervention? What more, if anything, should ILO do to effectively transfer capacity to national counterparts to carry on, complete or scale its project and other interventions? (impact, sustainability)**
 - To what extent and how did the ILO design strategies to promote sustainability into its projects?
 - Which strategies were most effective promoting sustainability?
 - To what extent and how was the ILO effective in creating national ownership for its programmes in your area(s) of intervention? Building the capacity of national institutions to continue key interventions without or with less ILO assistance? Finding alternative sources of funding after the end of project assistance?
 - What were the financial, economic, social, environmental and institutional factors positively or negatively affecting sustainable results?
4. **How satisfied do you think tripartite partners are with ILO's support in your intervention area(s) in the last three to four years? What are some examples of ways they are satisfied? What are some examples issues/areas of work on which they have expressed dissatisfaction? (relevance, coherence)**
 - What were the main gaps, if any?
 - What might ILO have done to meet the constituents needs better?
5. **What were the main internal constraints or challenges that hindered progress? (coherence, effectiveness)**
 - In what ways has the way ILO designs projects been effective? In what ways could it be improved?
 - How effective was the CO's strategic orientation/communication/coordination with the project teams?
 - What were the main challenges?
 - What were the lessons learned and/or good practices?
6. **To what extent and how has ILO's Covid-19 response been effective? (Covid-19 cross cutting)**
 - In what ways, if at all, has ILO support contributed to the country's immediate response to Covid-19 pandemic?
 - To what extent has ILO support assessed and begun addressing the country's longer term recovery needs? What are the most important examples of each?
 - In what ways did HQ, regional and DWT teams contribute to the ILO's response to COVID-19 in country X?
 - In what ways did the country office facilitate an effective and coherent response to COVID-19 by the ILO in country X?
 - How did ILO try to shape country strategies to address the immediate and long term effects of the COVID-19 pandemic on employers and workers? To what extent and in what ways was the ILO successful or may be successful?
 - How has ILO adjusted the way it conducts its interventions to cope with Covid-19 restrictions? Have there been any lessons learned that might be useful when restrictions are lifted?

7. How, if at all, has ILO integrated cross cutting concerns related to International Labour Standards (ILS) and social dialogue, gender and non-discrimination, and environmental sustainability into its intervention strategies in your intervention area(s)? (effectiveness)

- ▶ Is there anything that ILO might do to promote ILS and social dialogue through its interventions more effectively?
- ▶ Is there anything that the ILO might do to address women and girls’ needs more effectively?
- ▶ Is there anything the ILO might do to address environmental concerns more effectively?

8. In what ways have ILO interventions used available human and other resources efficiently in your intervention area? In what ways could efficiency be improved? (efficiency)

Criteria	Assessment+ Examples
Creating synergies and avoiding inefficient duplication of effort with other programmes	
Perceptions of value for money	
On time delivery/need for extensions	
Spending (on track?)	
Leveraging ILO specialists	
Effectiveness raising funds for DWCP priorities (versus non-priorities)	

9. How satisfied are you with the support the country programme has received from the DWT, ROAP, and ILO HQ? What are examples of positive contributions? What are your suggestions regarding how to make the contributions from these offices more strategic/effective?

10. To what extent and how has the CO monitored progress against DWCP objectives? What role, if any have project and programme evaluations played in ILO effectiveness in your intervention area(s)? (coherence, design validity, effectiveness)

11. Did ILO coordinate its efforts with other UN organizations effectively in your intervention areas(s)? With other International Development Cooperation partners? How? In what ways, if any, could ILO be more effective coordinating/collaborating with other international organizations in your intervention area(s)? (coherence, effectiveness)

12. In what ways has ILO contributed to creating and sharing knowledge and/or raising awareness on issues affecting progress in your (area) of intervention? (effectiveness, impact)

- ▶ To what extent did the ILO develop effective knowledge sharing systems, mechanisms and products to communicate knowledge generated with constituents, the wider public, ILO regional and global?

ILO Regional and DWT Specialists: KII Protocol

Date:

Respondent title:

Interviewer Name:

Respondent Organization:

Primary Notetaker Name:

Sex of respondent:

Respondent Name:

- Introductions: participants briefly introduce themselves, their project and/or areas of work
- Evaluation protocol explained, consent requested.

1. To which programmes did you provide technical support? What assistance did you provide?

2. What were the main results?

Output	Description of Achievement	Country
Technical assistance		
Training		
Materials provided		
Studies and Research		
Services to beneficiaries		
Communication/awareness raising		
Other		

- Were there any unexpected results? If so, what were they?

3. What are some examples of ways your support has had significant impact on policies, building partner institutional capacity, raising awareness/building knowledge and/or improving services for workers, enterprise owners and managers in your intervention area? What factors contributed to or hindered higher level impact? (impact)

Area of impact	Description of Impact	Project or intervention
Laws/Policies		
Institutional partner capacity		
Awareness & Knowledge		
Direct services to beneficiaries		
Other		

- 4. In what ways, if any, has ILO built the capacity of tripartite partners to sustain the positive results in your area(s) of intervention? What more, if anything, should ILO do to effectively transfer capacity to national counterparts to carry on, complete or scale its project and other interventions? (impact, sustainability)**
- ▶ To what extent and how did the ILO design strategies to promote sustainability into its projects?
 - ▶ Which strategies were most effective promoting sustainability?
 - ▶ To what extent and how was the ILO effective in creating national ownership for its programmes in your area(s) of intervention? Building the capacity of national institutions to continue key interventions without or with less ILO assistance? Finding alternative sources of funding after the end of project assistance?
 - ▶ What were the financial, economic, social, environmental and institutional factors positively or negatively affecting sustainable results?
- 5. How satisfied do you think tripartite partners are with ILO's support in your intervention area(s) in the last three to four years? What are some examples of ways they are satisfied? What are some examples issues/areas of work on which they have expressed dissatisfaction? (relevance, coherence)**
- ▶ What were the main gaps, if any?
 - ▶ What might ILO have done to meet the constituents needs better?
- 6. What were the main internal constraints or challenges that hindered your effectiveness? (coherence, effectiveness)**
- ▶ In what ways has the way ILO designs projects been effective? In what ways could it be improved?
 - ▶ How effective was the CO's strategic orientation/communication/coordination with external support teams?
 - ▶ What were the main challenges?
 - ▶ What were the lessons learned and/or good practices?
- 7. To what extent and how has ILO's Covid-19 response been effective? (Covid-19 cross cutting)**
- ▶ In what ways, if at all, has ILO support contributed to the country's immediate response to Covid-19 pandemic?
 - ▶ To what extent has ILO support assessed and begun addressing the country's longer term recovery needs? What are the most important examples of each?
 - ▶ In what ways did HQ, regional and DWT teams contribute to the ILO's response to COVID-19 in country X?
 - ▶ In what ways did the country office facilitate an effective and coherent response to COVID-19 by the ILO in country X?
 - ▶ How did ILO try to shape country strategies to address the immediate and long term effects of the COVID-19 pandemic on employers and workers? To what extent and in what ways was the ILO successful or may be successful?
 - ▶ How has ILO adjusted the way it conducts its interventions to cope with Covid-19 restrictions? Have there been any lessons learned that might be useful when restrictions are lifted?

8. How, if at all, has ILO integrated cross cutting concerns related to International Labour Standards (ILS) and social dialogue, gender and non-discrimination, and environmental sustainability into its intervention strategies in your intervention area(s)? (effectiveness)

- Is there anything that ILO might do to promote ILS and social dialogue through its interventions more effectively?
- Is there anything that the ILO might do to address women and girls’ needs more effectively?
- Is there anything the ILO might do to address environmental concerns more effectively?

9. In what ways have ILO interventions used available human and other resources efficiently in your intervention area? In what ways could efficiency be improved? (efficiency)

Criteria	Assessment+ Examples
Creating synergies and avoiding inefficient duplication of effort with other programmes	
Perceptions of value for money	
On time delivery/need for extensions	
Spending (on track?)	
Leveraging ILO specialists	
Effectiveness raising funds for DWCP priorities (versus non-priorities)	

10. In what ways, if at all, has the DWT monitored its contributions to achieving DWCP objectives in the sub-region? What role, if any have project and programme evaluations played in ILO effectiveness in your intervention area(s)? (coherence, design validity, effectiveness)

11. Did ILO coordinate its efforts with other UN organizations effectively in your intervention areas(s)? With other International Development Cooperation partners? How? In what ways, if any, could ILO be more effective coordinating/collaborating with other international organizations in your intervention area(s)? (coherence, effectiveness)

12. In what ways has ILO contributed to creating and sharing knowledge and/or raising awareness on issues affecting progress in your (area) of intervention? (effectiveness, impact)

- To what extent did the ILO develop effective knowledge sharing systems, mechanisms and products to communicate knowledge generated with constituents, the wider public, ILO regional and global?

Tripartite partners: KII Protocol

Date:

Respondent title:

Interviewer Name:

Respondent Organization:

Primary Notetaker Name:

Sex of respondent:

Respondent Name:

1. **To what extent did ILO align its assistance to your institutions needs and priorities? Has ILO assistance been flexible enough to changing needs and priorities? How effectively did ILO engage with your institution in developing the country programme of work?**
2. **To what extent has ILO support contributed to progress toward the DWCP objectives? What examples are there of significant impact on policies, building partner institutional capacity, raising awareness/building knowledge and/or improving services for workers, enterprise owners and managers? (effectiveness, impact)**

Area of impact	Description of Impact	Project or intervention
Laws/Policies		
Institutional partner capacity		
Awareness & Knowledge		
Direct services to beneficiaries		

3. **What were the main external constraints or challenges that hindered progress? (effectiveness, impact)**
4. **How effective was the CO’s strategic orientation/communication/coordination with the constituents?**
 - What were the lessons learned and/or good practices?
5. **To what extent and how has ILO’s Covid-19 response been effective? (Covid-19 cross cutting)**
 - In what ways, if at all, has ILO support contributed to the country’s immediate response to Covid-19 pandemic?
 - To what extent has ILO support assessed and begun addressing the country’s longer term recovery needs? What are the most important examples of each?
 - In what ways did HQ, regional and DWT teams contribute to the ILO’s response to COVID-19 in country X?
 - In what ways did the country office facilitate an effective and coherent response to COVID-19 by the ILO in country X?
 - How did ILO try to shape country strategies to address the immediate and long term effects of the COVID-19 pandemic on employers and workers? To what extent and in what ways was the ILO successful or may be successful?
 - How has ILO adjusted the way it conducts its interventions to cope with Covid-19 restrictions? Have there been any lessons learned that might be useful when restrictions are lifted?

6. In what ways have ILO interventions used available human and other resources efficiently? In what ways could efficiency be improved? (efficiency)

Criteria	Assessment+ Examples
Creating synergies and avoiding inefficient duplication of effort with other programmes	
Perceptions of value for money	
On time delivery/need for extensions	
Spending (on track?)	
Leveraging ILO specialists	
Effectiveness raising funds for DWCP priorities (versus non-priorities)	

7. Did ILO coordinate its efforts with other UN organizations effectively? With other International Development Cooperation partners? How? In what ways, if any, could ILO be more effective coordinating/collaborating with other international organizations to promote its Decent Work Agenda? (coherence, effectiveness)

- To what extent has the UN reform agenda affected how ILO operates in Country X?
 - Emergence of a new generation of country teams, centred on a strategic UN Development Assistance Framework?
 - Existence of an impartial, independent and empowered leadership by a resident coordinator?

8. In what ways has ILO contributed to creating and sharing knowledge and/or raising awareness on issues affecting progress toward its Decent Work Agenda? (effectiveness, impact)

- To what extent did the ILO develop effective knowledge sharing systems, mechanisms and products to communicate knowledge generated with constituents, the wider public, ILO regional and global?

9. In what ways, if any, has ILO built the capacity of tripartite partners to sustain positive results? What more, if anything, should ILO do to effectively transfer capacity to national counterparts to carry on, complete or scale its project and other interventions? (impact, sustainability)

- To what extent and how did the ILO design strategies to promote sustainability into its projects?
- Which projects were most effective promoting sustainability? What were the good practices?
- To what extent and how was the ILO effective in creating national ownership for its programmes? Building the capacity of national institutions to continue key interventions without or with less ILO assistance? Finding alternative sources of funding after the end of project assistance?
- What were the financial, economic, social, environmental and institutional factors positively or negatively affecting sustainable results?

10. What are the ILO's overall strengths and weaknesses in country X? (relevance, coherence)

- What were the lessons learned and/or good practices?

