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**Project 1. Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS ZAF/20/01/RBS**

**Project 2. Strengthened capacity of Government and Social Partners to develop policies and programs that facilitate the transition of the informal economy to formality ZAF/20/01/RBS**

ILO DC/SYMBOL: **CVI/20/01/RBS and ZAF/20/01/RBS**

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Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work

Outcome 7: Adequate and effective protection at work for all

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*This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office*

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<b>AU</b>	African Union
<b>CMU</b>	Universal Health Coverage
<b>COVID-19</b>	Coronavirus disease 2019
<b>HQ</b>	Headquarters
<b>ILO</b>	International Labour Organization
<b>ILS</b>	International Labour Standards
<b>INWORK</b>	Inclusive Labour Markets, Labour Relations and Working Conditions Branch
<b>IR</b>	Inception Report
<b>Mn</b>	Million
<b>ODA</b>	Official Development Assistance
<b>OECD-DAC</b>	Organization for Economic Co-operation and Development - Development Assistance Committee
<b>PARDEV</b>	Partnering for Development
<b>P&amp;B</b>	Programme and Budget
<b>PROGRAM</b>	Strategic Programming and Management Department
<b>RBSA</b>	Regular Budget Supplementary Account
<b>ROAF</b>	Regional Office for Africa
<b>RPU</b>	Regional Programme Unit
<b>RSTI</b>	Social Regime for the Independent Workers
<b>SADC</b>	Southern African Development Community
<b>SDG</b>	Sustainable Development Goal
<b>TBA</b>	Theory-Based Approach
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNEG</b>	United Nations Evaluation Group
<b>USD</b>	United States Dollar

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# Executive Summary

## Projects' background

This cluster evaluation covered two projects implemented in Côte d'Ivoire and South Africa, funded under the ILO Regular Budget Supplementary Account (RBSA). The projects were designed to support ILO tripartite constituents' efforts on transition from the informal to the formal economy in the context of COVID-19 recovery. Moreover, the projects were focused on the Programme and Budget (P&B) Outcomes on employment promotion and enterprise development. The project implemented in Côte d'Ivoire is titled "Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle". The objective of the project was to support informal entrepreneurs and workers to improve their transition to formalization and increase their resilience to the shocks generated by COVID-19. The project implemented in South Africa is titled "Strengthened capacity of government and social partners to develop policies and programmes that facilitate the transition of the informal economy to formality". It aimed to strengthen the capacity of the Government and Social Partners to develop policies and programmes to facilitate the transition of the informal to the formal economy. Both projects were approved in 2020 and concluded in 2022.

## Evaluation Purpose, Objectives and Scope

The primary purposes of this cluster evaluation are to enable learning and inform strategic development. The evaluation pursued the following objectives: assess the significance of the RBSA funding modality (and funded interventions) to pursue transition from the informal to the formal economy, while promoting social dialogue and gender equality; measure progress of the RBSA funded interventions against the PB Outcome 4 and related Outcomes; examine the common factors that have contributed to the achievement of the results, their potential impact and likelihood of their sustainability; assess the extent to which the RBSA helped the ILO Country Offices use ILO technical expertise and comparative advantage to position ILO in the country and/or frameworks that pave ways for other interventions that respond to national priorities; assess

how RBSA funds contributed to delivery of results, that were agreed during the design stage of these interventions; assess how RBSA funds contributed to leveraging additional resources; assess the strength and weaknesses of the RBSA proposal design, monitoring and reporting; and identify key lessons learned.

In terms of scope, the evaluation covers the entire projects' period (from the start of their implementation to their end) and is nationally focused, in two national contexts. Finally, the evaluation covers all projects' objectives and results.

## Approach and Methods

The cluster evaluation was guided by the following OECD/DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability, and orientation towards impact. It also assessed the extent of integration of gender, equity, human rights, and inclusion dimensions. The following complementary approaches were combined: Cluster Approach, Systems-based Approach, Utilization-Focused and Participatory Approaches, and Mixed Methods Approach. Data collection methods included in-depth document review, semi-structured interviews, field missions and direct observations, sense-making presentations, and focus group discussions. The evaluation began in May 2023, with an inception report completed in August 2023, and a field mission in Abidjan (from September 25 to 29, 2023) and Pretoria (from November 06 to 10, 2023). Evaluation insights were shared with ILO staff and stakeholders in Côte d'Ivoire and South Africa in two separate workshops that were held on November 29 and December 07, 2023, respectively. One limitation was the inability to speak to the ILO's gender specialist in South Africa due to her recent retirement. The evaluation team mitigated this limitation by ensuring that questions about gender dimensions were asked to other informants, and by analysing projects' reports to complement the information from interviews.

## Findings

### Relevance

The objectives and strategies of RBSA funded interventions in Côte d'Ivoire and South Africa were closely aligned with the countries' and ILO constituents' needs and priorities to facilitate transition from the informal to the formal economy, particularly with their

efforts to mitigate the impact of COVID-19 pandemic on enterprises and workers in the informal economy. The interventions have addressed vulnerabilities and needs that are specific to different groups, including women and women-owned businesses operating in public workspaces such as markets and streets. The RBSA-funded interventions in Côte d'Ivoire and South Africa equally considered the needs of other groups at risk of being left behind, such as domestic workers, home and community health-care workers, home-based workers, street vendors, waste pickers, and migrants.

The design of both projects integrated, albeit to varying degrees, gender equality considerations but did not address broader inclusion issues (e.g., related to the needs of workers with disabilities). Noted variances and gaps reflect current RBSA proposal formats, which do not require gender and broader inclusion analysis or specific related targets.

Finally, the RBSA interventions in Côte d'Ivoire and South Africa were generally demand-driven, involving tripartite ILO constituents in their design and implementation, but with varying degrees of involvement. While the selection of activities for RBSA funding was the result of a consultative process, initiated by one or more social partners, or ILO Decent Work Country Teams (DWCTs) based on their knowledge of the issues at hand, there was a difficulty of consistently and meaningfully involving informal workers' organisations.

## Coherence

The RBSA-funded interventions were complementary to other ILO interventions in Côte d'Ivoire and South Africa, with sound demonstration of synergies and interlinkages with DWCP and P&B outcomes. In both countries, the interventions effectively built on the achievements of other past and current actions of the ILO. Project proposals contained key design features which are typically required for development cooperation projects (such as project risk analysis, monitoring and evaluation plan, and management arrangements), with a clear articulation of results and the means to achieve them. However, the theory of change was either missing (South Africa) or incomplete (Côte d'Ivoire) and the analysis of risks was incomplete in both cases, with little consideration of potential political and economic risks. Finally, the RBSA-funded interventions were consistent and complementary to other development partners'

efforts to facilitate transition from the informal to the formal economy in Côte d'Ivoire and South Africa. In particular, there is evidence of consistency with development frameworks such as national policies, the United Nations Sustainable Development Cooperation Frameworks (UNSDCFs), ILO's frameworks, and SDGs targets.

## Effectiveness

Available monitoring data suggests that the RBSA interventions in Côte d'Ivoire and South Africa have achieved most of their planned intermediate/output level results. Where results have not been achieved, it has to do with factors outside ILO's control, including the national context dynamics as well as the complexities of formalization and transition processes.

The effects of RBSA-supported projects have been distributed across different groups in the informal sectors in South Africa and Côte d'Ivoire. There have been some notable achievements that resulted in benefits for women, primarily in the areas of gender-responsive policy/legislative measures, organizing, as well as sensitization and capacity building for women workers. However, full assessment of gender-related results is constrained by progress reporting's inconsistent usage of sex-disaggregated results to determine differential impacts for men and women.

Different strategies have been used by the RBSA interventions in Côte d'Ivoire and South Africa to facilitate transition from informal to formal economy, with varying degrees of effectiveness. Overall, the strategy aimed at strengthening the enabling environment seems to have achieved more influential results in South Africa. The intervention has mostly impacted on the capacity of social partners to effectively facilitate the transition from informal to formal economy, notably by creating improvements in the legislative and policy environments, based on supported analytical work, advocacy and awareness raising activities. The ratification of C190, the adoption of the Code of Good Practice for the Prevention and Elimination of Harassment in the Workplace, and the amendments of the Compensation for Occupational Injuries and Diseases Act (COIDA) 1993 (Act 130 of 1993) to include domestic workers, best illustrate the contribution of the RBSA-funded intervention to national level results. However,



the implementation of C190 in the informal sector has been limited.

The strategies of offering incentives and services for formalization (information and awareness, training, access to social protection) and organising informal workers have achieved more results in Côte d'Ivoire. In particular, the development and piloting of the "Formalize Your Business" (FYB) training module which aims to educate informal entrepreneurs on the importance of formalization and how to go about it is a significant milestone produced by the RBSA-funded intervention. The RBSA intervention also successfully supported the development of a digital information tool, aimed to facilitate awareness raising and make information available to informal economy workers and businesses on the process of formalization in Côte d'Ivoire.

Capacity development on formalization approaches and relevant ILO conventions constituted an important area of work for the RBSA-funded interventions in Côte d'Ivoire and South Africa. The interventions' activities in this area have contributed to the institutional strengthening of government, employers, and workers organisations, as well as their human resources.

The analytical and knowledge activities, organizing work, and web-based information tools, supported by RBSA interventions were identified as having significant effects on social dialogue in Côte d'Ivoire and South Africa. Information and knowledge products resulting from this work directly inform social dialogue consultations or shape the content of countries' strategic work. The work on "organizing" contributes, in the long run, to overcoming the barriers to participation in social dialogue, notably in terms of representation and engagement of informal workers in social dialogue structures, as there is a lack of statutory negotiations fora in which they are able to directly participate.

There is evidence of ILO's global models being replicated in local contexts through RBSA projects. To wit, the RBSA project in Côte d'Ivoire enabled ILO to successfully replicate its "Think.Coop" and "Start.Coop" models. Moreover, some of the RBSA intervention models in Côte d'Ivoire are being replicated in other African countries and beyond. For instance, the FYB is currently being replicated in Gambia, Senegal, and Cabo Verde. The module is also on its way to be replicated in Mali and

Benin. Outside Africa, the FYB is reportedly in use in Bangladesh and the Philippines. A potential model for replication supported by the RBSA project South Africa has also been identified, notably the township SME hub established at the Mamelodi campus of Tshwane North TVET College, within the framework of the Installation, Repair and Maintenance Initiative. The hub identifies and supports entrepreneurial talents that show capacity to innovate in communities (e.g., existing businesses that can be linked to market opportunities).

The RBSA projects' results in Côte d'Ivoire and South Africa have been positively and negatively influenced by internal and external factors during their implementation. Internally, the effective collaboration of ILO specialists facilitated successful project implementation. The ambitious nature of the proposal (South Africa), limited timeframe for implementation, and delays in project start up negatively affected the achievement of some results, however. Externally, national governance contexts both supported (especially in South Africa) and posed challenges (especially in Côte d'Ivoire) to project implementation. The COVID-19 pandemic led to various delays.

## Efficiency

Overall, the RBSA-funded interventions in Côte d'Ivoire and South Africa underspent the allocated budgets (the degree of resource expenditure was 89,2% in Côte d'Ivoire high, and 98 % in South Africa) but managed to allocate resources to strategic activities and partners, allowing their effective use to achieve results. The involvement of ILO Specialists and Decent Work Teams in both interventions has been optimal throughout, providing required expertise in the fields relevant to transition from informal to formal economy. The RBSA projects established results monitoring and oversight frameworks through which periodic monitoring of project activities as well as oversight of the process and people were conducted. The frameworks worked well for capturing output level information but did not sufficiently support data collection and reporting on higher levels of results.

The implementation of the RBSA interventions in Côte d'Ivoire and South Africa experienced some delays because of internal and external factors that were not planned for. There is a shared feeling among consulted stakeholders that, while some delays were



understandable given the COVID-19 implementation context, the project timeframe was inadequate and unrealistic to conceive and implement some interventions which involved multi-level and multi-actor processes.

At the design phase, the RBSA-funded projects in Côte d'Ivoire and South Africa successfully leveraged funding resources from existing projects and/or programmes within ILO Country Offices. Through their accomplished work, the interventions have also directly and indirectly influenced investments from the ILO and other development partners and focused on transition from informal to formal economy, although it is not easy to unambiguously identify direct relationships.

### Impact and Sustainability

While some of the RBSA-funded activities in Côte d'Ivoire and South Africa have had direct impact on the working and living conditions of beneficiary informal workers, others have enhanced the capacity of the social partners to facilitate transition from informal economy to formal economy. However, ensuring the long-term impact and sustainability of results (such as the established cooperatives and associations) requires more support.

The RBSA-funded interventions' contributions to the ILO's and other development frameworks at country level included training tools that add to existing global ILO's package, and improvements in national social protection frameworks. For example, the FYB complements the ILO's Start and Improve Your Business (SIYB) training programme, a system of inter-related training packages and supporting materials for small-scale entrepreneurs to start and grow their businesses. In South Africa, the RBSA project contributed to the work that led to the amendments in the COIDA 1993 (Act 130 of 1993), which now recognizes domestic workers as employees for the purpose of benefits.

The RBSA-funded interventions in Côte d'Ivoire and South Africa have taken important steps and measures to ensure sustainability. The first step relates to the involvement of ILO's constituents in all RBSA project's phases. The second centres around the deliberate focus of RBSA-funded interventions on strengthening the enabling environment and building the capacity of relevant actors. There is evidence of results achieved by the RBSA interventions being sustained or that are likely to be sustained in the long-term, with impact (e.g.,

ratification and adoption of policy and regulatory instruments, training, and Information tools). However, there are gaps in the assumption underlying the sustainability of RBSA intervention results. Concretely, the (implicit) idea that, upon project completion, national governments or other donors/aid organizations will directly carry on RBSA-initiated activities or expand on achieved results does not always hold true, due mostly to partners' insufficient financial and human resources.

### Conclusions

The findings of this evaluation confirm the relevance of the RBSA funding modality and demonstrate the relevance of the interventions supported in Côte d'Ivoire and South Africa on transition from the informal to the formal economy in the context of COVID-19 recovery in Africa. These interventions were designed to address clear challenges, identified through ILO tripartite consultation processes, with the purpose of promoting informal workers. The interventions considered, although to varying degrees, gender equality dimensions but did not integrate broader inclusion issues (e.g., related to the needs of workers with disabilities).

The RBSA funding modality is highly appreciated for its flexible allocations, relatively flexible reporting requirements, and the strategic activities for which the money is provided. These features make of RBSA a unique modality available for partner beneficiaries to secure funding that allows them to address urgent issues (such as during COVID-19) for which they had not planned for, or to tap into emerging opportunities, without having to wait for government budget cycles. To beneficiary partners, the RBSA financial support fills a significant gap where governments' budgets are constrained to allocate resources to issues of informal economy.

The RBSA-funded interventions recorded variable performance levels in Côte d'Ivoire and South Africa. In both countries, the interventions have achieved strategic and catalytic results which greatly contributed to achieving country outcomes, with potential to create impacts on workers in the informal economy, in the long run. An important strength of the interventions has been to achieve gender-responsive results, though collection of sex-disaggregated data on projects' results could have been improved. The findings show that, for some policy related results, RBSA-funded interventions effectively triggered interest and certain dynamics about informal

labour issues. However, the short-term nature of the interventions did not allow for ensuring achievement of outcome results, as the processes engaged were complex and hardly came to an end during the lifetime of the RBSA projects.

The RBSA projects in Côte d'Ivoire and South Africa slightly underspent allocated budgets and were not implemented on schedule due to delays in start-up phases, internal dynamics inside implementing partners, as well as the complexity of processes involved. Deliverables planned for both interventions proved to be overly ambitious given the limited timeframe for implementation and the lengthy stakeholder engagement processes involved.

The sustainability of RBSA-funded interventions' results is jeopardized by multiple factors, including insufficient leveraging of follow-on investments and institutional challenges – such as internal dynamics and governance reforms. Hence, given the increased levels of awareness about transition from the informal to the formal economy in Côte d'Ivoire and South Africa, as well as the need to keep the momentum going, sustain results, and create the impact sought, more resources are required. While resources may be secured from other partners, these are not necessarily consistent and predictable; additional resources from the ILO will have to be mobilized to leverage the RBSA results with high impact potential. Hence, in both countries, RBSA funding will remain crucial for facilitating transition to formal economy.

## Lessons learned.

The following key lessons are derived from the analysis of the cluster evaluation's findings.

**Lesson 1:** Facilitating transition from the informal to formal economy involves complex multi-level and multi-actor processes and requires a gradual approach, which should be considered when designing and implementing formalization strategies.

**Lesson 2:** A rapid political economy analysis of the country of intervention is of critical importance for effective design and implementation of RBSA-funded interventions.

**Lesson 3:** Avoiding the trap of including too many activities in a RBSA-funded interventions can pay off.

**Lesson 4:** Ensuring buy-in at the apex structures of management within Government is a key prerequisite for achieving policy solutions to facilitate the transition from the informal to the formal economy.

## Recommendations

**Recommendation 1:** For more inclusive social dialogue and consultations about informal labour issues towards supporting the transition from the informal to the formal economy, ILO should continue advocating for more space to be created for informal workers' organizations in national social dialogue structures.

**Recommendation 2:** The RBSA funding modality should support interventions that focus on prioritized activities and consider potential political economy risks to avoid overly ambitious interventions, while pursuing results that are achievable within a RBSA timeframe. A minimum set of activities and deliverables with higher scale-up potential and impact are preferable to many activities with reduced visibility and impact.

**Recommendation 3:** To achieve impact results, the ILO Department responsible for the allocation of RBSA resources should consider funding proposals that seek to follow on RBSA projects' results with potential to create impact. Similarly, Country Offices should commit to spend part of their Regular Budget or other resources as follow-on investments in such results.

**Recommendation 4:** To facilitate a more consistent and coherent consideration of gender and inclusion dimensions in the design and implementation of RBSA-funded interventions, the ILO should integrate these dimensions into the structure of the proposal and reporting processes.

## 1 Introduction

This Evaluation Report was prepared by Universal Management Group Limited (“Universal”) and submitted to the International Labour Organization (ILO) for the evaluation of Regular Budget Supplementary Account (RBSA) interventions on Transition from the Informal to the Formal Economy in the context of COVID-19 recovery in Africa (Côte d’Ivoire and South Africa).

In line with the Terms of Reference (ToR) (see ToR in Appendix I), the evaluation adopted a “cluster approach”, examining two projects implemented in Côte d’Ivoire and South Africa. The approach allowed the evaluation team to identify whether the two projects, although small, are contributing to solving the larger problem they address, namely: transition from the informal to the formal economy. Given its strategic focus, the cluster evaluation synthesized specific project results to inform overarching analysis and insights.

The primary purposes of this cluster evaluation are to enable learning and inform strategic development. The evaluation assignment began in May 2023, with a field mission in Abidjan (from September 25 to 29, 2023) and Pretoria (from November 06 to 10, 2023).

This report consists of seven sections. Section 2 provides background information on Transition from the Informal to the Formal Economy and Decent Work Agenda. Section 3 presents an overview of the object of the evaluation, while Section 4 presents the purpose, objectives and scope of the evaluation, as well as the intended users and uses of the evaluation. Section 5 summarizes the evaluation approach and methodology. Evaluation findings are presented in Section 6, while evaluation conclusions, lessons learned, and recommendations are provided in Section 7.

Appended to this evaluation report are: I) the evaluation ToR; II) Project activities and implementation plans; III) Approach and Methodology; (IV) Evaluation Matrix; (V) Changes to the Questions in the ToR; (VI) List of Documents Reviewed; (VII) List of Stakeholders Consulted; (VIII) Data Collection Tools; (IX) Detailed summary of key achievements by the RBSA-funded interventions; (X) RBS Budgets in Côte d’Ivoire and South Africa.

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## 2 Background

### 2.1 Transition from the Informal to the Formal Economy

Informal employment is one of the most challenging issues of most economies today. While the SDGs explicitly aim for a reduction in informal employment (i.e., SDG 8.3 and 10.2)<sup>1</sup>, the incidence of informality remains high, affecting 61% of workers globally, and is much higher in low-income countries.<sup>2</sup> The ILO Recommendation (No. 204) on the Transition from the Informal to the Formal Economy was adopted in 2015 to specifically address this issue. Recommendation No. 204 builds on the belief that there is need for an integrated policy framework and strategy to facilitate the transition to the formal economy. An integrated strategy is important because the transition to formality requires both targeted policies and much broader multidimensional policies to promote inclusive structural transformation.

Recommendation No. 204 emphasizes the need to: (a) facilitate the transition of workers and economic units from the informal to the formal economy, while respecting workers' fundamental rights and ensuring opportunities for income security, livelihoods and entrepreneurship; (b) promote the creation, preservation and sustainability of enterprises and decent jobs in the formal economy and the coherence of macroeconomic, employment, social protection and other social policies; and (c) prevent the informalization of formal economy jobs.<sup>3</sup>

In Africa, the geographic focus of this evaluation, informal employment is the main source of employment, accounting for 85.8% of total employment; it is the highest share among all regions.<sup>4</sup> Sub-Saharan Africa (SSA) and North Africa have very different levels of informal employment, with 89.2% and 67.3% respectively.<sup>5</sup> Within SSA, there is huge variation where the share of informal employment in Southern Africa (40.2%) is less than half the share in Central Africa (91.0%), for example. In Africa, informal employment is a greater source of employment for women (89.7%) than for men (82.7%). In SSA, except Southern Africa, more than 90% of women are in informal employment compared to 86.4% of men.<sup>6</sup>

Under the above conditions, transition to formal economy in Africa is a necessary step to achieving decent work-related outcomes, including, but not limited to, poverty reduction, improved productivity, market access, fostering fair competition, improved government revenue, and strengthening rule of law.

The transition from informal to formal economy can be conceptualized into three groups for distinct entities.<sup>7</sup>

- 1) For enterprises, formalization means providing an enabling environment for their formalization, with the advantages and obligations that this entails, including fiscal regulation, labour regulation,

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<sup>1</sup> SDG 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services; SDG 10.2: By 2030 empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

<sup>2</sup> Iyanatul Islam and Frédéric Lapeyre (2020). Transition to Formality and Structural Transformation. Challenges and Policy options. International Labour Organization

<sup>3</sup> Ibid.

<sup>4</sup> ILO (2018) . Women and men in the informal economy: a statistical picture (third edition) (Geneva).

