



International
Labour
Organization

► Evaluation Office

ILO's programme of support to SADC and to selected SADC member countries

Synthesis review of ILO
project evaluations

May 2019

This review is part of preparatory work for the high-level Independent evaluation of the ILO's programme of work in four selected member countries of the Southern African Development Community (SADC) (Lesotho, Madagascar, South Africa and the United Republic of Tanzania) 2014–18. The synthesis review has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

Synthesis Review of ILO's Programme of Support to SADC and to Selected SADC Member Countries

May 2019

This report was prepared by the Center for Economic and Social Research of the University of Southern California



Table of Contents

Introduction	1
Methods.....	5
A. Content Extraction.....	5
B. Strength of Evidence Assessment.....	5
Scope of the Synthesis	6
Results	9
A. Relevance	9
B. Coherence and Validity.....	15
C. Effectiveness	17
D. Efficiency	20
E. Likelihood of Impact	23
F. Sustainability	24
Quality Assessment.....	26
Limitations	27
Recommendations	27
Evaluation Quality	27
Future Project Design and Investment	28
Appendix A: Inclusion and Exclusion Criteria.....	29
Appendix B: Included Reports	30
Appendix C: Matrix of Summary Criteria (Data Extraction Protocol)	31
Appendix D: Rapid Evaluation Quality Assessment	33

Introduction

The Decent Work Country Programmes (DWCP) are a key delivery mechanism ILO support to countries in promoting decent work as a constituent element in national development agendas. Each DWCP reflects the ILO's framework and overall objectives as adapted to an individual country's agenda, priorities, and budgets. For 2019, the ILO's Governing Body, EVAL and ILO's Regional Office for Africa determined that a main focus of its independent evaluation of ILO DWCPs would be its programme to support the Southern Africa Development Community (SADC), and specifically, member countries Lesotho, South Africa, Tanzania, and Madagascar.

The aim of this synthesis review is to provide an input to the independent evaluation of ILO's Programme of Support to the Southern African Development Community (SADC) and to the countries of Lesotho, South Africa, Tanzania, and Madagascar. The purpose of the review is to synthesize existing findings on ILOs work as documented and analysed in project level evaluations of Technical/Development cooperation projects that are relevant to independent High-level DWCP evaluations.

Context

In order to answer the research questions and provide useful, actionable insights to the ILO and its programme to support to the SADC, we assess the evaluations here in the context of both the objectives of the SADC (in particular its Decent Work Programme), and of each country's DWCP. We provide a brief description of these below.

The Southern African Development Community (SADC)

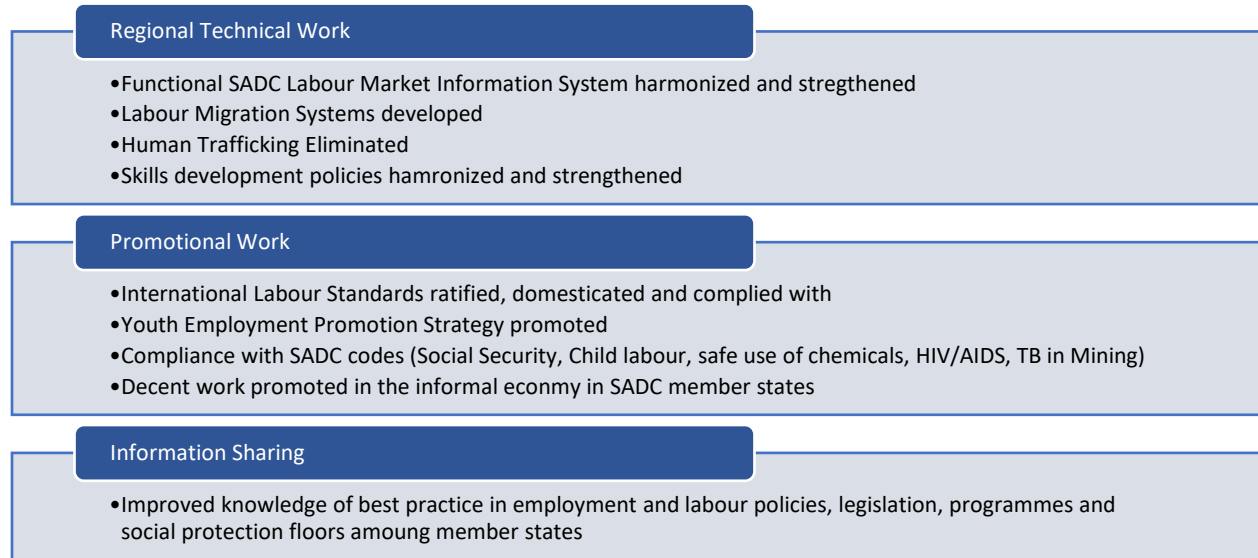
The Southern African Development Community (SADC) is an inter-governmental organization focused on furthering socio-economic cooperation and integration as well as political and security cooperation among 16 southern African states.¹ The SADC's Decent Work Programme for 2013 – 2019² was developed through a multi-stage process beginning in 2010 and focuses on regional technical work, promotional work, and information sharing. Figure 1 below shows the target outcomes for these priorities.

While the SADC ELS Technical Committee—supported by the SADC Secretariat and the ILO Pretoria office—has responsibility of the implementation and management of the SADC DWP, the ILO Pretoria office has overall responsibility for managing the implementation and provides technical expertise for the outputs and activities under the DWP. The ILO also shares responsibility with the SADC Secretariat for mobilizing resources to fund programmes and projects.

¹ Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe.

² Southern African Development Community, Decent Work Programme 2013-2019, "Promoting Decent Work for all in the SADC Region."

Figure 1: Priorities and Outcomes of SADC DWP 2013 – 2019



Country DWCPs

The **Lesotho** DWCP had two phases.³ Phase I ran from 2006-2009 and focused primarily on employment creation and extension of social security. Phase II was implemented in the period 2012-2017 and centred on three priorities and eleven outcomes as follows

Priority 1: Employment creation for all, particularly youth, women and retrenched workers

1. Employment creation, particularly youth employment is mainstreamed in national development and sectoral planning frameworks;
2. Increased number of sustainable MSMEs that create decent jobs particularly for the youth, retrenched displaced mine and textile workers;
3. Improved competitiveness and productivity in the textile and garment sector

Priority 2: Social protection (with a focus on social security, including improved conditions of work and occupational safety and health, and strengthening of workplace responses to the HIV/AIDS crisis)

4. More people including migrant workers, women, children and elderly persons have access to adequate and better managed social security benefits;
5. Government and social partners respond more effectively to the HIV/AIDS epidemic and incidence of Tuberculosis at the workplace;
6. Workers and enterprises benefit from improved safety and health conditions at the workplace;
7. Government, social partners and civil society have improved capacity to eliminate child labour, particularly the worst forms;

Priority 3: Tripartism and social dialogue

8. Tripartite institutions and Social Dialogue mechanisms including key institutions such as NACOLA, the Wage Advisory Board are strengthened;

³ <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.697.5203&rep=rep1&type=pdf> (last accessed May 2019).

9. Improved capacity of social partners to effectively participate in social dialogue mechanisms;
10. Workers and enterprises benefit from good governance of the labour market and efficient labour administration services;
11. Employers and workers have strong, independent and representative organizations.

The **South Africa** DWCP was active between 2010 and 2016, and was organized around four priorities and nine concrete target outcomes.⁴ The current DWCP, which started after the projects included in this synthesis, runs from 2018 to 2023.

Priority 1: Strengthening fundamental principles and rights at work,

1. Up-to-date International Labour Standards are ratified, complied with and reported on;
2. Labour administrations apply up-to-date labour legislation and provide effective services;

Priority 2: Promotion of employment

3. More women and men, especially youth and persons with disabilities, have access to productive and decent employment through inclusive job-rich growth;
4. Sustainable and competitive enterprises (including cooperatives) create productive and decent jobs especially among women, youth and persons with disability;
5. Skills development increases the employability of workers and the inclusiveness of growth

Priority 3: Strengthening and broadening social protection coverage

6. More people have access to better managed and more gender equitable social security and health benefits;
7. Workers and enterprises benefit from improved safety and health conditions at work;
8. The world of work responds effectively to the HIV/AIDS epidemic;

Priority 4: Strengthening tripartism and social dialogue

9. Strengthened labour market institutions and capacitated social partners (tripartite-plus) contribute to effective social dialogue and sound industrial relations.

In the case of **Tanzania**, two DWCP were implemented.⁵ The first one ran from 2006-2010, and the second spanned the period 2013-2016. We refer in this document to the second generation DWCP as it coincides with the period the HLE is covering. The programme contributes to Tanzania's national goals as articulated in the National Poverty Reduction Strategies (MKUTUTA for Mainland, and MKUZA II for Zanzibar). The Phase II DWCP sets out its priorities and target outcomes as follows:

Priority 1: Extend social protection coverage for all

- Outcome 1.1: Improved access to better managed social security benefits;
- Outcome 1.2: Selected workplaces in key economic sectors mainstream the HIV/AIDS agenda;
- Outcome 1.3: Improved working conditions in selected workplaces in the formal and informal sectors.

Priority 2: Promote the creation of productive employment

- Outcome 2.1: Enabling policy environment strengthened to enhance creation of productive employment;

⁴ https://www.ilo.org/jobspact/resources/WCMS_145419/lang--en/index.htm (last accessed May 2019).

⁵ https://www.ilo.org/wcmsp5/groups/public/---africa/---ro-addis_ababa/---sro-harare/documents/publication/wcms_248019.pdf (last accessed May 2019).

- Outcome 2.2: Increased availability and usage of labour market information;
- Outcome 2.3: Increased employability of young men and women through skills development;
- Outcome 2.4: Increased access to financial and non-financial services by young men and women.