Donor, Implementing partner, Other UN and International Organizations: KII Protocol

Date:

Respondent title:

Interviewer Name:

Respondent Organization:

Primary Notetaker Name:

Sex of respondent:

Respondent Name:

1. **In what ways have you and your organization collaborated with the ILO in country X? What have been the main achievements coming out of your collaboration with the ILO?**
2. **In what ways, if any, has ILO support has had significant impact on policies, building partner institutional capacity, raising awareness/building knowledge and/or improving services for workers, enterprise owners and managers in country x?**

Area of impact	Description of Impact	Project or intervention
Laws/Policies		
Institutional partner capacity		
Awareness & Knowledge		
Direct services to beneficiaries		

3. **What factors in the country enabling environment have helped or hindered progress in the areas where your organization and the ILO have collaborated?**
4. **Based on your experience, what are ILO's strengths or comparative advantage in country x? What are areas where ILO less well adapted to provide effective assistance?**
 - What are some examples interventions that illustrate ILO's key strengths and weaknesses?
5. **What suggestions do you have for the ILO? How might the organization be more effective coordinating/collaborating with other international organizations to promote its Decent Work Agenda and/or to support progress toward the SDGs in country X?**

Beneficiary: FGD Guide

Date:

Number of Participants:

Interviewer Name:

Location of FGD:

Primary Notetaker Name:

Subject of FGD

Name	Gender

Informed Consent: The FGD facilitator will explain the purpose of the meeting and administer the informed consent protocol (which includes information about ILO, the purpose of evaluation, and explains that their participation is voluntary and that information shared will be kept confidential. The facilitator will also request that participants in the group respect the confidentiality of their co-participants by not discussing what was discussed with others outside the group).

Introductions: We will ask each participant to introduce herself/himself and in what ways she participated in ILO programmes.

Discussion: The FGD facilitator will ask participants to answer the following questions:

Questions to be adapted to each group. In general discussion cover the following:

- Participants’ needs and priorities for ILO assistance;
- Extent, if at all, that the assistance received met these needs (examples of ways needs met, examples of ways needs not met)
- Examples of ways ILO assistance (or implementing partner) useful
- Suggestions for how to improve ILO (or implementing partner) assistance
- What effect has Covid-19 had on them or their work?

Consent Script: KII

My name is [INSERT NAME] and first I would like to thank you for taking the time to talk to me. I am a consultant hired by ILO's independent evaluation department to conduct a study on ILO's programme of work in (name of country). Country x is part of an independent evaluation of ILO activities in four countries: Bangladesh, Nepal, Pakistan and Sri Lanka. As you may know, in each country, the ILO is supporting implementation of a Decent Work Country Programme. The overall purpose of the evaluation is to learn to what extent and how ILO is helping national stakeholders to achieve DWCP objectives. We also hope to learn about the opportunities and challenges facing the ILO and its tripartite partners to achieve the Decent Work Agenda in country x. We hope the evaluation will generate good practices and lessons learned that might help improve ILO assistance in the future. The results of this evaluation will be shared and discussed in the ILO Governing Body and by senior administrators within the ILO.

I would like to ask you questions related to your experience collaborating with the ILO. This interview will last approximately one hour (1h). With your permission, I would like to audio record this session for report writing and analysis purposes only. The recordings will be destroyed once we complete our analysis.

In the evaluation report, the evaluation team will summarize its findings across all evaluation participants and not refer to specific individuals. Participation is voluntary; however, I hope that you will participate in this interview because your points of view will allow us to better evaluate the performance of ILO's work in country x and suggest improvements to the programme. You may decline to respond to our questions or end the interview at any time.

Consent Script: FGD

My name is [INSERT NAME] and first I would like to thank you for taking the time to join this discussion. I am a consultant hired by the ILO's independent evaluation department.

ILO is conducting interviews and focus groups to obtain perceptions of and experiences with programmes implemented by the International Labor Organization (ILO) in country x.

Before you participate, I would like you to understand your rights in the process and how I will use the information you share. Please review the conditions listed below:

- ▶ Your participation is voluntary. If, at any time, you wish to leave the discussion, you may do so without penalty. Refusal to participate or leaving the group early will not affect your ability to receive other assistance in the future.
- ▶ The focus group discussion will last about 60 minutes.
- ▶ With your permission, I would like to audio record this session for report writing and analysis purposes only. Only the evaluation team will have access to the recording and it will not be shared anyone outside the study team.
- ▶ I request that you respect the confidentiality of your co-participants by not discussing what will be discussed in this focus group with others outside the group.
- ▶ Your name will not be used in any reports. I will only include a summary of responses and opinions in the evaluation report I will write.
- ▶ You may choose not to answer any question that makes you feel uncomfortable.

Do you have any questions? Can we start now?

▶ Annex C. Documents consulted

Country level documents

Bangladesh

- ▶ Decent Work Country Programme for Bangladesh 2017-2020
- ▶ Labour Force Survey 2016-2018, Bangladesh Bureau of Statistics
- ▶ Youth Employment, Education and Training in Bangladesh, a Concept Note, United Nations Department of Economic and Social Affairs (UNDESA), 2018
- ▶ Mid-term evaluation of Improving Working Conditions in the Ready-Made Garment Sector RMGP – Phase 2 (RMGP II), Better Work Bangladesh (BWB), 2020.
- ▶ Stocktake of Bangladesh DWCP 2017-2020: Progress and lessons to inform development of next DWCP

Nepal

- ▶ Federal Democratic Republic of Nepal, Decent Work Country Programme 2018-2022
- ▶ Nepal Labour Market Update, ILO Country Office for Nepal, January 2017
- ▶ When the safety of Nepali migrant workers fails: A review of data on the numbers and causes of the death of Nepali migrant workers / International Labour Organization. – Kathmandu: ILO, 2016

Pakistan

- ▶ Pakistan Decent Work Country Programme III (2016-2020)
- ▶ Independent Mid-Term Review of the Decent Work Country Programme in Pakistan 2016-2022
- ▶ UN Sustainable Development Framework (One UN Programme III) 2018-2022
- ▶ Pakistan Labour Force Survey 2017-19, Pakistan Bureau of Statistics
- ▶ Independent Evaluation of Baldia Project
- ▶ Mid term Evaluation of International Labour and Environmental Standards Project, date

Sri Lanka

- ▶ Sri Lanka Decent Work Country Programme 2018-2022
- ▶ Sri Lanka UNSDCF 2018-2022
- ▶ DWCP Programme Review March 2021 (draft report)
- ▶ Sri Lanka 2016 Labour Force Survey
- ▶ Sri Lanka Child Activity Survey, 2016, Department of Census and Statistics
- ▶ Sri Lanka Country Programme Review 2013-2017
- ▶ Final evaluation of Labour Migration Project, 2020.

ILO Reports and Evaluations

- ▶ Application of International Standards 2018, CEACR Report
- ▶ Application of International Standards 2019 CEACR Report
- ▶ Application of International Standards 2020 CEACR Report
- ▶ Draft Synthesis review of the ILO's programme of work in support of Decent Work in the South Asian countries of Bangladesh, Nepal, Sri Lanka and Pakistan from 2018-2021
- ▶ ILO, Asia-Pacific Employment and Social Outlook 2018
- ▶ ILO, COVID-19 and the world of work: Bangladesh, Nepal, Pakistan and Sri Lanka <https://www.ilo.org/global/topics/coronavirus/regional-country/country-responses/lang--en/index.htm>
- ▶ ILO, Decent Work Results – International Labour Organization – 2018-2019
- ▶ ILO, Development Cooperation Dashboard data 2018-2021 Bangladesh, Nepal, Pakistan, Sri Lanka <https://www.ilo.org/DevelopmentCooperationDashboard/#ahoggxj>
- ▶ ILO, Global Wage Report 2018/2019
- ▶ ILO, High-level evaluation of ILO's strategy and action for promoting sustainable enterprises 2014–19
- ▶ ILO, Programme Implementation 2018/19 Decent Work Results
- ▶ ILO, Programme and Budget for the Biennium 2018-19
- ▶ ILO, Programme and Budget for the Biennium 2020-21
- ▶ ILO and UCW, Measuring Children's Work in South Asia: Perspectives from national household surveys, 2014

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

- ▶ ILO Evaluation Office, Terms of Reference, Independent Evaluation of ILO's Programme of Work in Bangladesh, Nepal, Sri Lanka and Pakistan
- ▶ ILO Evaluation Office, ILO Policy Guidelines for Evaluation - Principles, rationale, planning and managing for evaluations - i-eval resources - 3rd Edition
- ▶ ILO Evaluation Office, Protocol 2: High-Level Evaluation (HLE) Protocol for DWCP Evaluation
- ▶ ILO Evaluation Office, Conducting High-level Evaluations in the ILO: A knowledge transfer note from the Evaluation Office to Evaluators (Jan 2019)
- ▶ ILO Evaluation Office, Guidance note 3.1: Integrating gender equality in monitoring and evaluation
- ▶ ILO Evaluation Office, Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate

Other Resource Documents

- ▶ International Finance Corporation, Gendered Impacts of COVID-19 on Small and Medium-Sized Enterprises in Sri Lanka, October 2020.
- ▶ UNDP, Gender Equality Index 2018
- ▶ UNDP, Human Development report, 2018
- ▶ US Bureau of International Labor Affairs, 2019 Findings on the Worst Forms of Child Labor Bangladesh, Nepal, Pakistan and Sri Lanka
- ▶ World Economic Forum, 2017, The Global Gender Gap Report, 2017

► Annex D. List of individuals interviewed

Decent work team/New Delhi

1. Ms. Dagmar Walter, Director Decent Work Technical Support Team for South Asia and Country Office for India
2. Mr. Syed Sultan Uddin Ahmmed, Workers' Specialist
3. Mr. Ravindra Peiris, Employers' Specialist
4. Mr. Mahandra Naidoo, Social Dialogue and Labour Administration Specialist
5. Mr. Peter Buwembo, Labour Statistician Specialist
6. Mr. Xavier Estupinan, Wages Specialist
7. Mr. Nomaan Majid, Sr. Specialist – Employment
8. Ms. Aya Matsuura, Gender Specialist
9. Ms. Mariko Ouchi, Sr. Social Security Specialist
10. Mr. Kelvin Sergeant, Enterprise Development Specialist
11. Ms. Elena Gerasimova, International Labour Standard Specialist

ILO regional office for Asia and the Pacific

1. Ms. Reiko Tsushima, Chief, Regional Programming Services Unit, ROAP
2. Ms. Pamornrat Pringsulaka, Monitoring and Evaluation Officer

Bangladesh

Country office and project teams

1. Mr. Tuomo Poutiainen, Director
2. Mr. Gunjan Dallokoti, Small & Medium Enterprises Development Specialist
3. Mr. Neeran Ramjuthan, CTA SDIR Project
4. Ms. Munira Sultana, Syeda, NPC, Child labour Project
5. Mr. Saidul Islam, Program Officer
6. Ms. Laetitia Weibel Roberts, Chief Technical Adviser Migration Project
7. Mr. Munier Asif, Programme Officer Migration Project
8. Ms. Rahnuma Salam Khan, Programme Officer Migration Project
9. Mr. Shahabuddin Khan Backstopping Programme Officer Work-in-Freedom Project
10. Mr. Narendra Bollepalli, M&E Officer, Work-in-Freedom Project
11. Ms. Khadija Khondker, Backstopping Programme Officer
12. Ms. Noushin Shah, National Programme Coordinator, EII Project
13. Mr. Alexius Chicham, National Programme Coordinator, SDG JP on Tea Sector

14. Mr. George Faller, Chief Technical Advisor
15. Ms. Ligaya Laoeng Dumaoang, OIC, TVET Specialist Skills 21
16. Mr. Tahmid Arif, M&E officer, Skills 21

Other UN Agency Representatives

17. Mr. Robert Simpson, Country Representative FAO
18. Ms. Shoko Ishikawa, Country Representative UN Women

Government Partners

19. Mr. Md. Humayun Kabir, Joint Secretary Ministry of Labour and Employment (MOLE)
20. Dr. Mustafizur Rahman, Joint Inspector General, DIFE
21. Mr. Shaikh Muhammad Refat Ali, Deputy Secretary, Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE)
22. Dr. Nurul Islam, Director (Training Standard and Planning) Bureau of Manpower, Employment and Training (BMET)
23. Mr. Ajit Kumar Ghosh, Joint Secretary (Development) Technical and Madrasah Education Division (TMED)
24. Mr. Md. Jahangir Alam, Director Planning & Development, Directorate of Technical Education (DTE)
25. Mr. Mohammad Rezaul Karim; Member (Joint Secretary) National Skills Development Authority (NSDA)

Employers' Organisation

26. Mr. Farooq Ahmed, Secretary General, Bangladesh Employer's Federation (BEF)
27. Mr. Santosh Kumar Dutta, Joint Secretary, Bangladesh Employers' Federation (BEF)
28. Mr. A.N.M Saifuddin, Ex-Director, Bangladesh Garment Manufacturers and Exporters Association
29. Mr. Fazlee Shamim Ehsan, Director, Bangladesh Knitwear Manufactures and Exporters Association

Workers' Organisation

30. Mr. Kutubuddin Ahmed, Secretary General, IndustriAll Global Union-Bangladesh Council, Chairman, WRC Board of Trustees
31. Mr. Chowdhury Ashiqul Alam, Secretary General at Bangladesh Noujan Sramik Federation, WRC Board of Trustees
32. Mr. Shahidullah Badal, Secretary, Bangladesh Mukto Sramik Federation, Vice Chairman of WRC
33. Mr. Khandoker Abdus Salam, Manager, WRC Operational team
34. Mr. Rezaul Karim, Trainer, WRC Operation Team

Other Partners

35. Dr. Nazneen Ahmed, Senior Research Fellow Bangladesh Institute of Development Studies (BIDS)
36. Dr. Zaidi Sattar, Chairman Policy Research Institute of Bangladesh
37. Dr. Khondaker Golam Moazzem, Research Director Centre for Policy Dialogue (CPD)