<sup>5</sup> Annamarie Kiaga and Vicky Leung (2020). The Transition from the Informal to the Formal Economy in Africa. Background paper for the GEPR Chapter 5 "The transition to formality: Comparing policy approaches in Africa, Asia and Latin America"

<sup>6</sup> ILO (2018) . Women and men in the informal economy: a statistical picture (third edition) (Geneva).

<sup>7</sup> [ILO \(2021\). Transition from the informal to the formal economy - Theory of Change.](#)

Project 1. Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS ZAF/20/01/RBS

Project 2. Strengthened capacity of Government and | 3 social security regulation, legal recognition, registration of enterprises, and compliance with legal requirements.

- 2) For independent workers, their (in)formality is largely contingent upon whether their enterprise is in the formal economy or not.
- 3) For employees, transitioning to formality entails adequate labour, legal, and social protection.

Formalization processes occur at two levels of interaction: 1) at the level of workers and enterprises in the informal economy, and 2) at the level of political and institutional environments.<sup>8</sup> Crucially, social dialogue is an integral component of the transition from the informal to formal economy as the tripartite mechanisms and consultations with workers' and employers' organizations help identify the nature of informality, help create action plans, and provide platforms for all views to be expressed in order to adopt tailor-made and effective labour policies and legal protections.

## 2.2 Decent Work Agenda

The informal economy is marked by severe decent work deficits, including but not limited to poverty and precarious livelihoods, inadequate and unsafe working conditions, longer working hours, absence of representation rights, and lower incomes.<sup>9</sup> The ILO defines Decent Work as “the sum of the aspirations of people in their working lives that includes opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men”.<sup>10</sup> The ILO developed an agenda that addressed these aspirations through four pillars – employment creation, social protection, rights at work, and social dialogue as well as alignment with the 2030 Agenda for Sustainable Development Goal 8.<sup>11</sup>

The implementation of the Decent Work Agenda includes the development of Decent Work Country Programmes (DWCP) that are designed in collaboration with the ILO member State tripartite constituents, i.e., governments and employers' and workers' organisations, commonly known as the social partners, to adapt the ILO Decent Work Agenda to national contexts and realities as a means of advancing the aspirational goals of Decent Work across ILO member states. Since the reform of the UN Development system and the introduction of a new generation of Sustainable Development Cooperation Frameworks (UNSDCFs), the DWCPs must draw upon the priorities set in the UNSDCFs and contribute to their implementation, except if the latter have omitted issues raised by the ILO supervisory bodies regarding deficits in the application of ratified international labour standards. The RBSA interventions under review played a complementary role in the financing of the DWCPs for Côte d'Ivoire and South Africa which are briefly discussed below.

## 2.3 Côte d'Ivoire Decent Work Country Programme<sup>12</sup>

The latest DWCP for Côte d'Ivoire was implemented between 2017 and 2020 and has not been renewed. The next DWCP is still under discussion between the ILO, Government stakeholders, and social partners. It was aligned with the Plan National de Développement 2016-2020 under Strategy Number 2 titled “Acceleration of the development of human capital and the promotion of social well-being”. The Côte d'Ivoire DWCP identified

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<sup>8</sup> Ibid.

<sup>9</sup> ILO (2013). Transitioning from the informal to the formal economy. Geneva.

<sup>10</sup> [ILO \(2023\). Decent Work.](#)

<sup>11</sup> Ibid.

<sup>12</sup> [ILO \(2017\). Programme de promotion du travail décent en Côte d'Ivoire 2017-2020.](#)

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four priorities; 1) creation of productive and decent jobs in sufficient numbers to curb unemployment and underemployment, 2) strengthening the legal, normative and institutional labour framework covering all components of the national labour market, 3) strengthening and extending social protection to all workers, and 4) consolidation of the social dialogue to achieve social democracy and social justice. A final review was commissioned by the ILO to assess the performance of the Côte d'Ivoire DWCP 2017-2020 in 2021. Of note, the current UNSDCF (2021-2025) for Côte d'Ivoire includes transition to formal economy as priority area.<sup>13</sup>

## 2.4 South Africa Decent Work Country Programme <sup>14</sup>

The second and latest DWCP for South Africa began in 2018 and will conclude in 2023. It was developed following consultations with tripartite constituents as well as the National Economic Development and Labour Council (NEDLAC) and was informed by a mid-term review of the previous South Africa DWCP from 2010-2015. A key lesson learnt from the mid-term review was that the second South Africa DWCP should focus on a limited number of shared priorities. The South Africa DWCP promotes decent work as a key component to achieving national development outcomes. It identifies the following three key priorities: 1) to promote more and better jobs, 2) to broaden social protection coverage, and 3) to promote strong and representative employers' and workers' organizations. The South Africa DWCP aligns with national, sub-regional, continental, and global frameworks including the National Development Plan 2020, the South Africa's UNSDCF (2020-2025), Medium Term Strategic Framework 2014-2019, the Southern African Development Community (SADC) Industrialization Strategy and Roadmap 2015-2063, the SADC Decent Work Plan 2013-2019, the African Union (AU) Agenda 2063, AU Declaration on Employment, Poverty Eradication and Inclusive Development in Africa, and the 2030 Agenda for Sustainable Development (SDGs).

## 3 Object of the Evaluation

### 3.1 RBSA Funding Modality

The ILO is a specialized United Nations agency founded in 1919 with a tripartite structure and a mandate to promote social justice. Today, the ILO brings together governments, employers, and workers of 187 Member States to set labour standards, develop policies, and devise programmes promoting decent work for all women and men.

The ILO funding base consists of assessed and voluntary contributions.<sup>15</sup> Voluntary contributions include the Regular Budget Supplementary Account (RBSA), which allows development partners to provide unearmarked core funding to the ILO, increasing the relevant ILO Office's capacity to deliver, and achieve results at the country level. The ILO allocates RBSA funds to areas and countries with the most needs in terms of where opportunities for results emerge and other resources are not readily available.<sup>16</sup> As a priority, RBSA funds are allocated by the ILO to Official Development Assistance (ODA)-eligible countries and countries that are aligned with the ILO's results-based framework.

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<sup>13</sup> Nations Unies (2020). Cadre de Coopération des Nations Unies pour le Développement Durable (CCDD)

<sup>14</sup> [ILO \(2018\). Republic of South Africa Decent Work Country Programme 2018-2023.](#)

<sup>15</sup> [ILO \(2023\). RBSA.](#)

<sup>16</sup> [ILO \(2023\). Fact-sheet Core Voluntary Funding \(RBSA\) for ILO development cooperation \(Update, June 2023\).](#)



**Table 1. Contributions to ILO Core Voluntary Funding (RBSA)(USD)<sup>17</sup>**

<b>COUNTRY</b>	<b>2016-17</b>	<b>2018-19</b>	<b>2020-21</b>	<b>2022-23</b>
<b>Belgium</b>	8 155 000	6 850 000	6 976 000	3 006 000
<b>Denmark</b>	2 928 000	2 840 000	7 880 000	3 504 000
<b>France</b>	-	-	588 000	249 000
<b>Germany</b>	2 641 000	1 722 000	1 161 000	1 052 000
<b>Italy</b>	447 000	455 000	478 000	426 000
<b>Luxembourg</b>	2 140 000	2 539 000	3 035 000	2 175 000
<b>Netherlands</b>	5 464 000	5 855 000	5 862 000	4 362 000
<b>Norway</b>	3 307 000	3 616 000	3 395 000	3 855 000
<b>Sweden</b>	4 215 000	3 473 000	5 032 000	1 585 000
<b>Total</b>	<b>29 297 000</b>	<b>27 350 000</b>	<b>34 407 000</b>	<b>20 214 000</b>

As shown in Table 2.1, between 2022 and 2023, nine governments supported the RBSA by contributing USD 20.2 million (mn), specifically Belgium, Denmark, France, Germany, Italy, Luxembourg, Netherlands, Norway, and Sweden.<sup>18</sup> In recent years, the RBSA has emerged as a key funding modality through which the ILO and its development partners can advance the Decent Work Agenda and the associated SDGs.

The ILO allocates RBSA resources to boost DWCPs in a variety of ways, including to launch innovative initiatives, rapidly address emerging needs, expand the scope and/or scale of existing programmes, mainstream cross-cutting issues in labour policies and programmes, leverage greater funding from other sources, and increase sustainability of ILO assistance through partnerships with UN agencies.<sup>19</sup> RBSA allocations between 2021 to 2023 include 35 projects in the Americas region, 23 projects in Europe and Central Asia, 15 projects in Arab States, 35 projects in Asia and the Pacific, 37 projects in Africa, and 9 projects with inter-regional scope.<sup>20</sup>

### 3.2 RBSA Projects in Côte d’Ivoire and South Africa

Two RBSA-funded projects aimed at supporting two African countries addressing ILO priorities have been identified for the current cluster evaluation, as per Table 3.1 below. The projects were designed to support ILO tripartite constituents’ efforts in response to the COVID-19 pandemic with a strategic direction and human-centered approach as defined by the ILO Centenary Declaration for Future of Work (2019)<sup>21</sup> and to consolidate the ILO’s leading role in delivering the UN 2030 Agenda for Sustainable Development.

The project implemented in Côte d’Ivoire is titled “Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle”. The objective of the project was to

<sup>17</sup> Ibid.

<sup>18</sup> [ILO \(2023\). RBSA.](#)

<sup>19</sup> Ibid.

<sup>20</sup> Ibid.

<sup>21</sup> [ILO \(2019\). ILO Centenary Declaration for Future of Work.](#)



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Project 2. Strengthened capacity of Government and | 6 support informal entrepreneurs and workers to improve their transition to formalization and increase their resilience to the shocks generated by COVID-19. The project implemented in South Africa is titled “Strengthened capacity of government and social partners to develop policies and programmes that facilitate the transition of the informal economy to formality”. It aimed to strengthen the capacity of the Government and Social Partners to develop policies and programmes to facilitate the transition of the informal to the formal economy. Table 3.6 provides a summary of the projects’ timelines, RBSA budget, and the ILO Programme & Budget (P&B) outputs the projects sought to contribute to.

**Table 2. Projects clustered under this Evaluation.**

COUNTRY	P&B OUTPUT	RBSA BUDGET (USD)	APPROVAL	END DATE
Côte d’Ivoire	4.3, 1.1, 1.2	554,000	August 2020	31 August 2022
South Africa	7.4, 7.2, 4.3 & 6.3	550,000	July 2020	6 April 2022

Source: ILO (2023). *Call for Expressions of Interest. Cluster Evaluation on Transition from the Informal to the Formal Economy.*

## 4. Evaluation Purpose, Objectives and Scope

### 4.1 Purpose, Objectives, and Users

The primary purposes of this cluster evaluation are to enable learning and inform strategic development. As outlined in the ToR, “the evaluation findings and insights will serve organizational **learning purposes, i.e.**, to identify what works and what doesn’t, and feed these lessons into regional strategies to promote transition to formal economy more effectively.”

Derived from these fundamental purposes, the **specific objectives** of the cluster evaluation are as follows:

- Assess the significance of the RBSA funding modality (and funded interventions) to pursue transition from the informal to the formal economy, while promoting social dialogue and gender equality.
- Measure progress of the RBSA funded interventions against the PB Outcome 4 and related Outcomes, notably Outcomes 1 and 7 and 6<sup>22</sup>, as well as relevant Decent Work Country Programme outcomes.
- Examine what are the common factors that have contributed to the achievement of the results, their potential impact and likelihood of their sustainability.
- Assess the extent to which the RBSA helped the ILO Country Offices use ILO technical expertise and comparative advantage to position ILO in the country and/or frameworks that pave ways for other interventions that respond to national priorities.
- Assess how RBSA funds contributed to delivery of results, that were agreed during the design stage of these interventions.
- Assess how RBSA funds contributed to leveraging additional resources.
- Assess the strength and weaknesses of the RBSA proposal design, monitoring and reporting.
- Identify key lessons learned.

<sup>22</sup> Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work; Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue; Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work; Outcome 7: Adequate and effective protection at work for all.

The **primary users** of the evaluation include the tripartite ILO constituents, projects partners, ILO Country Offices, ILO Regional Office for Africa (ROAF), ILO Decent Work Teams, HQ technical departments, the Evaluation Office, Partnering for Development Unit (PARTNERSHIPS) and Strategic Programming and Management Department (PROGRAM). **Secondary users** include other interested partners, academics, other ILO units and regions, and the public.

## 4.2 Scope

Drawing on the ToR, three elements define the scope of this cluster evaluation (see Table 3. Cluster Evaluation Scope Table ).

**Table 3. Cluster Evaluation Scope**

SCOPE	DESCRIPTION
Temporal	<ul style="list-style-type: none"> <li>The evaluation covers the entire projects' period from the start of their implementation to their end.</li> </ul>
Geographic	<ul style="list-style-type: none"> <li>The evaluation is nationally focused, in two national contexts.</li> </ul>
Programmatic	<ul style="list-style-type: none"> <li>The evaluation covers all projects' objectives and results, including their contribution to meeting ILO stakeholders' needs in the framework of P&amp;B priorities, and focusing not only on what has been achieved but also and most importantly, on how and why.</li> </ul>

The ToR emphasized the need to consider gender equality and inclusion/non-discrimination as **cross-cutting concerns** throughout the methodology, deliverables, and final report of the evaluation. In terms of gender, this implied including evaluation questions that explicitly addressed gender equality dimensions, involving both men and women in consultations, evaluation analysis, and the evaluation team itself. Moreover, the evaluators reviewed data and information with a gender lens (where data disaggregated by sex was available) and assessed the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men.

## 4.2 Evaluation Criteria and Questions

The cluster evaluation was conducted as per the criteria and approaches for international development assistance as established by the OECD-DAC Evaluation Quality Standards; and the UNEG Code of Conduct for Evaluation in the UN System. The following OECD/DAC evaluation criteria: **relevance, coherence, effectiveness, efficiency, sustainability, and orientation towards impact** were used.

An evaluation matrix was developed that provides the overall analytical framework for the evaluation, guiding the development of all data collection tools and framing the analysis and recommendations to be delivered. The evaluation matrix also reflects the evaluation criteria and includes, for each evaluation question (and sub-question), indicators, data sources and proposed data collection methods (see Appendix III). Worth noting is that a few of the evaluation questions suggested in the ToR were slightly refined by the evaluation team to make them more precise. Where relevant, a second effort was to separate the main evaluation questions and the sub-questions operationalizing them. A summary of the changes made to the questions in the ToR can be found in Appendix IV.

## 5 Approach and Methodology

### 5.1 Overall Approach

To undertake this evaluation, the following complementary approaches were combined to enable learning and promote higher-level and more strategic decision making: Cluster Approach, Systems-based Approach, Utilization-Focused and Participatory Approaches, and Mixed Methods Approach. The rationale for using each of these approaches is briefly discussed in Table 5.2 below. Detailed methodology is provided in Appendix II.

*Table 4. Evaluation Approaches*

APPROACHES	RATIONALE FOR USE
<b>Cluster Approach</b>	<ul style="list-style-type: none"> <li>▪ Adopted to allow the evaluation team to identify whether the two clustered projects are contributing to solving the larger problem of transition from the informal to the formal economy.</li> <li>▪ Allowed greater opportunities for feedback on the strategies on related subjects as well as mutual learning across project locations/contexts.</li> <li>▪ Allowed the team to identify the RBSA modality's role in addressing constituent needs.</li> </ul>
<b>Systems-based Approach</b>	<ul style="list-style-type: none"> <li>▪ Adopting this approach allowed the evaluation team to assess the extent to which the factors that are internal and external to the RBSA supported projects have promoted or inhibited the actual or likely achievement of expected results.</li> </ul>
<b>Utilization-Focused and Participatory Approach</b>	<ul style="list-style-type: none"> <li>▪ Adopted to ensure that the evaluation results are of value to primary and secondary users.</li> <li>▪ Pursued to ensure a meaningful involvement of the widest possible representation of stakeholders involved in the design and implementation of the RBSA-funded projects, with a particular focus on intended users of the evaluation.</li> </ul>
<b>Mixed Methods Approach</b>	<ul style="list-style-type: none"> <li>▪ Allowed triangulation of data from different lines of enquiry, drawing on quantitative and qualitative sources of data and techniques to ensure comprehensive, robust and evidence-based findings.</li> <li>▪ Enabled the evaluation team to answer evaluation questions with sufficient depth and breadth.</li> </ul>

### 5.2 Data Collection Methods and Sources

The evaluation adopted several methods (and related tools) to maximize opportunities for triangulation and thus deliver rigorous findings. Sources of data comprised an in-depth document review, semi-structured interviews, field missions and direct observations, and sense-making presentations. Details on each of these approaches and instruments and how they were be applied in this evaluation are detailed below.

### *In-Depth Document Review*

The in-depth document review began during the Inception Phase, focused on selected key projects' documents and other relevant materials such as ILO corporate documents, supporting the refinement of the evaluation methodology and the development of the evaluation matrix. It continued throughout the Data Collection Phase, to review all relevant documents to the key evaluation questions (see List of consulted documents in Appendix V).

### *Sampling, Interviews and Focus Group discussions*

The evaluation team carried out semi-structured interviews during field missions in Côte d'Ivoire and South Africa, as well as through videoconference as needed. In total, 41 key informants were interviewed (20 in Côte d'Ivoire; 21 in South Africa) and 2 Focus Group Discussions (FGDs) (1 Côte d'Ivoire; 1 in South Africa; with a total of 11 participants) were conducted in this evaluation (see List of Stakeholders Consulted and FGD organized in Appendix VI). All consultations were guided by interview protocols organized around the main evaluation questions. The sampling of stakeholders was based on the stakeholder lists provided by ILO (for the projects in Côte d'Ivoire and South Africa). The selection of the specific informants followed a purposive, rather than a randomized sampling approach, while allowing for both snowballing and opportunistic sampling. Such an approach ensured that appropriate and useful data was collected efficiently and in a timely manner. The selection of interviewees was based on the following criteria: familiarity with the RBSA funding modality and RBSA-funded projects under consideration in this cluster evaluation; level of interest in the evaluation, to ensure information richness; likelihood of conducting interview (i.e., accessibility of stakeholders by the evaluation team); gender, to ensure the mix of stakeholders represents both females and males; and diversity of stakeholder perspectives (example, ensuring a good mix of stakeholders representing the ILO tripartite structure: government, employer, and worker representatives).

### *Sense-Making Presentations*

Virtual sense-making presentations were organized, in collaboration with the ILO, for stakeholders in Côte d'Ivoire and South Africa, to share, validate and further develop preliminary findings, in preparation for the drafting of the draft and final cluster evaluation reports.

## 5.3 Data Analysis

The evaluation team pursued descriptive, explanatory, qualitative and quantitative analytic approaches for this evaluation. Using this set of complementary approaches ensured the reliability of information and increased the quality and credibility of the evaluation findings and conclusions. Details on each of these approaches and how they were used are provided below.

- **Descriptive analysis:** was used as a first step, to understand the context in which the ILO funded projects operate, and the results achieved through the implementation of the two projects under review before moving on to more interpretative approaches.
  - **Quantitative analysis:** was used to capture relevant information and trends related to the two projects' results. To the extent possible, the analysis used sex-disaggregated data to identify any trends or issues specific to either women or men.
  - **Qualitative analysis:** was used for content analysis applied to the material from different lines of inquiry (e.g., documents and interview data) to analyse and identify common trends, themes, and patterns in
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relation to the evaluation questions. Content analysis was further used to flag diverging views or evidence on certain issues, as well as a gender analysis to assess gender-related implications. Emerging issues and trends deriving from this analysis constituted the raw material for crafting preliminary observations that were then refined to feed into the draft evaluation report.

## 5.4 Limitations

A few challenges encountered during the conduct of this cluster evaluation had to do with the availability of stakeholders. The field work in South Africa (initially planned from October 02 to 06, 2023) had to be cancelled as it coincided with period of the BRICS<sup>23</sup> annual leader's summit in Johannesburg, making it difficult to access many of the stakeholders. To address this challenge, the ILO and the evaluation team rescheduled the field mission to a later date (from November 06 to 10, 2023). The new timing also proved to be challenging as the ILO staff were not able to meet with the evaluation team, some of them being away on missions, and some meetings had to be rescheduled during the week after the field mission. One limitation was that the evaluation team was not able to speak to the ILO's gender specialist in South Africa due to her recent retirement. The evaluation team mitigated this limitation by ensuring that questions about gender dimensions were asked to other informants, and by analysing projects' reports to complement the information from interviews.

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<sup>23</sup> BRICS: Brazil, Russia, India, China, and South Africa

## 6 Evaluation findings

### 6.1 Relevance

#### 6.1.1 Relevance of interventions to countries' and constituents' needs

**Finding 1:** The objectives and strategies of RBSA funded interventions in Côte d'Ivoire and South Africa were closely aligned with the countries' and ILO constituents' needs and priorities to facilitate transition from the informal to the formal economy, particularly with their efforts to mitigate the impact of COVID-19 pandemic on enterprises and workers in the informal economy.

The populations of both Côte d'Ivoire and South Africa have been heavily affected by the COVID-19 pandemic, with informal economy workers, particularly women, being particularly impacted. The vulnerability of these workers exposed them to the COVID-19 virus, due to the lack of safe and hygienic workspaces, and the restrictions on movement made them lose income, while increasing the incidence of gender-based violence and harassment. While the governments of Côte d'Ivoire and South Africa developed measures and relief schemes to help populations, most informal economy workers and businesses were not able to access this support due to various reasons, including lack of information and difficulties in using online platforms.<sup>24</sup>

Against this background, the RBSA-funded interventions in Côte d'Ivoire and South Africa were developed and implemented not only to contribute to national efforts to mitigate the impact of COVID-19 on informal economy workers and businesses, but also to support the ongoing efforts by ILO constituents in both countries to implement the ILO Recommendation No. 204. Both in Côte d'Ivoire and South Africa, the interventions sought to contribute to addressing countries' needs articulated in specific national policies and/or strategies on transition. For example, in South Africa, the RBSA-funded intervention was aligned with the R204 National Roadmap adopted by the NEDLAC R204 Tripartite-Plus Task Team; while in Côte d'Ivoire, the intervention was aligned with the National Strategy for Transition from the Informal Economy to the Formal Economy (SNIT-EF in French<sup>25</sup>) and its Operational Action Plan (these aspects are further discussed in section 6.2.3). The interventions sought to put in place mechanisms that would make informal workers less vulnerable to the effects of COVID-19, notably by establishing safe, hygienic, and healthy workspaces and facilitating their access to government support measures, while improving their transition from the informal economy to formal economy.<sup>26</sup>

In so doing, the RBSA-funded interventions aimed at supporting policy measures to facilitate the formalization of informal businesses, national efforts at expanding and strengthening social protection coverage to workers in vulnerable employment, and gender responsive policy measures to strengthen occupational health and safety in the world of work.<sup>27</sup> The alignment of the RBSA-funded interventions in Côte d'Ivoire and South Africa with the priorities of these countries in terms of addressing the challenges facing workers in informal economy - both during and after the COVID pandemic, was also echoed by all the stakeholders consulted in this evaluation.<sup>28</sup>

In the views of most ILO's constituents consulted in Côte d'Ivoire and South Africa, the RBSA funding modality bridges an important gap by providing them with funding to respond to emerging needs and address changing circumstances. The flexibility of the RBSA modality, both in terms of funding allocations and reporting requirements, as well as its role in providing support for strategic areas where governments' budgets may be constrained to allocate resources (yet these areas are considered equally important by ILO and other social partners) have come out clearly in in this evaluation as its unique and value-added features. For example,

<sup>24</sup> ILO (2021). RBSA Narrative Progress Reports South Africa and Côte d'Ivoire.

