



QUICK FACTS

Independent High-Level Evaluation of ILO's Public-Private Partnerships 2008-2018

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What is a public-private partnership (PPP)?

The ILO defines a public-private partnership as a voluntary and collaborative relationship between the ILO and one or more partners, including private and non-state actors for the purpose of carrying out cooperative activities of mutual interest. Within the ILO, PPPs are classified by type of activity, partner,

engagement, or by policy outcome. The total financial volume of PPPs from 2008 to 2019 is US\$ 123 million, averaging 11.2 million per year. This represents less than 3% of the ILO's total annual budget or 6 percent of extra budgetary voluntary sources.

ABOUT THE EVALUATION

The high-level evaluation (HLE) of the ILO's public-private partnerships was requested by the Governing Body in March 2016 citing their "value added" and unique "intervention models". The HLE focuses on relevance, coherence, effectiveness, efficiency, sustainability and impact of PPPs covering the period 2008-2018. The HLE focuses on PPPs as both a funding and delivery modality. The evaluation intends to inform the preparation of ILO's programme and budget and development cooperation strategy for 2020-2025. The evaluation assesses how PPPs can be applied in the context of the 2030 agenda, UN reform and the Decent Work Agenda.

EVALUATION METHODOLOGY

The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings. Data was collected through:

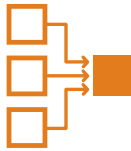
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Comprehensive document review
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Online surveys administered to ILO staff, constituents and PPP partners
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164 interviews with stakeholders
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Countries visited: Bangladesh, Côte d'Ivoire, Ethiopia, Myanmar and Turkey
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Case studies of 10 PPPs as examples of typologies of PPPs ranging from funding of projects to policy influencing, sector specific to networking and research
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Synthesis review of some 40 related project evaluations



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PPPs IN ILO

PPPs have addressed all policy outcomes. They were carried out with partners from private enterprises and foundations (85% of PPPs), academic and research institutions, and non-governmental organizations. 80% of PPPs addressed 4 policy outcomes:

PPPs by most addressed policy outcomes	
Policy Outcome	Total
Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects	87
Outcome 4: Promoting sustainable enterprises	38
Outcome 7: Promoting workplace compliance through labour inspection	75
Outcome 8: Protecting workers from unacceptable forms of work	87
Total	287



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International
Labour
Organization

100
1919-2019

KEY FINDINGS

1. PPPs are well suited to address decent work deficits in supply chains. Their effectiveness and sustainability is determined by their design and the context to which they have been implemented.
2. The effectiveness of PPPs that target research is strengthened when there are clear arrangements for their use.
3. Stakeholders are satisfied with the efficiency of PPPs which has often contributed to the efficient implementation of activities.
4. The number of PPPs has grown substantially during 2008–18. They account for only a small proportion of the ILO's total resources, and their potential is largely underexploited.
5. While some individual units of ILO have tailored approaches for the role of PPPs, there is no Office-wide strategy for their use in support of its policy outcomes and the SDGs.
6. “PPP” as a single catchall category for ILO partnerships with non-State actors is not strategic and is of limited operational value.
7. There are challenges in demonstrating long-term impact and sustainability of PPPs. This is due to a lack of sufficient data and of ongoing review of the added value of the PPP modality.

KEY RECOMMENDATIONS TO THE GOVERNING BODY

1. PPPs should be a more regular and accepted modality for implementing the Decent Work Agenda and the SDGs.
2. Potential partnerships for PPPs should be cultivated more strategically and proactively as part of long-term approaches, such as using a relationships management approach with memoranda of understanding and long-term agreements within each policy outcome.
3. There is potential for the ILO to capitalize on the expertise and experience of private partners when expanding the reach of labour standards, enhancing skills development through global supply chains and using innovative financing for social protection and social finance.
4. Different types of partners present varying issues and need to be managed according to the specific characteristics of each PPP. Procedures for PPPs should be more transparent and accountable, and should use differentiated approaches (“non-state actor” is too broad a category).
5. All PPPs should consistently use key design principles to maximize effectiveness and to give priority to sustainability and potential for impact in order to demonstrate the value of PPPs to the ILO, with appropriate monitoring and evaluation being integral to the PPP process.

VOICES FROM CONSTITUENTS

“ PPPs are not an aim in itself, but a means to achieve scale, enhance impact, and strengthen the sustainability of ILO interventions.

“ The ILO has a highly professional partnership team working on public-private partnerships. The process could be strengthened by simplifying the procedure, thereby empowering technical teams and PARDEV to advance further partnerships that contribute to the agenda of the ILO.

VOICES FROM ILO STAFF

“ We have to use PPP to go further, to research and promote public policies to helpcountries to grow, creating an enable environment for business and respect fundamental rights.

VOICES FROM PPP PARTNERS

“ It is useful to leverage the tripartite constituency of the ILO to advance Decent Work objectives. The ILO has access to governments and employers' and workers' organizations at the national level that enterprises may not always be able to effectively reach.

“ The contracting process is onerous and doesn't allow for a real negotiation of shared/mutual interests. As a result, enterprises are increasingly turning to labor law firms, CSR consultancies, NGOs, other UN agencies, and others to collaborate with.