38. Ms. Sumaiya Islam, Executive Director Bangladesh Nari Sramik Kendra-BNSK
39. Mr. A.K.M.Masud Ali, Executive Director, INCIDIN Bangladesh
40. Dr. Ananya Raihan, Chief Executive Officer i'Social – Infolady Social Enterprise Limited.
41. Dr. Shahiduz Zaman, Executive Director, Eco Social Development Organization (ESDO)
42. Mr. Abdus Shahid Mahmood, Director, Bangladesh Shishu Adhikar Forum (BSAF)

Focus Group Indigenous People Organisation Leaders

Sanjeeb Drong	General Secretary	Bangladesh Indigenous People's Forum (BIPF)	Male
Tuly Mrong	Programme Coordinator	BIPF	Female
Ripon Banai	Student and Youth Affairs Secretary	BIPF	Male
Protap Rema	President	Bangladesh Indigenous Workers Association (BIWA)	Male
Kuhelika Azim	Member	BIWA	Female

Focus Group Skills trainees

Shahariar Mahmud	Principal	Eco Institute Of Technology, Thakurgaon	Male
A H M Nurunnabi Russel	Instructor	Institute of Marine Technology, Faridpur	Male
A.s D Rubel	Worker	3D Comet Design & Consultant, Narsingdi	Male
Paban Das	Asst. Eng.	Otik Techno Ltd. Chattogram	Male
A. Hafiz Zaman	Instructor	Institute of Marine Technology, Munshiganj	Male
Afroza Khatun	Trainer	Khulna Mohila Polytechnic Institute	Female
Suraiya Akter Kochi	Beautician	Rupkotha Beauty Parlour, Netrokona	Female
Shahida Sultana Mina	IT Officer	EN IT Service	Female

Focus Group Discussion SDIR Paralegal trainees

Md. Rahat Ahmed	Paralegal	Workers Resource Centre (WRC)	Male
Md. Hasan Ali	Paralegal	WRC	Male
Sumaiya Akter	Paralegal	WRC	Female

Nepal

Country office and project teams

1. Mr. Richard Howard, Director
2. Ms. Bina Thapa: Backstopping Programme Officer
3. Mr. Basanta Karki, NPC, SDC Funded MIRDEW Project
4. Ms. Neha Choudhary, NPC, FAIR Project
5. Ms. Snadhya Sitoula, NPC, DFID funded Work-in-Freedom Project
6. Mr. Narendra Pollepalli, M and E Advisor, WIF
7. Mr. Narayan Bhattarai, NPC, Child labour Project
8. Mr. Saurav Ram Joshi, NPC, BRIDGE Project (Bonded labour)
9. Mr. Saloman Rajbanshi, Backstopping Programme Officer
10. Ms. Nita Neupane: Backstopping Programme Officer
11. Mr. Prakash Sharma, NPC, Skill for Employment Project
12. Ms. Bharati Birla, Project Manager, Towards Fair and Sustainable Global Supply Chains: Promoting decent work for invisible workers in South Asia DWT/CO-New Delhi
13. Ms. Bandana Aryal, NPC, Towards Fair and Sustainable Global Supply Chains (SGSC): Promoting decent work for invisible workers in South Asia
14. Mr. Nabin Karna, Enabling Environment for Sustainable Enterprises
15. Mr. Saurav Ram Joshi, NPC Labour Market Information and Employment Services (Project completed in 2019)
16. Mr. Shailendra Jha, NPC, SNRTP Project (Completed in January 2020)
17. Ms. Celine Bista, Chief Technical Adviser, SOCPRO, ILO Geneva
18. Ms. Suravi Bhandary, NPC, EU/PFM Project
19. Mr. Andre Felipe Bongestabs, Social Protection Technical Officer

UN Representatives

20. Mr Saroj Nepal, National Programme Coordinator, UN Capital Development Fund
21. Ms. Stine Heiselberg, Head of RCO, UN Resident Coordinator's Office
22. Ms. Usha Mishra Hayes, Chief-Social Policy, Evidence and Evaluation (SPEE) Section UNICEF Nepal Country Office

Government Partners

23. Mr. Dilli Raj Joshi, Director General Central Bureau of Statistics (CBS)
24. Mr. Kapil Mani Gyawali, Executive Director, Social Security Fund (SSF)
25. Mr. Bibek Panthee, Deputy Executive Director, SSF

26. Mr. Binod Singh, Joint Secretary MOLESS

27. Mr. Mahesh Dahal, former Secretary Ministry of Labour, Employment and Social Security

Social Partners (Workers' and Employers' Organisations)

28. Ms. Darsana Shrestha, Federation of Women Entrepreneurship Associations of Nepal (FWEAN)

29. Ms. Ramola Sthapit, Program Manager of FWEAN (Business Member Organisation)

30. Mr. Hansa Ram Pandey, Senior Expert, Federation of Nepalese Chambers of Commerce and Industry (FNCCI, Employers' Organisation)

31. Mr. Binod Shrestha, President, General Federation of Nepalese Trade Unions (GEFONT, Workers' Organisation)

32. Mr. Pushkar Acharya, President, Nepal Trade Union Congress (NTUC, Workers' Organisation)

33. Mr. Jagat Simkhada, President, All Nepal Federation of Trade Unions (ANTUF, Workers' Organisation)

34. Mr. Bidur Karki , Vice President, General Federation of National Trade Unions (GEFONT)

35. Ms. Gyanu KC, General Secretary of Homeworkers Union Nepal (HUN/GEFONT, Workers' Organisation)

36. Ms. Prabha Pokharel (Chairperson), Home Based Worker Concern Society Nepal (HBWCSN)

Implementing Partners (CSOs)

37. Mr. Som Prasad Lamichhane, Pravasi Nepali Coordination Committee (PNCC)

38. Mr. Rajendra Raut, Non-Resident Nepali Association (NRNA)

39. Ms. Sharma Ekata, Non-Resident Nepali Association (NRNA)

40. Dr. Jeevan Baniya, Social Science Baha/CESLAM

41. Mr. Nilambar Badal, Law and Policy Forum for Social Justice (LAPSOJ)

42. Ms. Shristi Kolakshyapati Pradhan, Senior Program Coordinator, Women Rehabilitation Center (WOREC) Nepal

43. Ms. Manju Gurung, Co-founder and Strategic Adviser ,Pourakhi Nepal (Returnee migrants' organisation)

44. Mr. Ishwor Sunar, Chairperson, Rastriya Haliya Mukta Samaj Federation, Nepal (RMHSF-N)

45. Mr. Padam Joshi, Programme Coordinator, (RMHSF-N)

46. Mr. Ganesh BK, Rastriya Dalit Network (RDN), (member of Forced Labour Elimination Action Group (FLeAG)

47. Ms. Writu Bhattarai, Swatantrata Abhiyan Nepal (SAN), (member of Forced Labour Elimination Action Group (FLeAG)

INGOs/Donors' platforms

48. Ms. Jasmine Rajbhandary, Senior Social Protection Specialist, WB and Co-Chair Social Protection Task Team of DPS

49. Ms. Petra Sigrist, SDC/Embassy of Switzerland

50. Ms. Sangita Yadav, SDC/Embassy of Switzerland

Beneficiary Focus Groups

Strengthening National Rural Transport Programme (SNRTP)

Name	Gender
1. Bhim Kala Lamsal	Female
2. Usha Bhusal	Female
3. Masura Pariyar	Female
4. Jagat Bahadur Chundali	Male
5. Sumitra Yadav	Female
6. Sarif Mohamod Muslam	Male
7. Tilak Ram Chamar	Male
8. Kislawoti Kori	Female
9. Kunti Naw	Female
10. Shashi Prakash Pasi	Male
11. Kusmawoti Chamar	Female

Work in Freedom

Group 1

Name	Gender
1. Pramila Nepali	Female
2. Sharada Devi Rai	Female
3. Dhanu Bhusal	Female
4. Karina Dhungana	Female
5. Gangamaya Tamang	Female
6. Batulimaya Nepali	Female
7. Sukmaya Limbu	Female
8. Davimaya Tamang	Female

Group 2

Name	Gender
1. Uma Gurung	Female
2. Shusma BK	Female
3. Phulkumari Tamang	Female
4. Kamala Adhikari	Female
5. Chasani Rishidev	Female

EU-SP/PFM Project: Focus group with Officials involved in capacity building programme:

- ▶ Bibek Panthee, Deputy Executive Director
- ▶ Krishna Adhikari, Director, Fund and Investment Management department, krishnaadhikari@ssf.gov.np
- ▶ Roshan Koju, Director, Information management department
- ▶ Uttam Nepal, Director, HR department

Pakistan

Country Office and project teams

1. Ms. Ingrid Christensen, Director
2. Ms. Belinda Chanda, Programme Analyst
3. Mr. Saad Gilani, Senior Programme Officer
4. Mr. Saghir Bukhari, Senior Programme Officer
5. Ms. Shahnaila Azeem, Programme Assistant
6. Ms. Caroline Bates, Project Manager, International Labour and Environmental Standards (ILES)
7. Ms. Abid Niaz, National Project Coordinator, ILES Project
8. Mr. Faisal Iqbal, National Project Coordinator, Clear Cotton Project (EU-funded)
9. Mr. Ijaz Ahmad, National Project Coordinator, FPRW Cotton Supply chain project (INDITEX-funded)
10. Mr. Mohammad Benyameen, National Project Coordinator, Decent work opportunities for vulnerable segments of society project (Italy funded)
11. Ms. Munawar Sultana, National Project Coordinator, Asia Regional Child Labour Project
12. Ms. Rabia Razzaque, Project Coordinator, Social Protection Project
13. Ms. Tasneem Saeed, Project Coordinator, Ali Enterprises Factory Fire Compensation National Project Coordinator
14. Mr. Bilal Ahmed, Project Officer
15. Mr. Zishan Siddiqi, National Project Coordinator

UN Representatives

16. Mr. Julien Harneis, UN Resident Coordinator
17. Mr. Shakeed Ahmed Khan, Project Manager, Food and Agriculture Organisation

Donors

18. Mr. Mazhar Siraj, U.K. Foreign and Commonwealth Development Office
19. Mr. Ulrich Thiessen, Development Advisor, Trade and Communications, European Union
20. Ms. Marion Pfennings, German Development Cooperation, German Embassy
21. Ms. Romina Kochius, GIZ
22. Ms. Emanuela Benini, Italian Embassy

Government Partners

23. Ms. Aliya Shahid, Joint Secretary, Ministry of Overseas Pakistanis and Human Resources Development
24. Ammad Usman, Deputy Secretary, MOPHRD
25. Mr. Asim Rasheed, Section Officer, MOPHRD
26. Ms. Atifa Raffat, Former Joint Secretary, MOPHRD
27. Mr. Shaukat Ali Khan, Director, Pakistan Bureau of Statistics

- 28. Ms. Zahra Bukhari, Chief Statistical Officer, Labour Force Survey, Pakistan Bureau of Statistics
- 29. Mr. Kashif Ahmed Noor, Director General, Bureau of Emigration & Overseas Employment
- 30. Mr. Adnul Rasheed Solangi, Secretary, Labour Department, Sindh
- 31. Mr. Gulfam Nabi Memon, Former Director, Labor Department, Sindh
- 32. Mr. Babar Abbas Khan, Director C&B HQ, Punjab Employees, Social Security Institute
- 33. Dr. Fatima Asim, Director, Reforms, Punjab Employees Social Security Institute
- 34. Mr. Haseeb Ahmed, Consultant, Punjab Employees Social Security Institute

Employers' and Workers' Organisations

- 35. Mr. Nazar Hussain, Director, Employers' Federation of Pakistan Board
- 36. Mr. Fasih ul Karim Sadiqqi, Ex-General Secretary, Employers' Federation of Pakistan
- 37. Mr. Zahoor Awan, former General Secretary, Pakistan Workers' Federation
- 38. Mr. Chaudhary Naseem Iqbal, President, Pakistan Workers' Federation

Implementing partners (Civil society organisations)

- 39. Mr. Muzammil Hussain, Secretary, Towel Association (Industry Association), ILES project
- 40. Ms. Farida Zaheer, General Secretary, Pakistan National Textiles & Leather General Workers' Federation
- 41. Mr. Rana Tahir, Pakistan National Textiles, Leather and Garments – General Workers Federation (Clear Cotton, EU-funded project)
- 42. Mr. Riaz Ahmed, Senior Manager, Planning, Bunyad Literacy Community Council, (Clear Cotton (EU-funded))
- 43. Mr. Sajid Paervaiz Gil, Project Manager, Bunyad Literacy Community Council, (Clear Cotton, EU-Funded)
- 44. Mr. Wazir Eijaz, CEO, Baltistan Community Development Foundation

Beneficiary Focus Group Participants

- 45. Ms. Zareena , Fatehkmal village
- 46. Ms. Iram, Khudadadtapri village
- 47. Ms. Sindhu, Ranjhapartalpur village
- 48. Ms. Reema Sajalsilani
- 49. Ms. Amna Fazaltani
- 50. Mr. Hafeez
- 51. Mr. Suleman Jamru, CEO, SAFWCO
- 52. Mr. Mir Zafar, Project focal person
- 53. Mr. Kashif, Program Officer