<sup>25</sup> Stratégie Nationale Intégrée de Transition de l'Économie Informelle vers l'Économie Formelle (SNIT-EF) 2022-2024.

<sup>26</sup> ILO (2020). RBSA proposals. Côte d'Ivoire, South Africa.

<sup>27</sup> Ibid.

<sup>28</sup> Ibid.

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securing government funds for conducting studies can be challenging, given the pressure to provide concrete services to citizens; yet these studies are extremely important for advancing processes such as social dialogue on the issue of transition from the informal economy to formal economy. Finally, interviews with ILO staff indicated that RBSA remains highly appreciated as a flexible mechanism to allow donors to make un-earmarked voluntary contributions which help to deliver on the priorities set by the ILO. At country level, the RBSA funds were generally described as covering funding gaps in DWCPs and, as such, contributing to achieving country outcomes.

### 6.1.2 Relevance to the needs of different groups

**Finding 2:** The RBSA interventions in Côte d'Ivoire and South Africa have addressed vulnerabilities and needs that are specific to different groups, including women and women-owned businesses operating in public workspaces such as markets and streets. The interventions equally considered the needs of other groups at risk of being left behind, such as domestic workers, home and community health-care workers, home-based workers, street vendors, waste pickers, and migrants.

Available data suggest that, by their focus on informal economy workers, the RBSA-funded interventions in Côte d'Ivoire and South Africa responded to the needs of the most vulnerable categories of people, particularly those affected by the COVID-19 crisis. In both countries, the interventions addressed the **needs of women in vulnerable employment**, many of whom lost employment and livelihoods because of lockdown restrictions. While the Côte d'Ivoire intervention targeted women workers and women-owned informal businesses in the public markets of Abidjan, the South Africa intervention directed support to organizing home-based workers (majority are women) and the issue of **increasing vulnerability of women to domestic violence** in the face of job losses and deteriorating livelihoods during the pandemic. In South Africa, the RBSA intervention further aimed to support formalization actions for other **vulnerable categories of workers**, including domestic workers, taxi operators, waste pickers and street traders. The following section discusses these issues from the perspective of integration of cross-cutting dimensions of gender, equity, and inclusion.

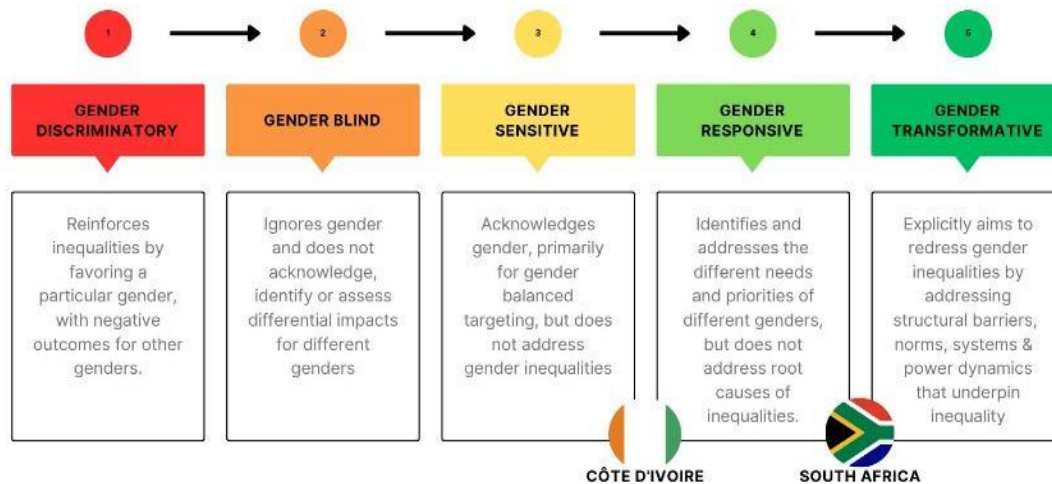
### 6.1.3 Integration of Gender, Equity, and Inclusion

**Finding 3:** The design of the RBSA-funded projects in Côte d'Ivoire and South Africa integrated, albeit to varying degrees, gender equality considerations but did not address broader inclusion issues (e.g., related to the needs of workers with disabilities). Noted variances and gaps reflect current RBSA proposal formats, which do not require gender and broader inclusion analysis or specific related targets.

The design of RBSA-funded interventions ranged from gender sensitive (Côte d'Ivoire) to more gender-responsive and even gender-transformative approaches (South Africa), with different levels of consideration for the specific needs of men and women. While both cases included a focus on the overwhelming concentration of women in the informal economy (particularly domestic workers) complemented with attention to women entrepreneurs/women-owned small businesses, there were varying levels of appreciation for the gendered implications of decent work (e.g., related to gender roles or gender norms) and the differential impact of the COVID-19 crisis on women and men. Figure 6.1 provides a visualization of the degree of integration of gender in the RBSA-funded projects under review, on continuum of approaches to gender.



Figure 1: Degree of integration of gender on a continuum of gender approaches



Source: Evaluation team: adapted from ILO (2020) and UNDP (2015)<sup>29</sup>

In South Africa, there was deeper consideration of adopting gender-responsive approaches to: (1) communications on COVID-19 prevention and response, (2) ensuring equitable access to available relief schemes, (3) providing accessible business development services for women-owned businesses, (4) policy and legislation to better protect workers in informal employment with a specific focus on domestic workers.<sup>30</sup> In Côte d'Ivoire, there were some specific considerations in the design of the intervention that were tailored to the needs of women, such as facilitating the formalization process and access to governmental assistance schemes for women entrepreneurs, which included the use of innovative, digital, gender-sensitive awareness-raising and training on formalization offered to men and women in the informal economy most affected by the COVID-19 crisis.<sup>31</sup>

The design of RBSA-funded interventions reviewed tended to more broadly set 'blanket' overall targets for women, with the intervention in Côte d'Ivoire for example setting a minimum target of 70% of micro-level interventions to benefit women. However, the targets set for expected results were predominately not gender-sensitive, as they were not disaggregated by sex. Additionally, the design of RBSA-funded interventions did not consider the differential impacts of COVID-19 on persons with disabilities or related implications for workplace accessibility or health and safety of disabled workers. There was also inconsistent consideration of the added risks and vulnerabilities for the health and safety of different categories of workers, including but not limited to risks of gender-based violence (GBV), abuse or harassment, or the risk of excluding women in activities that relied on online platforms (e.g., virtual trainings or organizing workers online) as a result of gender inequalities in access to technology and IT infrastructure in the household. As a positive example, the RBSA-funded intervention in South Africa specifically considered the risk of exclusion and risks resulting from a lack of gender sensitivity. It also factored in the design of a gender-responsive national Occupational Safety and Health (OSH) Strategy that responded to informal economy needs, including the specific needs and added risks for women, as well as the Code of Good Practice for the elimination of violence and harassment in the world of work.

<sup>29</sup> ILO (2020). i-eval THINK Piece, No. 19 ; UNDP. 2015. Summary: Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment.

<sup>30</sup> South Africa final approved RBSA proposal: "THE LAST APPROVED DRAFT FOR THE RBSA PROPOSAL- South Africa"

<sup>31</sup> Côte d'Ivoire final approved RBSA proposal: "Approved proposal CIV110 (002)"

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Proposal documents included a three-scale marker system<sup>32</sup> to classify the intervention's intended contribution to gender equality and non-discrimination, with the South Africa case containing gender equality and non-discrimination as a principle objective of action and results (i.e. Marker 3), whereas in Côte d'Ivoire a Marker 2 indicated that other policy areas intended to make a significant contribution to advancing this goal in addressing root causes of inequality and discrimination.<sup>33</sup> The RBSA project proposals also included the identification of the intervention's intended contribution to the 2030 SDG Agenda, which primarily centered on specific targets under SDG 8 (inclusive and sustainable economic growth), but in the case of South Africa was complemented further with alignment to SDG 5 on gender equality. However, the format of proposals did not include a dedicated section on how the design and implementation of interventions intended to contribute to gender equality and women's empowerment (GEWE), and consequently translated into less systematic consideration of gender dimensions.

Finally, the extent to which the design of RBSA-funded interventions was informed by consultations with different categories of informal workers, including women, was unclear. However, worth noting is that the intervention in South Africa partnered with UN Women and Women in Informal Employment: Globalizing and Organizing (WIEGO), which is a good practice.

#### 6.1.4 Involvement of tripartite ILO constituencies in project design and implementation

**Finding 4:** The RBSA interventions in Côte d'Ivoire and South Africa were generally demand-driven, involving tripartite ILO constituents in their design and implementation, but with varying degrees of involvement. While the selection of activities for RBSA funding was the result of a consultative process, initiated by one or more social partners, or ILO Decent Work Country Teams (DWCTs) based on their knowledge of the issues at hand, there was a difficulty of consistently and meaningfully involving informal workers' organisations.

In both Côte d'Ivoire and South Africa, the consulted representatives of employers, government, and workers indicated having been associated with the discussions that led to the drafting of the RBSA funding proposals. The ILO DWCTs in Côte d'Ivoire and South Africa generally know constituents' interests and needs, which allowed them to provide their technical inputs, thus conceiving relevant proposals that were in line with the growing informality, while considering COVID-19 challenges.

All consulted stakeholders emphasized that the preparation of the RBSA funding proposals was done in a relatively short time, yet the selection of projects' activities was based on constituents' requests. In Côte d'Ivoire and South Africa, consulted government representatives confirmed that they strongly requested the ILO support to address urgent needs created by the COVID-19 pandemic, which the ILO provided through the RBSA funding. Concretely, in South Africa, the intervention was designed as a response to requests for support by the National Economic Development and Labour Council (NEDLAC) R204 Tripartite-Plus task team on formalization, and the NEDLAC Community Constituency.<sup>34</sup> In Côte d'Ivoire, the intervention responded to the requests formulated by

<sup>32</sup> Marker 3 is applied when the promotion of gender equality and non-discrimination is the principal objective of ILO action and results. Marker 2 is applied when ILO action and results achieved in other policy areas make a significant contribution to the advancement of this goal by addressing root causes of inequality and discrimination. Marker 1 is applied when ILO action and results in other policy areas have some focus on the advancement of gender equality and non-discrimination, but make a limited contribution to progress in this area. This includes, for example, measures put in place to ensure the participation of women in capacity development initiatives or the generation of information and knowledge about inequalities in the labour market.

<sup>33</sup> For broader more global comparison, the ILO programme implementation report for 2020-2021 reveals that the advancement of gender equality and non-discrimination was the principle objective in only 6% of the results achieved for the reporting period. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_842804.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_842804.pdf)

<sup>34</sup> RBSA Proposal document (South Africa)

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the Ministries of Employment and Social Protection, SMEs, Youth Promotion and Youth Employment, and Social Partners.<sup>35</sup>

While workers' and employers' representatives were generally well involved in the implementation of the RBSA-funded intervention activities, their involvement during the design phase varied, with lack of consistent and meaningful involvement of informal workers' organisations. To wit, in Côte d'Ivoire, the Confédération Générale des Entreprises de Côte d'Ivoire (CGECI) was significantly involved in the design and implementation of many activities (e.g; development of the "Formalize your Business" module and the "digital information tool" to facilitate formalization), while the Comité Intersyndicale pour la Transition vers l'Economie Formelle de la Côte d'Ivoire (CITEF) was minimally involved at the design phase, but heavily involved in the implementation of formalization activities in the markets of Abidjan. In South Africa, the ILO involved the Congress of South African Trade Unions (COSATU), the largest trade union federation in the country, in all phases of the project. Conversely, similar to CITEF, the Community Constituency, representing community organisations (including informal workers) at the NEDLAC, was involved in the design of the RBSA-funded intervention to a lesser extent. This latter finding speaks to the difficulty in both countries (but also globally) to involve informal workers in discussions about their issues, notably in social dialogue processes.<sup>36</sup>

## 6.2 Coherence

### 6.2.1 Synergy and interlinkage with other ILO interventions in the countries

**Finding 5:** The RBSA funded interventions were complementary to other ILO interventions in Côte d'Ivoire and South Africa, with sound demonstration of synergies and interlinkages with DWCP and P&B outcomes. In both countries, the interventions effectively built on the achievements of other past and current actions of the ILO.

The review of documents and stakeholder consultations show that the RBSA-funded interventions are largely congruent with other ILO interventions in the reviewed countries. In the case of South Africa, the intervention had synergetic linkages with the DWCP (2028-2023), specifically contributing to the DWCP's work under its Priority 1 on more and better Jobs for inclusive growth, covering outcomes 1.1 (i.e., improved labour market interventions and policies to create more and better jobs, particularly for youth, women and persons with disability) and 1.2 (i.e., enhanced reforms to labour legislation and the business regulatory environment facilitates the transition of the informal economy to the formal economy, and growth of sustainable SMEs); and Priority 2 on expanding social protection coverage covering outcome 2.1 (i.e., expanded and effective social security systems).<sup>37</sup> The RBSA-funded intervention in Côte d'Ivoire had direct linkages and synergies with the SNIT-EF (2022-2024) and its Operational Action Plan<sup>38</sup>, the two had been previously developed with the support of the ILO. *In casu*, the intervention contributed to the SNIT-EF's objectives of providing incentives to informal workers and businesses to formalize (e.g; access to the Statut de l'Entrepreneur), improving their quality of employment, as well as ensuring their access to medical and social protection through the Universal Health Coverage (CMU) and the Social Regime for the Independent Workers (RSTI). The intervention was also congruent

<sup>35</sup> RBSA Proposal document (Côte d'Ivoire)

<sup>36</sup> ILO (2020). Social Dialogue for the Transition from the Informal to the Formal Economy.

<sup>37</sup> ILO (2018). Republic of South Africa Decent Work Country Programme 2018-2023.

<sup>38</sup> Côte d'Ivoire Government (2020).

Stratégie Nationale Intégrée de Transition de l'Economie Informelle vers l'Economie Formelle (SNIT-EF) et son Plan d'Actions Opérationnel (PAO).

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with the latest DWCP (2017-2020)<sup>39</sup>; particularly its results 1.4 and 2.3; the P&B outputs 4.3, 1.1, and 1.2;<sup>40</sup> and built on previous ILO's support to social partners such as CITEF and CGECI.

## 6.2.2 Project internal coherence

**Finding 6:** RBSA proposals for Côte d'Ivoire and South Africa contained key design features which are typically required for development cooperation projects (such as project risk analysis, monitoring and evaluation plan, and management arrangements), with a clear articulation of results and the means to achieve them. However, the theory of change was either missing (South Africa) or incomplete (Côte d'Ivoire) and the analysis of risks was incomplete in both cases, with little consideration of potential political and economic risks.

The proposal documents for the two RBSA-funded interventions unevenly included key elements typically required for development cooperation projects, such as a theory of change (ToC), logical framework, or monitoring and evaluation plans. The RBSA intervention in Côte d'Ivoire does include a visual representation of ToC, but without a narrative to describe the pathways through which ILO intended to achieve the planned results and clarify the assumptions that would determine success. Conversely, the proposal document for the intervention in South Africa does not include either of the two. Notwithstanding, both proposal documents included a risk analysis, monitoring and evaluation plan, and management arrangements, although they are unevenly discussed. The inclusion of a risk analysis along with a mitigation strategy usually helps to plan for and mitigate against potential challenges. However, the analysis provided in the RBSA project proposals paid little attention to the country's institutional and governance arrangements and actors, their interests, incentives, power distribution, and prior experiences in addressing informal economy issues, as well as how all of these factors may facilitate or inhibit the RBSA funded projects.

## 6.2.3 Project external coherence

**Finding 7:** The RBSA funded interventions were consistent and complementary to other development partners' efforts to facilitate transition from the informal to the formal economy in Côte d'Ivoire and South Africa. In particular, there is evidence of consistency with development frameworks such as national policies, the United Nations Sustainable Development Cooperation Frameworks (UNSDCFs), ILO's frameworks, and SDGs targets.

There is a general acknowledgement among consulted social partners in Côte d'Ivoire and South Africa that the RBSA-funded interventions were aligned and consistent with specific country and global development policies and frameworks. In both countries, the interventions focused on addressing decent work deficits in the informal sector in line with ILO Recommendations Nos. 204 and 205 (Employment and Decent Work for Peace and Resilience)<sup>41</sup>. The two interventions also responded to SDG priorities, especially targets 1.3; 8.3; 8.5 (Côte d'Ivoire) and targets 5.2, 8.3, 8.8 (South Africa).<sup>42</sup> At national level, Table 6.1 displays the specific policies and strategies to which the RBSA-funded interventions were aligned in respective countries. Of note, in both Côte d'Ivoire and South Africa, the ILO operates through national collaborative frameworks such as UNSDCF, which enabled the design of RBSA interventions that complemented the efforts of other partners, rather than

<sup>39</sup> ILO (2017). Programme de promotion du travail décent en Côte d'Ivoire 2017-2020.

<sup>40</sup> Capacité accrue des États Membres à élaborer des politiques, législations et autres mesures visant expressément à faciliter la transition des entreprises vers la formalité (4.1), Capacité institutionnelle accrue des organisations d'employeurs et des associations professionnelles (1.1.), and Capacité institutionnelle accrue des organisations de travailleurs (1.2).

<sup>41</sup> Adopted in 2017

<sup>42</sup> ILO (2020). RBSA proposals. Côte d'Ivoire, South Africa.

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 duplicating them. For example, in South Africa, the RBSA intervention was complementary with the UNSDCF's Pillars 1 (on inclusive growth and decent work) and 4 (on governance and participation).<sup>43</sup>

**Table 5. Alignment with specific policies and strategies**

COUNTRY	NATIONAL POLICIES AND STRATEGIES
South Africa	<ul style="list-style-type: none"> <li>▪ National Employment Policy inclusive of the informal economy (1997).</li> <li>▪ National Informal Business Upliftment Strategy (NIBUS) (2014).</li> <li>▪ R204 National Roadmap adopted by the NEDLAC R204 Tripartite-Plus Task Team.</li> <li>▪ Enabling Environment for Sustainable Enterprises (2016) assessment and subsequent tools to assist SMMEs and Informal Businesses.</li> <li>▪ The Social Economy Policy (2017).</li> </ul>
Cote d'Ivoire	<ul style="list-style-type: none"> <li>▪ National Strategy for Transition from the Informal Economy to the Formal Economy Operational Action Plan (2020).</li> <li>▪ Policy on operationalization of entrepreneur status.</li> </ul>

*Source: Evaluation team (based on project monitoring report and interviews)*

## 6.3 Effectiveness

### 6.3.1 Degree of achievement of results

**Finding 8:** Available monitoring data suggests that the RBSA interventions in Côte d'Ivoire and South Africa have achieved most of their planned intermediate/output level results. Where results have not been achieved, it has to do with factors outside ILO's control, including the national context dynamics as well as the complexities of formalization and transition processes.

In Tables 6.2 and 6.3 below, we record the extent to which the RBSA interventions' outputs as defined in the proposal documents have been achieved. The levels of achievement are shown using different colors<sup>44</sup>, informed by project progress monitoring reports and consultations with stakeholders. In Côte d'Ivoire and South Africa, most of the planned outputs have been achieved. Areas where results have not been achieved include activities 4.3.2, 4.3.3, 4.3.4 (South Africa) and outputs 1.2. and 1.3 (Côte d'Ivoire). As discussed in section 6.3.2 below, these areas of work fall under the strategies of "incentives for formalization" and "organizing informal workers" which have been negatively impacted by the countries' socio-political contexts and the complexities involved in actual implementation. This speaks to the need to carefully identify and consider these factors at the design phase of RBSA projects (see also section 6.2.2) Appendix VII provides a detailed summary of the key achievements by the RBSA-funded interventions in Côte d'Ivoire and South Africa.

<sup>43</sup> United Nations Sustainable Development Cooperation Framework (2013-2017 extended to 20202 : Pillar 1 (KRA 1&2) and Pillar 4 (KRA 9)

<sup>44</sup> Green: "Achieved" (i.e., the level of achievement of results fully met expectations); Yellow: "Partially achieved" (i.e., Progress was made, but some activities did not achieve their targets); Red: "Not achieved" (i.e., little or no progress has been noted).