Priority 3: Improved compliance with labour standards and rights at work

- Outcome 3.1: Improved compliance of labour laws by formal and informal sectors;
- Outcome 3.2 Increased demand from labour rights holders upon duty bearers for better services;
- Outcome 3.3 Improved enabling environment for the elimination of child labour and its worst forms.

Priority 4: Strengthening social dialogue mechanisms at national and sectoral level

- Outcome 4.1: Statutory social dialogue institutions strengthened and operationalized;
- Outcome 4.2: Increased participation of women in social dialogue institutions.

In **Madagascar**, the DWCP is in its first generation, running from 2015 – 2019. There were previous attempts to begin DWCP in 2008, but due to the political crisis in 2009, these plans were put on hold. Since the normalization of the political and institutional situation, the process has been resumed with the elaboration of the National Action for Employment and Training as well as the update of the DWCP and in concert with Madagascar's National Development Plan. The targeted priorities and outcomes were as follows:

Priority 1: Promoting access to employment for vulnerable groups by strengthening their employability and by boosting employment sectors

- Outcome 1.1: Job stability and employability for workers, especially vulnerable groups, are strengthened
- Outcome 1.2: Sectors generating employment are developed
- Outcome 1.3: Productivity of enterprises and rural communities/inhabitants is improved
- Outcome 1.4: The insertion and professional reintegration of workers is facilitated
- Outcome 1.5: The promotion of entrepreneurship is strengthened

Priority 2: Improving labour productivity by promoting social dialogue, principles and fundamental rights at work and social protection:

- Outcome 2.1: Enforcement of the Decent Work Legislation is strengthened
- Outcome 2.2: The involvement of the social partners in the formulation of the country's economic and social policies through social dialogue is progressing significantly
- Outcome 2.3: Improving and extending coverage to the social protection system
- Outcome 2.4: The fight against HIV / AIDS, alcohol and drugs in the workplace is intensified
- Outcome 2.5: The fight against the worst forms of child labour is intensified

Methods

For purposes of this assignment, EVAL provided a comprehensive list of 48 mid-term and final project evaluation reports from SADC, Lesotho, South Africa, Tanzania, and Madagascar that were conducted from 2014 to 2019, for extraction by USC using i-eval Discovery. These evaluations do not encompass all of the ILO activities and projects in place in the countries of interest; they represent a selection of these projects.

As a first step, we conducted a preliminary review of these listed documents to select those to be included in the full review. Where possible, as is the usual practice in synthesis reviews, the preliminary reviews were based on the information provided by ILO and the introduction to each document to establish which documents meet our inclusion criteria. See Appendix A for the inclusion and exclusion criteria.

Final list of included reports is provided in Appendix B.

A. Content Extraction

We developed the following matrix of summary criteria for extraction from each report based on the initial proposal and our assessment of a sample of reports to ensure systematic, comparable, and complete data extraction and recording from all included documents. Data to be obtained represented **information as provided by the original evaluators for purposes of synthesis rather than independent judgement**. The matrix then became the main input into the synthesis review. Appendix C presents the categories for data extraction.

While a number of these will be quantitative or categorical (e.g. data on expected and actual outputs and outcomes), a few are qualitative (e.g. sustainability, recommendations). If the evaluation reports do not address these categories or data is missing, they were reported as such.

B. Strength of Evidence Assessment

We implemented a custom version of evidence assessment, based on the Evaluation Assessment Matrix developed by Raifman et al. (2017) for the Center for Global Development, a detailed scoring tool specifically put together for the assessment of evaluations of aid-supported programs. As the purpose of this review is to prioritize the content extraction rather than to perform in-depth assessment the quality of evaluations, we simplified this tool to its core domains to enable a rapid but systematic strength of evidence check across all the reports (see Appendix D).

Scope of the Synthesis

The list of included evaluations covered three projects either entirely or with components in Lesotho, six in Madagascar, 11 in South Africa and four in Tanzania. Twelve of the evaluations covered projects implemented in multiple countries.

In **Lesotho**, two of the three projects reviewed targeted specific worker groups (migrant domestic workers, and garment workers) while the third targeted the strengthening of the policy environment for worker protections (see table below).

Table 1: Lesotho projects

Projects	Objective
Global Action Programme on Migrant Domestic Workers and their Families (GAP-MDW)	To promote the human and labour rights of MDWs by addressing challenges that make them particularly vulnerable to the risks of exploitation and abuse.
Strengthening Labour Inspection in Lesotho	To improve the performance of the labour inspectorate in Lesotho in securing compliance with legal provisions relating to conditions of work and the protection of workers in industrial and commercial workplaces
Better Work Lesotho	To improve the lives of garment workers, their families and communities and to improve competitiveness of the industry by improving compliance with Lesotho labour law and the principles of the ILO Declaration on Fundamental Principles and Rights at Work.

In **Madagascar**, of the six projects, two targeted specific worker groups (youth and women, education/construction workers); two targeted the development of a specific sector (the education sector), one targeted general workforce capacity building (education); while three targeted the strengthening of the overall policy environment for worker protections (health and safety in the workplace and fundamental principles and rights at work, including access to HIV/TB prevention and care). The specific projects are listed in the table below.

Table 2: Madagascar projects

Projects	Objective
Response to HIV and AIDS in the world of work including social protection coverage in the informal economy	Promoting universal access to HIV and TB prevention, care and support through the world of work
Contribution a la Reduction de la Pauvrete par la Promotion de l'Emploi des Jeunes (CREPEJ)– Phase 2	Reduce poverty by targeting youth unemployment and underemployment, with a focus on the employability of women
Project to Support the Implementation of Fundamental Principles and Rights at Work (PAMODEC)	Consolidate and strengthen the frameworks and provisions for the expression of standards, fundamental principles and rights at work

Construction d'écoles primaires à Madagascar selon l'approche HIMO/HIMO BATIMENTS	Creation of decent jobs through the construction of school buildings and promotion of the private sector
Education for All	Improved quality and access to education via maintenance of school rooms and pedagogical resource centres (in tandem with UNICEF focusing on education quality improvement, the WFP on school meals)
«Améliorer la gouvernance du travail dans les TPE/PME et aider à sortir de l'économie informelle – GOUVERNANCE»	Increase compliance with PDFTs (fundamental principles and rights at work) and OHS (Occupational Health and Safety) rules, especially among micro-, small and medium-sized enterprises (SMEs)

South Africa had the largest representation in the sample, with 10 projects. Of these, seven targeted specific worker groups (domestic migrant workers, youth, women, port workers, historically disadvantaged populations), three targeted the development of specific sectors (the port sector, SMMEs, and sectors utilizing public funds), while three targeted the strengthening of the overall policy environment for worker protections (improvements to the labour inspection system, and HIV/TB care and prevention), The specific projects are listed in the table below.

Table 3: South Africa projects

Projects	Objective
Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP project)	To control and reverse the HIV and AIDS epidemic as shown by the Millennium Development goals and Universal Access commitments by 2015 through the world of work, by promoting the economic empowerment (EE) and gender equality (GE) model
Global Action Programme on Migrant Domestic Workers and their Families (GAP-MDW)	To promote the human and labour rights of MDWs by addressing the challenges that make them particularly vulnerable to the risks of exploitation and abuse.
Response to HIV and AIDS in the world of work including social protection coverage in the informal economy	Promoting universal access to HIV and TB prevention, care and support through the world of work
Sustainable Enterprise Development Facility (SEDF) (in Free State and Kwa-Zulu Natal Provinces)	To promote creation of decent jobs for youths and women through entrepreneurship promotion and development of Small, Micro and Medium Enterprises (SMMEs) in sectors and value chains with high employment creation potential.
Gender-related components of the ILO Partnership Agreements (PA) with the Norwegian Ministry of Foreign Affairs and the Swedish International Development Agency (Sida)	To ensure outputs and activities of the PA were implemented in a gender-responsive way, and to also focus on discrimination based on gender identity and sexual orientation in the workplace

Support of Partnership Agreements with Norway and Sweden – primarily Norway’s BASIC project	To promote gender equality and women’s economic empowerment in the workplace through gender-sensitive workplace practices and building legal, policy, and institutional frameworks
Free State SME Development Initiative	To strengthen the capacity of the Free State Provincial Government and its stakeholders in the private sector and civil society to support SME and development and create decent employment opportunities for historically disadvantaged population groups
Support to National Department of Public Works (DPW) in implementation of the Expanded Public Works Programme (EPWP) in the Limpopo province	To use public expenditure in four sectors (infrastructure, environment and culture, social and non-state) to boost productive employment and to develop marketable skills among the historically disadvantaged communities (women, youth and people living with disabilities)
Promotion of Decent Work in Southern African Ports (Phase II) Project	To promote decent work in target ports with the overall aim of improving industrial relations between workers and management, creating more and better jobs, and enhancing productivity and competitiveness.
ILO Project on Good Governance through Labour Administration and Labour Inspection	To strengthen the capacity of the Labour Administration and Labour Inspection staff and systems

Finally, Tanzania was represented in four projects, of which three targeted specific groups (domestic workers, youth and women); one targeted a specific sector (SMMES); and one targeted general workforce capacity building (education via apprenticeships). One (the UNDP program) was extremely broad. The projects are listed below.

Table 4: Tanzania projects

Projects	Objective
Decent Work for Domestic Workers (DWDW)	To advance decent work for domestic workers.
ILO-UNDP components supporting MKUKUTA II and MKUZA II	To contribute to UNDP outcomes, in line with ILO strategic objectives, namely employment, social protection, social dialogue and standards/rights at work and linked to the Decent Work Country Programmes (DWCP).
Strengthening skills development systems to promote access and employability especially of young women and men	To develop, revise and pilot new apprenticeship programmes and strengthen local institutions so that they can further develop and manage the apprenticeship system
Youth Entrepreneurship Facility (YEF): Unleashing African Entrepreneurship	To promote creation of decent jobs for youths and women through entrepreneurship promotion and development of Small, Micro and Medium Enterprises (SMMES) in sectors and value chains with high employment creation potential.