Sri Lanka

ILO Country Office

1. Ms. Simrin Singh, Country Director
2. Mr. Balsingham Skanthakumar, Senior Programme Officer
3. Mr. Asitha Seneviratne, Programme Officer
4. Ms. Pramo Weerasekara, Programme Officer
5. Ms. Sriyani Ekatanake, Programme Officer
6. Mr. Asmi Musthafa, Programme Assistant

LEED + Team

7. Mr. Thomas Kring, Programme Manager,
8. Mr. Nihal Devagiri, National Project Coordinator
9. Ms. Mehala Sabeswaran, Gender and Disability Officer
10. Mr. Farzan Abdul Razzak, Project Officer
11. Mr. Rukshan Lovell, Project Officer
12. Mr. Thirukumaran Kanthalingam
13. Mr. Vasudev Semarasa
14. Mr. Thabesan Sivalinganathan
15. Mr. Md. Khairul Islam, Marketing and Value Chain Specialist

Migration Programme

16. Ms. Thilini Fernando, National Project Coordinator
17. Mr. Shevandra Wijemanne, Programme Officer
18. Mr. Erandika Dissanayake, National Project Coordinator, xx project
19. Mr. Nishantha Warnasooriya, National Project Coordinator, Labour Migration Project Ph. IV

Other

20. Ms. Swairee Rupasinghe, Former NPC, Labour Migration Project Phase III

Government

21. Mr. Vasanthan, Snr Assistant Secretary (Foreign Relations), Ministry of Labour and Trade Union Relations
22. Ms. Damitha Narasinghe, Director General, SEDD
23. Ms. Anusha Fernando, Director General, Department of Manpower and Employment
24. Ms. Champika Shiromali, Director, International Relations, Department of Manpower and Employment
25. Mr. Sandeepan, Department of Manpower and Planning
26. Dr Champika Amarasinghe, DG, National Institute of Occupational Safety and Health

27. Mr. Nikaril Kanth, Senior Assistant Secretary, State Ministry of Foreign Employment Promotion and Market Diversification
28. Mr. Janaka Jayalath , Acting DG, TVEC Acting DG, Tertiary and Vocational Education Commission (TVEC) Ministry of Skills Development, Vocational Training, Research and Innovation
29. Mr. Manjula, TVEC
30. Mr. Wanasekera, Additional General Manager, Sri Lanka Bureau of Foreign Employment (SLBFE)

Trade Unions

31. Mr. Leslie Devendra, General Secretary, Sri Lanka Nidahas Sewaka Sangamaya
32. Mr. Anton Marcus, Joint Secretary, Free Trade Zone & General Services Employees Union
33. Mr. D.W. Subasinghe, General Secretary, Ceylon Federation of Trade Unions
34. Mr. Padmasiri Ranawakarachchi, Secretary General, National Trade Union Federation
35. Mr. K. Marimuttu, Vice President, Ceylon Workers Congress

Employers Organisations

36. Mr. Vajira Ellepola, Acting Director General, Employers' Federation, Ceylon
37. Participant name not available, Employers' Federation of Ceylon

UN agencies and Donors

38. Ms. Hanaa Singer-Hamdi, UN Resident Coordinator
39. Mr. Sarat Dash, Chief of Mission, International Organization for Migration
40. Ms. Hilde Berg-Hanson, Head of Development Cooperation, Embassy of Norway
41. Mr. Dharmalingam Thanakumar, Embassy of Norway
42. Mr. Benil Thavarasa, Regional Program Manager-Migration & Development, South & South East Asia, Swiss Development Cooperation (SDC)
43. Ms. Thilini Madushika Lansakara, Senior National Program Officer, Swiss Development Cooperation

Brand Partner - LEED +

44. Mr. Sinniah Jeyaratnam, Field Officer, David Gram stores,

KII Recipients of EQUIP Project

1. Mr. Nilantha, Foreign Employment Development Officer (FEDO) – Udubaddawa (Kurunagala District)
2. Ms. Nishanthi Rajapaksha, FEDO – Polpithigama (TOT team)
3. Ms. Lanka Rajini, FEDO – Colombo (TOT team)

FGD with Poonakary Fisherman's Cooperative Society Union (FCSU)

1. Mr. J. Francis, Pallikuda
2. Mr. S. Emmanuel, Punitha Annammal

3. Ms. M. Lokathevi, Anbupuram
4. Ms. V. Anrita, Punitha Annammal
5. Ms. A. Mary Anastin, Punitha Annammal
6. Mr. A. Anthony, Iranaimathanagar
7. Mr. S. John Kennady, Iranaimathanagar
8. Mr. Thomas Amaladas, Nallayan
9. Ms. K. Jeyarani, Punitha Annamma
10. Mr. S. Kirupakaran, Poonakary
11. Mr. S. Thamilanpan, Poonakary
12. Ms. R. Chandiramenaka, Poonakary
13. Mr. T. Vasikaran, Poonakary

Queen Production Company

1. Mr. Panchalingam Subaskaran, Proprietor, Queens Production Co., Ltd
2. Ms. A. Ranjana, Admin Officer
3. Ms. Mary Sulaksha, Office Assistant
4. Mr. S. Kuhadharshan, Asst. Accountant
5. Mr. K. Sivanandan, Watcher
6. Mr. K. Premraj, Supervisor

► Annex E. Survey Instruments

Survey for ILO Country-level Personnel

ILO's Evaluation Department (EVAL) is conducting an independent evaluation of ILO's programme of work in Bangladesh, Nepal, Pakistan and Sri Lanka. Ms. Ruth Bowen and Ms. Sandy Wark are independent consultants whom ILO has engaged to conduct the evaluation. They have prepared a short survey related to your experience as an ILO official/team member. The survey should only take approximately 15-25 minutes to answer. Only the evaluation team will receive your survey responses.

Your answers to the survey questions are anonymous and will be kept confidential. Participation is voluntary; however, we hope you will participate as your points of view are important and will help guide improvements in the ILO's work.

1. Country

- ▶ Bangladesh
- ▶ Nepal
- ▶ Pakistan
- ▶ Sri Lanka

2. Sex

- ▶ Female
- ▶ Male

3. Position

- ▶ Country Office Programme Personnel
- ▶ Project Personnel
- ▶ Other (please specify)

4. Years with ILO

- ▶ 0-1 year
- ▶ 2-5 years
- ▶ 6-10 years
- ▶ Over 10 years
- ▶ Not applicable

5. I have adequate technical training and experience to carry out my job within the ILO country programme effectively.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

6. I receive adequate guidance, technical and administrative support and supervision from my supervisors to be effective carrying out my work.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

7. What suggestions do you have to improve the internal enabling environment for ILO personnel in your country?

- ▶ Open Answer

8. ILO technical assistance and projects over the period 2018-present have been well-aligned to ILO tripartite constituents' priorities.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

9. What suggestions do you have to make ILO technical assistance and projects more relevant to the needs of ILO tripartite constituents.

- ▶ Open Answer

10. How would you rate the effectiveness of ILO interventions in (name of country) in the period 2018-present?

- ▶ Excellent
- ▶ Very Good
- ▶ Fair
- ▶ Poor
- ▶ Very poor

11. In which of the following intervention areas do you think ILO support has been the **most effective** from 2018 to the present? (choose up to three)

- ▶ Strengthening the legal framework
- ▶ Reinforcing institutional capacity of government
- ▶ Reinforcing institutional capacity of Workers' Organizations
- ▶ Reinforcing institutional capacity of Employers' Organization
- ▶ Reinforcing institutional capacity of NGOs and community-based organizations
- ▶ Raising awareness of ILO constituents and others on Decent Work issues
- ▶ Increasing the availability of data and other research on Decent Work issues
- ▶ Providing services to populations affected by labour rights violations
- ▶ Increasing access to decent jobs
- ▶ Responding to Covid-19 pandemic
- ▶ Other (please specify)
- ▶ None of the above

12. What are some examples of successful ILO interventions in the areas listed under question 1?

- ▶ Open Answer

13. In which of the following areas do you think ILO support has been the **least effective** from 2018 to the present? (choose one)

- ▶ Strengthening the legal framework
- ▶ Reinforcing institutional capacity of government
- ▶ Reinforcing institutional capacity of Workers' Organizations
- ▶ Reinforcing institutional capacity of Employers' Organization
- ▶ Reinforcing institutional capacity of NGOs and community-based organizations
- ▶ Raising awareness of ILO constituents and others on Decent Work issues
- ▶ Increasing the availability of data and other research on Decent Work issues
- ▶ Increasing enterprise productivity
- ▶ Providing services to populations affected by labour rights violations
- ▶ Increasing access to decent jobs
- ▶ Responding to the Covid-19 pandemic
- ▶ Other (please specify)
- ▶ None of the above

14. In which of the following ways do you think ILO has been the **most successful** building the capacity of its tripartite constituents? (choose up to three)

- ▶ Increased awareness of International Labour Standards.
- ▶ Increased government capacity to enforce national labour laws.
- ▶ Improved social dialogue with other tripartite constituents.
- ▶ Employers' Organisations better able to defend their members' interests.
- ▶ Workers' Organisations better able to defend workers' rights.
- ▶ Greater capacity to integrate gender and non-discrimination (the special needs of women, girls) in institutional strategies and plans.
- ▶ Greater capacity to integrate environmental concerns in institutional strategies and plans.
- ▶ Other (please specify)

15. What suggestions do you have for how to improve ILO's effectiveness building the capacity of its tripartite constituents?

- ▶ Open Answer

16. Which of the following factors contributed were most significant to the success of ILO technical assistance and projects during the period 2018-present? (choose three)

- ▶ Strong buy-in from country counterparts.
- ▶ Effective country office management.
- ▶ Effective ILO project management.
- ▶ Effective contributions of ILO specialists.
- ▶ Interventions strategy well-designed.
- ▶ Adequate time for implementation.
- ▶ Adequate resources for implementation.
- ▶ Good use of research and other data to guide interventions.
- ▶ Effective local implementing partners.
- ▶ Effective participation from ILO tripartite constituents.
- ▶ Political stability.
- ▶ Economic stability.
- ▶ Other (please specify)

17. Which of the following factors were the most significant constraints affecting the success of ILO technical assistance and projects during the period 2018-present? (choose three)

- ▶ Inadequate buy-in from national counterparts.
- ▶ Inefficient or ineffective management by ILO.
- ▶ Inefficient or ineffective management by ILO implementing partners.
- ▶ Weak capacity of tripartite constituents.
- ▶ Inadequate access to ILO technical expertise.
- ▶ Inadequate financial resources for implementation.
- ▶ Inadequate time for implementation.
- ▶ Frequent turn-over among counterpart personnel.
- ▶ Poor design of interventions.
- ▶ Frequent turn-over among ILO personnel.
- ▶ Covid-19 and/or other external political and economic crisis.
- ▶ Lack of capitalisation of good practices and lessons learned from past interventions.
- ▶ Other (please specify)

18. ILO coordinates its interventions effectively with its tripartite constituents.

- ▶ Always
- ▶ Very Often
- ▶ Sometimes
- ▶ Rarely
- ▶ Never

19. ILO coordinates its interventions effectively with other UN and/or country development partners.

- ▶ Always
- ▶ Very Often
- ▶ Sometimes
- ▶ Rarely
- ▶ Never

20. ILO has used its available human and financial resources efficiently to contribute to progress on its Decent Work Agenda during the period 2018-present.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

21. What suggestions do you have to increase the efficiency of the way ILO uses its human and other resources?

- ▶ Open Answer

22. Results from ILO technical assistance and projects in the period 2018-present will be sustained when ILO assistance ends.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

23. What suggestions do you have for how to make the results of ILO technical assistance and projects more likely to be sustained when ILO assistance ends?

- ▶ Open Answer

24. The ILO's response to COVID-19 in the country x has been effective.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

25. What are examples of ways the ILO has been effective or ineffective responding to the immediate and/or longer term effects of the COVID-19 pandemic in country x?

- ▶ Open Answer

26. Have you been involved in any projects, programmes, discussions or other efforts related to labour migration?:

- ▶ Yes, I have been involved labour migration efforts coordinated by the ILO
- ▶ No, I have not been involved in any projects about labour migration coordinated by the ILO
- ▶ I don't know

27. To what extent do you think ILO's work on the following topics regarding labour migration has been effective since 2016?

	Highly effective	Somewhat effective	Somewhat ineffective	Not at all effective	I don't know
Promoting decent work conditions for migrant workers					
Promoting fair recruitment of migrant workers					
Protecting women migrant workers, especially care workers					
Enhancing refugees' and other forcibly displaced persons' access to the labour market					
Assistance ratifying and implementing relevant international labour standards					
Establishing uniform statistical standards and filling research gaps on various topics related to labour migration					

28. Could you provide examples of the services ILO provides in the field of labour migration that you perceive to be the most useful? Why?

► Open answer

29. Could you provide examples of the services ILO provides in the field of labour migration that you perceive to be the least useful? Why?

► Open answer

Survey for ILO Tripartite Partners

ILO's Evaluation Department (EVAL) is conducting an independent evaluation of ILO's programme of work in Bangladesh, Nepal, Pakistan and Sri Lanka. Ms. Ruth Bowen and Ms. Sandy Wark are independent consultants whom ILO has engaged to conduct the evaluation. They have prepared a short survey related to your experience as an ILO official/team member. The survey should only take approximately 20 minutes to answer. Only the evaluation team will receive your survey responses.