**Table 6. Degree of achievement of RBSA project intended results in South Africa**

• <b>PLANNED RESULTS</b>	• <b>DEGREE OF ACHIEVEMENT</b>
• <b>Output 4.3</b>	•
• Activity 4.3.1 Barriers to formalization identified, especially in the context of COVID-19 with a view to developing evidence-based policy responses in support of ongoing efforts by the South African government and social partners	•
• Activity 4.3.2 An integrated package of support services developed to incentivize the formalization of informal MSEs combining registration, OSH, business training, access to finance, government procurement schemes and access to local private markets.	•
• Activity 4.3.3 Capacitated BDS providers deliver gender responsive training to informal economy enterprises and their workers, including services for care related business models	•
• Activity 4.3.4 Within the framework of the National R204 Roadmap and the National Informal Business Upliftment Strategy (NIBUS) a formalization action plan is developed and rolled out in at last 5 municipalities with DSBD	•
• Activity 4.3.5 Community constituency support informal operators to organize themselves in cooperatives, social and solidarity economy units or other member-based organizations (MBOs)	•
• Activity 4.3.6 Informal (particularly women-owned) businesses register and access government relief and recovery schemes.	•
• Activity 4.3.7 Women owned businesses and home-based workers produce goods and services and benefit from public procurement opportunities and market linkages	•
• <b>OUTPUT 6.3</b>	•
• Activity 6.3.1 The capacity of the labour federations to advocate for the ratification of C190 and to align their gender policies with C190 is strengthened	•
• Activity 6.3.2 The National Department of Employment and Labour develops and adopts a Code of Good Practice aligned with C190 for the elimination of violence and harassment in the world of work for both the private and public sector.	•
• Activity 6.3.3 Guidelines for the application of provisions of C190 in the informal economy is developed and adopted by Government	•
• Activity 6.3.4 Local government authorities sensitized on C190 through training workshops, and the dissemination of materials developed to communicate key aspects of the Convention.	•
• Activity 6.3.5 Technical assistance provided to local government authorities to review or align by-laws and policies with C190	•
• <b>OUTPUT 7.2</b>	•
• Activity 7.2.1 Sector specific OSH guidelines and communication strategy on COVID-10 for the informal sector developed and disseminated for MBOs	•
• Activity 7.2.2 Gender responsive mass education and communication campaigns and mechanisms for the prevention and control of COVID-19, and to address violence and	•



harassment developed and implemented by Workers and employers' organizations and MBO	
• Activity 7.2.3 Prototype wash stations established, and the distribution of Personal Protective Equipment implemented in at least 2 vending sites and minibus taxi terminuses.	•
• Activity 7.2.4 Gender responsive Sector OHS guidelines developed by Government to supplement the COVID-19 Disaster Management Directive released by Government on Health and Safety in the Workplace	•
• Activity 7.2.5 A draft gender responsive National Occupational Health and Safety Profile is developed.	•
• Activity 7.2.6 A gender responsive National Occupational Health and Safety Strategy that is responsive to the needs of the informal economy and integrates a COVID response is developed and implemented.	•
• <b>OUTPUT 7.4</b>	•
• Activity 7.4.1 The R204 Roadmap is updated to integrate a COVID- Response, ensure alignment with C190 and R206, and to have an accompanying gender responsive monitoring system	•
• Activity 7.4.2 Response and recovery measures developed for selected categories of workers in situations of vulnerability in the informal economy (with a particular focus on promoting compliance mechanisms and extended coverage of labour protections to domestic workers).	•
• Activity 7.4.3 A campaign is developed and implemented (strategy and picketing) by Workers organizations to address rigidities in South African Employment Law focusing on unfair labour practices, and the right to organize for workers in vulnerable employment, in particular domestic workers.	• CHANGED (to a study)
• Activity 7.4.4. The capacity of workers organizations (Labour Federations) strengthened to extend support to workers in vulnerable employment to organize and to engage in collective bargaining.	•

Source: Evaluation team (based on project monitoring report and interviews)



**Table 7. Degree of achievement of RBSA project intended results in Côte d'Ivoire**

• <b>PLANNED RESULTS</b>	• <b>DEGREE OF ACHIEVEMENT</b>
<ul style="list-style-type: none"> <li>• <b>Outcome 1: Access by informal entrepreneurs and workers to the “Statut de l’Entreprenant”, in line with ILO R204, is improved through the development of tools, procedures and incentives for formalization.</b></li> </ul>	
<ul style="list-style-type: none"> <li>• Output 1.1. An operational manual of procedures for the “Statut de l’Entreprenant” developed and validated, facilitating access by men and women in the informal economy to post-COVID19 economic recovery support measures.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Output 1.2. Incentive measures for formalization are put in place, for men and women operating in the informal economy and most impacted by the COVID-19 crisis.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Output 1.3: A development cooperation program to support formalization, for men and women operating in the informal economy and most impacted by the COVID-19 crisis, is developed and submitted to the TFPs.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Outcome 2: Innovative, digital, and gender-sensitive awareness-raising and training services for formalization are offered by social partners to men and women operating in the informal economy and most impacted by the COVID-19 crisis.</b></li> </ul>	
<ul style="list-style-type: none"> <li>• Output 2.1: A new training module ‘Formalize Your Business’ is offered by the CGECI and other national structures to men and women operating in the informal economy and most impacted by COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Output 2.2: A digital information tool on the “Statut de l’Entreprenant” and support measures for post-COVID-19 economic recovery is developed and posted on CGECI website and other national structures supporting the formalization of businesses.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Outcome 3: Informal workers in 17 markets in Abidjan, 70% of whom are women, are supported in their process of formalizing into cooperatives and joining the social protection scheme.</b></li> </ul>	
<ul style="list-style-type: none"> <li>• Output 3.1. L’intersyndicale de l’informel (CITEF) supports the process of formalizing into cooperatives for the men and women in the informal economy most affected by COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Output 3.2 Information sessions on the benefits of CMU for workers in the informal economy organized in 17 public markets in Abidjan.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Output 3.3. Recommendations aimed at facilitating access to social protection formulated through a study on the barriers to joining the CMU by men and women informal workers in the Abidjan markets.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Source: Evaluation team (based on project monitoring report and interviews)

What follows is our assessment of the extent to which the different strategies deployed by the RBSA-funded projects to promote the transition of informal workers and businesses from the informal to the formal economy.

### 6.3.2 Effectiveness of projects' strategies for transitioning to the formal economy

**Finding 9:** Different strategies have been used by the RBSA interventions in Côte d'Ivoire and South Africa to facilitate transition from informal to formal economy, with varying degrees of effectiveness. Overall, the strategy aimed at strengthening the enabling environment (through the development or improvement of relevant policies and frameworks) seems to have achieved more influential results in South Africa, while the strategy of offering incentives and services for formalization (information and awareness, training, access to social protection) and organising informal workers have achieved more results in Côte d'Ivoire.

#### *Policy and regulatory improvements*

The **interventions covered in this evaluation have contributed to strengthening the enabling environment** for transitioning to formal economy, and more successfully so in South Africa than in Côte d'Ivoire. In South Africa, the support to the development of adequate labour, legal, and social protection frameworks has produced significant results. For example, the RBSA funding facilitated awareness raising on provisions of Convention 190 amongst social partners in South Africa, which strengthened advocacy campaigns and lobby by workers' organizations, culminating in the ratification of the Convention in 2021.<sup>45</sup> In turn, this ratification contributed to the adoption, by some workers' organisations, of policy interventions underpinned by the Convention. *In casu*, COSATU adopted a Strategic Framework for Addressing Gender-Based Violence and Harassment (GBVH) in the World of Work in 2022, while the Federation of Unions of South Africa (FEDUSA) adopted and revised its Gender Policy to ensure its alignment with the principles and provisions of C190. However, the representatives of informal workers consulted in this evaluation indicated that the implementation of C190 in the informal sector has been limited.

As the examples in Table 6.4 below show, the RBSA-funded intervention in South Africa has significantly contributed to addressing the policy development and planning needs of the ILO constituents. Consultations with stakeholders in South Africa at national level confirmed that these elements of enabling environment are critical to facilitating transitioning to formal economy in the country.

In Côte d'Ivoire, the intervention equally sought to create improvements in the coordination among various entities supporting the transition to formal economy. To support the Ministry in charge of SMEs to operationalize the "Statut de l'Entrepreneur"<sup>46</sup>, the RBSA-funded intervention-initiated consultations among all relevant national structures and institutions operating in the formalization ecosystem in the country, with the aim to harmonize their interventions and ensure **effective support services to workers in the informal economy in their efforts to formalize**. This effort led to the drafting of an Interministerial Decree for the operationalization of the "Statut de l'Entrepreneur". However, before the Decree was signed by the Minister, there were government reforms that involved the suppression of the Ministry in charge of SMEs and the creation of the Ministry of Commerce. Interviews with ILO staff and national stakeholders revealed that these changes have constrained the signing of the Decree, hence negatively affecting the achievement of the RBSA-funded intervention in the area of providing enabling environment.

<sup>45</sup> ILO (2021). RBSA project progress report.

<sup>46</sup> The « Statut de l'Entrepreneur » is part of the Uniform Act Relating to General Commercial Law (Acte uniforme OHADA du 15 décembre 2010 portant sur le droit commercial général, AUDCG). It is a priority of OHADA to formalize the informal economy, and the *entrepreneur* status is one of these laws.

**Table 8. Examples of RBSA's contributions to policy development and planning**

COUNTRY	CONTRIBUTIONS
South Africa	<ul style="list-style-type: none"> <li>▪ Ratification of C190 in 2021.</li> <li>▪ First national Report on C190 produced in June 2023</li> <li>▪ Adoption of Code of Good Practice for the Prevention and Elimination of Harassment in the Workplace in 2022</li> <li>▪ OHS Strategy responsive to gender and the needs of the informal economy validated (awaiting adoption)</li> <li>▪ National OSH Profile – launched in 2022.</li> <li>▪ Formalization action plan developed in 2020 and rolled out in municipalities with DSBD (e.g; in Mpumalanga)<sup>47</sup></li> <li>▪ Strategic Framework for Addressing GBV and Harassment in the world of work (adopted by COSATU in 2022)</li> </ul>
Cote d'Ivoire	<ul style="list-style-type: none"> <li>▪ Interministerial decree for the operationalization of the status of the entrepreneur (drafted, never signed by the Minister due to reforms)</li> </ul>

*Source: Evaluation team (based on project monitoring report and interviews)*

### **Incentives for formalization**

The RBSA interventions under review have contributed to increased understanding of barriers to formalization and to entrepreneurial activity (through studies) and access by informal workers and businesses to relevant information and knowledge (ex., about the benefits of business registration and how to register), thus encouraging their transition to formal economy.

In Côte d'Ivoire, the intervention supported a study on good practices and lessons learned from Morocco where an integrated package of support services to incentivize the formalization of informal businesses was effectively implemented. The objective was to establish a partnership between the Côte d'Ivoire PME Agency and Morocco PME in order to capitalize on the latter's experience and adapt its methodology to the Ivorian context towards the operationalization of the "Statut de l'Entrepreneur".<sup>48</sup> Although this partnership did not materialize, the results and recommendations of the study served as a springboard to bring together all key players in the "formalization ecosystem" in Côte d'Ivoire, increasing their awareness on barriers to formalization, the need for an integrated approach as regards services provided to informal workers and businesses, and how to implement such an approach. In the same vein, a recent study (by CGECI) on the contribution of formal enterprises to business formalization in Côte d'Ivoire<sup>49</sup> identified lengthy procedures, slow administration, and document preparation costs, as the most important barriers to formalization. The study recommended, among other things, the simplification of the status of businesses (with concrete advantages) to accelerate transition to the formal

<sup>47</sup> ILO (2021). RBSA project progress report.

<sup>48</sup> OIT (2021) Project RBSA - Rapport d'avancement : Novembre 2020-Septembre 2021.

<sup>49</sup> CGECI (2023). Étude sur la contribution des entreprises formelles à la formalisation des entreprises en Côte d'Ivoire. Abidjan.

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sector, which is in line with the SNIT-EF's recommendation on the operationalization of the "Statut de l'Entrepreneur".

The intervention in Côte d'Ivoire further contributed to the development of tools to facilitate the process of enterprise formalization. To strengthen the capacities of institutions that support formalization, the "Formalize Your Business" (FYB) training module was developed (and piloted) in Côte d'Ivoire. The module consists of two volumes, one for the trainer, the other for the trainee. The FYB discusses general questions about the rationale for formalization (e.g., what is business formalization, why is it important, what are the challenges), and describes the procedures to be followed in Côte d'Ivoire to register businesses, as well as other important elements such as accounting and tax requirements, social security, labor regulations and decent work.<sup>50</sup> During the implementation of the RBSA intervention, a team of 17 GERME<sup>51</sup> trainers from the CGECI and the Youth Employment Agency, including 4 women, was trained by the ILO on the use of the FYB. Interviews with the representatives of CGECI confirmed that this entity has already integrated FYB in its training catalog and is offered to their beneficiaries.

The RBSA intervention also successfully supported the development of a **digital information tool, aimed** to facilitate awareness raising and make information available to informal economy workers and businesses on the process of formalization in Côte d'Ivoire. The tool is hosted on the CGECI's website<sup>52</sup> and can redirect users to other national structures supporting formalization of informal businesses and/or providing support services to informal workers, including during COVID-19. These include the Fonds d'appui au Secteur Informel (FASI) which offers financial services, the L'Agence Emploi Jeunes (AEJ) and the CGECI which offer training and advice, the Caisse Nationale d'Assurance Maladie (CNAM) which offers coverage Universal sickness, the Caisse Nationale de Prévoyance Sociale (CNPS) which offers self-employment scheme.<sup>53</sup>

In South Africa, the RBSA-funded intervention supported the **upgrading of a similar existing Web-Tool** of Business Unity South Africa (BUSA) and the Commission of Conciliation, Mediation and Arbitration (CCMA) that can also be used by informal businesses to access information on available government support services, including information that can assist informal businesses on how to get registered, and information on COVID-19.<sup>54</sup> Interviews with the ILO specialists in South Africa emphasized that this Web-Tool has been a valuable source of information to SMEs in particular, providing easily consumable information and handy templates for download. Furthermore, like in Côte d'Ivoire, the intervention in South Africa had planned to support the establishment of an integrated package of support services (e.g., registration, OSH, business training, access to finance, government procurement schemes and access to local private markets) to incentivize the formalization of informal MSEs. Interviews and document review showed that performance in this area has been constrained. As part of this effort, the ILO successfully supported a study which identified the barriers to formalization; and it was expected that the R204 Task Team would use this study to identify and agree on the elements of the integrated package. However, **the Task team never acted on the recommendations of this study, despite ILO's efforts to encourage them to do so.** Consulted stakeholders confirmed that the results of the study are very useful, but they indicated that the prevailing conditions during COVID-19 period were not necessarily conducive to

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<sup>50</sup> ILO (2021). Formalize Your Business

<sup>51</sup> GERME is another ILO training tool.

<sup>52</sup> <https://formalisation.cgeci.com/#/home/generalite>

<sup>53</sup> ILO (2021). RBSA project progress report.

<sup>54</sup> <https://smelabourssupport.org.za/>

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Project 2. Strengthened capacity of Government and | 24 effectively implement the above services, as workers in informal sector were more preoccupied by their life-saving support, rather than formalization. As argued by one national government stakeholder, in line with the implementation of the NIBUS, and the “Vuvuzela Graduation Model”<sup>55,56</sup>, the COVID context did not allow to implement a systematic approach to formalization.

### *Evidence generation to influence dialogue on transition*

RBSA's support in Côte d'Ivoire and South Africa has enabled generation of evidence on informal economy realities, which is a prerequisite for facilitating dialogue on transition from informal economy to formal economy. As many respondents noted, **the RBSA-supported analytical work and related evidence are highly regarded** as they improved the understanding of social partners on the barriers that hold informal workers back, and the solutions that can be implemented overcome those barriers. For instance, in South Africa, the gender sensitive diagnostic on barriers to formalization conducted in 2021<sup>57</sup> proposes a set of recommendations on how the country should move forward with the implementation of Recommendation No. 204. Similarly, the study on the responsiveness of South African Labour Law to the unique challenges faced by domestic workers included recommendations on the amendments required in the current Labour Law. While their recommendations have not yet been implemented by relevant actors (e.g; the R204 Task Team), most consulted stakeholders confirmed that the two studies have made a significant contribution in South Africa in terms of laying the foundation for any work on the issues investigated. Of note, in 2017, a Concept Note on Legal Reforms required to align South African laws with ILO Recommendation No.204 had been developed, which already spoke to the amendments required in the Labour Law to address the challenges faced by all categories of workers in the informal economy, including own-account workers who remain excluded from all forms of social protection that are dependent on an employment relationship.<sup>58</sup>

In Côte d'Ivoire, the RBSA-supported study on the barriers to joining the country's universal health coverage system (CMU) by informal workers in the markets of Abidjan was equally described as an important contribution to ongoing efforts to improve the conditions of workers in informal economy. The recommendations of this study speak to concrete measures that should be put in place to facilitate access to social protection by workers in the informal economy. Consulted stakeholders acknowledged that the recommendations of this study were being used by relevant actors, including the National Health Insurance Fund (CNAM) and other government entities, to develop and implement strategies towards increasing access to CMU by more categories of informal sector workers in Côte d'Ivoire. These strategies include continued awareness raising of actors and workers in the informal sector, the enrollment of large numbers of workers, the distribution of insurance cards, etc.

### *Organising informal workers*

The RBSA-funded interventions in Côte d'Ivoire and South Africa contributed to informal workers organizing themselves in member-based organizations. In Côte d'Ivoire, the ILO partnered with CITEF to raise the awareness

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<sup>55</sup>Department of Small Business Development (D (2016).The National Informal Business Upliftment Strategy (NIBUS).

<sup>56</sup> The implementation of NIBUS uses the Vuvuzela Graduation Model in selecting, training and assisting informal businesses. The Vuvuzela Graduation Model describes the development continuum of the NIBUS, reflecting the intent to uplift informal enterprises and to facilitate their progressive graduation towards formality. The Vuvuzela Graduation Model categorizes informal businesses into three groups and each must be assisted with different services (source : NIBUS Strategy).

<sup>57</sup> ILO (2021). Identifying barriers to formalization: A snapshot of key challenges in South Africa's informal economy, including in times of Covid-19, and suggested measures on how to get policies and incentive structures right. ILO Publications, Geneva 22, Switzerland.

<sup>58</sup> ILO. (2017). Concept Note on Legal Reforms required to align South African laws with ILO Recommendation 204. From the R204 Task Team to the DWCP Steering Committee. Johannesburg, 8th August 2017.

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Project 2. Strengthened capacity of Government and | 25 of informal workers in 17 markets in Abidjan (70% of whom are women) on the importance cooperatives. Eventually, the 11 CITEF members (including 5 women) trained in ILO's Think Coop and Start Coop tools accompanied a group of 40 women (in the Grand Marché De Marcory) in their process to establish a cooperative known as COMOVIMAR (Coopérative Moderne du Vivrier de Marcory). Consulted CITEF members who participated in the ILO's training of members of this cooperative confirmed that the cooperative exists legally (the Statutes were published in the Official Gazette), is operational, and has an appropriate organizational structure. However, when asked if the cooperative has been able to access existing mechanisms to receive further support, including access to governmental assistance schemes for women entrepreneurs during COVID-19, members of COMOVIMAR indicated that they have not, and they were not even aware of these mechanisms, which shows that more work is required in this area. The fact that COMOVIMAR has not been able to secure further support was emphasized as a factor demotivating other women informal workers in the markets to create cooperatives (or join COMOVIMAR). As one participant to the FGD indicated *"We were born as a cooperative, now we are looking to grow. The other women who work here watch us to see what we become. If we are prosperous, they will join us or follow our example."*

In South Africa, the ILO collaborated with WIEGO to **establish a national database of home-based workers in the garment and craft sectors**. The registration of the home-based workers on the database facilitated their access to a once off cash transfer (of R5319.24) from RBSA funding during the pandemic.<sup>59</sup> In a focus group discussion, some of these home-based workers confirmed having received the financial support from the ILO, which they used to revive their businesses devastated by the pandemic. However, they indicated that they have not yet benefited from any government relief schemes. With the support from the RBSA-funded intervention, the home-based workers registered on the database remained connected on a WhatsApp group.<sup>60</sup> When the RBSA support ended, WIEGO secured support from the Comic Relief Power Up project<sup>61</sup> to continue supporting these workers who **eventually established the Home-Based Workers South Africa Association (HBWSAA)** in 2022. Interviews with the representative of this Association revealed that they have now reached a membership of 1001 members; the Association is currently operational in 7 provinces of South Africa and affiliated to HomeNet Africa, a regional network of similar local organisations.<sup>62</sup> At the time of the evaluation, the Association was working towards securing their legal status in South Africa, after which they hope to be able to engage with relevant authorities and tap into available opportunities.

The RBSA project had also planned to strengthen the capacity of workers organizations in South Africa to help workers in vulnerable employment to organize themselves and engage in collective bargaining. This result was not achieved during the lifetime of the project. However, the ILO Country Office in South Africa provided funding from its Regular Budget to COSATU to continue the activities in this area. During interviews, COSATU representatives confirmed that the Federation **has started reaching out to vulnerable workers in different sectors across the informal economy**. So far, support activities have included a study to identify the key issues faced by informal workers in selected sectors (e.g., Taxi Industry) and sensitization campaigns on the importance of organizing (e.g., into associations, unions, etc.).

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<sup>59</sup> ILO South Africa (2021). RBSA project progress report.

<sup>60</sup> Home-Based Workers South Africa Association (2022). Ngalo Buwereza Organisation (Uganda) and Home-Based Workers' South Africa Association - WhatsApp was our organizing tool. PPT

<sup>61</sup> The project aims to strengthen home-based workers organization in South Africa and Uganda (£245 000 for both countries) – used to support the creation of HBWSAA

<sup>62</sup> <https://www.homenetinternational.org/network/homenet-africa/>



### *Increased resilience of informal workers to the shocks generated by COVID-19*

To help prevent and mitigate the health and safety impact of the COVID-19 pandemic on vulnerable economic entities within the informal economy, the RBSA-funded intervention in South Africa supported the installation of wash stations across targeted informal trading sites and minibus taxi terminuses in the provinces of Mpumalanga and KwaZulu Natal<sup>63</sup>, with the latter being one of the hotspot provinces for the COVID-19 pandemic.<sup>64</sup> The installed stations have benefited an estimated number of 33000 people who work in spaces that are devoid of health and safety. In the KwaZulu Natal province, the intervention further supported the installation of wash stations in selected district municipalities, benefiting an estimated number of 650 000 people who work in spaces that are devoid of health and safety.<sup>65</sup> Moreover, the RBSA intervention supported the procurement of personal protective equipment (PPE) for the informal trading workers and operators, i.e., 50 000 masks, 3000 sanitizers and 750 soaps for the wash stations in Mpumalanga province, and the 50 000 masks, 3000 sanitizers and 750 soaps for the wash stations for the KwaZulu Natal province.<sup>66</sup>

Finally, as discussed under section 6.1.1, the two RBSA interventions under review aimed at helping informal workers and businesses to access support measures and relief schemes that were established by governments to help populations during COVID-19. However, the evaluation did not find strong evidence of access to this support by RBSA intervention beneficiaries.

#### 6.3.3 Projects' effects distributed across different groups

**Finding 10:** The effects of RBSA supported projects have been distributed across different groups in the informal sectors in South Africa and Côte d'Ivoire. There have been some notable achievements that resulted in benefits for women, primarily in the areas of gender-responsive policy/legislative measures, organizing, as well as sensitization and capacity building for women workers. However, full assessment of gender-related results is constrained by progress reporting's inconsistent usage of sex-disaggregated results to determine differential impacts for men and women.