In what follows, we address the research questions set out by the ILO for this synthesis.

Results

The content extraction matrix provides the key raw material for the synthesis of findings of the included evaluations, complemented by the quality assessment. We drew on this material to answer the evaluation questions, assessing the reported priorities and performance of each program against the DWP and DWCP programmes, taking the nature and strength of individual evaluators' assessment into account.

A. Relevance

Relevance
How did the projects contribute to the relevance of the SADC DWP programme?
How did the projects contribute to the relevance of Lesotho, South Africa, Tanzania and Madagascar DWCPs to the needs of the constituents? To national, regional and international development frameworks (including the SDGs)? To the ILO's Programme and Budget Outcomes?

How did the projects contribute to the relevance of the SADC DWP?

More than half of the evaluations included in this synthesis failed to mention the Southern Africa Development Community or any alignment between the projects evaluated and the SADC DWCP program. One evaluation simply noted that the project was well aligned with the SADC (Document no. 1). Another linked only one country's activities (Malawi) to SADC objectives (Document no. 7). It is most likely that this omission across the evaluations is due to the fact that alignment between the project and the SADC DWP is not explicitly queried in the evaluation questions that guide each study.

Nevertheless, we can observe from the evaluation descriptions, whether a project can broadly be said to contribute to the relevance of the SADC DWP. The three Lesotho projects can be said to be most closely aligned with the Promotional Work priority of the SADC DWP, in particular the promotion of decent work in the informal economy (for migrant domestic workers) and the ratification of International Labour Standards (in the context of the Better Work Lesotho project).

Four of the projects in Madagascar (Response to HIV and AIDS, PAMODEC, CREPEJ, and *Améliorer la gouvernance du travail dans les TPE/PME et aider à sortir de l'économie informelle*) are also most relevant to the Promotional Work priorities of the SADC DWP. The other three can be seen to address the Promotional Work outcome 2.2, Youth Employment Promoted, very indirectly, as they are primarily infrastructure projects to create decent jobs and improve education quality.

Most of the South Africa projects are somewhat aligned with the Promotional Work priority of the SADC DWP, for instance through their work to promote youth employment through entrepreneurship support, and activities to advance decent work in the informal sector for migrant domestic workers. There are clear examples in the South Africa projects of relevance to the Information Sharing priority. For instance, the PRIDE project (Document no. 10) includes a significant number of knowledge product outputs for knowledge dissemination regionally (and globally). Similarly, the EPW/EPWP projects included an output on facilitating collaboration between the EPWP and other countries in knowledge sharing and skills development in employment intensive approaches (Document no. 11). One of the South Africa projects, which included other Southern African countries, had a focus on harmonizing and strengthening skills development structures and approaches for port workers in the region's ports. This is directly relevant to an outcome within the first SADC DWP priority, Regional Technical Work (Document no. 20).

Finally, the Tanzania projects also had relevance to aspects of the SADC DWP. The DWDW project involves both elements of promotional work (such as towards ratification of Convention 189) and of information

sharing (such as through its global product development activities). The evaluation of UNDP/ILO components notes that activities conducted included capacity building and knowledge dissemination on social protection issues, which is consistent with the Information Sharing priority. The YEF project fits within the youth employment promotion priority, even though the SADC-specific Youth Employment Promotion Strategy was not mentioned in the evaluation.

While a deeper, more detailed assessment of how the projects map onto the SADC DWP is not possible within the scope of this synthesis, it is apparent that some outcomes of the DWP are not served well by the projects included here. These outcomes include the Functional SADC Labour Market Information System harmonized and strengthened, Labour Migration Systems developed, and Human Trafficking Eliminated (although ostensibly, projects targeting migrant labour, such as migrant domestic workers, can indirectly impact vulnerability to human trafficking).

How did the projects contribute to the relevance of Lesotho, South Africa, Tanzania and Madagascar DWCPs to the needs of the constituents?

All of the evaluations mention relevant DWCPs, with the exception of “Review of the joint programme: *Education for All in Madagascar 2011-2014*” (Document no. 18). Many of the evaluations list the particular outcomes the project contributes to or is most relevant to. In other cases, the evaluations simply note that the projects are responsive to the DWCP or help advance its priorities in general. An example of this is the evaluation of Better Work in Lesotho. Although one of the evaluation’s core questions is “How is this project contributing to the DWCP,” the evaluator merely notes that “Better Work also presents the ILO with new opportunities to support constituents in line with the priorities of Decent Work Country Programmes (DWCP)” (Document no.12).

In **Lesotho**, one of the projects address broadly Priority 2 (social protection), and specifically the outcome on expanding the coverage of social protection to disadvantaged groups such as migrants. Priority 3 (tripartism and social dialogue) is also addressed through projects that aim to strengthen labour inspection and compliance with labour law and standards (which fit within the outcome on good governance and efficient labour administration services).

For **South Africa**, projects were varied and dealt with a range of issues encompassed in the DWCP. Priority 1 on strengthening fundamental principles and rights at work is addressed by three of the projects in various ways. Priority 3, on strengthening social protection coverage, includes outcomes on improving responses to HIV/AIDS in the workplace and on gender equity. Both are highly relevant to the objectives of several of the projects. Promotion of employment, which is Priority 2 in South Africa’s DWCP, is also the focus of several of the projects, which include initiatives for job creation through SMMEs. Although none of the projects directly and explicitly address the strengthening of tripartism and social dialogue, many of the South Africa projects can be said to contribute to this indirectly by supporting and building capacity in labour market institutions and social partners.

The case of **Tanzania** is somewhat different due to the presence of a broad program of support to national development strategies (MKUTUTA II and MKUZA II). In this sense, all of the priority areas of the country’s DWP can be said to be targeted, at least superficially, by this one initiative. The other projects, on rights for domestic workers, skills development, youth employment creation, and HIV/AIDS in the workplace, address outcomes in Priority 1 (social protection), Priority 2 (employment creation) and Priority 3 (labour standards and rights at work). Priority 4, on social dialogue, is not directly addressed by the projects included in this synthesis, except for the ILO Participation in Delivering as one in Tanzania: Economic growth and economic governance – Internal Evaluation of ILO-UNDP Components.

For **Madagascar**, the DWCP includes two priority areas: promoting access to employment for vulnerable groups, and improving labour productivity through strengthened social dialogue, fundamental rights at

work and social protection. The six Madagascar projects target the issues of responses to HIV/AIDS in the workplace, youth employment promotion, supporting the implementation of the country's program for fundamental rights at work, employment creation, and occupational health and safety. Broadly, the projects are relevant to both priorities, and with many of the outcomes within those.

How did the projects contribute to national, regional and international development frameworks (including the SDGs)?

A **national development plan, strategy, or framework** is a policy document that outlines a country's priority areas and strategic goals for development, including humanitarian issues, economic growth, education and health. These plans serve as a frame of reference for development programs initiated by the government. Aligning interventions with the national priorities as stated in a national strategy document is critical for making investments in developing countries relevant and facilitating stakeholder commitment. Of the evaluations reviewed, roughly a quarter did not specifically address the project's alignment with explicit national priorities. This is not to say that the projects themselves did not align with national priorities, only that the evaluations did not assess or discuss this particular dimension. Of the evaluations that addressed the project's alignment with national priorities, some did not explicitly elaborate on the project's contribution to the relevant national agenda or strategy. There were a few cases in which the evaluation report analysed the project's contribution to the NDP agenda.

The evaluations that elaborated on project alignment with national priorities did so positively. Most projects were relevant and strategically in line with national development priorities through their objectives, activities, and target outcomes.

All five of the evaluations reviewed for projects in **Tanzania** indicated relevance between the project and national priorities, thus enabling stakeholder engagement. In the case of a project in both Tanzania and South Africa—"Economic Empowerment and HIV Vulnerability Reduction Along Transport Corridors in Southern Africa"—the first intermediate objective of "Policy Makers and Promoters Make Evidence-Based Decisions to Mainstream the Economic Empowerment Model into HIV and AIDS Regional and National Agendas" was met and the project "performed exceptionally well in having achieved all the planned targets" for planned outputs. The final evaluation of "Making Decent Work a Reality for Domestic Workers" did not explicitly reference an overall national development plan, but Tanzania was chosen because a national plan of action to make decent work a reality for domestic workers was developed by tripartite partners. Outcomes and achievements under this project then directly contributed to the national priority. In the case of "ILO Participation in Delivering as one in Tanzania: Economic growth and economic governance - Internal Evaluation of ILO-UNDAP Components," the activities were specifically designed to support the national priorities outlined in MKUKUTA II and MKUZA II. The evaluation of the OBF component in support of P&B Outcome 1 Focus on skills development, including on vocational and professional training and education in Tanzania indicated that "in keeping with the country's Development Vision 2025, the ILO started to work with its constituents to pilot training arrangements that would better integrate work-based learning with institutional learning through a new quality apprenticeship model." The project's focus was consistent with the country's second Five Year Development Plan; the TVET Development Programme; the New Employment Policy; Zanzibar Development Vision 2020; Zanzibar Strategy for Growth and Reduction of Poverty II; and the Zanzibar Employment Policy. In implementing the Africa Commission Youth Entrepreneurship Facility in Tanzania, ILO served as the responsible party for supporting entrepreneurship education in the 2011-2015 UNDAF. The evaluation stated, "UNDAF itself is aligned with the longer-term national development aspirations for high and shared economic growth, quality livelihoods, peace, stability, unity, good governance and international competitiveness outlined in the Vision 2025 (Mainland) and Vision 2020 (Zanzibar) plus the three outcome-oriented clusters of the

MKUKUTA and MKUZA: growth and reduction and income poverty; quality of life and social well/social services and social well-being; and good governance and national unity.”