Your answers to the survey questions are anonymous and will be kept confidential. Participation is voluntary; however, we hope you will participate as your points of view are important and will help guide improvements in the ILO's work.

1. Country

- ▶ Bangladesh
- ▶ Nepal
- ▶ Pakistan
- ▶ Sri Lanka

2. Sex

- ▶ Female
- ▶ Male

3. Position

- ▶ Government official
- ▶ Employers Organization
- ▶ Industry Association
- ▶ Workers' Organization
- ▶ Other (please specify)

4. Years collaborating with the ILO

- ▶ 0-1 year
- ▶ 2-5 years
- ▶ 6-10 years
- ▶ Over 10 years
- ▶ Not applicable

5. ILO technical assistance and projects over the period 2018-present have been well-aligned to my institution's priorities.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

6. How would you rate the effectiveness of ILO interventions in (name of country) in the period 2018-present?

- ▶ Excellent
- ▶ Very Good
- ▶ Fair
- ▶ Poor
- ▶ Very poor

7. What suggestions do you have to make ILO technical assistance and projects more relevant to the needs of your institution?

- ▶ Open Answer

8. In which of the following intervention areas do you think ILO support has been the **most effective** from 2018 to the present? (choose up to three)

- ▶ Strengthening the legal framework
- ▶ Reinforcing institutional capacity of government
- ▶ Reinforcing institutional capacity of Workers' Organizations
- ▶ Reinforcing institutional capacity of Employers' Organization
- ▶ Reinforcing institutional capacity of NGOs and community-based organizations
- ▶ Raising awareness of ILO constituents and others on Decent Work issues
- ▶ Increasing the availability of data and other research on Decent Work issues
- ▶ Increasing enterprise productivity
- ▶ Providing services to populations affected by labour rights violations
- ▶ Increasing access to decent jobs
- ▶ Responding to the Covid-19 pandemic
- ▶ Other (please specify)
- ▶ None of the above

9. What are some examples of successful ILO interventions in the areas listed under question 1?

- ▶ Open Answer

10. In which of the following areas do you think ILO support has been the **least effective** from 2018 to the present? (choose one)

- ▶ Strengthening the legal framework
- ▶ Reinforcing institutional capacity of government
- ▶ Reinforcing institutional capacity of Workers' Organizations
- ▶ Reinforcing institutional capacity of Employers' Organization
- ▶ Reinforcing institutional capacity of relevant NGOs and community-based organizations
- ▶ Raising awareness of ILO constituents and others on Decent Work issues

- Increasing the availability of data and other research on Decent Work issues
- Providing services to populations affected by labour rights violations
- Increasing access to decent jobs
- Responding to the Covid-19 pandemic
- Other (please specify)
- None of the above

11. In which of the following ways do you think ILO has been the **most successful** building the capacity of its tripartite constituents? (choose up to three)

- Increased awareness of International Labour Standards.
- Increased government capacity to enforce national labour laws.
- Improved social dialogue with other tripartite constituents.
- Employers' Organisations better able to defend their members' interests.
- Workers' Organisations better able to defend workers' rights.
- Greater capacity to integrate gender and non-discrimination (the special needs of women, girls) in institutional strategies and plans.
- Greater capacity to integrate environmental concerns in institutional strategies and plans.
- Other (please specify)

12. What suggestions do you have for how to improve ILO's effectiveness building the capacity of its tripartite constituents?

- Open Answer

13. Which of the following factors contributed were most significant to the success of ILO technical assistance and projects during the period 2018-present? (choose three)

- Strong buy-in from country counterparts
- Effective country office management.
- Effective ILO project management
- Effective contributions of ILO specialists
- Intervention strategy well-designed
- Adequate time for implementation
- Adequate resources for implementation
- Good use of research and other data to guide interventions
- Effective local implementing partners
- Effective participation from ILO tripartite constituents
- Political stability
- Economic stability
- Other (please specify)

14. Which of the following factors were the most significant constraints affecting the success of ILO technical assistance and projects during the period 2018-present? (choose three)

- ▶ Inadequate buy-in from national counterparts
- ▶ Inefficient or ineffective management by ILO
- ▶ Inefficient or ineffective management by ILO implementing partners
- ▶ Weak capacity of tripartite constituents.
- ▶ Inadequate access to ILO technical expertise
- ▶ Inadequate financial resources for implementation
- ▶ Inadequate time for implementation
- ▶ Frequent turn-over among counterpart personnel
- ▶ Poor design of interventions
- ▶ Frequent turn-over among ILO personnel
- ▶ Covid-19 and/or other external political and economic crisis
- ▶ Lack of capitalisation of good practices and lessons learned from past interventions
- ▶ Other (please specify)

15. ILO coordinates its interventions effectively with its tripartite constituents.

- ▶ Always
- ▶ Very Often
- ▶ Sometimes
- ▶ Rarely
- ▶ Never
- ▶ Not sure

16. ILO coordinates its interventions effectively with other UN and/or country development partners.

- ▶ Always
- ▶ Very Often
- ▶ Sometimes
- ▶ Rarely
- ▶ Never
- ▶ Not sure

17. ILO has used its available human and financial resources efficiently to contribute to progress on its Decent Work Agenda during the period 2018-present.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

18. What suggestions do you have to increase the efficiency of the way ILO uses its human and other resources?

- ▶ Open Answer

19. Results from ILO technical assistance and projects in the period 2018-present will be sustained when ILO assistance ends.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

20. What suggestions do you have for how to make the results of ILO technical assistance and projects more likely to be sustained when ILO assistance ends?

- ▶ Open Answer

21. The ILO's response to COVID-19 in the country x has been effective.

- ▶ Strongly agree
- ▶ Agree
- ▶ Disagree
- ▶ Strongly disagree
- ▶ Not sure

22. What are examples of ways the ILO has been effective or ineffective responding to the immediate and/or longer term effects of the COVID-19 pandemic in country x?

- ▶ Open Answer

23. Does your work involve or touch upon labour migration topics?:

- ▶ Yes, I work directly or to some extent on topics related to labour migration
- ▶ No, I have not been involved in any topics related to labour migration
- ▶ I don't know

24. To what extent do you think ILO's work on the following topics regarding labour migration has been effective since 2016?

	Highly effective	Somewhat effective	Somewhat ineffective	Not at all effective	I don't know
Promoting decent work conditions for migrant workers					
Promoting fair recruitment of migrant workers					
Protecting women migrant workers, especially care workers					
Enhancing refugees' and other forcibly displaced persons' access to the labour market					
Assistance ratifying and implementing relevant international labour standards					
Establishing uniform statistical standards and filling research gaps on various topics related to labour migration					

25. Could you provide examples of the services ILO provides in the field of labour migration that you perceive to be the most useful? Why?

► Open answer

26. Could you provide examples of the services ILO provides in the field of labour migration that you perceive to be the least useful? Why?

► Open answer

► Annex F. List of ILO Publications by Country

Source: <https://labordoc.ilo.org>

Bangladesh

- Policy recommendations from dialogue on “The National Skills Development Policy 2011 - Major imperatives to reflect” (2020)
- Labour administration in Bangladesh: Department of Labour (2020)
- Labour inspection governance in Bangladesh (2020)
- Overview of laws, policies and practices on gender-based violence and harassment in the world of work in Bangladesh (2020)
- Understanding the gender composition and experience of ready-made garment (RMG) workers in Bangladesh (2020)
- An industry and compliance review 2015-2018: Better Work Bangladesh (2019)
- A review of social safety-net programmes to make them more responsive to the needs of child labour in Bangladesh (2019)
- Employment and Environmental Sustainability Fact Sheets (2019)
- Skills for Green Jobs in Bangladesh (2019)
- Assessment guide for bilateral agreements and memoranda of understanding on labour migration, with a special focus on Bangladesh (2018)

Nepal

- Nepal Labour Force Survey 2017/18
- Nepal child labour report 2021 (Based on the data drawn from LFS 2017/18)
- Strengthening action against violence and harassment with focus on sexual harassment in the world of work in Nepal (2020)
- Enhancing social protection system: towards investments for results (2020)
- The benefits of fair recruitment: results of the impact study on the Nepal-Jordan corridor (2019)
- Enabling environment for sustainable enterprises in Nepal (2018)
- The Nepal Wage Report: An inclusive approach for development (2021)
- Diagnostic Report on the extent, circumstances, causes, factors and nature of Informality in Nepal

Pakistan

- A Social Protection Profile of Pakistan. Building an Inclusive Social Protection System (June 2021)
- The Impact of COVID-19 Labour Migration Governance, Recruitment Practices and Migrant Workers, March – November, 2020.
- Female labour migration from Pakistan: a situation analysis (2020)
- Fundamental principles and rights at work fact sheet (2020)
- Review of law, policy and practice of recruitment of migrant workers in Pakistan (2020)

- ▶ Recruitment agency business practices and role of intermediaries in the foreign employment industry in Pakistan (2019)
- ▶ Mapping social protection systems in Pakistan: the status of current systems in line with the UN Social Protection Floor concept (2019)
- ▶ International labour migration trends from Pakistan: data from the Bureau of Emigration and Overseas Employment (BE&OE), 2019
- ▶ A Profile of trade unionism and industrial relations in Pakistan (2018)
- ▶ Market systems analysis, Pakistan: market systems analysis for Afghan refugees in Pakistan (2018)

Sri Lanka

- ▶ Work in Fishing Convention, 2007 (No. 188): Netting Gains for Sri Lanka (2021)
- ▶ Future of Work in Sri Lanka: Shaping Technology for a Brighter Future (2019)
- ▶ Workforce and Migration Patterns of Sri Lanka's Tourism Industry: Implications for Growth of the Sector (2021)
- ▶ Employment and Environmental Sustainability in Sri Lanka (2021)
- ▶ Domestic Workers and Domestic Work in Sri Lanka (2021)
- ▶ Green Jobs in Sri Lanka: Linkages between environmental sustainability and decent work (2020)
- ▶ A Comprehensive Analysis of Remittances in Sri Lanka (2020)
- ▶ Mainstreaming Disaster Resilience: Identifying Opportunities in National Policies and Legal Framework in relation to Rural Development (2020)
- ▶ Assessment of key bottlenecks for private sector investment in the Northern Province (2020)
- ▶ Opportunities and Challenges in Formation and Functioning of Trade Unions in Sri Lanka (2020)
- ▶ Presence of Human Trafficking and Forced Labour in Labour Migration (2019)
- ▶ Review of Law, Policy and Practice of Recruitment of Migrant Workers in Sri Lanka (2019)

► Annex G. DWCP linkages with national policies

Bangladesh DWCP linkages with national policies

Policy Framework	DWCP Outcome
Draft Bangladesh Employment Policy 2020 which includes inputs from an ILO and World Bank collaboration to produce a National Jobs Strategy in 2019.	Outcome 1.1
Draft National Skill Development Policy (2020) : the policy, the updated provides the vision and direction for skills development. It specifies how Bangladesh will implement the National Skills Development Authority Act, 2018 and the subsequent National Skills Development Authority Rules, 2020.	Outcome 1.2
Bangladesh's National Plan of Action on the Elimination of Child Labour (2012–2021) identifies strategies for developing institutional capacity, increasing access to education and health services, raising social awareness, strengthening law enforcement, and creating prevention and reintegration programs. The Government of Bangladesh ratified Convention 182 in 2001 and adopted a list of hazardous forms of child labour in 2013.	Outcome 2.1
National Tripartite Plan of Action on Fire Safety and Structural Integrity in the garment sector of Bangladesh (NTPA)	Outcome 2.2
Amended Bangladesh Labour Act (2018) and Bangladesh EPZ Labour Act which included provisions to lower barriers to trade union registration and improve follow-up on unfair labour practices and anti-union discrimination complaints management	Outcome 2.1 and 3.1
Labour Inspection Management Reform Roadmap , developed in 2014 and updated in 2016	Outcome 3.2
National Social Security Strategy (2015) and its accompanying Action Plan (2018) which both cite plans to introduce a National Social Insurance Scheme covering sickness, maternity pay and protection, old age pensions, workplace accidents and unemployment benefits for workers in the formal economy.	Outcomes 4.1 and 4.2

Nepal dwcp linkages with national policies

Policy Framework	DWCP Outcome
Labour Act (2017) and Labour Regulations (2018)	Outcome 1.1
National Employment Policy, Prime Minister Employment Program, Industrial Enterprises Act (2016)	Outcome 1.2
Contribution-based Social Security Act (2017) and Regulations (2018)	Outcome 1.5
National Master Plan to End Child Labour (July 2018–July 2028)	
National Plan of Action on Combating Trafficking in Persons, Especially Women and Children (2011–2022)	Outcome 2.1
Lands Act giving landless ex-Haliya bonded labourer access to agricultural land	