As demonstrated in Table 6.5 below, progress reported in both Côte d'Ivoire and South Africa highlights contributions to supporting different groups of workers in the informal economy, which is overwhelmingly comprised of women. However, many of the results reported are gender blind, lacking disaggregated data to

<sup>63</sup> In Mpumalanga, water stations were installed in informal market trading sites and mini taxi terminuses from within the Mbombela Municipal District. The sites selected were the Mbombela Plaza, Barberton Taxi Rank, Kabokweni Shopping Complex Taxi Rank/ Stalls, Kanyamazane Shopping Complex Taxi Rank, and the Jerusalem Trading Market. In KwaZulu Natal, the following local municipalities were identified for the installation of one-wash station each: Alfred Duma and Inkosi Langalibalele within the UThukela District Municipality; Ngutu within in the UMzinyathi District Municipality; Emalangeni in the Amajuba district; Mpofana, Umgeni, and the UMshwati in the UMgungundlovu district; and Ixopo (targeting to mini taxi terminuses) in the Harry Gwala district Municipality.

<sup>64</sup> ILO (2021). RBSA Narrative Progress Report South Africa.

<sup>65</sup> Ibid.

<sup>66</sup> Ibid.



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 determine achievements for various vulnerable categories of workers. This was particularly the case for the RBSA-funded intervention in Côte d'Ivoire, which is overall framed more broadly according to benefits achieved for “men and women” but not as discrete groups with their own needs and challenges. Ultimately this limited the evaluation team's ability to disentangle gender-specific results to differentiate benefits that were specific to men and women.

**Table 9. RBSA projects’ effects on different groups**

COUNTRY	CONTRIBUTIONS
South Africa	<ul style="list-style-type: none"> <li>▪ 37 <b>home-based workers</b> (informal enterprises – mostly women) received a once off cash transfer (of RAND 5319.24) from RBSA funding during the pandemic.</li> <li>▪ A home-based workers association created: with a membership of 1001 members in 7 provinces in South Africa (as of October 2023)</li> <li>▪ Improvements in policy environment that addresses the unique challenges faced by <b>different groups of workers</b> in the informal economy, including women (e.g; amendments to (COIDA) - now considers domestic workers, Ratification of C190, adoption of the Code of Good Practice for eliminating harassment in the workplace, the gender-responsive communication strategy on COVID-19, targeting <b>domestic workers, waste pickers and street traders</b>, and the Strategic Framework for Addressing GBV and Harassment in the world of work (adopted by COSATU), as well as the gender-responsive National OSH Strategy and Guidelines.</li> <li>▪ Capacity-building, training, and other awareness-raising activities on transition from informal to formal economy, for ‘membership-based organizations of informal traders, organized labour, and provincial authorities working in the informal economy and other relevant stakeholders.</li> </ul>
Cote d’Ivoire	<ul style="list-style-type: none"> <li>▪ An estimated 30,000 <b>informal workers in markets of Abidjan</b> reached and adhered to the CMU.</li> <li>▪ <b>17 CITEF members</b> trained on Think Coop and Start Coop, with 11 having successfully completed the training and 5 of which were women (45%).</li> <li>▪ Informal <b>workers in Markets of Abidjan</b> (99% women) trained by CITEF trainers on Start Coop.</li> <li>▪ Capacity-building, training, and other awareness-raising activities on transition from informal to formal economy, for <b>various target groups</b>.</li> </ul>

*Source: Evaluation team (based on project monitoring report and interviews)*

### 6.3.4 Factors affecting the achievements of projects’ results?

**Finding 11:** RBSA projects’ results in Côte d’Ivoire and South Africa have been positively and negatively influenced by internal and external factors during their implementation. Internally, the effective collaboration of ILO specialists facilitated successful project implementation. The ambitious nature of the proposal (South Africa), limited timeframe for implementation, and delays in project start up negatively affected the achievement of some results, however. Externally, national governance contexts both supported (especially in South Africa) and posed challenges (especially in Côte d’Ivoire) to project implementation. The COVID-19 pandemic led to various delays.

## Internal factors

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Overall, the effective **collaboration of ILO Specialists** (with each other and with national partners) **on the RBSA-funded projects** emerged as one of the most important factors explaining the observed positive performance in both Côte d'Ivoire and South Africa. Interviewed stakeholders expressed their satisfaction with working with ILO in general and, in particular, with the Specialists who supported the development and implementation of the RBSA interventions. They indicated that the DWCT members were available when needed to provide support during implementation, as well as flexible enough to respond to emerging circumstances and stakeholders' needs.

An important factor inhibiting the execution of the RBSA-funded intervention in South Africa relates to **delays in project start-up phase**, whereby the delayed recruitment of Project Coordinator (by four months) negatively affected the timely delivery of the outputs. Some of the consulted stakeholders in South Africa and Côte d'Ivoire pointed to factors associated **with ILO's-wide administrative and financial** procedures (including safeguard requirements) **as inhibiting the timely implementation of activities**. While important to note, it should be indicated that most ILO's implementing partners recognize that ILO has limited ability to modify such procedures as these play an important role in risk management and promote good governance and transparency within the Organisation and between this and partners.

In both South Africa and Côte d'Ivoire, consulted government entities and other social partners acknowledged that the RBSA-funded interventions had **ambitious and unrealistic deliverables and targets**, given the 15-month timeframe available for implementation. In particular, the intervention in South Africa included many policy and strategy related outputs that required participation and coordination among social partners; carrying some of these processes within such a tight timeframe proved to be quite unrealistic and challenging. For example, the project in South Africa effectively supported the development and validation of guidelines and other key measures to promote health and safety for workers in vulnerable sectors of the economy, but these could not be adopted during the project lifespan.

## External factors

Governance structures and practices in Côte d'Ivoire and South Africa have had a mixed influence on the RBSA interventions. In Côte d'Ivoire, the issue of **institutional multiplicity** has affected the project's activities aimed to improve coordination in operationalizing the "Statut de l'Entrepreneur", as there are many institutions involved. While some consulted stakeholders felt that having multiple institutions providing support to facilitate transition from informal to formal economy shows the country's interest in addressing the issue, others indicated that this situation has slowed down the achievement of the RBSA's intervention results related to creating an integrated package of support services to informal workers and businesses in Côte d'Ivoire. In contrast, the South Africa's **well-functioning social dialogue structure/institutional architecture** was cited by many social partners as a factor contributing to the achievement of the RBSA project results (especially policy related results). Finally, in Côte d'Ivoire and South Africa, **the COVID-19 pandemic** has had a significant impact on the delivery of the interventions' results in several ways. The recurrent resurgence of waves of the COVID-19 pandemic led to repetitive cancellations of activities (such as workshops and trainings) that were planned for informal sector workers, thus delaying implementation.

### 6.3.5 Effectiveness of capacity development<sup>67</sup>

**Finding 12:** Capacity development on formalization approaches and relevant ILO conventions constituted an important area of work for the RBSA-funded interventions in Côte d'Ivoire and South Africa. The interventions' activities in this area have contributed to the institutional strengthening of government, employers, and workers organisations, as well as their human resources.

<sup>67</sup> Capacity development a cross-cutting approach that was used across different strategies to formalization in both Côte d'Ivoire and South Africa.

The RBSA interventions in Côte d'Ivoire and South Africa recognized that effective cooperation and coordination between ILO constituents both at national and decentralized levels is crucial for facilitating transition from informal to formal economy. For this, they included activities aimed to build strong capacities and proactive leadership within government, and in employers' and workers' organisations, to help them navigate the complex realities of the informal economy and how to support transition. Overall, in both Côte d'Ivoire and South Africa, capacity development activities targeted ILO's constituents, enabling them to facilitate more effectively the transition from the informal economy to the formal economy. More specifically, beneficiaries of the RBSA-supported capacity development activities included not only government administrations (national and sub-national) responsible for achieving decent work objectives and representative organizations of employers and workers, but also informal workers and businesses.

As illustrated through the following examples, capacity development materialized through institutional strengthening, training of partner beneficiaries in relevant topics, and awareness-raising activities.

- In both South Africa and Cote d'Ivoire, government and non-government actors supported by RBSA-funded projects benefited from training and on-the-job learning from the technical experts supplied by the ILO. This helped to increase the technical capability of involved staff, enabling them to successfully deliver on projects' results and to continue working on similar interventions beyond the RBSA's support.
- In Côte d'Ivoire, the RBSA intervention strengthened the capacities of CITEF members (11 members, including 5 women) in ILO's Think Coop and Start Coop tools. As discussed previously, trained CITEF members were able to apply the acquired skills and successfully accompanied female informal workers to start their cooperative.
- The development and piloting of FYB module strengthened the training capacity of CGECI (and other relevant enterprise training providers) – the module is now part of the training catalog provided by CGECI to its beneficiaries.
- In South Africa, the RBSA intervention supported the capacity building of two labour federations (COSATU and FEDUSA) and NEDLAC, to advocate and lobby for the ratification of C190 and to align their gender policies with C190. This resulted in the ratification of C190 and the adoption of the Strategic Framework for Addressing GBV and Harassment in the world of work by COSATU.
- Another aspect through which the RBSA interventions successfully contributed to individual capacities strengthening is the promotion of behavioural changes in relation to COVID-19 and beyond. In both South Africa and Côte d'Ivoire, the interventions reached thousands of people with messages through interpersonal communication and mass media campaigns.
- In Cote d'Ivoire, the RBSA-funded intervention supported an information campaign on the advantages of CMU for workers in the informal economy operating in 17 public markets in Abidjan. It has been estimated that this campaign reached at least 30,000 workers who subsequently adhered to the CMU.
- Finally, in South Africa, the RBSA intervention supported COSATU to roll out the "COVID-19 outbreak Health and Safety Education and Training programme". This national and SETA accredited Initiative aimed at building knowledge and skills required by COSATU and affiliated trade union representatives (i.e., leaders, officials, OSH officers, and shop stewards) within workplaces across various sectors. It has been reported that, in 2021, COSATU successfully trained 120 of its shop stewards, and that the demand for the training within the COSATU's ambit had increased.<sup>68</sup>

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<sup>68</sup> COSATU (2021) Roll out of COVID-19 outbreak Health and Safety Education and Training programme. Project Report.

### 6.3.6 Projects' effects on social dialogue

**Finding 13:** The analytical and knowledge activities, organizing work, and web-based information tools, supported by RBSA interventions were identified as having significant effects on social dialogue in Côte d'Ivoire and South Africa. Information and knowledge products resulting from this work directly inform social dialogue consultations or shape the content of countries' strategic work, while work on "organizing" contributes, in the long-run, to overcoming the barriers to participation in social dialogue.

Social dialogue is an integral component of the transition from the informal to formal economy, as it provides platforms for informal workers' views to be expressed in order to find solutions. In South Africa, the RBSA intervention **supported analytical work** that is critical in identifying barriers to formalization and gaps in the current Labour Law. These studies were described by consulted stakeholders within the ILO, Government Institutions, and other social partners as contributing to strengthening the evidence base that underpins ongoing (and future) policy-making processes around issues of informality and transition to formal economy and which will lead to the adoption of clear labour and legal protections of informal workers.

Most stakeholders consulted in South Africa and Côte d'Ivoire acknowledge that social dialogue in relation to the transition to the formal economy raises distinct challenges, notably in terms of representation and engagement of informal workers in social dialogue structures, as there is a lack of statutory negotiations fora in which they are able to directly participate. Hence, the RBSA supported activities to help workers in informal economy to organize themselves into member-based organisations were described as contributing, in the long-run, to overcoming the barriers to participation in social dialogue. For example, by helping home-based workers, taxi drivers, street vendors, and other vulnerable categories of informal workers who are not in an employment relationship, actors such as COSATU and WIEGO (South Africa) and CITEF (Côte d'Ivoire) are equipping these workers with the necessary capacity (including legal recognition) to negotiate (through social dialogue) with various entities on their rights' issues. Generally, such negotiations are more effective if undertaken collectively by an organisation (such as a union) rather than by individual workers. The more these informal workers are organised and their organisations legally recognized, the more their issues will feature on the policy agendas of national tripartite social dialogue structures. The equal representation of workers operating in the informal economy may also materialize as a result of increased "organizing", which is not currently the case in South Africa and Côte d'Ivoire.

Finally, worth mentioning is the effect of the digital information tools supported in Côte d'Ivoire and South Africa and that can benefit workers in informal economy and SMEs. Consulted stakeholders emphasized that by enabling access to information, these tools have advanced the possibilities for improved social dialogue in both countries. By facilitating awareness raising and making information available on the process of formalization, these tools not only promote the objectives of decent work, growth and employment creation, but also enable beneficiary workers to manage workplace conflicts effectively. Furthermore, the tools stimulate confidence in labour laws, while also improving employer and employee understanding and compliance with these laws, thus contributing to effective social dialogue.

### 6.3.7 Replicability of projects' intervention models

**Finding 14:** There is evidence of ILO's global models being replicated in local contexts through RBSA projects (Côte d'Ivoire) and some of the RBSA intervention models in Côte d'Ivoire being replicated in other African countries and beyond. A potential model for replication supported by the RBSA project South Africa has also been identified.

The evaluation found evidence for the suitability of replicating ILO's intervention models in similar contexts, with examples of models developed in Côte d'Ivoire having successfully been replicated in other countries. For example, interviews with the ILO staff indicate that the FYB training module is currently being replicated in other West African countries, including Gambia, Senegal, and Cabo Verde. The module is also on its way to be replicated in Mali and Benin. Like in Côte d'Ivoire, the FYB is expected to strengthen the capacities of relevant institutions in these countries that support informal entrepreneurs in their processes of transition to formalization or creation of formal businesses. Outside Africa, the FYB module is reportedly in use in Bangladesh and the Philippines, both Asian countries. In a similar vein, the ILO Specialist in West Africa Office indicated that efforts were underway to replicate the RBSA-supported digital information tool to facilitate the formalization process in other West African countries. Finally, the RBSA project enabled ILO to successfully replicate its "Think.Coop" and "Start.Coop" models in Côte d'Ivoire. These are global training tools on cooperative development, which were designed to enhance the role of cooperatives in advancing decent work and boosting business productivity.

In South Africa, the evaluation did not find evidence of sound replication of RBSA project intervention models beyond this country. However, the project's support to the Installation, Repair and Maintenance (IRM) initiative is worth mentioning as a potential model for replication. According to interviews with involved stakeholders, the Initiative focuses on training and skills development, works with 7 TVET colleges, and establishes IRM hubs (SME hubs) to identify and support the entrepreneurial talent that show capacity to innovate in communities (e.g., existing businesses that can be linked to market opportunities). The RBSA-funded intervention supported the initial phase of the establishment of **a township hub at the Mamelodi campus** of Tshwane North TVET College. Interviewees highlighted the township hub as potential model for replication in other areas in South Africa (such as Cape Town, KwaZulu-Natal, etc.).

### 6.3.8 Unintended results

The cluster evaluation did not identify any significant unintended (positive or negative) results.

## 6.4 Efficiency

### 6.4.1 Strategic allocation and utilization of resources to achieve results

**Finding 15:** Overall, the RBSA interventions in Côte d'Ivoire and South Africa underspent the allocated budgets but managed to allocate resources to strategic activities and partners, allowing their effective use to achieve results. The involvement of ILO Specialists and DWCP teams in the RBSA interventions has been optimal throughout, providing required expertise in the fields relevant to transition from informal to formal economy.

The RBSA budget for the Côte d'Ivoire project was USD 554,000 whilst the RBSA budget for the South Africa project was USD 550,000. The evaluation found that there was sufficient budget to implement all planned activities, and the RBSA expenditures in both countries were in line with the budget forecasts. The interventions underspent the allocated budget but, overall, they managed to successfully implement most planned activities and outputs. In both cases, resources were allocated to strategic activities and partners, allowing their effective use to achieve planned results. According to consulted internal documents, the degree of resource expenditure was high, reaching 98 % in South Africa and 89,2% in Côte d'Ivoire. The evaluation observed a high degree of

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Project 2. Strengthened capacity of Government and agility by the ILO Office in South Africa to adjust to the underspending of the RBSA budget fund throughout the course of RBSA project cycle. For example, as of 2021, there was an outstanding balance of USD 291,696 which was reallocated to support outstanding interventions, including USD 18,102 to cover staffing costs.<sup>69</sup> This agility towards savings and reallocation of funds resulted in higher levels of resource expenditure at the end of the RBSA project in South Africa compared to the project in Côte d'Ivoire. In both countries, human resources have been overall adequate to implement the RBSA funded interventions. In addition to full-time national project coordinators, ILO's Regional offices and DWCTs provided relevant support during project design and implementation.

#### 6.4.2 Efficiency of projects' monitoring and oversight

**Finding 16:** The RBSA interventions established results monitoring and oversight frameworks through which periodic monitoring of project activities as well as oversight of the process and people were conducted. The frameworks worked well for capturing output level information but did not sufficiently support data collection and reporting on higher levels of results. In terms of project monitoring, the ILO country Offices in Côte d'Ivoire and South Africa put in place mechanisms for collecting intervention-level data to feed into monitoring efforts. Consulted project documents indicate a consistent use of reporting frameworks which generally contain details about intervention inputs and outputs. The reporting tools include annual progress reports and the "End of an RBSA-funded intervention" reports. On balance, **these tools fairly allow ILO to capture the results achieved at the output levels.** They also identify key implementation challenges, the corrective actions taken, as well as lessons learned from implementation.<sup>70,71</sup>

Supervision missions were identified by stakeholders at national and decentralized levels as the principal tool for RBSA intervention monitoring, allowing to draw attention to potential issues and craft timely solutions. The evaluation team observed that **monitoring of RBSA projects is generally focused on output levels results**, and no evaluations or project reviews were undertaken for both interventions prior to this cluster Evaluation. Thus, an important limitation of these monitoring frameworks is that they paid insufficient attention to issues such as "influencing" as an outcome objective or how partnerships engaged to enable or constrain sustainability of the RBSA intervention results. The wide influence of the RBSA interventions at outcome level was not captured in monitoring products and it was therefore challenging for the ILO to capture these soft results into the overall strategic management of knowledge and learning.

For the RBSA-funded interventions in Côte d'Ivoire and South Africa, **project oversight** occurred during implementation, offering on-going review of the interventions, including people and processes, to ensure implementation was being done according to the plans. This allowed prudent management decision-making and effective and transparent project controls. Interviews with ILO staff confirmed that the project coordinators conducted regular check-in meetings (weekly, monthly, and quarterly) with stakeholders and with each specialist, leading to adjustments as needed in an adaptive management approach, as well ensuring technical backstopping by each RBSA project component.

#### 6.4.3 Timeliness

**Finding 17:** The implementation of the RBSA interventions in Côte d'Ivoire and South Africa experienced some delays because of internal and external factors that were not planned for. There is a shared feeling among consulted stakeholders that, while some delays were understandable given the COVID-19 implementation context, the project timeframe was inadequate and unrealistic to conceive and implement some interventions which involved multi-level and multi-actor processes.

<sup>69</sup> ILO (2021), Minute sheet

<sup>70</sup> ILO (2021), RBSA funded project reports (South Africa)

<sup>71</sup> ILO (2021), RBSA funded project reports (Côte d'Ivoire)



With respect to duration, the RBSA-funded interventions are generally designed for 15 months<sup>72</sup>, but in the cases of Côte d'Ivoire and South Africa interventions, the implementation was extended by an additional seven months and two months respectively. These no cost extensions were granted to facilitate the completion of work that was started but was still ongoing at the time of initial projects' end-dates. There is a general sentiment among consulted stakeholders that **implementation delays were understandable, given that the projects were initiated at the heart of the COVID-19 pandemic**, with many of the partners being affected by the pandemic. On the other hand, consulted stakeholders felt that the RBSA funded intervention timeframe accounted for the non-timely delivery of some planned outputs. The 15 months' timeframe is widely perceived as unrealistic to conceive and implement quality policy-related processes in such a relatively short time, as policy interventions often involve complexities in terms of planned activities and consultation with relevant partners (some of the issues discussed here are also covered in section 6.3.4 on "factors").

#### 6.4.4 Leveraging resources with other projects/programmes

**Finding 18:** At the design phase, the RBSA-funded projects in Côte d'Ivoire and South Africa successfully leveraged funding resources from existing projects and/or programmes within ILO Country Offices. Through their accomplished work, the interventions have also directly and indirectly influenced investments from the ILO and other development partners and focused on transition from informal to formal economy, although it is not easy to unambiguously identify direct relationships.

Consulted project documents indicate that, right from the design phase, the RBSA-funded interventions under review **leveraged financing from existing ILO sources**. In Côte d'Ivoire, a slippage of USD 137,538 was leveraged from other projects implemented by the ILO Country Office. Hence, out of a total budget of USD 691,538, the amount requested from RBSA funding modality was USD 554,000.<sup>73</sup> In South Africa, the intervention leveraged USD 166,200 from the ILO Country Office budget, mostly Regular Budget for Technical Cooperation (RBTC). Out of out of a total budget of USD 716,200, the budget requested from RBSA funding modality was USD 550,000.<sup>74</sup>

The interventions have also **played a catalytic role in terms of influencing investments**, either directly to continue the un-finished RBSA-supported activities or broadly focused on transition from informal to formal economy, although it is not easy to unambiguously make direct relationships. In Côte d'Ivoire, the RBSA intervention is believed by many stakeholders to have been catalytic in attracting the "AGRIDOM" project<sup>75</sup>, which is funded by Swiss Cooperation and implemented by the ILO. This EURO 3 million project targets three countries, namely Côte d'Ivoire, Guinea, and Burkina Faso, and seeks to improve the political, regulatory, and institutional frameworks of targeted countries, in order to ensure better governance of labor migration and promote respect of decent work principles in the sectors of agriculture and domestic work. Furthermore, AGRIDOM aims at strengthening national systems for better inclusion of informal workers, including migrant workers. Another catalytic effect of the RBSA intervention is reflected in the ILO's support to the Ministry of Employment and Social Protection in the fight against child labour in the Cocoa and Gold Industries<sup>76</sup>, as part of the ILO's Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa (ACCEL AFRICA). Funded by the Dutch Government, ACCEL AFRICA supports the Government of Côte d'Ivoire in strengthening the

<sup>72</sup> RBSA intervention in Côte d'Ivoire (1st September 2020 - 30 November 2021)

<sup>73</sup> ILO (2020). Proposal for RBSA Funding Côte d'Ivoire.

<sup>74</sup> ILO (2020). Proposal for RBSA Funding South Africa.