In some cases, the project or intervention was expressly designed to contribute to national priorities as articulated in some national development document. For example, the Midterm Report for “Strengthening Labour Inspection in **Lesotho**” stated that the project linked to the United Nations Development Assistance Plan for Lesotho, which was created in consultation with the government. The project was found to be effective at addressing national priorities identified in the UNDAF and by the Lesotho Ministry of Labour and Employment. The evaluation for “Better Work Lesotho” did not specifically mention the alignment with and contribution to the national development priorities; however, the evaluator did note that the level of commitment from national stakeholders was low. This may suggest that alignment to the NDP is key to stakeholder engagement.

The evaluations reviewed for projects in **South Africa** all indicated alignment to the National Development Plan, if not explicitly. For example, the evaluation found that the Sustainable Enterprise Development Facility (SEDF) was aligned to the National Development Plan for South Africa, specifically “on element 3 “Decent jobs for sustainable livelihoods” falling under Chapter 3 Economy and employment in the National Development Plan and supports Presidential Outcome number 4 “Decent employment through inclusive economic growth” which recognizes that there is high levels of unemployment that need to be addressed especially among the youth and marginalized. The evaluation for Responding Effectively to the HIV/AIDs epidemic in the world of work did not discuss alignment with a national plan. However, because the project was designed to be both a strategic fit for an ILO Recommendation 200 and flexible, the project was able to be contoured around the Country Programme Outcomes which directly contributed to national priorities.

In the case of **Madagascar**, the political crisis in 2009 temporarily halted the progression of projects that were planned by the government and international partners. Once the crisis was resolved, the new government rolled out a series of initiatives and plans to address some of the long-standing issues in Madagascar. The ILO projects in the evaluations included in this synthesis have aligned well with the key elements of the national development frameworks in Madagascar, including on education, inequality and poverty. The “Education for all” targets Challenge 5 & 14 of the General State Policy as it has made education more accessible in areas that have been deemed vulnerable, including rural communities, and has also worked to provide good nutrition to children in schools which lines up with the objectives 2 & 3 of the National Development Plan, by directly addressing issues of inequality and poverty. The Construction of Schools using the HIMO method, a subset of the “Education for All” was successful in hitting many of the main priorities of both national frameworks. The project both contributed to the strengthening of the education system, while increasing the capacity of vulnerable and local communities through training and the provision of stable employment. The CREPEJ (Phase 2) initiative focused on creating IT infrastructure to facilitate the access of information regarding employment in Madagascar (Objective 1 of the National Development Plan). PAMODEC III, a multi-country initiative, has the objective of encouraging selected countries to adopt the fundamental labour standards and conventions of the ILO and ratify them in their respective nations (Priority 1 of the General State Policy). Finally, “Améliorer la gouvernance du travail dans les TPE/PME et aider à sortir de l’économie informelle – gouvernance”, is another multi-country initiative that has the objective of increasing compliance of MSMEs in the fundamental principles and rights at work and OHS (Occupational Health and Safety) (Priority 1 of the General State Policy), and assisting their entry into the formal economy (Objective 1 & 3).

If alignment and contribution to the NDP agenda is a priority, then having an objective—with specific outputs and targets—directly linked to components of the NDP enables not only stakeholder engagement

but also determining an intervention's actual contribution to that NDP. ILO participation itself is well designed to contribute to national agendas.

In terms of other **international development frameworks**, overall, projects appeared to have worked closely in line with United Nations objectives (and in some instances, such as in Tanzania, funding was provided explicitly to enable UNDAF outcomes under MKUKUTA II and MKUZA II).

With respect to the Sustainable Development Goals, the overall alignment of projects with the DWP and country DWCPs naturally complemented efforts to achieve SDG 8, the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. A programmatic emphasis in Madagascar, South Africa and Tanzania on developing employment in public works, schools construction/improvement and ports as well as commitment to the Youth Entrepreneurship Fund in Tanzania are both consistent with the target of achieving higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors, while initiatives in South Africa and Tanzania support the outcome of encouraging the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. In Madagascar, South Africa and Tanzania, significant initiatives to address youth employment were in place, addressing the outcome of substantially reducing the proportion of youth not in employment, education or training, while in all countries, programs were in place to address the outcome of decent work for all women and men and to protect labour rights as well as to promote safe and secure working environments for all workers (including migrant workers, via programs the implementation of GAP-MDW in both South Africa and Lesotho).

In general, these efforts to provide decent work and strengthen labour protections also indirectly support SDG Goal 1, both in targeting the reduction of poverty and the implementation of nationally appropriate social protection systems, and SDG10, the reduction of inequality, by promoting the inclusion of all, and eliminating discriminatory laws, policies and practices

Projects in South Africa and Madagascar also specifically addressed SDG 3: Good Health and Well Being, both with regard to ending HIV/TB (via the support of the CEEP project to address HIV vulnerability reduction across transport corridors in Southern Africa and HIV/TB prevention and care in the workplace) as well as the reduction of deaths from hazardous exposures (via the support for improved occupational health and safety in Madagascar)

Contributions that were generally supportive of SDG 4, Quality Education included support for port schools, business development programs and apprenticeship programs especially for women, youth and people with disabilities, in order to improve the level of vocational skills and raise equality of access to all levels of education and vocational training for the vulnerable. School construction and further development of schools in Madagascar addressed multiple outcomes under this goal, including improving access and quality of education as well as upgrading education facilities.

SDG 9, the goal of building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation was supported most directly in two ways, firstly by investments in the development of infrastructure itself (for instance via public works in Tanzania) and second by the programmes supporting small-scale entrepreneurship and access to credit (such as the Youth Entrepreneurship Facility and Sustainable Enterprise Development Facility).

At a systems level, through programmatic support for improving labour inspectorates and regulatory systems in all countries as well as the emphasis on social dialogue, the projects were relevant to SDG 16, the promotion of peaceful and inclusive societies, access to justice and the building of effective, accountable and inclusive institutions. Finally, at the highest level, by aiming to work closely and consultatively with local stakeholders and global funders/implementing agencies, most projects were

supportive of SDG 17, revitalizing global partnership for sustainable development by enhancing international support for capacity-building to support national development plans as well as building multi-stakeholder partnerships that share knowledge, expertise, technology and financial resources. Exceptional projects addressed almost all of these goals at the same time, such as CEEP, which aims at reducing vulnerability to HIV infection through policy advocacy, building capacity of regional and national actors and enhancing economic opportunities for men and women located along cross-national boundaries in selected countries.

How did the projects contribute to ILO Programme and Budget Outcomes?

The projects included in this synthesis spanned the period from 2014 to 2017. Two ILO Programme and Budget strategies were in place in those years: the one for the 2014-2015 biennium and the one for the 2016-2017 biennium. Six of the documents reviewed do not mention the ILO's Programme and Budget in any way (Documents no. 1, 9, 12, 15, 18, and 20). The remaining documents are split between those that mention the P&B but do not specify which outcomes the project aligns with, those that make cursory mentions of project alignment with P&B outcomes, and those that examine in greater detail the mechanisms and areas through which the project aligns with specific outcomes of the P&B. Three of the evaluations are of OBF funding towards specific P&B Outcomes, which of course presupposes very strong alignment between the activities and those outcomes.

The table below shows the specific Outcomes within the P&B that each project falls addresses (as noted in the evaluations themselves). Those evaluations that do not specify the P&B outcomes addressed are not included in the table below.

Table 5: Specific Outcomes within P&B

Doc. ID	Record title	P&B Outcomes
2	Making Decent Work a reality for domestic workers – Final evaluation	Outcomes 1 (More women and men have access to productive employment, decent work and income opportunities), 5 (Women and men have improved and more equitable working conditions), 9 (Employers have strong, independent and representative organizations), 10 (Workers have strong, independent and representative organizations), 14 (The right to freedom of association and collective bargaining is widely known and exercised), 17 (Discrimination in employment and occupation is eliminated) and 18 (International labour standards are ratified and applied)
5	Strengthening Labour Inspection in Lesotho	Outcome 7 (Promoting workplace compliance through labour inspection)
7	Outcome-based funding component in support of Outcome-based funding component in support of P&B Outcome 1 – Focus on skills development, including on vocational and professional training and education – Final Evaluation	Outcome 1 (More and better jobs for inclusive growth and improved youth employment prospects)

8	The Sustainable Enterprise Development Facility for Job Creation in South Africa	Outcome 3 (Sustainable enterprises create productive and decent jobs)
10	P&B Outcome 17 (Discrimination in employment and occupation is eliminated)	Outcome 17 (Discrimination in employment and occupation is eliminated)
11	Independent Evaluation of Outcome 17: Gender mainstreaming with the support of Sweden and Norway Partnership Agreements	Outcome 17 (Discrimination in employment and occupation is eliminated) but may also support other Outcomes scheduled for mainstreaming (e.g. 2,5,9,10,11,14)
16	Support to National Department of Public Works (DPW) in implementation of the Expanded Public Works Programme (EPWP) in the Limpopo province	Outcome 1 (More women and men have access to productive employment, decent work and income opportunities")
17	Construction d'écoles primaires à Madagascar selon l'approche HIMO/HIMO BATIMENTS	Outcome 1 (More women and men benefit from productive employment and decent work and income opportunities), Outcome 2 (Skills Development Increases Employability of Workers, Business Competitiveness and Inclusiveness of Growth), and Outcome 3 (Sustainable Enterprises Create Productive and Decent Jobs).
21	Final Evaluation of the ILO Project on Good Governance through Labour Administration and Labour Inspection	Outcome 11
22	Joint programme on youth employment in Tanzania – Final internal evaluation	Evaluation not yet available

B. Coherence and Validity

Coherence & Validity of Design	
How was the alignment of the projects with the SADC DWP and the selected SADC member country's DWCPs?	