Pakistan dwcp linkages with national policies	
Policy Framework	DWCP Outcome
Pakistan Vision 25 the government's long-term development agenda, with 7 priority areas: developing social and human capital, achieving sustained and inclusive growth, democratic governance, ensuring water resources, food and energy security, promoting entrepreneurships and developing a knowledge based economy, while improving regional connectivity	Outcomes 1.1 to 1.4, Outcome 2.1, 2.2, Outcome 2.2 Outcome 4.1
Labour Policy 2010, Province labour policies – Sindh Labour Policy 2018 extending minimum wages coverage to the informal sector	Priorities 1, 2,3
Punjab Domestic Workers' Act,2019, affording protection of domestic workers' rights to minimum wages	Outcome 1.1
National Textiles Policy 2015	Outcome 1.4, Outcome 3.2, Outcome 3.3
National TVET Policy 2015	Outcomes 2.1, 2.2, 2.3
Prime Minister's Kamjab Jawan Programme focuses on youth entrepreneurship and skills development, including the Youth Entrepreneurship Programme and the 'Skills for All' programme designed to uplift the TVET sector	Priority 2
Benazir Income Support Programme (BISP) is a prominent social protection initiative, including an unconditional cash transfer system	Priority 4
Strategic Trade Policy Framework 2015-2018	Outcomes 3.1 to 3.4
National Human Rights Action Plan 2015	Outcomes 1.1 – 1.4
Signatory to the Global Compact for Safe, Orderly and Regular Migration, Dec. 2018	Outcome 3.4
Sri Lanka DWCP Linkages with National Policies	
Policy Framework	DWCP Outcome
Vision 2025, prioritises increasing employment opportunities and re-skilling of the labour force, including creation of 1 million jobs by 2020	Outcome 1.1, Outcome 1.2
National Human Resources and Employment Policy	Outcome 1.1
National Policy for Decent Work	Outcome 2.1
Public Investment Policy	Outcome 1.1 ,Outcome 1.2
National Employment Policy	Outcome 1.1
Youth Employment Action Plan 2017-2021	Outcome 2.1
National Policy on Elimination of Child Labour (2017)	Outcome 3.1
Small and Medium Enterprise Policy	Outcome 1.1
Skills Development Policy	Outcome 1.2
National Minimum Wages Act No. 3 (2016)	Outcome 2.1
National Labour Migration Policy (2008) and National Action Plan on Return and Reintegration of Migrant Workers (2015)	Outcome 3.2

► Annex H. Correlation between DWCP, P&B Outcomes and Country Programme Objectives (2018 – 2021)

Bangladesh

DWCP Priority One: Effective employment policies to enhance employability through skill development including for green growth

P&B Outcomes:

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

DWCP Outcome 1.1	Bangladesh jobs strategy formulated for skills development and job creation with higher productivity and in green industries especially for young men and women	BDG101	Employability of young women and men is improved through implementation of the national skills development policy
DWCP Outcome 1.2	Accessibility of TVET system enhanced in alignment with the National Skills Development Policy especially for women, disadvantaged groups, people with disabilities and ethnic groups and in view of introducing skills in emerging technologies relating to climate resilient green growth	BDG101	Employability of young women and men is improved through implementation of the national skills development policy

DWCP Priority Two: Promotion of safe and clean working environment for all workers and in compliance with core international labour standards

P&B Outcomes:

Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue

Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work

Outcome 7: Adequate and effective protection at work for all

DWCP Outcome 2.1	International labour standards (ILS) especially the eight core conventions are promoted and constituents' capacity enhanced for their better implementation	BDG227 BGD826	Capacities of labour administration and institutions improved. Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations
DWCP Outcome 2.2	Implementation of policies, laws, and programmes promoted to ensure occupational safety, to improve working conditions and ensure a just transition to a climate resilient and green economy through the application of ILO guidelines for a just transition towards environmentally sustainable economies and societies for all.	BDG 227	Capacities of labour administration and institutions improved.

DWCP Priority Three: Promotion of fundamental principles and rights at work through social dialogue and tripartism

P&B Outcomes:

Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work

Outcome 7: Adequate and effective protection at work for all

			BGD230	Capacity of constituents strengthened to reduce unfair labour practices in enterprises of the RMG sector of the Global Supply Chain
DWCP Outcome 3.1	Employers' and Workers' organizations' capacity developed to strengthen freedom of association, collective bargaining and sound industrial relations.		BGD801	Strengthened institutional capacity of employers' organizations.
			BGD802	Strengthened institutional capacity of workers' organizations
			BGD803	Increased capacities of employers' and workers' organizations to participate effectively in the development of social and labour policy
DWCP Outcome 3.2	Capacity of labour administration enhanced leading to good governance in the labour market		BDG230	Capacity of constituents strengthened to reduce unfair labour practices in enterprises of the RMG sector of the Global Supply Chain

DWCP Priority Four: Promotion of social protection for all workers and vulnerable groups including against climate change

P&B Outcomes:

Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

Outcome 8: Comprehensive and sustainable social protection for all

DWCP Outcome 4.1	Employment injury social protection schemes for select sectors developed and implemented.		BGD301	Coverage of social protection improved.
DWCP Outcome 4.2	Laws and policies for protection of migrant workers, domestic workers, child labourers and indigenous workers developed and implemented		BGD229	Capacity of the government, employers' and workers' organizations strengthened to prevent unacceptable forms of work including for indigenous peoples and child labourers
			BGD302	Worst Forms of Child Labour eliminated
			BGD303	Effective implementation of policies and regulations on safe, orderly and regular migration

Nepal

DWCP Priority One: Enabling decent work for all through sustainable, inclusive, and gender responsive economic growth

P&B Outcomes:

Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue

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 6: Gender equality and equal opportunities and treatment for all in the world of work

Outcome 7: Adequate and effective protection at work for all

Outcome 8: Comprehensive and sustainable social protection for all

Outcome A: Authoritative knowledge and high impact partnerships for promoting decent work

DWCP Outcome 1.1	Tripartite constituents have enforced the Labour Act (2017) and Labour Regulations (2018).	NPL104	Tripartite constituents have enforced the Labour Act (2017) and Labour Regulations (2018)
DWCP Outcome 1.2	Constituents and stakeholders at national, province, and local levels have promoted more and better jobs, especially for young women, men, and disadvantaged groups	NPL126	Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth
		NPL127	Government and stakeholders have strengthened capacity to improve entrepreneurial potential and skills in the informal economy while facilitating the transition to formality
		NPL130	Constituents and stakeholders at national, provincial, and local levels have promoted more and better jobs, especially for young women, men and disadvantaged groups
DWCP Outcome 1.3	Men, women, and youth, especially from disadvantaged communities living in rural areas have increased access to decent job opportunities	NPL128	Men, women, and youth, especially from disadvantaged communities living in rural areas have increased access to decent job opportunities
DWCP Outcome 1.4	Policy makers and planners have applied the latest labour statistics, ILO research and analysis to develop job creation policies and strategies	NPL129	Policy makers and planners have applied the latest labour statistics, ILO research and analysis to develop job creation policies and strategies.
DWCP Outcome 1.5	Social protection institutions have implemented the Contribution-based Social Security Act (2017) and Regulations (2018)	NPL101	Social protection institutions have implemented the Contribution-based Social Security Act (2017) and Regulations (2018)

DWCP Priority Two: Strengthening institutional capacities, enhancing social dialogue, and applying ILO fundamental conventions and other international labour standards

P&B Outcomes:

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 6: Gender equality and equal opportunities and treatment for all in the world of work

Outcome 7: Adequate and effective protection at work for all

DWCP Outcome 2.1	The government and social partners have promoted fundamental principles and rights at work to protect workers especially from unacceptable forms of work	NPL828	The government and social partners have promoted fundamental principles and rights at work to protect workers especially from unacceptable forms of work
DWCP Outcome 2.2	The government institutions and social partners have effectively implemented good governance frameworks and rule of law on labour migration	NPL105	The social partners have effectively implemented good governance frameworks and rule of law on labour migration.
DWCP Outcome 2.3	Employers' organizations have provided demand driven and gender responsive services	NPL801	Strengthened institutional capacity of employers' organizations
DWCP Outcome 2.4	Workers' organizations have strengthened their networks at national, provincial, and local levels.	NPL802	Strengthened institutional capacity of workers' organizations
DWCP Outcome 2.5	Tripartite organizations have advocated for promotion of fundamental rights at work and ratification and application of ILO conventions	NPL826	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations

Pakistan

DWCP Priority One: Promoting decent work in the rural economy (PAK150)

P&B Outcomes:

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

Outcome 7: Adequate and effective protection at work for all

DWCP Outcome 1.1	Informal economy gradually formalized through the formulation and implementation of policies and laws and/or reform with a focus on the rural economy	PAK151	Decent work in agriculture and related sectors promoted
		PAK152	Formalization of the informal economy through the application of Recommendation 2014
		PAK153	Formal employment is promoted for inclusive and diversified economic growth
DWCP Outcome 1.2	Improved working conditions for rural economy workers	PAK151	Decent work in agriculture and related sectors promoted
		PAK106	Constituents and other stakeholders actively promoting and supporting the elimination of forced/bonded labour
DWCP Outcome 1.3	The worst forms of child labour and bonded labour progressively eliminated in the rural economy	PAK102	Constituents actively promoting and supporting the elimination of child labour, including its worst forms

DWCP Priority Two: Promoting Job creation for youth and vulnerable groups (PAK175)

P&B Outcomes:

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market

DWCP Outcome 2.1	Employment opportunities for vulnerable categories of worker (e.g. youth, disadvantaged women & men and persons with disabilities) created	PAK103	Access to better jobs promoted especially for vulnerable groups
		PAK176	Creation of employment opportunities for vulnerable categories of workers
DWCP Outcome 2.2	Gender-responsive skills, employment and enterprise development programs developed in conventional and emerging sectors for youth and vulnerable categories of workers	PAK177	Skills development programs, strategies and action plans developed and implemented
		PAK178	Labour Market Information capacities and systems strengthened
DWCP Outcome 2.3	Employability of youth and vulnerable categories of workers improved	PAK177	Skills development programs, strategies and action plans developed and implemented

DWCP Priority Three: Strengthening international labour standards compliance through social dialogue (PAK200)

P&B Outcomes:

- Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue
- Outcome 2: International labour standards and authoritative and effective supervision
- Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
- Outcome 7: Adequate and effective protection at work for all

DWCP Outcome 3.1	Capacity of tripartite constituents for ILS compliance and reporting enhanced (individual and institutional)	PAK201	Capacity of tripartite constituents and stakeholders on compliance and reporting enhanced (individual and institutional)
		PAK826	Strengthened capacity of member States to ratify and apply international labour standards, and fulfil their reporting obligations
		PAK107	Capacity of Labour Administration System at Provincial level strengthened to actively implement international labour standards and address the effects of devolution (to be disabled after the closing of project)
		PAK801	Strengthened institutional capacity of employers' organisations
		PAK802	Strengthened institutional capacity of workers' organisations
DWCP Outcome 3.2	Workplace compliance enhanced through effective monitoring and labour inspection systems	PAK202	Workplace compliance through labour inspection promoted and facilitated
DWCP Outcome 3.3	Workers protected from unacceptable forms of work	PAK202	Workplace compliance through labour inspection promoted and facilitated
		PAK204	Sustainable and responsible enterprises promoted
DWCP Outcome 3.4	Safe and fair labour migration promoted	PAK228	Promotion of safe and fair labour migration

DWCP Priority Four: Extending social protection floors (PAK225)

P&B Outcomes:

- Outcome 7: Adequate and effective protection at work for all
- Outcome 8: Comprehensive and sustainable social protection for all

DWCP Outcome 4.1	National social protection framework and provincial social protection policies developed	PAK226	Developing national social protection framework and provincial social protection policies
DWCP Outcome 4.2	Social protection programs/schemes at national and sub national levels are well coordinated and harmonized	PAK226	Developing national social protection framework and provincial social protection policies
DWCP Outcome 4.3	Capacities and coordination among social protection stakeholders enhanced and strengthened	PAK226	Developing national social protection framework and provincial social protection policies
DWCP Outcome 4.4	Social protection coverage to informal sector extended (e.g. agriculture, domestic and home-based and migrant workers)	PAK227	Gradual extension of social protection floors to vulnerable workers in the informal economy (minorities, migrant, domestic and home based workers etc.)