<sup>75</sup> Projet de renforcement de la gouvernance de la migration de main-d'œuvre dans les secteurs de l'Agriculture et du Travail Domestique » (AGRIDOM).

<sup>76</sup> Cocoa and Gold supply chains are considered to be an important category of informal sector workers.



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Project 2. Strengthened capacity of Government and implementation of its Child Labour Observation and Monitoring System. Finally, interviews revealed that CGECI was able to mobilize the “Dutch Funding” (Fonds Néerlandais) to continue online trainings on the FYB module <sup>77</sup>.

In South Africa, the intervention has successfully mobilized a few follow-on investments, either from the ILO Regular Budget or from other partners. To wit, the Comic Relief Power Up project<sup>78</sup> to strengthen home-based workers organization in South Africa and Uganda contributed £245 000 to organizing home-based workers in both countries. Interviews revealed that WIEGO used part of this funding to continue the work started with the RBSA funding in terms of organizing home-based workers in South Africa, which culminated in the establishment of the HBWSAA. On the other hand, through its Regular Budget, the ILO Country Office in South Africa provided RAND 130,000 to COSATU to follow-on some activities that were not implemented during the RBSA lifetime, notably the capacity strengthening of this labour federation to support workers in vulnerable employment to organize and to engage in collective bargaining<sup>79</sup>.

## 6.5 Impact and Sustainability

### 6.5.1 Positive changes in the lives of project beneficiaries

**Finding 19:** While some of the RBSA funded activities in Côte d’Ivoire and South Africa have had direct impact on the living conditions of beneficiary informal workers, others have enhanced the capacity of the social partners to facilitate transition from informal economy to formal economy. However, ensuring the long-term impact and sustainability of results (such as the established cooperatives and associations) requires more support.

There are **signs of positive changes taking place in informal workers’ conditions**, thanks to the RBSA- funded interventions in Côte d’Ivoire and South Africa. The changes include improvements in working places, increased income opportunities, pride in having a recognized status, as well as changes in work behaviours. In a focus group discussion, members of COMOVIMAR in Côte d’Ivoire<sup>80</sup> indicated that their work conditions and mindset have changed since they joined the cooperative. They emphasized that, although they are yet to share the profit generated by their cooperative, they believe that the dividends will improve the overall quality of their households (see Box 6.1). Representatives of COMOVIMAR further confirmed that most of the cooperative’s members have joined the CMU, which contributed to improved health conditions.

The RBSA intervention in Côte d’Ivoire also left behind work-related materials for beneficiary organisations. For instance, CITEF’s members benefited from useful training materials to train informal workers, although they regretted that neither ILO nor other partners provided them with follow-up opportunities to continue using the skills and material acquired from the RBSA project.

#### **Box 6.1: Testimonies on positive changes (Côte d’Ivoire)**

*“The Cooperative encourages us to make savings on an individual basis and promotes our community life.”*

*“With the cooperative, we can get an additional income – in December this year 2023, we expect to receive dividends for the first time, and we are all excited about it.”*

*Before COMOVIMAR (our cooperative), everyone went to the countryside to look for goods, which was expensive for all for us individually. Today, our supply is done by the cooperative and this saves us time and money on travel expenses, which allows us to make more profit, while also spending more time with families.*

**Source:** FGD (members of COMOVIMAR)

<sup>77</sup> The evaluation team was not able to get the exact amount of this investment.

<sup>78</sup> This was a five-year grant from 2019 -2023.

<sup>79</sup> ILO (2022). Template 5 – End of an RBSA-funded intervention South Africa.

<sup>80</sup> The cooperative has 50 members (including only 1 man) -the membership has increased by 10 members (there were 40 members at creation)

In South Africa, access to wash services by informal workers has improved their working and living conditions. As discussed under Section 6.3.2, the RBSA-funded project supported the installation of wash stations within informal trading spaces and taxi operating stands in selected municipalities in the provinces of Mpumalanga and KwaZulu Natal, benefiting thousands of informal workers. During a discussion with users of a wash station in Mbombela municipality, taxi drivers and owners confirmed that the availability of water in their working places has significantly improved their living conditions. The stations have not only saved their lives during COVID-19 time, but also continued to be used as a source of drinking water for these workers, as well as for cleaning their toilet facilities. According to some implementing partners, the wash stations installed in the Alfred Duma municipality (in KwaZulu Natal) are also used as toilet and taxi-washing facilities. The wash stations in Mbombela are regularly maintained by the Municipality, which ensures their sustainability. However, the same could not be said for all RBSA-supported wash stations in South Africa. According to interviews, some of the wash stations in KwaZulu Natal province were vandalized during the 2021 looting and destruction of key economic infrastructure, but the evaluation was not able to verify if the damaged stations have been repaired not.

The HBWSAA has also created some changes in the living conditions of members, both during after COVID-19. In addition to the once off cash transfer (of RAND 5319.24) received by members during the pandemic (see also section 6.3.2), which they used to attend to their living needs during the pandemic, the Association has helped members to grow professionally and to be prouder of their work and where they do it (see Box 6.2).

**Positive changes were also identified in ILO constituencies' capacities.** In South Africa, the intervention has contributed to the changes made at the policy and strategic levels. To illustrate, the ratified C190, the validated (and yet to be adopted) OSH guidelines and strategy, the adopted formalization action plan (e.g; rolled out in Mpumalanga), etc. – all have enhanced the capacity of the Government and other social partners to realize their mission. For example, during interviews with representatives of the Department of Employment and Labour, evidence was shared on how the Code of Good Practice for eliminating violence and harassment in the world of work is currently serving relevant actors, including the Judiciary, to handle related issues. They cited a “harassment case” handled by the Labour Court of South Africa in January 2023 in which the Court’s judgement specifically referred to the above Code.<sup>81</sup>

**Box 6.2: Testimonies on positive changes (South Africa)**

*“I was working individually, when I got introduced to the Association – since then the mindset has changed: I got to know that you can work professionally even when you work from your own home – I have ever since started putting uniform”.*

*“The HBWAA has enabled us to grow and gain confidence, we feel like our sense of belonging has increased.”*

*“We became more professional and organized.”*

## 6.5.2 Projects' contributions to the ILO's and other development frameworks

**Finding 20:** RBSA-funded interventions' contributions to the ILO's and other development frameworks at country level included training tools that add to existing global ILO's package, and improvements in national social protection frameworks.

<sup>81</sup> <https://www.saflii.org/za/cases/ZALCJHB/2023/4.html> (see paragraph 38 of the ruling)

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In Côte d'Ivoire, the FYB module made a significant contribution to the existing ILO's package of training tools. Concretely, the **FYB complements the ILO's Start and Improve Your Business (SIYB) training programme**<sup>82</sup>, a system of inter-related training packages and supporting materials for small-scale entrepreneurs to start and grow their businesses. In South Africa, the RBSA-funded intervention has contributed to the promotion of an inclusive social protection policy framework. Interviews and documents indicate that the intervention contributed to the work that led to the amendments in the Compensation for Occupational Injuries and Diseases Act (COIDA) 1993 (Act 130 of 1993). In 2020, the Cabinet approved publication of the COIDA Amendment Bill which amends the COIDA, and **recognizes domestic workers, who were excluded from the Act**, as employees for the purpose of benefits, as well as improving existing benefits.<sup>83</sup>

### 6.5.3 Steps undertaken to ensure sustainability of project outcomes

**Finding 21:** RBSA-funded interventions in Côte d'Ivoire and South Africa have taken important steps and measures to ensure sustainability. There is evidence of results achieved by the RBSA interventions being sustained or that are likely to be sustained in the long-term, with impact.

The the RBSA interventions in Côte d'Ivoire and South Africa have taken important steps that increase the likelihood of sustained results. These steps are discussed below.

The first step relates to **the involvement of ILO's constituents in all RBSA project's phases**. As discussed in section 6.1.4, these interventions were conceived and implemented through consultations with all key relevant partners. This inclusive approach, by its very nature, fostered ownership and therefore guarantees sustainability of some of the achieved results. The second step centres around the **deliberate focus of RBSA-funded interventions on strengthening the enabling environment and building the capacity of relevant actors**. The following are some of the results achieved by the RBSA interventions that are likely to be sustained in the long-term, with great impact.

- *Ratification and adoption of policy and regulatory instruments* are perhaps the most sustainable of the results. The most telling examples from South Africa include the ratification of C190 and the adoption of the Code of Good Practice for the Prevention and Elimination of Harassment in the Workplace, which are currently in use and are already having an impact.
- *Training and Information tools:* the FYB training module is in use in Côte d'Ivoire and other countries, in West Africa and Asia.
- *Human resources:* the RBSA-funded interventions provided training of trainers (ToT) and technical assistance to relevant partners to better facilitate transition from informal economy to formal economy. The strengthened human capacities are expected to feed into the processes of transition and are likely to be sustained.
- *Studies:* results and recommendations from RBSA-supported studies are likely to be used by stakeholders beyond the projects.

### 6.5.4 Gaps in the sustainability strategy of RBSA projects and how to address them

**Finding 22:** There are gaps in the assumption underlying the sustainability of RBSA intervention results, in particular regarding their financial sustainability. Overall, the interventions did not develop explicit exit

<sup>82</sup> ILO (2012). *SIYB Intervention Model*. ILO SIYB Coordination Unit and PARDEV, Geneva.

<sup>83</sup> Republic of South Africa (2021). *Green Paper for a Comprehensive Social Security System*. Consolidated government paper: public consultation version.

The reviewed interventions are both based on the (implicit) assumption **that, upon project completion, national governments or other donors/aid organizations will directly carry on RBSA-initiated activities or expand on achieved results.** The evaluation found that this assumption does not always hold true, due mostly to partners' insufficient financial and human resources. A recurrent theme in interviews in both Côte d'Ivoire and South Africa is that governments are unable to allocate budgets to continue the work started with RBSA funding, thereby limiting the sustainability of project benefits. Generally, all beneficiary partners and/or institutions were highly enthusiastic about RBSA interventions' results but felt financially challenged to secure adequate funding to sustain and/ or expand on these results. As mentioned earlier, the RBSA project in Côte d'Ivoire provided technical assistance to relevant partners (e.g; CGECI, Agence Côte d'Ivoire PME) in the setting up the digital tool to better facilitate transition to formalisation. However, some stakeholders consulted expressed doubt as to the ability of the CGECI and other structures that provide incentives for formalization to continuously update the tool. In South Africa, for example, the municipality of Mbombela has not been able to replicate the wash stations in other informal trading spaces due to the lack of financial resources.

In South Africa, the evaluation identified a few instances of activities started with the RBSA funding being continued after project completion, but mostly with ILO's support (e.g; ILO's support from Regula Budget to COSATU to continue work on organizing vulnerable workers). In Côte d'Ivoire, there is evidence of RBSA-funded interventions triggering funding for addressing informal sector challenges, but these investments do not directly expand on the RBSA created results. Overall, the reviewed RBSA interventions did not work towards developing exit strategies during their lifetime, ensuring that appropriate follow-up, particularly by the ILO and Government, was provided to finish all the work started and/or expand on the results with the potential to create impact.

## 7 Conclusions, Lessons learned

### 7.1 Conclusions

The findings of this **evaluation confirm the relevance of the RBSA funding modality and demonstrate the relevance of the interventions supported in Côte d'Ivoire and South Africa** on transition from the informal to the formal economy in the context of COVID-19 recovery in Africa. These interventions were designed to address clear challenges, identified through ILO tripartite consultation processes, with the purpose of promoting informal workers. The interventions considered, although to varying degrees, gender equality dimensions but did not integrate broader inclusion issues (e.g., related to the needs of workers with disabilities). Ultimately, relevance of interventions to the particular needs of marginalized groups could have been maximized through stronger partnerships with women-focused and/women-led organisations, as well as disabled people's organisations, including NGOs and CSOs.

The RBSA funding modality is **highly appreciated for its flexible allocations, relatively flexible reporting requirements, and the strategic activities for which the money is provided**. These features make of RBSA a unique modality available for partner beneficiaries to secure funding that allows them to address urgent issues (such as during COVID-19) for which they had not planned for, or to tap into emerging opportunities, without having to wait for government budget cycles. To beneficiary partners, the RBSA financial support fills a significant gap where governments' budgets are constrained to allocate resources to issues of informal economy.

The RBSA-funded interventions recorded variable performance levels in Côte d'Ivoire and South Africa. In both countries, **the interventions have achieved strategic and catalytic results which greatly contributed to achieving country outcomes**, with potential to create impacts on workers in the informal economy, in the long run. An important strength of the interventions has been to achieve gender-responsive results, though collection of sex-disaggregated data on projects' results could have been improved. In South Africa, the intervention has mostly impacted on the capacity of social partners to effectively facilitate the transition from informal to formal economy, notably by creating improvements in the legislative and policy environments, based on supported analytical work, advocacy and awareness raising activities. The ratification of C190, the adoption of the Code of Good Practice for the Prevention and Elimination of Harassment in the Workplace, and the amendments of the COIDA to include domestic workers, can best illustrate the contribution of the RBSA-funded intervention to national level results. Given the role of enabling environment in enhancing social dialogue around issues of informality, the contribution of this intervention cannot be emphasized enough. In Côte d'Ivoire, the development and piloting of the FYB training module which aims to educate informal entrepreneurs on the importance of formalization and how to go about it is a significant milestone produced by the RBSA-funded intervention. The achieved replication of FYB in West African and Asian countries is illustrative of the influence this intervention is having beyond Côte d'Ivoire.

The findings of this evaluation show that, **for some policy related results, RBSA -funded interventions effectively triggered interest and certain dynamics about informal labour issues**. However, the short-term nature of the interventions did not allow for ensuring achievement of outcome results, as the processes engaged were complex and hardly came to an end during the lifetime of the RBSA projects.

The RBSA projects in South Africa and Côte d'Ivoire **slightly underspent allocated budgets and were not implemented on schedule** due to delays in start-up phases, internal dynamics inside implementing partners, as well as the complexity of processes involved. Deliverables planned for both interventions proved to be overly ambitious given the limited timeframe for implementation and the lengthy stakeholder engagement processes involved.

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The **sustainability of RBSA-funded interventions' results is jeopardized by multiple factors**, including insufficient leveraging of follow-on investments and institutional challenges – such as internal dynamics and governance reforms. Hence, given the increased levels of awareness about transition from the informal to the formal economy in Côte d'Ivoire and South Africa, as well as the need to keep the momentum going, sustain results, and create the impact sought, more resources are required. While resources may be secured from other partners, these are not necessarily consistent and predictable; additional resources from the ILO will have to be mobilized to leverage the RBSA results with high impact potential. Hence, RBSA funding will remain crucial for facilitating transition from informal to formal economy in Côte d'Ivoire and South Africa.

## 7.2 Lessons learned

### Lesson 1:

**Facilitating transition from the informal to formal economy involves complex multi-level and multi-actor processes and requires a gradual approach, which should be considered when designing and implementing formalization strategies.** The strategies deployed in the Côte d'Ivoire and South Africa RBSA-funded interventions (e.g., organizing, services to incentivise formalization) did not take long to obtain agreement among key social partners as they aimed to take advantage of COVID-19 crisis to support informal businesses and workers to improve their transition to formalization, while increasing their resilience to the shocks generated by the pandemic. Down the line, when the actual implementation started, the strategies proved to be complex processes, given the need to involve many actors at different levels. Transitioning involves processes of transformative learning, with much sense making taking place at the informal entrepreneur level, as well as the level of facilitating institutions.

### Lesson 2:

**A rapid political economy analysis of the country of intervention is of critical importance for effective design and implementation of RBSA-funded interventions.** Such rapid analysis allows ILO's Teams and partners to have risk management and scenario planning that consider critical institutional and governance factors that are likely to drive or impede interventions. The RBSA-funded interventions in Côte d'Ivoire and South Africa suffered from institutional and governance challenges; a sound political economy analysis would have helped ILO and social partners to consider these issues and select more realistic activities.

### Lesson 3:

**Avoiding the trap of including too many activities in a RBSA-funded interventions can pay off.** The evaluation findings show that the interventions in Côte d'Ivoire and South Africa included many activities and deliverables (but more so in in South Africa), assuming that the more activities they implemented the better impact they would create collectively. However, this has resulted in some activities being abandoned and/ or unfinished. A selected minimum set of activities and deliverables should have been prioritized.

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**Lesson 4:**

**Ensuring buy-in at the apex structures of management within Government is a key prerequisite for achieving policy solutions to facilitate the transition from the informal to the formal economy.** The experience of the RBSA-funded interventions in South Africa and Côte d'Ivoire showed that, often, engagement with Government is confined within middle-to upper middle management with no expressed endorsement at the apex of the management structures within Government Departments. For example, the intervention in South Africa effectively supported the development of the OSH Strategy and guidelines to promote health and safety for workers in vulnerable sectors of the economy, but these instruments fell short of the formal adoption by the relevant high-ranking authorities in the relevant Government Department.

**7.3 Recommendations**

The recommendations presented in Table 7.1 are informed by the findings and the conclusions of this evaluation. They were discussed with ILO staff and stakeholders in Côte d'Ivoire and South Africa in presentations of the evaluation findings, conclusion, lessons learned and draft recommendations, which were held on November 29 and December 07, 2023. This process enabled the evaluation team to receive useful feedback, which helped to refine the recommendations.



Table 10. Recommendations

RECOMMENDATIONS	RESPONSIBILITY	PRIORITY AND TIMELINE	KEY FINDINGS
<p><b>Recommendation 1: Social dialogue Strengthening</b></p> <p>For more inclusive social dialogue and consultations about informal labour issues towards supporting the transition from the informal to the formal economy, <b>ILO should continue advocating for more space to be created for informal workers’ organizations in national social dialogue structures.</b></p> <p>This will require:</p> <ul style="list-style-type: none"> <li>▪ Recognition of existing member-based organisations of informal workers, so that they can be represented in national social dialogue structures;</li> <li>▪ Continuing efforts to organize informal workers in member-based organisations, so that they can be recognized and represented in national social dialogue structures;</li> <li>▪ Taking the South Africa example of Tripartite + 1 (NEDLAC), creatively think of social dialogue modalities that may be used to extend participation beyond the traditional tripartite fora, creating space for informal workers.</li> <li>▪ Direct inclusion of representatives of organized workers and economic units in the informal economy in the NEDLAC structures, instead of continuing to have to smuggle their representatives into bespoke NEDLAC sub-committees which are not off-limits for community constituency through the “Community Constituency” (in the case of South Africa).</li> <li>▪</li> </ul>	<p><u>Lead:</u> ILO Headquarters; ILO Country Offices and Regional Offices, Government (relevant ministry)</p> <p><u>Support:</u> Labour Federations; Employers’ organisations. Country social dialogue structures.</p>	<p><u>Priority:</u> High</p> <p><u>Timeline:</u> Mid-term to long-term</p>	<p>Related to findings: 9,13.</p>
<p><b>Recommendation 2: Design of RBSA - funded interventions</b></p> <p>The RBSA funding modality should support <b>interventions that focus on prioritized activities</b> and consider potential political economy risks to avoid overly ambitious interventions, while pursuing results that are achievable within a RBSA timeframe. A minimum set of activities and deliverables with higher scale-up potential and impact are preferable to many activities with reduced visibility and impact.</p> <p>This will require:</p> <ul style="list-style-type: none"> <li>▪ List of criteria for selection of RBSA funded proposals to include a rapid political economy analysis ;</li> <li>▪ Proposal documents to include – in the section on risks, – analysis of potential</li> </ul>	<p><u>Lead:</u> ILO Country Offices</p> <p><u>Support:</u> Regional Offices, ILO Headquarters (Department responsible for the allocation of RBSA resources)</p>	<p><u>Priority:</u> High</p> <p><u>Timeline:</u> Medium term</p>	<p>Related to findings: 6,11,17.</p>

RECOMMENDATIONS	RESPONSIBILITY	PRIORITY AND TIMELINE	KEY FINDINGS
<p>political economy risks and related mitigation strategies;</p> <ul style="list-style-type: none"> <li>▪ Prioritizing activities, deliverables, and results based on their potential to be scaled-up and create impact.</li> </ul>			
<p><b>Recommendation 3 – Impact</b></p> <p>To achieve impact results, the ILO Department responsible for the allocation of RBSA resources should consider funding proposals that seek to follow on RBSA projects’ results with potential to create impact. Similarly, Country Offices should commit to spend part of their Regular Budget or other resources as follow-on investments in such results.</p> <p>This will require:</p> <ul style="list-style-type: none"> <li>▪ Upon completion of RBSA-funded interventions, identify results that are worth pursuing with RBSA support or other ILO’s funding sources, focusing on those results with great potential of creating impact;</li> <li>▪ Continue advocacy to ensure that Governments and other social partners commit to continue and/or expand the results created by RBSA- funded activities;</li> <li>▪ Strengthen consultation processes with potential providers of follow-on investments in RBSA project results - at the design, planning, and implementation stages, providing them with essential information on results that are worth pursuing with external support.</li> </ul>	<p><u>Lead:</u> ILO Country Offices</p> <p><u>Support:</u> Government, other social partners, Other UN Agencies, other development partners.</p>	<p><u>Priority:</u> High</p> <p><u>Timeline:</u> Next ILO’ biennium.</p>	<p>Related to findings: 19, 22.</p>
<p><b>Recommendation 4 : Gender, Equity, and Inclusion</b></p> <p>To facilitate a more consistent and coherent consideration of gender and inclusion dimensions in the design and implementation of RBSA-funded interventions, the ILO should integrate these dimensions into the structure of the proposal and reporting processes.</p> <p>This will require:</p> <ul style="list-style-type: none"> <li>▪ Adapting the format of proposals to include a dedicated section on how the intervention intends to contribute to gender equality, outlining a rationale that expands on the justification for its Marker scoring under “contribution to gender equality and non-discrimination”;</li> <li>▪ Proposal documents to include a dedicated section on the differential needs and potential added risks for different vulnerable groups, particularly women and persons</li> </ul>	<p><u>Lead:</u> ILO Headquarters; ILO Country and Regional Offices;</p> <p><u>Support:</u> Gender experts in Government institution, other social partners; and other implementing partners.</p>	<p><u>Priority:</u> High</p> <p><u>Timeline:</u> Short to medium term</p>	<p>Related to findings: 3,10.</p>