Overall, at the individual program level, the evaluators noted a strong alignment between the programs and overall DWP as well as country DWCP priorities and outcomes. One notable exception to the findings of alignment, however, is the ILO Project on Good Governance through Labour Administration and Labour Inspection, a multi-country initiative that includes South Africa. In this evaluation, the author notes “rough alignment” between activities implemented in the eight countries, and the Decent Work Country Programmes (DWCPs). The author then goes on to explain that this is likely a result of the fact that a “significant amount of funds were invested in global products as compared to investments at the country level, which [...] were not accessed by substantial numbers of constituents within the eight target countries during the period of project implementation” (Document no. 21). Two of the Madagascar project evaluations do not make specific mentions of the DWCPs (Documents no. 18 and 17).

Taken as a whole, however, when considering all projects together against the regional and country specific goals, it is clear that there are still gaps remaining, in that the evaluated projects do not comprehensively address the DWP and DWCP priorities.

At the regional level, from the standpoint of sustainability, a clear prescription emerges for sustained or increased investment in and knowledge exchange around strengthening of relevant critical institutions, notably labour inspectorates, labour ministries and labour organizations across the region. This fits within both the Information Sharing and the Promotional Work priorities of the SADC DWP and, according to our reading of the evaluations synthesised here, has the most promise in terms of ensuring sustainability of ILO initiatives.

In addition, the outcome of the SADC DWP, *Functional SADC Labour Market Information System harmonized and strengthened*, may require additional investment. As discussed in previous sections, a number of the evaluations included here noted that monitoring systems for the projects were inadequate or non-existent. While the evaluations did not typically mention this SADC DWP outcome of *Functional SADC Labour Market Information System harmonized and strengthened*, it is clear that accomplishing this would enable more robust, detailed and timely assessment of projects' results. We hone in on this specific outcome because of its potential to inform and impact the work of the ILO itself going forward.

Finally, also to advance on its priority on Information Sharing, the region would benefit from more systematic inclusion of regional knowledge-sharing activities within projects. This is in fact a recommendation arising directly from evaluations, e.g.: "Enhance the level of regional interaction in projects of this type by building into their design more opportunities for collaboration, the exchange of ideas and peer reviews among the participating countries" (Document no. 5). This goal, of knowledge exchange and shared learning across the SADC region *in particular*, was documented as part of some but not all of the projects.

As is the case with the SADC DWP, the extent to which the priorities in national DWCP in our countries of interest were covered by the projects varied. While individual projects as noted were tied back to the DWCPs, it was not evident that the funding programme as a whole in each country was explicitly designed to comprehensively support the DWCP in a holistic fashion. In **Lesotho**, projects included in this synthesis did not directly address outcomes in Priority 1 on employment creation. Moreover, the projects covered only specific aspects of Priorities 2 and 3, and neglect others such as the improvement of OSH at the workplace, targeting child labour, and strengthening social dialogue. For **South Africa and Tanzania**, most of the DWCP priorities were addressed either implicitly or explicitly, in the latter case through a wide range of individual projects and in Tanzania, by broad programs of support to larger initiatives, although alignment was sometimes implicit rather than explicit. In Madagascar, while the overall DWCP outcomes were addressed, social dialogue promotion activities, social protection and employment in rural communities were not consistently and directly prioritized, per the DWCP.

While most (although not all) of the evaluations briefly discussed the issue of alignment between DWCPs and the projects, a **recommendation** for evaluations moving forward is to specify the particular priorities, outcomes, outputs and indicators that the initiatives address. This way, the insights can move beyond a vague qualitative assessment of alignment to a precise mapping of the initiatives onto the specific individual elements of the DWCP. In future synthesis, these can be aggregated for a better assessment of the areas of DWCPs that are not adequately covered by different ILO programs and initiatives.

C. Effectiveness

Effectiveness
How did the projects contribute to the expected results of the SADC DWP and selected SADC member countries?
How did the projects contribute to the ILO's crosscutting policy drivers – international labour standards, social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability?

While it is clear that the planned projects and funding support in general contributed to the framework of regional and national development, the actual realized outcomes of the project were more challenging to evaluate. Overall, in comparing expected to actual results, the reported performance of the projects was mixed, and in some cases, information on results was not available. In general, this lack of clarity and inconsistent reporting is not in line with the performance framework set out by the ILO's Results-Based Management (RBM) approach, which emphasises directing “organizational processes, resources, products and services towards the achievement of measurable outcomes”.⁶ Ultimately, RBM aims to improve performance by focusing on working towards results that matter to workers, employers and governments in member States.

Nevertheless, the evaluations synthesised here do provide important insights that contribute to other aspects of RBM, namely, a focus on accountability, transparency and future decision-making. They also provide critical accounting of project *outputs*, which in many cases constitute at least part of the expected results of a project. While the majority of projects achieved at least some outputs and a number met or exceeded expectations, in a significant minority of cases, challenges to implementation due to design, operational difficulty, budget and timing led to discrepancies between target outcomes and actual achievements. Of the 21 evaluation reports reviewed at this time, we assessed that only four credibly reported that the funded projects had largely met or exceeded targets and/or expectations, while seven reported mixed or moderate achievements. Two projects were generally evaluated as having limited success, while in eight cases it was not possible to clearly evaluate results, either because at the existing stage of the project results were not yet known, information had not yet been provided or the lack of explicitly defined targets and baseline indicators made it objectively difficult for evaluators to assess quantitatively whether objectives had in fact been reached.

In Lesotho, the three projects were either limited in achievement or could not yet be determined. While Better Work Lesotho influenced some national policies, but over its period of implementation, the evaluator concluded overall there was low participation from employers, little evidence of consistent use of Better Work tools and training, and performed “indeed well below expectations”. On the other hand, while efforts to strengthen the labour inspectorate were reported to have achieved their short-term objectives, the evaluator in this case felt that some aspects such as gender had not been fully taken into account and since the project was still being implemented at the time of evaluation, overall impact was impossible to assess. In both Lesotho and Tanzania, information on the performance of the Global Action Programme on Migrant Domestic Workers was not available.

In Madagascar, despite limitations from limited existing local capacity and funding constraints, the support for the construction of primary schools and the overall Education for All initiative (which included the latter) was generally viewed by their evaluators to have met their target objectives in building

⁶ <https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/results-based-management/lang-en/index.htm>
(last accessed May 2019)

infrastructure, enhancing human capital of the education sector and generating work. However, the implementation of efforts to include HIV/AIDS response in the workplace setting, and efforts to improve governance of labour and OSH protections and to develop SMEs in the informal economy were evaluated as having limited success (although in the latter case final evaluations had yet to be completed). Two projects could not be assessed formally against targets, although their performance relative to expectations were likely to be positive. In the case of the CREPEJ program to reduce poverty through youth employment reported significant progress in operationalizing outputs and training after six months, but lack of reported initial targets made assessing performance challenging. In the case of PAMODEC, while the evaluator felt support for PAMODEC had largely been successful, specific information on Madagascar was not readily separable from the rest of the document.

In South Africa, two projects were found to have had good success relative to expectations: the Free State SME development initiative and unlike Madagascar, the implementation of efforts to include HIV/AIDS response in the work place, however these were largely qualitatively assessed. Otherwise, evaluator assessments were generally mixed or found moderate contributions in progress. In the case of the implementation of the CEEP project, reported success was largely related to outcomes on capacity building, but outcomes related to changes in beneficiary status were not met (these were reported in general and cover both South Africa and Tanzania). With the Sustainable Enterprise Development Facility, evaluators found that objectives related to improving the business environment had mixed success, but objectives related to changing the culture of entrepreneurship among youth and women were largely not. In the case of the public works in Limpopo province, while baseline data and targets were not available, the evaluator assessed that outputs related to training and advocacy were “largely” on a path to attain objectives, while in the case of support for port development, start-up objectives and activities related to social dialogue were largely met but performance on actual initiatives to upgrade human capital and training was mixed. With respect to the strengthening of labour administration and inspection, some progress in training had been made but at the time of evaluation, a limited number of available products and activities had been accessed and action had yet to be taken on an initial assessment of the current labour administration system. Finally, for some projects, the outcomes could not be determined clearly. As noted, no outcomes for GAP-MDW were reported. In the case of the PRIDE project, outputs were not explicitly tied to any targets, and hence, while achievements noted included visible advocacy-related activities, relative performance could not be assessed. In the case of the BASIC project, the evaluator notes that not just in South Africa, but “all countries report a high level of achievement of their objectives though reports are often couched in terms of activities performed rather than results achieved and objectives met”.

In Tanzania, evaluators found that the project to support apprenticeship programs achieved good results against all planned outcome and output indicators, and made real progress towards the institutionalization of apprenticeships in the Tanzanian training system. Otherwise, real contribution again was mixed or hard to prove. In addition to the CEEP project above, the contributions of the YEF were felt to be positive but although evaluators felt there was an increase in the share of young people that consider starting their businesses as the livelihood strategy of choice, due to lack of baseline data this was hard to prove. While outputs such as the number of youth trained and business started were positive, actual policy change had been difficult to achieve. The final two initiatives examined were inconclusive: in the case of Making Decent Work a reality for domestic workers, while a national plan had been formulated, the evaluator noted that the period of funding was too short to realize impacts on ultimate beneficiaries. In the case of funding for ILO-UNDAP components supporting MKUKUTA II and MKUZA-II, no results were reported at all.