CPOs not yet assigned: PAK203 – Placeholder for projects 106351 – PAK/17/50/INX

Sri Lanka

DWCP Priority One: Creation of sustainable, inclusive and decent employment

P&B Outcomes:

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market

DWCP Outcome 1.1	Sri Lankan Workforce have more and better employment opportunities	LKA107	Sri Lankan workforce have more and better employment opportunities
DWCP Outcome 1.2	National strategy to respond to technological advancements and other production market demands for population at large is in place	LKA102	National strategy formulated to respond to technological advancements and other productive market demands for population at large

DWCP Priority Two: Better governance of the labour market

P&B Outcomes:

Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

Outcome 7: Adequate and effective protection at work for all

DWCP Outcome 2.1	Effective systems for social dialogue and tripartism in place, institutionalised and operationalised	LKA801	Strengthened institutional capacity of Employers' Organisations
		LKA802	Strengthened institutional capacity of Workers Organisations
DWCP Outcome 2.2	More effective labour administration system with more efficient workplace inspection in place	LKA131	Effective Labour administration systems and efficient workplace inspection in place
DWCP Outcome 2.3	Laws and policies are modernized to respond to diverse and evolving forms of work	LKA132	Laws and policies are modernized to respond to diverse and evolving forms of work
		LKA826	Strengthened capacity of member states to ratify and apply ILS and to fulfil their reporting obligations

DWCP Priority Three: Rights at work for all

P&B Outcomes:

Outcome 7: Adequate and effective protection at work for all

Outcome 8: Comprehensive and sustainable social protection for all

DWCP Outcome 3.1	Child labour and its worst forms eliminated	LKA153	Child Labour and its worst forms eliminated
DWCP Outcome 3.2	Labour market outcomes for (low skilled) migrants are improved and their vulnerability to exploitation (forced labour) reduced	LKA154	Labour market outcomes for (low-skilled) migrants are improved and their vulnerability to exploitation (forced labour) reduced
DWCP Outcome 3.3	Improved social protection for all workers with special focus on informal workers	LKA155	Improved social protection to all workers with special focus on informal workers

Enabling outcome 4: Greater data and knowledge generation

P&B Outcomes:

Outcome A: Authoritative knowledge and high impact partnerships for promoting decent work

DWCP Outcome 4.1	Reliable, user-friendly labour market information are regularly made available and accessible to policy makers, constituents and public	LKA176	Strengthened labour market information for evidence based policy
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► Annex I. Country Programme 2018–2020 Expenditures by CPO

Bangladesh

CPO	CPO Description	Expenditures 2018–2020		
		XBTC+RBSA	RBTC	Total
BGD101	Employability of young women and men is improved through implementation of the national skills development policy	12,059,440	61,941	12,121,381
BGD227	Capacities of labour administration and institutions improved.	14,698,688	8,859	14,707,547
BGD229	Capacity of the government, employers' and workers' organizations strengthened to prevent unacceptable forms of work including for indigenous peoples and child labourers	326,582	1,363	327,945
BGD230	Capacity of constituents strengthened to reduce unfair labour practices in enterprises of the RMG sector of the Global Supply Chain	7,732,959	14,780	7,747,739
BGD301	Coverage of social protection improved	657,029	42,135	699,164
BGD302	Worst Forms of Child Labour eliminated	73,331		73,331
BGD303	Effective implementation of policies and regulations on safe, orderly and regular migration	3,792,762	71,966	3,864,728
BGD801	Strengthened institutional capacity of employers' organizations	-	25,133	25,133
BGD802	Strengthened institutional capacity of workers' organizations	-	2,827	2,828
BGD803	Increased capacities of employers' and workers' organizations to participate effectively in the development of social and labour policy	-	101,774	101,774
BGD826	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations			-
Total		39,340,791	330,779	39,671,570

Nepal

CPO	CPO Description	Expenditures 2018–2020		
		XBTC +RBSA	RBTC	Total
NPL101	Social protection institutions have implemented the Contribution-based Social Security Act (2017) and Regulations (2018)	87,830	17,268	105,098
NPL104	Tripartite constituents have enforced the Labour Act (2017) and Labour Regulations (2018)		21,424	21,424
NPL105	The social partners have effectively implemented good governance frameworks and rule of law on labour migration	868,353	30,000	898,353
NPL126	Policies, strategies and regulatory framework are strengthened for the promotion of employment-centric and inclusive growth	2,393,331	2,964	2,396,295
NPL127	Government and stakeholders have strengthened capacity to improve entrepreneurial potential and skills in the informal economy while facilitating the transition to formality	2,103,807	7,896	2,111,703
NPL128	Men, women and youth, especially from disadvantaged communities living in rural areas have increased access to decent job opportunities	3,412,230	58,256	3,470,486
NPL129	Policy makers and planners have applied the latest labour statistics, ILO research and analysis to develop job creation policies and strategies		31,870	31,870

CPO	CPO Description	Expenditures 2018–2020		
		XBTC +RBSA	RBTC	Total
NPL130	Constituents and stakeholders at national, provincial, and local levels have promoted more and better jobs, especially for young women, men and disadvantaged groups	917,519	1,131	918,650
NPL801	Strengthened institutional capacity of employers' organizations		87,734	87,734
NPL802	Strengthened institutional capacity of workers' organizations		9,520	9,520
NPL826	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations		7,711	7,711
NPL828	The government and social partners have promoted fundamental principles and rights at work to protect workers especially from unacceptable forms of work	1,759,384	34,936	1,794,320
NPL829	Increased capacity of the ILO constituents to promote gender equality and equal opportunities and treatment for all in the world of work	4,494	-	4,494
Total		11,546,948	310,711	11,857,659

Pakistan

CPO	CPO Description	Expenditures 2018–2020		
		XBTC +RBSA	RBTC	Total
PAK102	Constituents actively promoting and supporting the elimination of child labour, including its worst forms	426,160	-	426,160
PAK107	Capacity of Labour Administration System at Provincial level strengthened to actively implement international labour standards and address the effects of devolution	548,047	-	548,047
PAK151	Decent work in agriculture and related sectors promoted	131,885	82,901	214,786
PAK176	Creation of employment opportunities for vulnerable categories of workers	275,015	49,287	324,302
PAK178	Labour Market Information capacities and systems strengthened		77,628	77,628
PAK201	Capacity of tripartite constituents and stakeholders on compliance and reporting enhanced (individual and institutional)	3,738,835	116,631	3,855,466
PAK202	Workplace compliance through labour inspection promoted and facilitated	8,800	9,454	18,254
PAK203	Placeholder for projects 106351 – PAK/17/50/INX	527,264	4,637	531,901
PAK204	Sustainable and responsible enterprises promoted	1,064,595	17,123	1,081,718
PAK226	Developing national social protection framework and provincial social protection policies	2,616,076	23,417	2,639,493
PAK228	Promotion of safe and fair labour migration	59,239	-	59,239
PAK801	Strengthened institutional capacity of employers' organisations	22,330	88,341	110,671
PAK802	Strengthened institutional capacity of workers' organisations	-	159,275	159,275
PAK826	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations	78,419	2,279	80,698
Total		9,496,665	630,975	10,127,640

Sri Lanka

CPO	CPO Description	Expenditures 2018–2020		
		XBTC+RBSA	RBTC	Total
LKA102	National strategy formulated to respond to technological advancements and other productive market demands for population at large	406,923	69,873	476,796
LKA105	Policies and programmes in place to better govern labour migration, particularly for reintegration and prevention of trafficking of persons in place	2,245,297	69,873	2,315,170
LKA107	Sri Lankan workforce have more and better employment opportunities	5,796,993	-	5,796,993
LKA130	Strengthening the Human Resources for Health roadmap through promotion of inter-sectoral Social Dialogue for improved industrial relations in the Health Sector	58,187	43,068	101,255
LKLA131	Effective Labour administration systems and efficient workplace inspection in place	-	28,157	28,157
LKA132	Laws and policies are modernized to respond to diverse and evolving forms of work	-	10,187	10,187
LKA153	Child Labour and its worst forms eliminated	-	26,880	26,880
LKA154	Labour market outcomes for (low-skilled) migrants are improved and their vulnerability to exploitation (forced labour) reduced	23,250	11,016	34,266
LKA155	Improved social protection to all workers with special focus on informal workers	46,836	5,200	52,036
LKA176	Strengthened labour market information for evidence based policy	-	16,209	16,209
LKA801	Strengthened institutional capacity of employers' organizations	-	46,572	46,572
LKA802	Strengthened institutional capacity of workers' organizations	-	18,082	18,082
LKA826	Strengthened capacity of member States to ratify and apply international labour standards and to fulfil their reporting obligations	-	8,938	8,938
Total		8,577,486	354,055	8,931,541

► Annex J. Development Cooperation Projects 2018–2021

Bangladesh

(Extracted from Development Dashboard 6 07 21)

No.	Project symbol	Project title	Donor	Start date	End date
1	BGD/12/01/CAN	Skills for Employment and Productivity	Canada	27/03/2013	30/06/2019
2	BGD/18/03/CHE	Application of Migration Policy for Decent Work for Migrant Workers - Phase II	Switzerland	1/1/2019	31/12/2021
3	BGD/15/01/SDC	Application of Migration Policy for Decent Work of Migrant Workers	Switzerland	1/4/2016	31/12/2018
4	BGD/12/50/USA	Better Work Bangladesh - Design and Beyond	USA	1/11/2011	31/12/2020
5	BGD/17/51/MUL	Better Work Bangladesh - Phase II	Multi Donor	1/12/2018	30/06/2022
6	BGD/16/50/AUS	Better Work Bangladesh - Phase II (Australia)	Australia	1/6/2016	30/06/2022
7	BGD/17/50/REV	Better Work Bangladesh - USDOL Revenue Budget	-	1/1/2017	31/12/2022
8	BGD/16/01/REV	Revenue budget Better Work Bangladesh	-	1/1/2016	31/12/2022
9	BGD/19/05/USA	Better Work Bangladesh Phase II - Gender (USDOL)	USA	11/12/2019	31/12/2022
10	GLO/18/38/EUR	Better Work Flagship Programme Stage IV - EC Contribution	European Commission, DG for International Cooperation	1/1/2020	31/12/2022
11	RAS/21/03/JPN	Building resilience for the future of work and the post COVID19: Promoting rights and social inclusion through organization and formalization (PRS)	Japan	17/03/2021	31/03/2022
12	BGD/18/50/SWE	Capacity of constituent's strengthened to prevent unacceptable forms of work among women and indigenous workers in target sectors	Sweden	1/5/2018	31/03/2020
13	BGD/13/06/MUL	Centre of Excellence for RMG to implement certified training within the national skills development framework of Bangladesh	Multi-donor	20/01/2014	28/02/2018
14	GLO/13/22/USA	Country Level Engagement and Assistance to Reduce Child Labor (CLEAR)	USA	1/12/2013	31/01/2019
15	BGD/19/51/UND	Enhancing social protection for female tea garden workers and their families in Sylhet Division, Bangladesh	Multi Partner Trust Fund Office, UNDP	1/1/2020	31/01/2022

No.	Project symbol	Project title	Donor	Start date	End date
16	BGD/20/03/CEF	Generation Unlimited: Roll out of the Gen U Bangladesh strategy and support to achievement of targets under ILO led component of work	Switzerland	1/10/2020	30/09/2021
17	RAS/19/04/GBR	ILO - DFID Child Labour Programme in ASIA: Design Phase	United Kingdom	2/5/2019	30/09/2023
18	RAS/17/11/GBR	ILO-DFID Partnership Programme on Fair Recruitment and Decent Work for Women Migrant Workers in South Asia and the Middle East -Phase II	United Kingdom	22/03/2018	31/03/2023
19	BGD/15/05/DEU	Implementation of the national employment injury scheme of Bangladesh - A legacy to the Rana Plaza accident	Germany	4/12/2015	31/12/2018
20	BGD/20/01/RBS	Improved economic opportunities for the host communities of Cox's Bazar: Exploring ways and piloting intervention for program formulation	RBSA	1/7/2020	31/12/2021
21	BGD/20/04/DEU	Improved Management Information Systems for expansion of social protection programmes (in context of COVID-19 pandemic)	Germany	1/12/2020	31/08/2021
22	GLO/19/53/EUR	Improving Synergies between Social Protection and Public Finance Management (ILO component)	European Commission, DG for International Cooperation	1/10/2019	31/05/2023
23	BGD/19/05/MUL BGD/16/03/MUL	Improving working conditions in the ready-made garment sector RMGP - Phase 2	Multi-donor	1/7/2017	30/06/2023
24	BGD/19/01/HNM	Inclusive Business Policy for Disability inclusion in supply chains	Financially Closed	15/06/2019	31/03/2021
25	INT/19/01/LCH	Innovation to Inclusion	Active	1/8/2019	31/07/2022
26	BGD/20/50/UND	Integrated National Financing Framework for Accelerating Achievement of SDGs (INFF4SDGs) in Bangladesh	Multi Partner Trust Fund Office, UNDP	1/6/2020	31/05/2022
27	BGD/15/03/MUL	Promoting Social Dialogue and Harmonious Industrial Relations in Bangladesh Ready-Made Garment Industry	Multi-donor	1/11/2015	30/12/2022
28	GLO/20/20/MUL	Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic.	Multi-donor	3/9/2020	30/10/2021
29	BGD/16/51/SWE	Protecting indigenous workers from unacceptable forms of work in Bangladesh	Sweden	1/5/2016	31/03/2018
30	BGD/19/01/TRN	Provision of HR and financial support to ITCILO in the framework of the implementation of the DIMAPPP project	ITC-ILO	1/1/2019	30/06/2022
31	BGD/16/04/EUR	Skills 21 - Empowering citizens for inclusive and sustainable growth	Delegation of the European Union to Bangladesh	1/1/2017	31/05/2022

No.	Project symbol	Project title	Donor	Start date	End date
32	BGD/18/04/GAP	Strengthening social dialogue in GAP factories in Bangladesh	GAP	1/1/2019	31/12/2021
33	RAS/21/04/JPN	STRIDE - Building resilience for the future of work and the post COVID-19: Strengthening integrated policy framework for formalization and decent work (STRIDE)	Japan	17/03/2021	31/03/2022
34	BGD/16/02/EUR	Support the implementation of the sustainability compact - Phase II	European Commission, DG Trade	1/1/2017	31/12/2018
35	BGD/14/03/ITA	Support to a national employment injury insurance scheme for Bangladesh workers of the ready-made garment and the supply-chain sectors and its extension	Italy	11/12/2014	10/12/2019
36	BGD/18/01/CEF	Support to UNICEF Mothers@Work programme	UNICEF	15/06/2018	30/06/2022
37	GLO/18/30/EUR	Trade for Decent Work	European Commission, DG Trade	1/1/2019	31/12/2021
38	BGD/21/52/UND	UN's partnership to advance the implementation of CRPD and disability inclusive SDGs in Bangladesh- inception phase-" (MPTF UNPRPD)	Multi Partner Trust Fund Office, UNDP	18/04/2021	17/08/2021
39	GLO/20/54/SWE	WOMEN AT WORK INITIATIVE	Sweden	1/4/2020	31/12/2021