<b>RECOMMENDATIONS</b>	<b>RESPONSIBILITY</b>	<b>PRIORITY AND TIMELINE</b>	<b>KEY FINDINGS</b>
<p>with disabilities. Requirements to outline results-related risks should be expanded to probe proposal teams to consider any heightened vulnerabilities or risks for vulnerable groups and to include mitigation strategies in the design of interventions;</p> <ul style="list-style-type: none"> <li>▪ ILO to provide technical and advisory support to ensure the use of sex-disaggregated targets and the collection of sex-disaggregated results;</li> <li>▪ Stronger engagement and partnership with women-focused agencies, women’s rights experts, and women-led CSOs, and greater consultation with different categories of workers, including women, to inform the design to maximize relevance in addressing their specific needs, priorities and bottlenecks.</li> </ul>			

# Appendix I Terms of Reference



## Terms of Reference

### Independent final cluster evaluation of RBSA projects on transition from the informal to the formal economy in the context of COVID-19 recovery in Africa (Côte d’Ivoire and South Africa)

<ul style="list-style-type: none"> <li>• <b>Project titles and codes</b></li> </ul>	<ul style="list-style-type: none"> <li>• Project 1: Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS ZAF/20/01/RBS</li> <li>• Project 2: Strengthened capacity of Government and Social Partners to develop policies and programs that facilitate the transition of the informal economy to formality ZAF/20/01/RBS</li> </ul>
<ul style="list-style-type: none"> <li>• <b>ILO P&amp;B Outcomes (2020-21)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Outcome 1:</b> Strong tripartite constituents and influential and inclusive social dialogue</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Outcome 4:</b> Sustainable enterprises as generators of employment and promoters of innovation and decent work</li> <li>• Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work</li> <li>• Outcome 7: Adequate and effective protection at work for all</li> </ul>
• <b>Implementer</b>	• ILO Country Offices Abidjan and Pretoria
• <b>Backstopping units</b>	• ILO Decent Work Teams Dakar and Pretoria
• <b>Funding</b>	• ILO Regular Budget Supplementary Account (RBSA).
• <b>Budget</b>	<ul style="list-style-type: none"> <li>• 1. US\$554,000 CVI/20/01/RBS</li> <li>• 2. US\$ 550,000 ZAF/20/01/RBS</li> </ul>
• <b>Projects' duration</b>	<ul style="list-style-type: none"> <li>• 1. August 2020 – 31 August 2022 CVI/20/01/RBS</li> <li>• 2. July 2020 to 6 April 2022 ZAF/20/01/RBS</li> </ul>
• <b>Type of Evaluation</b>	• Independent final cluster evaluation
• <b>Evaluation timing</b>	• February – May 2023
• <b>Evaluation Manager</b>	• Katerina Tsotroudi

## Introduction

1. ILO funds, through the allocation of the ILO Regular Budget Supplementary Account (RBSA), projects to support work in countries addressing ILO priorities aligned with the Biennial Programme and Budget framework. The two projects to be evaluated under these ToRs were developed to intensify ILO tripartite constituents' efforts in response to the COVID-19 pandemic with a strategic direction and human-centered approach set forth in the ILO Centenary Declaration for Future of Work (2019) and to consolidate the ILO's leading role in delivering the UN 2030 Agenda for Sustainable Development
2. Within this framework, the concrete priorities are identified as :
  - a. Promoting gender equality and non-discrimination.
  - b. Addressing informality, with particular attention to groups that face greater challenges on the path to decent work;
  - c. Addressing climate change and promoting a just transition to a greener world of work.
3. The thematic focus of the current cluster evaluation is on transition from the informal to the formal economy in Africa. The projects are linked to Outcomes 1 and 4.
4. This is a cluster evaluation with a thematic focus in line with the ILO Evaluation Policy<sup>84</sup> towards gathering evaluative information more effectively and promoting higher-level and more strategic evaluations.<sup>85</sup>

<sup>84</sup> GB.331/PFA/8, para. 17.

<sup>85</sup> GB.332/PFA/8 paras. 5 and 17-18

Project 1. Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS ZAF/20/01/RBS  
 Project 2. Strengthened capacity of Government and | 46  
 The projects to be clustered under this thematic review are as follows:

• Country	• Project code	• P&B output	• Budget	• Approval	• End date
• Côte d'Ivoire	• CVI/20/01/RBS	• 4.3, 1.1, 1.2	• 554.000	• August 2020	• 31 August 2022
• South Africa	• ZAF/20/01/RBS	• 7.4, 7.2, 4.3 & 6.3	• 550,000	• July 2020	• 6 April 2022

## The two projects

- CVI/20/01/RBS : **Constituents develop and implement the integrated strategy for transition from the informal to the formal economy (Contribution to SDGs 1.3; 8.3; 8.5).** The objective of the project was to support informal entrepreneurs and workers to improve their transition to formalization and increase their resilience to the shocks generated by COVID-19. The intervention pursued three intermediate outcomes: (i) improve access to entrepreneurial status for entrepreneurs and informal workers, in line with ILO R204, through the development of tools, procedures and incentives for formalization; (ii) offer innovative and digital gender-sensitive awareness and training services on formalization by social partners to men and women actors in the informal economy most impacted by the COVID-19 crisis; (iii) support informal workers in 17 markets in Abidjan, 70% of whom are women, in their process of formalizing into cooperatives and joining social protection.
- ZAF/20/01/RBS: **Strengthened capacity of Government and Social Partners to develop policies and programmes that facilitate the transition of the informal economy to formality.** (SDGs : 8.8, 8.3, 5.2). The project relied on a rights-based and gender-transformative approach, in order to pursue both immediate and medium-term objectives. The immediate objectives were to establish safe and healthy workplaces for different categories of workers and businesses in the informal economy; launch a gender responsive mass education and communication campaign about COVID-19, that provides information on infection prevention and control, and available services to address violence and harassment (mobile apps, community radio); and to ensure access of businesses and workers in the informal economy to relief schemes and participation in the government's procurement system. The project also aimed to facilitate access to markets in the local private sector by ensuring that clients and customers see the informal economy units and traders as safe for business. The medium to long-term objectives included: simplification of the registration process for businesses in the informal economy to access government support and accelerate the transition to formality; promote business development services, including easy access to information on labor law, market, and innovative models (including care related business models) for women-owned businesses; boost the membership base of workers' organizations through organizing workers in the informal economy, to give them a larger voice in society, and improving their influence on policy making at all levels; Develop a gender responsive national OSH Strategy responsive to informal economy needs; Promote policy and legislative measures to extend social and labour protection to workers in informal employment, particularly domestic workers; and finally, promote a Code of Good Practice for the elimination of violence and harassment in the world of work (C190) and broaden awareness amongst workers and employers as well as at local government level.

## Purpose and Objective of the evaluation

- As per ILO evaluation policy, evaluations in ILO are for accountability, learning, planning, and building knowledge. These should be conducted in the context of criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System.

8. The evaluation is managed by an Evaluation Manager not linked with the projects or the Country offices covering the projects and implemented by an evaluation team. The evaluation follows the same standard valid for independent evaluation of Development Cooperation projects.
9. This evaluation will adopt a “cluster approach” which means that the evaluation will examine a cluster of the two projects located in Africa that address transition from the informal to the formal economy, even though the projects were not planned as a cluster. This approach will allow greater opportunities for feedback on the strategies on related subjects as well as mutual learning across project locations, including the role of the RBSA funding modality in addressing constituent needs.
10. The evaluation findings and insights will serve organizational learning purposes e.g. to identify what works and what doesn't and feed these lessons into regional strategies to promote transition to the informal economy more effectively.
11. Primary users of the evaluation findings include the tripartite ILO constituents, projects partners, ILO Country Offices, ILO Regional Office for Africa (ROAF), ILO Decent Work Teams, HQ technical departments, the Evaluation Office, PARDEV and PROGRAM. Secondary users of the evaluation findings are other interested partners, academics, other ILO units and regions, and the public.
12. The specific objectives of the cluster evaluation are the following:
  - Assess the significance of the RBSA funding modality to pursue transition from the informal to the formal economy, while promoting social dialogue and gender equality, by evaluating the relevance, coherence, effectiveness, efficiency, orientation towards impact and sustainability of the RBSA funded interventions.
  - Measure progress of the RBSA funded interventions against the PB Outcome 4 and related Outcomes, notably Outcomes 1 and 7 and 6, as well as relevant DWCP outcomes. Examine what are the common factors that have contributed to the achievement of the results, their potential impact and likelihood of their sustainability.
  - Assess the extent to which the RBSA helped the ILO Country Offices use ILO technical expertise and comparative advantage to position ILO in the country and/or frameworks that pave ways for other interventions that respond to national priorities
  - Assess how RBSA funds contributed to delivery of results, that were agreed during the design stage of these interventions.
  - Assess how RBSA funds contributed to leveraging additional resources.
  - Assess the strength and weaknesses of the RBSA proposal design, monitoring and reporting.
  - Identify key lessons learned and good practices.

## Evaluation Scope

13. The scope of the evaluation covers the entire projects' period from the start of their implementation to their end and all projects' objectives and results, including their contribution to meeting ILO stakeholders' needs in the framework of P&B priorities, and focusing not only on what has been achieved but also and most importantly, on how and why.
  14. For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.
  15. International Labour Standards (ILS), gender and non-discrimination, tripartism and social dialogue and just transition to environmental sustainability should be considered as cross-cutting concerns throughout the methodology, deliverables and final report of the evaluation. In terms of gender, this implies involving both men and women in the consultation, evaluation analysis and evaluation team.
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Project 1. Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS ZAF/20/01/RBS

Project 2. Strengthened capacity of Government and | 48

Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. All this information should be accurately included in the inception report and evaluation report.

## Evaluation Criteria and Questions

16. The evaluation should address relevance to beneficiary and other key stakeholders' needs, coherence, effectiveness, efficiency, potential for sustainability and impact as defined in the [ILO Policy Guidelines for results-based evaluation, Nov-2020](#). The evaluator may adapt the evaluation questions, but any fundamental changes should be agreed between the Evaluation Manager and the evaluator and reflected in the inception report.

### 17. Relevance:

- Are the RBSA funded interventions addressing the countries' and constituents' needs and capacity? Does the design address the challenges the constituents are facing?
- The extent to which the needs of different groups (e.g. women and men, people with disabilities and other groups at risk of being left behind) have been incorporated in the design of the interventions. Have tripartite ILO constituencies been involved actively in the project design and implementation?

### 18. Coherence:

- To what extent the design of RBSA funded interventions has been logical and based on a clear results framework, demonstrating synergy and interlinkage with other ILO interventions in the countries concerned (i.e., CPO linkages to DWCP and P&B outcomes).
- Review the *internal* coherence of the projects in terms of linking activities-outputs-objectives and assumptions and risk. Are these well expressed in a realistic -explicit or implicit Theory of change?
- How far the projects address *external coherence*, i.e., consistency, complementarity, harmonization and coordination of the RBSA funded intervention with constituents' and other partners' interventions in the same context including in the framework of DWCPs, national policies, UNDAFs, and link to SDGs targets.

### 19. Effectiveness:

- To what extent has progress/achievements been made in the countries as per project objectives and other unexpected results (significant progress made both reportable and not reportable in the PIR2020-21)? The extent to which RBSA funded projects have been value addition to the achievement of target CPOs that contributed to P&B implementation (reported in PIR 2020-21)?
  - What have been the main contributing and challenging factors towards projects' success in attaining their targets?
  - To what extent have the RBSA funded interventions' results/achievement – had an effect distributed across different groups (men and women, marginalized groups and persons with disabilities)?
  - To what extent did external factors such as environmental factors affect the achievements of the RBSA projects?
  - Has capacity development been well targeted? Were the right people trained?
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- How has social dialogue been affected through the interventions, outputs and objectives?
- Do the intervention models used in the projects suggest an intervention model for similar crisis response to the COVID-19 one?

#### 20. Efficiency:

- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Has the project management and staffing to implement and monitor the project been adequate?
- Assess the monitoring and oversight of the RBSA funded projects – how efficient were these and have they affected the delivery of the projects? How effective is the role of country office, DWTs, Regional Office, and HQ in technically supporting and monitoring the project? To what extent has local presence been important for the achievement of results? What have been the lessons learnt?
- Have the RBSA funded interventions been completed within the originally planned timeframe? What were the reasons for the delay?
- To what extent has the project leveraged resources with other projects/programmes, and through partnerships with other organizations, to enhance the project impact and efficiency?

#### 21. Impact and sustainability:

- To what extent there is evidence of positive changes in the lives of the ultimate project beneficiaries?
- What are the specific contributions of the project to the ILO's and other development frameworks?
- What concrete steps were or should have been taken to ensure sustainability of project outcomes?
- Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these.

## Methodology

22. As the cluster evaluation covers two interventions and there is no single logical framework to draw upon an analytical framework should be developed to help follow a cluster evaluation approach towards providing feedback at strategic level for ILO and other regional and stakeholders.
23. The evaluator is expected to conduct field visit in both countries.
24. The evaluation should apply a mixed methods approach to addressing the criteria and questions. The data collection techniques can include document analysis, interviews, direct observation and surveys— or some combination thereof. Data and sources will be triangulated as a key element of the methodology. The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy; ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations and UNEG Principles.
25. In particular this evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 “Preparing the inception report”; Checklist 4 “Validating methodologies”; Checklist 5 “Preparing the evaluation report” and Checklist “6 Rating the quality of evaluation report”.
26. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to all stakeholders on how they can address them,

indicating in each one to whom is directed, Priority, Resources required and timeframe (long, medium, or short).

27. The Desk review will include the following information sources:
- Projects' documents
  - Work plans
  - Progress reports
  - Project budget and related financial reports
  - Reports from various activities (including trainings, workshops, task force meetings, research reports, publications, etc.)
  - Others as required
28. All documents will be made available by the Evaluation manager in coordination with Country Offices, at the start of the evaluation. In addition, the evaluator will conduct initial interviews with the COs officers that have led the projects. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.
29. The inception report will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, and of the final report, and all data collection tools following EVAL Checklist 3 (see Annex 1). The Inception report that will operationalize the ToRs and should be approved by the Evaluation Manager before moving to data collection at field level.
30. The Evaluator will receive a list of key stakeholders by project by the EM. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed during the preparation of the Inception report.
31. The data collection will be through field missions in each country. The Country offices will provide all their support in organizing the interviews to the best extent possible. The evaluator will ensure that opinions and perceptions of women and other vulnerable groups are equally reflected in the interviews and that gender-specific questions are included.
32. Moreover, the evaluator can propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the Evaluation Manager at the Inception phase. Any alternative should be reflected in the Inception report.
33. Regarding interviews with ILO Staff a first meeting will be held with the ILO CO Directors and the Program unit officers of the two COs. The evaluator will also interview project staff of other ILO related projects, and ILO staff responsible for financial, administrative, and technical backstopping of the project. Moreover, the evaluation team leader will interview the Regional Office for Africa/Regional Program Unit (ROAF/RPU) Chief and relevant officers considering their key role in RBSA formulation and oversight. An indicative list of persons to be interviewed will be prepared and proposed by Evaluation Manager in consultation with the COs Programme Units.
34. Regarding interviews with the projects stakeholders the evaluator will meet relevant stakeholders including, project beneficiaries and regional, sub-regional and local level government officials and experts to examine the delivery of outcomes and outputs at country and local level. List of beneficiaries will be provided by the projects for selection of appropriate sample respondents by the evaluator. The evaluator will select the field visit locations. The criteria and locations of data collection should be reflected in the inception report mentioned above.
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35. At the end of the data collection phase in each country a workshop with key stakeholders (preferable face-to-face) to discuss the preliminary finding, recommendations, lessons, and good practices will take place.
36. After data collection, the draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked for 10 working days.
37. Based on the inputs from discussions and interviews with key stakeholders, the evaluator will draft the evaluation report (English and French versions). The draft report will be sent to the Evaluation Manager for a methodological review, who will share with key stakeholders for their inputs/comments after methodological issues have been addressed by the evaluation team leader.
38. The evaluation team leader will finalize the report, taking into consideration the stakeholders' comments and submit the final version to the Evaluation Manager for approval by the Regional evaluation official and EVAL. One evaluation report integrating analysis from the two projects is expected. This means that specific areas of the projects should be considered only to provide enough arguments for the analysis. An annex will present a table by project to summarize what each project has achieved at outcome and output level and brief comments per each one as relevant.

## Main deliverables

39. The evaluator will provide the following deliverables and tasks:
  40. **Deliverable 1: Inception report.** The inception report will include among other elements, a *brief key stakeholders' analysis* (importance of each stakeholder) and proposed list of key stakeholders to be interviewed, the evaluation questions and data collection methodologies and techniques, the *analytical framework*, the evaluation tools (interview, guides, questionnaires, etc.), proposed countries to be visited (if and where possible) with clear justification of the selection, work plan and dates for deliverables based on the objectives of this evaluation. The selection of any country visits will be done in consultation with the Evaluation Manager, and proposed schedule of field visits (if these are possible) or remote interviews. The instrument needs to make provision for the triangulation of data where possible. The evaluator will prepare an inception report as per the ILO Checklist 3: Writing the inception report.
  41. **Deliverable 2: Presentation to stakeholders in each country** on the findings. Evaluation findings that are based on facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by triangulation of quantitative and qualitative information derived from various sources to ensure reliability, validity and generalizability.
  42. **Deliverable 3: Cluster Evaluation report (draft and final report in English and French) with EVAL template evaluation summary in English.** The Draft Evaluation Report should include action-oriented, practical and specific recommendations assigning or designating audiences/implementers/users. The Draft Evaluation Report should be prepared as per the ILO Checklist 4.2: Preparing the Evaluation Report which is annexed in this ToR. The Draft Evaluation Report will be improved by incorporating the comments and inputs of the Evaluation Manager and the REO, after having collected and consolidated comments from key stakeholders
  43. The evaluation report will be following this outline:
    1. Cover page with key project and evaluation data
    2. Executive Summary
    3. Acronyms
    4. Context and description of the project including reported results
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5. Purpose, scope, and clients of the evaluation
  6. Methodology and limitations
  7. Findings (this section's content should be organized around evaluation criterion), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
  8. Conclusions
  9. Recommendations (i.e., for the different key stakeholders), indicating per each one priority, timeframe and level of resources required
  10. Lessons learned and good practices
  11. Annexes:
    - TORs
    - Evaluation matrix
    - List of people interviewed
    - Schedule of work
    - Documents examined
    - Lessons learned and good practices (under EVAL formats)
    - Others
44. The evaluator will incorporate comments received from the ILO and other key stakeholders in the Final Evaluation Report and submit it along with the evaluation summary, using the template for executive summary annexed to this TOR, to the Evaluation Manager. The latter will eventually submit the final evaluation report to EVAL. The report should be finalized as per the ILO Checklist 4.2: Preparing the Evaluation Report, which is annexed in this TOR.
45. The quality of the report and evaluation summary will be assessed against the ILO Checklists 4.2, 4.4 and 4.9 listed under the Annex of this ToR. The report shall draw aggregate findings and common issues by established evaluation criteria (relevance, coherence, effectiveness, efficiency, impact) based on the country project assessments as per the TOR.
46. All drafts and the final report including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for Windows. The cluster evaluation report should not be more than 35 pages.
47. Ownership of the data from the evaluation rests jointly between the ILO and the Evaluator. The copyrights of the evaluation report rest exclusively with ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement

## Management Arrangements and Work Plan

### Evaluation Management – Role and responsibilities

48. An ILO officer, Katerina Tsotroudi, will manage the evaluation process in the context of her EVAL certification process as Evaluation Manager. The quality assurance will be provided by the ILO Regional Evaluation Officer (REO). The Evaluation Manager (EM) responsibilities include managing the respective contract with the evaluation consultant(s), consulting on methodological issues and facilitating access to primary and secondary data. The EM will be also responsible for the following tasks:
- Prepare the TOR and ensure consultation with all key stakeholders before TOR is finalized
  - facilitate and recruit independent evaluator(s);
  - ensure proper stakeholders involvement;
  - approve the inception report;
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- review and circulate draft and consolidate comments from key stakeholders
  - review and submit the final report to ILO Evaluation Office for approval;
  - disseminate final report.
49. The ILO Evaluation Office, at ILO HQ will approve the final report. The evaluation report will be considered final only when it is approved by ILO Evaluation Office.
50. Role and responsibility of Country Offices team: The responsible staff of ILO Country Offices will handle all arrangements with the chosen evaluator and provide any logistical and other assistance as required. The RBSA funded intervention management team will be responsible for the following tasks:
- Provide RBSA funded interventions' background materials,
  - Prepare a list of recommended interviewees,
  - Obtain relevant approvals and consent from key stakeholders to undertake interviews,
  - Support in scheduling meetings for field visits (if applicable) and coordinating in-country logistical arrangements,
  - Be interviewed and provided inputs as requested by the evaluator during the evaluation process,
  - Support logistically the stakeholders' workshop
  - Review and provide comments on the draft evaluation reports,
  - Provide logistical and administrative support to the evaluator, including travel arrangements (if applicable) and all materials needed to provide all deliverables.
51. Evaluator(s)
- The Evaluation Manager will recruit an independent evaluator(s) to conduct this evaluation. The evaluator(s) will be an external independent person or entity. The evaluation team leader will be responsible for all deliverables mentioned above.
  - Responsibilities of the evaluator
    - Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology and formatting requirements and adheres to evaluation report quality standards,
    - Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report,
    - Ensuring the quality of data (validity, reliability, consistency and accuracy) throughout the analytical and reporting phases. This includes consultation with all key stakeholders,
    - Liaising with the Evaluation Manager,
    - Facilitating meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop),
    - Be flexible on the evaluation timeline if it takes longer time and effort to complete the interviews/data collection through remote methods,
    - Contributing to the report dissemination and communication (if any) by participating in webinars, and
    - Supporting or providing inputs to evaluation communication products.
52. Desired competency and qualification of the evaluator

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- University Degree in social development or economics or related subject or equivalent
- At least 7 years' experience including evaluations of UN or other international institutions as team leader/sole evaluator, in ToC-based projects, policy and capacity building.
- Thematic knowledge and/or experience in projects dealing with the informal economy and/or evaluations of informal economy projects, as well as inclusiveness of people living with disabilities and gender issues, will be an advantage.
- Work on matters related to just transition to a zero-carbon economy would be an advantage.
- Experience in qualitative and quantitative evaluation methods and an understanding of issues related to validity and reliability.
- Contextual knowledge of the UN and ILO, understanding of ILO International Labour Standards, tripartism and social dialogue will be advantage.
- Fluency in spoken and written English and French
- Previous work experience in Africa in contexts similar to the two countries will be an advantage

Estimated level of efforts – approximately 30 working days for the evaluator. The duration of work of the evaluators will be required within the period mid-December 2022- end March 2023 (3.5 months).