Overall, specific individual projects clearly achieved significant process outputs related to deliverables, such as trainings, forums and global products, with others potentially also performing well or on-track, although not fully captured in this set of evaluations. These results are able to inform our analysis of the themes such as relevance and sustainability. However, for the most part, understanding of actual outcomes for beneficiaries and long-term impacts is limited by the lack of explicit reporting of evaluation findings related to outcomes. Although rigorous impact evaluations are not feasible for every project, many evaluations face an even more fundamental issue - the lack of clearly articulated expected outcomes (and in some cases even outputs) to begin with. To bring this back to RBM, when ILO investment in projects cannot be clearly and robustly assessed in terms of projects results (changes that matter to constituents), a key opportunity for learning and impact is lost. While evaluability may be a legitimate binding constraint in many cases, setting out targets for both outputs and outcomes clearly and consistently as part of initial project inception would strengthen transparency and accountability across the board.

Cross cutting policy drivers

With respect to international labour standards, contributions were seen to be made both in terms of actual policy and advocacy, as well as in general capacity building and strengthening of labour inspection systems and staff, although the evidence on ground-level implementation of such standards was not consistently successful.

Some strong contributions towards social dialogue across stakeholder groups were realized even under challenging circumstances, for instance in the case of school construction in Madagascar and the developments of ports in South Africa. In the case of Madagascar, the school construction initiatives adopted a participatory approach, with a collaboration between all stakeholders involved in the implementation, including CISCOS (school districts). Municipalities. SMEs trained by the project and grassroots communities. While limited technical expertise and financing limited the full extent of local participation, evaluators concluded that the significant positive effects of the project included not only improvements to educational outcomes and economic development, but also strong appropriation of infrastructures by the local community and assumption of responsibility by maintenance committees. In the case of South Africa in particular, although the larger programmatic objectives were not all met, the evaluator explicitly noted the success of the social dialogue approach introduced by the ILO not just in the resulting establishment of better relationships between employers and workers and resolving issues related to casual labour and internal promotions, but also reducing financial and other losses previously related to industrial action.

For the most part, most initiatives explicitly incorporated gender mainstream in principle, but actual performance was not consistent. Unfortunately, results from the most significant initiatives which targeted gender equality and non-discrimination such as BASIC and PRIDE could not be applied. Finally, given the nature of these projects, it is not surprising that there was little evidence of strong contributions to be found related to a just transition to environmental sustainability.

D. Efficiency

Efficiency
How cost-efficiently did the ILO implement the projects?
How did the ILO coordinate with strategic partners to implement the projects?
What were there synergies among the projects and selected SADC member country DWCPs?
How flexible were funding modalities, such as RBSA and OBF that were used to complement DC activities?

How cost-efficiently did the ILO implement the projects?

Detailed information on cost-efficiency was scant across the project evaluations. The vast majority of the evaluations relied primarily on qualitative assessment of the cost-efficiency, or efficient use of resources, of the project under examination. In many instances, these assessments were based on interviewees' opinions. In other cases, it was surmised by the evaluators on the basis of document reviews and/or financial information about the project. In most cases, the treatment of the issue of cost-efficiency was at best cursory and at worst vague. An example is provided in one of the evaluations, in which the author notes that "a cursory assessment of project resources indicated that their distribution fairly strategic and their utilization fairly efficient, transparent and prudent" (Document no. 16). In projects with multiple countries and components, it was generally not possible to precisely disaggregate the efficiency of spending in different locations or project components.

In spite of the limited attention paid to this issue in the evaluations, most of them provide an overall observation of the cost-efficiency of the project under study. Out of all the evaluations included, twelve (12) conclude that the project utilized resources efficiently, which in some cases included leveraging other funds, devoting more than 60% of the funds to development activities (versus overhead), and/or distributing the funds adequately across participating countries and/or component activities. In the remaining evaluations, conclusions were negative (two evaluations) or not provided (eight evaluations).

How did the ILO coordinate with strategic partners to implement the projects?

In a number of cases, ILO support took the form of enhancing an existing international initiative, such as UNDAF. In most instances, however, the ILO worked together with a partner funder or implementing agency, as well as a range of local macro and meso-stakeholders. For instance, in Tanzania, the Youth Employment Network was the lead implementer with the ILO. In each country, the initiative also worked with the national Governments of Kenya, Uganda and Tanzania, DANIDA, social partners (Workers' organizations and Employers' organizations) and a range of private and civil society organizations. Oversight and coordination support to YEF was provided by a National Advisory Committee (NAC) set up in each of the three countries comprising representatives at the highest level of the implementing agencies, including private agencies and NGOs. Regular and consistent collaboration with strategic partners was noted by evaluators in several cases as key to success.

What were there synergies among the projects and selected SADC member country DWCPs?

Several of the evaluation explicitly discuss synergies between the project of focus and other ILO projects and programmes operating at the country level at the same time. In all of these, the interaction between ILO projects was an explicit evaluation question. Moreover, this question was also asked in a few evaluations that did not find or describe these connections. However, synergies between the projects in the evaluations included in this synthesis was less common. The table below indicates the ILO projects with which the projects in the evaluations interacted, as reported in the evaluations themselves.

Table 6: ILO Evaluations and Corresponding Projects

Doc. ID	Record title	Other ILO projects
1	Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP)	<p>In South Africa:</p> <ol style="list-style-type: none"> 1) The NORAD-funded Women Enterprise and Gender Equality (WEDGE) Project; 2) The NORAD-funded Sustaining Competitive and Responsible Enterprises (SCORE) Project. <p>In Tanzania:</p> <ol style="list-style-type: none"> 1) The Finish-funded Women Entrepreneurship Development and Economic Empowerment –WEDEE (2012-2014); 2) The Sida-funded Programme on HIV & AIDS-Cooperatives/SMEs component (2006-2009); 3) Promoting Employability and Employment of People with Disabilities through effective legislation (PEPDEL).
2	Making Decent Work a reality for domestic workers – Final evaluation	Because the ILO UNDAF officer initially coordinated activities in Tanzania, this allowed synergies to be built through UNDAF activities. For example, UNDAF provided non-staff costs and costs toward tripartite meetings and other workshops.
3	Global Action Programme on Migrant Domestic Workers and their Families (GAP-MDW) – Independent Final Evaluation	<ol style="list-style-type: none"> 1) Decent Work for Domestic Workers campaign; 2) The ILO Fair Migration Agenda; 3) The ILO Fair Recruitment Initiative 4) “Many other ILO initiatives”
4	Independent end of project evaluation of project countries and global programmes respond effectively to HIV and AIDS in the world of work, including social protection coverage in the informal economy	The project actions, because limited in terms of funding, did not provide much scope for the creation of synergies with other ILO interventions and sources of funding. ILOAIDS staff does discuss and hold meetings with staff of other projects and exchanges experiences. In South Africa the ILO- SIDA76 Project “Economic Empowerment and HIV Vulnerability Reduction along the Transport Corridors” and the ILOAIDS technical specialist regularly join together to support each other to improve their approaches
6	ILO Participation in Delivering as one in Tanzania: Economic growth and economic governance – Internal Evaluation of ILO-UNDAF Components	<ol style="list-style-type: none"> 1) Youth Entrepreneurship Facility (YEF) 2) Women’s Entrepreneurship Development and Economic Empowerment (WEDEE) 3) The Millennium Goal Acceleration Framework (MAF) Project 4) Domestic Workers Project 5) ILO/Sida HIV and AIDS
9	Africa Commission Youth entrepreneurship facility (YEF and YEN) ILO Component – Final Evaluation	<ol style="list-style-type: none"> 1) Women’s Entrepreneurship Development and Economic Empowerment (WEDEE); 2) the Start & Improve Your Business (SIYB) programme, and 3) 3) UNDAF
10	P&B Outcome 17 (Discrimination in employment and occupation is eliminated)	Due to the flexibility of Outcome-based funding modalities, it was possible to create synergies between the Global Component and other ILO interventions and sources of funding. But none of the ones included in the evaluations.

12	Independent Cluster Evaluation of: Better Work Lesotho (Final); Better Work Nicaragua (Final); Better Work Haiti (Final)	The evaluation found a lack of synergies with projects and activities developed by ILO.
14	Programme d'appui à la mise en œuvre de la déclaration de l'OIT relative aux 22 principes et droits fondamentaux au travail (PAMODEC III)	The evaluator noted that synergies existed with the following ILO programs and PAMODEC: 1) IPEC – International Programme on the Elimination of Child Labour 2) ADMITRA – Modernisation de l'Administration et de l'Inspection du Travail But was lacking synergy with the following programs: 1) ACT/EMP – Bureau des Activités pour les Employeurs 2) ACTRAV – Bureau des Activités pour les Travailleurs
15	Employment creation through small and medium-scale enterprise development in Free State, South Africa	1) Social Entrepreneurship for Township 2) Youth in South Africa (SETYSA) project, 3) The Cooperative Facility for Africa, 4) The Youth Employment Promotion Facility and 5) The Women Entrepreneurship Gender Equality (WEDGE) Project, 6) The Sustaining Competitive and Responsible Enterprises (SCORE) South Africa project.
17	Construction d'écoles primaires à Madagascar selon l'approche HIMO/HIMO BATIMENTS	1) EMP/INVEST 2) Education for All – Madagascar
19	Améliorer la gouvernance du travail dans les TPE/PME et aider à la sortie de l'économie informelle en Afrique	1) CLEAR – Projet d'engagement et d'assistance technique au niveau national pour réduire le travail des enfants (Ivory Coast) 2) ACTRAV – Bureau des Activités pour les Travailleurs (Togo) 3) ILO Governance and Tripartism Department 4) l'Administration du Travail 5) l'Inspection du Travail et la Santé et Sécurité au Travail (LABADMIN/OSH)
20	Promotion of Decent Work in Southern African Ports – Port Work Development (PWD) Phase II Project	The project did not have strong and/or direct linkages with other initiatives of the ILO and/or other development agencies – primarily due to its unique focus on port works. However, its thrust was broadly consistent with other ILO work in both of the participating countries, as it shared common goals and objectives towards decent work and employment creation with many projects that were either recently completed or are currently being executed by ILO.
21	Final Evaluation of the ILO Project on Good Governance through Labour Administration and Labour Inspection	Through leveraging of funds, there was good collaboration, particularly in the context of training but not exclusively, with other technical units in the ILO, specifically IPEC, Better Work, SCORE, DECLARATION, DIALOGUE and NORMES.
22	Joint programme on youth employment in Tanzania – Final internal evaluation	Evaluation not yet available

How flexible were funding modalities, such as RBSA and OBF that were used to complement DC activities?