Nepal

(Extracted from Development Dashboard 6 07 21)

No.	Project symbol	Project title	Donor	Start date	End date
1	NPL/19/01/DEU	Actuarial Technical Assistance for the Health Insurance Board of Nepal	Germany	11/12/2019	31/03/2021
2	NEP/15/01/DAN	Advocacy for Rights and Good Corporate Governance (UNNATI-Inclusive Growth Programme in Nepal)	Denmark	1/1/2015	31/12/2018
3	RAS/21/03/JPN	Building resilience for the future of work and the post COVID19 : Promoting rights and social inclusion through organization and formalization (PRS)	Japan	17/03/2021	31/03/2022
4	NPL/18/01/RBS	Constituents and stakeholders, provincial, and local levels have promoted more and better jobs, especially for young women, men and disadvantaged groups	RMSA	1/12/2018	28/02/2021
5	NPL/20/51/UND	COVID-Fund: Immediate UN Response for coherent safeguarding the livelihoods of people made most vulnerable by COVID-19 in Nepal	UN COVID-19 Response and Recovery Multi-Partner Trust Fund	1/7/2020	31/12/2020
6	NPL/15/53/USA	From Protocol to Practice: A Bridge to Global Action on Forced Labor (The Bridge project - Nepal)	USA	30/09/2015	2/1/2022
7	RAS/19/04/GBR	ILO - DFID Child Labour Programme in ASIA : Design Phase	UK	2/5/2019	30/09/2023
8	NPL/17/01/GBR	ILO Technical Assistance - Skills for Employment Programme	UK	1/8/2017	31/07/2021
9	RAS/17/11/GBR	ILO-DFID Partnership Programme on Fair Recruitment and Decent Work for Women Migrant Workers in South Asia and the Middle East -Phase II	UK	22/03/2018	31/03/2023
10	NPL/18/50/CHE	Integrated Programme on Fair Recruitment (FAIR) - Phase II - Nepal component	Switzerland	1/11/2018	31/10/2021
11	NPL/15/54/CHE	Integrated Programme on Fair Recruitment (Nepal component)	Switzerland	1/8/2015	31/12/2018
12	NPL/18/01/CHE	Migrant Rights and Decent Work (MiRiDeW)	Switzerland	1/10/2018	31/08/2021
13	RAS/20/08/JPN	Safety + Health for All Plantation Workers in South Asia	Japan	23/12/2020	31/03/2022
14	NEP/15/50/ROK	Skills for Productivity and Employment	Korea	22/12/2014	31/08/2018
15	NPL/20/50/JPN	Strengthening Action against Violence and Harassment with Focus on Sexual Harassment in the World of Work in Nepal	Japan	1/7/2020	31/12/2021
16	NEP/14/01/IDA	Strengthening the National Rural Transport Program (SNRTP)- Nepal	World Bank Group	1/4/2014	30/09/2019
17	NEP/15/03/IDA	Strengthening the national rural transport program (SNRTP),Nepal	World Bank Group	1/9/2015	15/01/2020
18	RAS/21/04/JPN	STRIDE - Building resilience for the future of work and the post COVID-19: Strengthening integrated policy framework for formalization and decent work (STRIDE)	Japan	17/03/2021	31/03/2022
19	RAS/18/03/CHE	Support to the SAARC Plan of Action on Labour Migration	Switzerland	20/07/2018	31/01/2019
20	RAS/17/06/JPN	Towards fair and sustainable global supply chains: Promoting formalization and decent work for invisible workers in South Asia	Japan	1/8/2017	31/03/2022

Pakistan

(Extracted from Development Dashboard 06 07 21)

No.	Project symbol	Project title	Donor	Start date	End date
1	PAK/21/01/DEU	Technical Assistance: Monitoring Support and Actuarial Analysis	Germany	1/03/2021	15/08/2021
2	RAS/21/04/JPN	STRIDE - Building resilience for the future of work and the post COVID-19: Strengthening integrated policy framework for formalization and decent work (STRIDE)	Japan	17/03/2021	31/03/2022
3	RAS/21/03/JPN	Building resilience for the future of work and the post COVID19 : Promoting rights and social inclusion through organization and formalization (PRS)	Japan	17/03/2021	31/03/2022
4	PAK/19/04/MUL PAK/21/50/AUS GLO/18/38/EUR	Better Work Pakistan	Multidonor	1/01/2020	31/12/2022
5	PAK/19/03/DEU	Technical Assistance: Monitoring, Key Performance Indicator Development	Germany	11/12/2019	31/7/2020
6	RAS/19/04/GBR	ILO - DFID Child Labour Programme in ASIA : Design Phase	FCDO - UK	2/05/2019	30/09/2023
7	PAK/16/04/EUR	International Labour and Environmental Standards Application in Pakistan's SMEs (ILES)	EU	1/10/2016	30/09/2022
8	PAK/18/51/JPN	More and Better Jobs through Socially Responsible Practices in Pakistan - Phase III	Japan	1/01/2019	31/12/2021
9	PAK/16/04/ITA	Promotion of Decent Work Opportunities for the economic empowerment of vulnerable segments of society	Italy	1/01/2019	31/12/2021
10	PAK/18/01/DEU	Actuarial Technical Assistance for Health Cover in Pakistan	Germany	27/07/2018	28/02/2019
11	PAK/17/51/EUR	Sustaining strengthened national capacities to improve ILS compliance and reporting	EU	1/04/2018	31/07/2020
12	PAK/16/01/KIK PAK/16/06/DEU	Settlement of the funding gap for the compensation to be delivered to the victims of the fire at the Ali Enterprises in Baldia/ Implementation of the agreement concerning additional employment injury benefits to the victims of the Ali Enterprises fire and strengthening of the employment injury insurance and benefit system in Sindh Province.	Private sector Germany	1/01/2017	31/12/2021
13	GLO/17/15/EUR	Eliminating child labour and forced labour in the garment value chain: an integrated approach	EU	1/03/2018	28/02/2022
14	PAK/17/52/EUR	Global action to improve the recruitment framework of labour migration PAKISTAN (REFRAME)	EU	1/11/2017	14/04/2021
15	PAK/17/50/INX	Promoting fundamental principles and rights at work in cotton supply chain	INDITEX (Private sector)	10/05/2017	30/09/2021
16	PAK/17/02/OUF	Improving the livelihood and working conditions of vulnerable workers, particularly women, in the rural agro-food economy through value chain development	UN Multi Partner Trust Fund	1/10/2017	31/12/2018
17	RAS/17/50/DEU	Labour standards in global supply chains - a programme of action for Asia and the garment sector	Germany	1/07/2017	31/03/2019

No.	Project symbol	Project title	Donor	Start date	End date
18	PAK/15/52/JPN	More and better jobs through socially responsible labour practices in Asia Phase II	Japan	1/03/2016	30/04/2018
19	PAK/15/51/EUR	Sustaining GSP-Plus Status by strengthened national capacities to improve ILS compliance and reporting: Pakistan	EU	1/10/2015	31/03/2018
20	PAK/16/50/EUR	Support GSP+ countries to effectively implement ILS and comply with reporting obligations	EU	1/8/2016	31/1/2019
21	PAK/15/01/NET	Strengthening Labour Inspection system for Promoting Labour Standards and ensuring workplace compliance in Pakistan	Netherlands	1/07/2015	31/03/2019
22	PAK/15/50/STO	Elimination of child labour and promotion of Decent Work in the Stora Enso value chain in Pakistan	Stora Enso (Private sector)	22/04/2015	31/12/2018
23	RAS/18/01/UNS	Achieving SDGs and ending poverty through universal social protection. Cambodia, Pakistan, Global. (Not listed in Development Cooperation Dashboard for Pakistan, but listed on ILO Pakistan website)	UN Multi Partner Trust Fund	1/12/2018	30/6/2021

Sri Lanka

Extracted from Development Dashboard 6 07 21.

Note: Projects #25 to 27 not included in the Development Cooperation Dashboard for Sri Lanka but listed on the ILO Sri Lanka Website.

No.	Project symbol	Project title	Donor	Start date	End date
1	LKA/20/04/IOM	Strengthening Socio-Economic Resilience of Returnee Migrants	Japan	28/04/2021	31/03/2023
2	LKA/20/03/CHE	Promoting decent work through good governance, protection and empowerment of migrant workers: Ensuring the effective implementation of the Sri Lanka NLMP, Phase 4	Switzerland	18/01/2021	31/08/2024
3	RAS/20/08/JPN	Safety + Health for All Plantation Workers in South Asia	Japan	23/12/2020	31/03/2022
4	LKA/20/02/RBS	National strategy formulated to respond to technological advancements and other productive market demands for population at large Sri Lankan workforce have more and better employment opportunities	ILO core funds	1/08/2020	30/11/2021
5	LKA/20/01/RBS	Effective systems for social dialogue and tripartism in place, institutionalized and operationalized	ILO Core funds	1/07/2020	31/10/2021
6	LKA/20/01/WHO	Strengthening the Human Resources for health roadmap through promotion of inter-sectoral social dialogue for improved industrial relations in the health sector	WHO	1/04/2020	30/09/2021
7	LKA/20/50/UND	Healthy Socio-Economic Recovery of the Micro and Small Enterprise Sector of Sri Lanka (COVID-19)	UN Multi Partner Trust Fund	1/07/2020	31/05/2021
8	GLO/20/53/SWE	Increased capacity of constituents to provide adequate labour protection to workers in diverse forms of work arrangements, including on digital labour platforms, and in informal employment	Sweden	1/04/2020	31/12/2021
9	LKA/19/03/USA	Support to Resettlement and Reconciliation through the United Nations Joint Programme for Peace	US	25/09/2019	30/09/2021
10	GLO/19/53/EUR	Improving Synergies between Social Protection and Public Finance Management (ILO component)	EU	1/10/2019	31/05/2023
11	LKA/19/02/WHO	Strengthening the Human Resources for Health roadmap through promotion of inter-sectoral Social Dialogue for improved industrial relations in the Health Sector	China WHO	15/08/2019	31/12/2019
12	LKA/18/01/MUL	Local Empowerment through Economic Development and Reconciliation Project (LEED+)	Norway Australia	1/07/2018	31/12/2022
13	LKA/18/50/JPN	Support to re-establish and build resilience among micro and small enterprises in flood affected communities in Sri Lanka	Japan	1/07/2018	31/12/2019
14	LKA/17/03/UND	Empower: Building peace through the economic empowerment of women in northern Sri Lanka	UN Peacebuilding Fund	1/01/2018	20/05/2020
15	LKA/16/02/RBS	Disadvantaged and vulnerable groups in rural areas, especially in conflict-affected and economical lagging regions, have equitable and enhanced access to more and better jobs and expanded product markets	ILO Core funds	1/12/2017	31/01/2021

No.	Project symbol	Project title	Donor	Start date	End date
16	LKA/17/50/EUR	Global action to improve the recruitment framework of labour migration SRI LANKA	EU	1/11/2017	14/04/2021
17	LKA/17/01/USA	EQUIP: Equipping Sri Lanka to Counter Trafficking in Persons	US	20/09/2017	31/07/2021
18	RAS/17/06/JPN	Towards fair and sustainable global supply chains: Promoting formalization and decent work for invisible workers in South Asia	Japan	1/08/2017	31/03/2022
19	LKA/16/02/NOR	Employment Generation and Livelihoods through Reconciliation in Sri Lanka	Norway	1/12/2016	31/10/2018
20	LKA/16/01/RBS	Technical support on more and better jobs in plantation sector	ILO Core funds	1/01/2016	31/12/2019
21	LKA/JP/01/JPN	Junior Professional Officer- HR/TALENT	Japan	1/08/2016	30/09/2018
22	LKA/15/02/CHE	Promoting decent work through good governance, protection and empowerment of migrant workers: Ensuring the effective implementation of the Sri Lanka National Labour Migration Policy - Upscaling and Consolidation – Ph. III	Switzerland	1/03/2016	29/02/2020
23	SRL/15/01/IOM	Enhanced recognition of skills and reduced vulnerability of Sri Lankan construction workers in selected GCC countries: U.A.E. & Kuwait	Switzerland	1/08/2015	31/12/2018
24	SRL/12/01/EEC	EU - Support to reconstruction and development in selected districts in north and east Sri Lanka	EU	1/08/2012	31/05/2018
25	GLO/13/22/USA	Country Level Engagement and Assistance to Reduce Child Labour (CLEAR)	USDOL	1/9/2015	31/12/2018
26	GLO/18/29/USA	Measurement, Awareness Raising, and Policy Engagement (MAP 16)	USDOL	1/3/2020	30/9/2021
27	GLO/20/53/SWE	Decent work for domestic workers in Sri Lanka	Sweden	1/6/2020	31/12/21