Of the evaluations reviewed, a large majority of them did not explicitly define the funding mechanism used for the project under review. While all evaluations made mention of the donor(s) and the funding amount, only eight described the funding modality, of which the majority were some form of outcome(s)-based funding (OBF). Outcome-based funding, specifically from the Norway Outcome-based Partnership Agreement and the Partnership Agreement with the Swedish International Development Cooperation Agency (Sida), provides for partner funds for a broad range of activities related to specific outcomes.

Evaluations for projects and activities that utilized OBF lauded the flexibility project teams had with the mechanism in shaping the project to fit the evolving needs of the countries in a timely and efficient manner. OBF also lends itself to collaboration among different donors, which in turn helps to increase efficiency and impact. OBF, along with Regular Budget Supplementary Account (RBSA), were evaluated as being particularly effective and flexible funding mechanisms. One downside to OBF, however, is the fact that it is relatively new and the attendant lack of familiarity some project teams have with it. Some evaluators recommended that more be done to familiarize staff with OBF, for example, formalizing guidelines on their use.

E. Likelihood of Impact

Likelihood of Impact
How did the projects have impact in the form of increased capacity, necessary tools and policy improvements needed to work towards decent work?

In absolute terms, some significant direct impacts related to capacity, tools and policy change were realized even if initial project targets were not always met or stated. It should also be noted that in addition to reported impacts, capacity strengthening was also provided indirectly to many of the projects via ILO support, in the form of training, guidance during meetings, and direct technical support while developing strategies and plans. In Lesotho, while long-term impact had yet to be achieved in the labour inspection system, the evaluator noted that labour inspection management tools had been created, a series of capacity building activities had been delivered and the project had succeeded in efforts to foster closer collaboration between government ministries in the area of labour inspection. In Madagascar, in addition to the reported success of the school construction programmes in building both physical and human capital capacity, as noted above, efforts from CREPEJ in particular added significant capacity related to the operationalization of employment offices, training of organizations and trainers, as well as beneficiaries. In South Africa, capacity building activities related to SME development, the CEEP project as well as social dialogue in the port sector have been noted above. With respect to the overall labour inspectorate, South Africa made use of tools such as the ITC-ILO modules in training their labour inspectors, and is in the process of adapting them to the local context although as noted, policy changes have yet to fully follow. In Tanzania, under the YEF several outcomes related to impact were realized, including amendment and mainstreaming of the entrepreneurship education curriculum for primary through secondary education as well as and teacher and tutor training. The project also developed other novel resources and tools for various stakeholders, including e-learning platforms, and business mentorship programmes. In addition, the project built capacity related to evaluation, via an evaluation clinic/workshop and the completion of three impact evaluations were completed. A Policy Influence Plan (PIP) was also developed and shared.

At the same time, it should be noted that having achieved progress in the areas above was not always likely to result in actual impact. For instance, in the case of Better Work Lesotho, while activities were undertaken related to training, setting up of infrastructure and application of BW tools, were not sustained even during the project duration. Over the course of the project, BW provided training to more than 1,800 workers and managers on issues including OSH, Human Resources (HR) management, Supervisory Skills, PICC management, fire safety, etc. Yet, by the end, the evaluator found that the advisory and training services as well as most of the Performance Improvement Consultative Committees (PICCs) set up as part of the Better Work process were no longer in existence.

F. Sustainability

Sustainability
What positive and negative recommendations and lessons could be offered to improve the sustainability of the projects?
How can the findings of the project evaluations inform the region's strategic direction?

What positive and negative recommendations and lessons could be offered to improve the sustainability of the projects?

Most of the evaluations discussed to some extent the question of sustainability of the project and/or the project's target results. There was also widespread agreement about what sustainability means.

Not all projects appear to have a clear, explicit sustainability and exit strategy, which evaluators have noted may undermine project sustainability. Evaluators noted that projects' strategies of stakeholder engagement can in themselves be important in the ensuring project results are long-lasting. However, exit strategies themselves were not frequently reported on in the evaluations.

Nevertheless, it is clear that across the evaluation there are some common themes regarding requirements for ensuring sustainability:

- Continued, reliable, sufficient funding;
- Continuity with ILO resources, including staff (key ILO resource persons, Country Directors, etc.).
- Continued interest and engagement from relevant international or multi-lateral bodies (e.g. the U.N., donors, international businesses, etc.);
- Ownership or buy-in by relevant national partners and stakeholders (government departments, local government, employers, unions, etc., including mainstreaming of activities or priorities within national agendas, strategies and action plans);
- Strengthening or establishment of relevant structures within associated stakeholders, most notably government departments (such as labour inspectorates, Departments of Labour, etc.).

The latter two in particular are highlighted prominently across many of the evaluations. Together, they constitute what one evaluator calls "institutional anchoring at the local level" (Document no. 13). Yet many of the evaluations note that, at the time of their review of the project, it was not possible to know for certain whether this local anchoring would remain. In the end, many of the conclusions around sustainability relied on the *assumption* that local engagement would continue after the project's end. To provide an example: "assuming that the "willingness" is there to maintain the sustainability of the project, there is a strong likelihood that it will have long-term relevance" (Document no. 15).

Importantly, the implication in many of the evaluations, even if not explicitly stated, is that the sustainability of results depends to a significant extent on the success of the project itself. This is because so many of these projects involve capacity building and the development of structures to advance the objectives of each country's DWP and other ILO priorities. As one evaluator stated: "The long-term sustainability of the projects requires building capacity in labour administration and national employer and worker organizations', as well as integrating lessons learned from the projects into governmental and sectoral programs and policies" (Document no. 12). Yet this, in turn, depends of course on whether the program itself is effective and well-designed, but also, in part, it depends on funding availability and buy-in by national stakeholders.

A concrete and actionable **recommendation** emerging from this synthesis is to ensure projects include clear sustainability plans and specific, well-defined exit strategies in their design from the get-go. Moreover, these exit strategies could be "live documents" that are amended and revised as knowledge increases among project stakeholders about the context and factors facilitating sustainability. That way, by the end of a project, the exit strategy can be tailored to the particular challenges and opportunities that became apparent during the life of the project.

Other recommendations emerge directly from the challenges to sustainability identified in the evaluations and listed below. Securing or actively supporting the process of "local institutional anchoring" during the life of a project appears to be critical.

How can the findings of the project evaluations inform the region's strategic direction?

ILO's evaluation policy conceives of evaluation as a vehicle for both improvement (associated with single loop learning) and learning (associated with double loop learning).⁷ With single loop learning (or evaluations for improvement), management is able to obtain pertinent information on performance and take corrective action within the parameters of the project's framework. Double loop learning—or evaluations for learning—allows the underlying logical framework of the project to be questioned.⁸ Double loop learning in evaluations facilitates an understanding of **how project design and implementation contribute to performance**. These lessons can in turn be applied to the design of the next project or to rectifying the underlying framework of the current project. By focusing on **learning**, we can ask *what are the implications of the evaluations' findings on reconceptualising the region's strategic direction*.

The mixed performance in outcomes and challenges faced in implementing the projects suggest that overall, the work on existing priorities is not yet complete: the region's strategic priorities as a whole remain important goals that are yet to be achieved. While progress has been made on specific projects, success is far from universal, and hence maintaining a strong focus on the current objectives at the highest level is warranted. Notably, ending discrimination, including gender-based discrimination, remains an important strategic direction that requires further reinforcement.

Across these objectives, promotion of employment appears to be more feasible, particularly where entrepreneurship training or direct financing of large employment-based support programs are concerned. However, more systemic intervention related to strengthening labour administrations, building in social protections and strengthening social dialogue is more challenging to achieve, particularly in multi-stakeholder environments. Many projects reported challenges related to existing capacity,

⁷ See "Guidance Note No. 17" from EVAL on "Conducting Decent Work Programme Internal Reviews"

⁸ See Argyris, C. (1977, September 1). Double Loop Learning in Organizations. Retrieved May 9, 2019, from Harvard Business Review website: <https://hbr.org/1977/09/double-loop-learning-in-organizations>

funding and background instability, or an overly-ambitious scope. As such, a more realistic approach to project design, including both better assessment of baseline conditions and more pragmatic, time-bound expectations may lead to better performance relative to these outcomes. More focus on building initial stakeholder engagement may also be an important element of strategic planning. The gap between expectations and reported outcomes also underlines that implementing RBM and further strengthening measurement and accountability should be an important strategic priority that is reflected in some activities, but requires significantly more emphasis.

Last but not least, while the Regional Indicative Strategic Development Plan (RISDP) prioritizes regional integration, as stated in the SADC DWP, it “is indicative in nature, [m]erely outlining the necessary conditions that should be realised towards achieving those goals” and does not provide the tools to facilitate this integration.⁹ In reconceptualising strategic direction, attention should be paid to the mechanisms by which projects can work synergistically rather than operate in isolation from each other.

Quality Assessment

The quality of the evaluations conducted on behalf of the ILO were generally good. Nearly all the reports showed a systematic analysis of their respective projects with detailed annexes that provided insights into the relevance of the questions, as well as the nature of the sample populations, and data collection instruments. They also tended to follow the OECD/DAC evaluation criteria¹⁰, which is widely accepted and used in international program and project evaluations. This overall level of transparency means the studies are broadly replicable, and could be followed-up with limited friction if needed. The evaluations also showed high levels of consistency with regards to the findings and the proposed recommendations.

Nevertheless, there were several challenges to the evaluations overall. The evaluations appeared to face similar limitations and constraints that curbed their ability to answer its study questions. One of the most commonly cited constraints was time. Many evaluators described having a short timeframe for their study, which prevented them primarily from making more site visits and conducting higher numbers of interviews. Some of the evaluations of multi-country programs focused on only a partial list of the countries included because the timeframe did not allow the evaluator to visit all of them.

A related constraint was funds. Evaluators explained that the limited budgets available for the evaluations were insufficient to conduct a more comprehensive data collection exercise. This compounded the short time frames.

In a number of instances, evaluators described either lack of access to existing monitoring and program data, or the lack of or limitations in this data altogether. For example, in the evaluation of The Sustainable Enterprise Development Facility for Job Creation in South Africa (Document no. 8), the author notes: As indicated above, there was no evidence of a robust system to track progress, which would lead to under reporting of achievements. The data disaggregation was not comprehensively done for age and gender where necessary”. As a result, evaluators were unable to make more precise assessments of progress and of targets met by the program and activities. This highlights a very important issue about the programs themselves: comprehensive, accessible project monitoring data was not always available, jeopardizing the ILO’s, funders’ and stakeholders’ ability to track progress, learn lessons and correct course to improve performance.

⁹ South African Development Community, Decent Work Programme, 2013-2019

¹⁰ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> (last accessed May 2019).

Regarding sampling, our finding was that, in part because of time and budget constraints, many of the evaluations relied heavily on primary data collection through interviews with stakeholders that tended to be involved in or part of the initiatives under scrutiny. This is likely to constitute a highly biased sample. The evaluations did not typically consult with outside experts and observers who could provide additional viewpoints and insights to balance those of project insiders. Moreover, because program beneficiaries were not included in almost any of the evaluations, these lack a critical perspective particularly on issues of validity of design, implementation, effectiveness and likelihood of impact. While realizing that this requires additional resources for the evaluators, our recommendation is that this would add significant depth and value to the exercise.

Though the overall quality of the evaluations is good, there is room to make them more systematic and more robust by ensuring that all evaluation commissioners provide guidance on additional aspects that may be of interest for a more global assessment of the activities, such as alignment with the SADC DWP and the suitability or flexibility of the funding mechanism.

Limitations

This synthesis relied for its findings and conclusions on the primary evaluations' own reporting about each project. As a result, inconsistencies of reporting, time-frames or inability to disaggregate information therefore limited the conclusions that could be drawn. In many instances, the lack of baseline data and/or actual targets made evaluation of programmatic success impossible, as identified by the evaluators themselves. Where data was available, comparisons between largely quantitative reporting and qualitative assessments were extremely challenging. The limited timeline of this synthesis also precluded any supporting primary data collection and limited verification or clarification with the primary evaluators.

Recommendations

A number of concrete recommendations emerge from our synthesis. We have raised and discussed these in prior sections of the review—wherever relevant to specific evaluation questions—together with the supporting findings. In concluding this report, we present all of our final recommendations below, grouped by two broad areas for action: recommendations relevant to improving the quality of evaluations, and recommendations for future project design and investment.

Evaluation Quality

Though the overall quality of the evaluations is good, there is room to make them more systematic and more robust by developing a few simple guidelines for future evaluations. In particular, such improvements could ensure that all evaluations include assessment of aspects that may be of interest for a more global assessment of the activities, such as conducted in this synthesis. Our recommendations are that evaluations include:

- Observations about the project's funding mechanism, including its suitability and flexibility;
- Analysis of the project's alignment with various other priorities and strategies (making explicit the links with specific outcomes, targets and indicators), including but not limited to:
 - the P&B;
 - national development strategies;
 - national DWCPs; and
 - the SADC DWP.
- Assessment of project synergies with other ILO projects operating at the country/regional level;

- Include insights from:
 - beneficiaries where possible; and
 - stakeholders and experts not directly linked to projects.
- Assess cost-effectiveness in greater detail, to ensure understanding of the value of specific project investments.

Future Project Design and Investment

Some of our recommendations, which emerge from insights from the evaluations, pertain directly to the way projects are designed and implemented. These recommendations include:

- Considering, and making explicit, a projects' alignment and potential or planned synergies with existing projects and national and international strategies and policy priorities;
- Making sustainability and exit plans explicit; these exit strategies could be “live documents” that are amended and revised as knowledge increases among project stakeholders about the context and factors facilitating sustainability;
- Focusing significant project resources to building local capacity, buy-in and integration with national or regional strategies and priorities; and
- Investing in robust, comprehensive monitoring systems, to enable later assessment of effectiveness and coverage.

While necessarily limited in scope by the nature of this exercise, these recommendations should inform future policy decisions and the continued development of a robust and inclusive future agenda for Decent Work at the national and regional level in Africa and beyond.

Appendix A: Inclusion and Exclusion Criteria

We initially tested the following exclusion and inclusion criteria for this sample as specified:

- As requested, all 17 of the SADC member country specific reports were included in the review.
- Thirty-one of the remaining project evaluation reports provided were listed as regional and global. A report should be included in the sample if it covers SADC's contribution to the DW agenda OR at least one of the four selected SADC member countries formed part of the technical cooperation project that was evaluated.

Reports were excluded if:

- They are not a SADC report; AND
- They do not include at least one of the highlighted SADC countries.

We piloted the inclusion and exclusion criteria by having all research team members assess a sample of documents.

Appendix B: Included Reports

Doc. ID	Evaluation Title
1	Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP)
2	Making Decent Work a reality for domestic workers - Final evaluation
3	Global Action Programme on Migrant Domestic Workers and their Families (GAP-MDW) - Independent Final Evaluation
4	Independent end of project evaluation of project countries and global programmes respond effectively to HIV and AIDS in the world of work, including social protection coverage in the informal economy
5	Strengthening Labour Inspection in Lesotho
6	ILO Participation in Delivering as one in Tanzania: Economic growth and economic governance - Internal Evaluation of ILO-UNDAP Components
7	Outcome-based funding component in support of Outcome-based funding component in support of P&B Outcome 1 – Focus on skills development, including on vocational and professional training and education - Final Evaluation
8	The Sustainable Enterprise Development Facility for Job Creation in South Africa
9	Africa Commission Youth entrepreneurship facility (YEF and YEN) ILO Component - Final Evaluation
10	P&B Outcome 17 (Discrimination in employment and occupation is eliminated)
11	Independent Evaluation of Outcome 17: Gender mainstreaming with the support of Sweden and Norway Partnership Agreements
12	Independent Cluster Evaluation of: Better Work Lesotho (Final); Better Work Nicaragua (Final); Better Work Haiti (Final)
13	Contribution a la Reduction de la Pauvrete par la Promotion de l'Emploi des Jeunes (CREPEJ)– Phase 2
14	Programme d'appui à la mise en œuvre de la déclaration de l'OIT relative aux principes et droits fondamentaux au travail (PAMODEC III)
15	Employment creation through small and medium-scale enterprise development in Free State, South Africa
16	Support to National Department of Public Works (DPW) in implementation of the Expanded Public Works Programme (EPWP) in the Limpopo province
17	Construction d'écoles primaires à Madagascar selon l'approche HIMO/HIMO BATIMENTS
18	Review of the joint programme: "Education for All in Madagascar" (2011-2014)
19	Améliorer la gouvernance du travail dans les TPE/PME et aider à la sortie de l'économie informelle en Afrique
20	Promotion of Decent Work in Southern African Ports - Port Work Development (PWD) Phase II Project
21	Final Evaluation of the ILO Project on Good Governance through Labour Administration and Labour Inspection

Appendix C: Matrix of Summary Criteria (Data Extraction Protocol)

Categories	Notes
Author/s	.
Year of publication	.
Type of publication (mid-term evaluation, final evaluation, executive summary, other)	.
Language of publication	.
Country/ies	.
Project title	.
Stakeholders and roles	As described by the evaluators
Beneficiary groups	As described by the evaluators
Project duration (Target/Actual)	To note any reasons for delay or change
Objectives/Priorities of project	As described by the evaluators, noting any reference to ILO cross-country drivers: international labour standards, social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability
Project Theory of Change	As described by the evaluators
Project outputs (Target/Actual)	Key process indicators related to deliverables
Target/actual project outcomes (Target/Actual)	Key outcome or impact indicators related to deliverables, specifically noting any impact in the form of increased capacity, necessary tools and policy improvements needed to work towards decent work
Project design	Brief general description
Challenges to implementation	As described by the evaluators
Project budget (projected and actual)	Dollar amount
Project funding from ILO and other sources	Dollar amount, noting contribution of RBSA and OBF
ILO technical/administrative/other support	As described by the evaluators
Partner/stakeholder support and integration	As described by the evaluators
Project alignment with SADC DWP / ILO programme of support to SADC	As described by the evaluators, including alignment in priorities, design and implementation as well as any notable operational synergies among the projects and the overall ILO programme of support
Project alignment with country DWCP programmes	As described by the evaluators, including alignment in priorities, design and implementation as well as any notable operational synergies among the projects and country DWCPs

Categories	Notes
Evaluation recommendations	As described by the evaluators, grouped into positive and negative
Additional notes or observations	Brief observations based on the report relevant to the evaluation questions or categories about but not covered explicitly by the evaluators

Appendix D: Rapid Evaluation Quality Assessment

Questions
Was sampling described in sufficient detail to replicate?
Were the sampling methods likely to be biased?
Was the relevant data described in sufficient detail to replicate?
Was the data collection likely to be biased?
Was the analysis and study design described in sufficient detail to replicate?
Was the study design as described appropriate for the evaluation question(s)?
How would you rate the overall quality of analysis in this report ?
Were results and conclusions presented in a complete and objective manner?
Were study limitations discussed adequately?
Were conclusions and recommendations consistent with study findings?
Were any notable constraints on evaluation listed? (qualitative, not to be scored)