Indicative time frame and responsibilities:

Tasks/ Responsibilities	Responsible person	Number of days of the evaluator (s)	Time frame (by end)
Preparation of the TOR –draft	Evaluation manager	0	July-October 2022
Preparation of list of stakeholders with E-mail addresses and contact numbers	ILO CO Offices	0	Mid October 2022
Finalization of the TOR	Evaluation manager (EM)	0	12 December 2022
Call for EOIs	ILO EM	0	15 December 2022-9 January 2023
Selection of Evaluator	Evaluation Manager	0	16 January
Contracting Evaluator	ROAF	0	23- January-10 February
Brief evaluators	Evaluation manager and relevant COs	0.5	13 February
Inception report submitted	Evaluators	6.5	21 February



Tasks/ Responsibilities	Responsible person	Number of days of the evaluator (s)	Time frame (by end)
Data collection and stakeholders' workshop	Evaluators	20	27 February-24 March
Draft report submitted to Evaluation manager (in English and French)	Evaluators	8	27 March – 7 April
Quality check and review of the draft report	Evaluation Manager		10-11 April
Sharing the draft report with all concerned stakeholders for comments	Evaluation Manager		13-27 April
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager		28 April
Finalisation of the report and submission to Evaluation Manager	Evaluators	1	2-3 May
Quality Review of the final report	Evaluation Manager		4-5 May
Submission of the final report to Regional Evaluation Officer	Evaluation Manager		8 May
Approval of the final evaluation report	ILO Evaluation Office		9-12 May
Total number of working days		36	

Note: the number of days may be divided between more than one consultant with a team leader being the responsible person for the evaluation and shorting the whole process. The team leader should conduct field visit in at least one of the two countries.

53. **Resources:** Funding will come from the ILO RBSA M&E budget, estimated resource requirements at this point include

- a professional fee for the evaluator (s)
- travel cost and DSA (where relevant) as per the ILO rules and regulations
- stakeholders' workshop
- logistic support for field visits (as per ILO policies)

## Legal and Ethical Matters

54. The evaluation will comply with UN Norms and Standards. The evaluator will abide by the [EVAL's Code of Conduct](#) for carrying out the evaluations. UN Evaluation Group (UNEG) ethical guidelines will be followed. The evaluator should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

55. Evaluators should have personal and professional integrity and abide by the [UNEG Ethical Guidelines](#) for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.
56. Ownership of data from the evaluation rests jointly with the ILO and the consultant. The copyright of the evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

## Security and COVID-19 restrictions and guidance

57. ILO EVAL has provided guidance on Implications of COVID-19 on evaluations in the ILO that should be consulted and followed by the national consultant: [http://www.ilo.ch/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_744068.pdf](http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf)
58. All UN personnel, including consultants, are expected to complete the [UNDSS BSAFE \(security awareness training course\)](#) and, if travel is required, are obliged to provide the Security Clearance
59. In the light of the COVID-19 pandemic, if the situation in the region changes, appropriate actions will be taken amongst the following options:
  - Suspending the implementation of the contract until further notice or until a specific time when it can be reviewed further in the face of new developments,
  - Reducing the contract activities/scope/services (partial suspension), or
  - Terminating the contract if it appears unfeasible that the desired deliverables will be received/achieved.

## Annex

60. All relevant UNEG and ILO evaluation guidelines and standard templates
  - [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 4<sup>th</sup> edition](#)
  - [Code of Conduct for Evaluation in the ILO](#) (to be signed and returned by evaluator to the Evaluation Manager)
  - [Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and programme evaluations](#)

### Guidance Notes

- ✓ [Guidance Note 3.1 Integrating gender equality in monitoring and evaluation of projects](#)
- ✓ [Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate](#)
- ✓ [Guidance Note 3.3 Strategic clustered evaluations to gather evaluative information more effectively](#)
- ✓ [Guidance Note 4.3 Data collection methods](#)
- ✓ [Guidance Note 4.5 Stakeholder engagement](#)
- ✓ [Guidance Note 5.5 Dissemination of lessons learned and good practices](#)

### EVAL Checklists and Templates for the Evaluator:

- ✓ [Checklist 4.8 Writing the inception report](#)
-

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- ✓ [Checklist 4.2 Preparing the evaluation report](#) [including the templates for completing [lessons learned](#) and [emerging good practices](#), as well as the templates for the title page and [executive summary](#)
  - ✓ [Checklist 4.3 Filling in the title page](#)
  - ✓ [Checklist 4.4 Preparing the Evaluation Report Summary](#)
  - ✓ [Checklist 4.5: Documents for Project Evaluators](#)
  - ✓ [Checklist 4.9 Rating the quality of evaluation report](#)
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# Appendix II Evaluation Approach and Methodology

## Overall Approaches

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To undertake this evaluation, the following complementary approaches were combined to enable learning and promote higher-level and more strategic decision making: Cluster Approach, Systems-based Approach, Utilization-Focused and Participatory Approaches, and Mixed Methods Approach. Each of these approaches is discussed below.

### *Cluster Approach*

This evaluation adopted a “cluster approach”, examining a cluster of the two projects located in Côte d’Ivoire and South Africa. ILO defines clustered evaluation as follows: “An envelope of evaluations of projects combined into a single evaluation based on results or strategic, thematic or geographical area or scope”.<sup>86</sup> The approach allowed the evaluation team to identify whether the two projects, although small and unique, are contributing to solving the larger problem they address, namely: transition from the informal to the formal economy.

The cluster approach allowed greater opportunities for feedback on the strategies on related subjects as well as mutual learning across project locations/contexts. Since the two projects considered in this mandate are funded under the RBSA modality, the cluster approach allowed the team to identify the modality’s role in addressing constituent needs. Finally, given the strategic focus<sup>87</sup> of the cluster evaluation, the evaluation aimed for a synthesis of results, in which specific results from the projects were used specifically to provide arguments and support for the synthesized analysis.

### *Utilization-Focused and Participatory*

Coupled with the need to ensure that the evaluation results are of value to primary and secondary users, the learning purpose of this evaluation suggested the deployment of a utilization-focused<sup>88</sup> and participatory approach. Ensuring participation of stakeholders is not only a matter of ethics but also of utility as it helps triangulate data while fostering the ownership and buy-in of findings, conclusions, and recommendations among stakeholders. Thus, throughout the evaluation process, the evaluation team engaged with relevant ILO staff at HQ and Regional levels, ILO Country Offices’ staff in Côte d’Ivoire and South Africa, and external stakeholders to ensure that the evaluation responds to their needs and priorities. In particular, the evaluation team worked closely with the Evaluation Manager, throughout the different phases of the evaluation. Preliminary findings,

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<sup>86</sup> ILO (2020). Guidance Note 3.3: Strategic clustered evaluations to gather evaluative information more effectively.

<sup>87</sup> The evaluation findings at a cluster level are used to inform strategic planning and programming at an "upstream level"

<sup>88</sup> Patton, Michael Quinn (2008) Utilization-Focused Evaluation: 4th edition. Thousand Oaks, Ca: Sage Publications

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## *Systems-Based Approach*

The two clustered projects in Côte d'Ivoire and South Africa are not isolated interventions and were thus analyzed both in their constituent parts and on the whole, as parts of systems. The design as well as the implementation of these projects are shaped by the broader context and involve a multiplicity of actors, all of which condition what they can achieve or not, and also how. Thus, the evaluation pursued a systems-based approach, i.e., an approach that is reflective of and takes into consideration the complex and systemic realities at the ILO itself (i.e., programmatic, financial, operational, etc.), specific project contexts (including country governance systems, partners, etc.), and relevant global developments, including but not limited to the COVID-19 global pandemic. Adopting a systems-based approach allowed the evaluation team to assess the extent to which the factors that are internal and external to the projects have promoted or inhibited the actual or likely achievement of expected results.

## **Evaluation framework**

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### *Evaluation Criteria*

In line with the ToR and inception interviews, the cluster evaluation was conducted as per the criteria and approaches for international development assistance as established by the OECD-DAC Evaluation Quality Standard; and the UNEG Code of Conduct for Evaluation in the UN System. Accordingly, the evaluation was guided by the following OECD/DAC evaluation criteria: **relevance, coherence, effectiveness, efficiency, sustainability, and orientation towards impact**. Of note, with the last criterion, the aim was not to draw conclusions about the ultimate impact of the clustered projects, but to assess the likelihood of the intended impacts becoming a reality.

### *Evaluation Matrix*

Based on the evaluation questions suggested in the ToR, the evaluation team has developed an evaluation matrix that provides the overall analytical framework for the evaluation, guiding the development of all data collection tools and framing the analysis and recommendations to be delivered. The evaluation matrix also reflects the evaluation criteria and includes, for each evaluation question (and sub-question), indicators, data sources and proposed data collection methods (see Appendix IV). Worth noting is that a few of the evaluation questions suggested in the ToR were slightly refined by the evaluation team to make them more precise. Where relevant, a second effort was to separate the main evaluation questions and the sub-questions operationalizing them. A summary of the changes made to the questions in the ToR can be found in Appendix V.

## Data Collection Methods and Sources

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The evaluation applied a mixed-methods<sup>89</sup> approach to data collection and analysis. The purpose of this approach is to triangulate data from different lines of enquiry, drawing on quantitative and qualitative sources of data and techniques to ensure comprehensive, robust and evidence-based findings. These mechanisms led to logical conclusions, relevant lessons learned and targeted recommendations. The team adopted several methods (and related tools) to maximize opportunities for triangulation and thus deliver rigorous findings. Sources of data comprised an in-depth document review, semi-structured interviews, field missions and direct observations, and sense-making workshops. Details on each of these approaches and instruments and how they were applied in this evaluation are detailed below.

### In-Depth Document Review

The evaluation team conducted an in-depth document review, which actually began during the Inception Phase and continued throughout the Data Collection Phase. First, the document review focused on selected key projects' documents and other relevant materials such as ILO corporate documents, supporting the refinement of the evaluation methodology, the development of the evaluation matrix and the drafting of data collection instruments. Second, the team reviewed all relevant documents in order to begin answering the key evaluation questions as outlined in the evaluation matrix. As relevant data and information was gathered, it was coded and organized by the evaluation criteria and associated questions. This facilitated a systematic sorting, analysis, and triangulation of data to inform report writing. This approach was also used to organize the evaluation data and information collected from other sources.

Reviewed documents include those relating to the two projects being evaluated: projects' proposals, work plans, progress reports, budget and related financial reports; reports from various activities such as trainings, workshops, task force meetings, research reports, publications, etc. They also include other documents identified by the Evaluation Manager and evaluation team in coordination with Country Offices, such as ILO policy documents (example: on Decent Work Agenda), background papers on transformation of the informal economy in Africa, and ILO programmatic directions and strategic priorities. Appendix VI provides the list of consulted documents.

### Semi-Structured Interviews

During the Data Collection Phase, the evaluation team carried out semi-structured interviews during field missions in Côte d'Ivoire and South Africa. The evaluation team also did so through videoconference or phone/Skype as needed. A whole range of (internal and external) stakeholders involved in the design and implementation of the ILO RBSA, and the two projects implemented in Côte d'Ivoire and South Africa were interviewed to gather their insights and perspectives. Methodologically speaking, the evaluation team aimed to target an appropriate number of key informants in each country, ensuring a maximization of the collection of quality data, mindful of the time and resources available. Internally, targeted stakeholders included, but were not limited to: ILO Country Office Directors and the Program unit officers of the two Country Offices, project staff of other ILO related projects, ILO staff responsible for financial, administrative, and technical backstopping of the

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<sup>89</sup> Mertens, D.M. (2017). *Mixed Methods Design in Evaluation*. SAGE Publications, Inc.

Project 1. Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS ZAF/20/01/RBS Project 2. Strengthened capacity of Government and | 61 project, and the Regional Office for Africa/Regional Program Unit (ROAF/RPU) Chief and relevant officers considering their key role in RBSA formulation and oversight.

Externally, the evaluation team conducted consultations with the stakeholders of the two evaluated projects, namely project beneficiaries and regional, sub-regional and local level government officials and experts, as well as representatives of the social partners. We also sought out opportunities for group interviews while on field missions, in order to maximize the diversity of perspectives from stakeholders in the field. All consultations were guided by interview protocols organized around the main evaluation questions. These protocols were developed following the approval of the inception report, particularly the evaluation matrix. Overall, a total of 41 stakeholders were consulted for the entire assignment (see Appendix VII).

## Field Missions and Direct Observation

As noted above, the Team Leader conducted field missions in Côte d'Ivoire and South Africa. The purpose of these missions was to collect detailed information to conduct an in-depth analysis of the two projects clustered in this evaluation, as per the evaluation criteria. Data collected from these field missions served as valuable analytic input into the cluster level analysis. Coverage and triangulation was achieved through an engagement with a multiplicity of stakeholders as discussed above, through interviews, anchored in a document review. In undertaking field missions, the lead evaluator and the rest of the evaluation team paid particular attention to gender and inclusion issues. The specific locations visited are Abidjan (Côte d'Ivoire) and Pretoria (South Africa).

## Sense-Making Workshops

The launch meeting and inception interviews served to ensure that the Cluster evaluation is constructed on a shared understanding of priorities. As the mandate progressed, virtual sense-making workshops were organized, in collaboration with the ILO, for stakeholder in Côte d'Ivoire and South Africa, to share, validate and further develop preliminary findings, in preparation for the drafting of the draft and final Cluster evaluation reports. The timing for these workshops was discussed with the ILO Country Offices in Côte d'Ivoire and South Africa, to ensure that an appropriate diversity of stakeholders were able to feed into the reflective process with the evaluation Team.

## Stakeholder Sampling

During the Inception Phase, the evaluation team received stakeholder lists (for the projects in Côte d'Ivoire and South Africa), which presented the stakeholder landscape as well as the basis for the selection of key informants to be consulted during data collection. The Table below provides the framework of key stakeholder types that were consulted in this assignment, with an initial sampling snapshot. The selection of the specific informants followed a purposive, rather than a randomized sampling approach, while allowing for both snowballing and opportunistic sampling. Such an approach ensured that appropriate and useful data is collected efficiently and in a timely manner.

The selection of interviewees at global, regional, and country levels was further based on the following criteria:

- Familiarity with the RBSA funding modality and RBSA funded projects under consideration in this cluster evaluation and level of interest in the evaluation, to ensure information richness;
  - Likelihood of conducting interview (i.e., accessibility of stakeholders by the evaluation team);
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- Gender, to ensure the mix of stakeholders represents both females and males; and
- Diversity of stakeholder perspectives (example, ensuring a good mix of stakeholders representing the ILO tripartite structure: government, employer, and worker representatives).

A gender lens was applied throughout all phases of the evaluation, ensuring a gender-balanced sample that is inclusive of different vulnerable groups and that sex-disaggregated data is collected.

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**Table: Initial Stakeholder Sampling Snapshot**

TYPE OF STAKEHOLDER	DESCRIPTION	ESTIMATED SAMPLING SIZE AND DATA COLLECTION METHOD
<b>ILO Global and Regional Interviews (approx. 6 Stakeholders)</b>		
<b>ILO Headquarters Staff</b>	Staff responsible for financial, administrative, and technical backstopping of the project at HQ, Strategic Programming and Management Department; Inclusive Labour Markets, Labour Relations and Working Conditions Branch	3 Interviews
<b>ILO Regional Staff</b>	Regional Office for Africa/Regional Program Unit (ROAF/RPU) Chief	3 Interviews
<b>Field Missions in Côte d'Ivoire and South Africa (approx. 160 Stakeholders)</b>		
<b>ILO Country Office Staff</b>	Country Office Staff in Pretoria and Abidjan – Directors, Country teams	10 Interviews
<b>Government representatives</b>	Relevant national and local government institutions: Ministries, Departments, Districts, etc..	10 Interviews
<b>Employer representatives</b>	Business Units, Private sector Federations,...	8 Interviews
<b>Worker representatives</b>	Trade Unions, Federation of Unions	8 Interviews
<b>Other implementing partners</b>	Civil Society Organizations (CSOs), NGOs, etc. Workers (informal, formal..) associations	6 Interviews
<b>International development partners</b>	Other UN Agencies, etc..	6 Interviews
<b>Beneficiaries</b>	Program Beneficiaries	2 Focus Group Discussions

## Data Analysis

The evaluation team pursued descriptive, explanatory, qualitative and quantitative analytic approaches for this evaluation. Using this set of complementary approaches ensured the reliability of information, allowed for adequate validation and triangulation, and increased the quality and credibility of the evaluation findings and conclusions. Details on each of these approaches and how they were used are provided below.

- **Descriptive analysis:** was used as a first step, to understand the context in which the ILO funded projects operate, and the results achieved through the implementation of the two projects in this Cluster evaluation before moving on to more interpretative approaches.

- **Quantitative analysis:** was used to capture relevant information and trends related to the two projects' results. To the extent possible, the analysis used sex-disaggregated data to identify any trends or issues that are specific to women, for example.
  - **Qualitative analysis:** was used for content analysis applied to the material from different lines of inquiry (e.g., documents and interview data) to analyse and identify common trends, themes, and patterns in relation to the evaluation questions. Content analysis was further used to flag diverging views or evidence on certain issues, as well as a gender analysis to assess gender-related implications. Emerging issues and trends deriving from this analysis constituted the raw material for crafting preliminary observations that were then refined to feed into the draft evaluation report.
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## Appendix III Evaluation Matrix

RELEVANCE			
KEY EVALUATION QUESTION	SUB-QUESTION	INDICATOR	DATA SOURCES, COLLECTION AND ANALYSIS METHODS
<b>To what extent have the RBSA funded interventions addressed the countries' and constituents' needs?</b>	To what extent has the design of these interventions addressed the challenges the constituents are facing?	<p>Degree of alignment of the RBSA funded interventions objectives and strategies with those of countries and constituents.</p> <p>Types of challenges constituents are facing which were addressed by RBSA-funded interventions.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Project Proposals</li> <li>- Progress Reports</li> <li>- Work Plans</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- Constituents and/or Beneficiaries</li> <li>- ILO Country Level Staff</li> </ul>
<b>To what extent have the needs of different groups (e.g. women and men, people with disabilities and other groups at risk of being left behind) been incorporated in the design of the interventions?</b>		<p>Degree to which the RBSA funded interventions have been informed by analyses, research and reports on the needs of different groups.</p> <p># and types of approaches with specific provisions to address the needs of different groups.</p> <p>Degree of involvement of ILO tripartite constituencies in design and implementation of interventions.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Project Proposals</li> <li>- Progress Reports</li> <li>- Work Plans</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- Constituents and/or Beneficiaries</li> <li>- ILO Country Level Staff</li> </ul>

<p><b>Have tripartite ILO constituencies been appropriately involved in the project design and implementation?</b></p>		<p>Evidence of active participation in project design and implementation activities.</p> <p>Stakeholder statements indicating appropriateness and adequacy of consultations and input into project design and implementation activities.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Project Proposals</li> <li>- Progress Reports</li> <li>- Work Plans</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- Constituents and/or Beneficiaries</li> <li>- ILO Country Level Staff</li> </ul>
<p><b>COHERENCE</b></p>			
<p><b>KEY EVALUATION QUESTION</b></p>	<p><b>SUB-QUESTION</b></p>	<p><b>INDICATOR</b></p>	<p><b>DATA SOURCES, COLLECTION AND ANALYSIS METHODS</b></p>
<p><b>To what extent has the design of RBSA funded interventions been logical and based on a clear results framework, demonstrating synergy and interlinkage with other ILO interventions in the countries concerned (i.e., CPO linkages to DWCP and P&amp;B outcomes)?</b></p>		<p># of identifiable and measurable RBSA related indicators in the results framework.</p> <p>Evidence of synergy, goal-oriented collaboration, programmatic coherence and mutual reinforcement between RBSA funded interventions and other ILO interventions in countries concerned.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Proposals</li> <li>- Project Documents</li> <li>- ILO Corporate Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- ILO Regional Level Staff</li> <li>- Government Officials</li> </ul>
<p><b>To what extent and how are RBSA funded interventions coherent internally?</b></p>	<p>To what extent have RBSA funded interventions demonstrated linkages in terms of activities, outputs, objectives, assumptions, and risks in realistic, explicit or implicit, Theory of Change or intervention logic?</p>	<p>Statement of the intervention logic or Theory of Change in visual or descriptive form.</p> <p>Degree to which interventions have clearly articulated a comprehensive Results Framework.</p>	<p>In-Depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Proposals</li> <li>- Progress Reports</li> <li>- Work Plans</li> </ul>

<p><b>To what extent are RBSA funded interventions coherent externally?</b></p>	<p>To what extent do RBSA funded interventions complement partners' intervention in the same context (including in the framework of DWCPs, national policies, UNDAFs, and link to SDGs targets)?</p> <p>To what extent are RBSA funded interventions harmonized and coordinated with constituents' and other partners' interventions in the same context (including in the framework of DWCPs, national policies, UNDAFs, and link to SDGs targets)?</p>	<p># and type of complementary interventions by partners in the same context.</p> <p>Complementary funding</p> <p>Stakeholder statements of complementarity</p> <p>Degree of harmonization and coordination with constituents' and other partners' interventions in the same context</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Project Proposals</li> <li>- ILO Corporate Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- ILO Regional Level Staff</li> <li>- Government Officials</li> </ul>
<p><b>EFFECTIVENESS</b></p>			
<p><b>KEY EVALUATION QUESTION</b></p>	<p><b>SUB-QUESTION</b></p>	<p><b>INDICATOR</b></p>	<p><b>DATA SOURCES, COLLECTION AND ANALYSIS METHODS</b></p>
<p><b>To what extent have RBSA funded interventions achieved results?</b></p>	<p>To what extent have RBSA funded interventions achieved the stated project objectives and results (including PIR 2020-21)?</p> <p>Have RBSA funded interventions produced unexpected positive or negative results?</p> <p>To what extent has the funding provided by RBSA to interventions contributed to the achievement of</p>	<p>% of completed outputs as a share of total outputs.</p> <p>% of achievement of outcome targets.</p> <p>Degree of outputs' convergence towards achievement of intended outcomes over time (% of outputs on track towards achievement, % of outputs not achieved and/or abandoned).</p>	<ul style="list-style-type: none"> <li>- In-depth Document Review</li> <li>- Project Documents</li> <li>- Project Proposals</li> <li>- Work Plans</li> <li>- Progress reports</li> <li>- Research Reports and Publications</li> <li>- ILO Corporate Documents</li> <li>- Semi-Structured Interviews</li> <li>- ILO Country Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p>

	target CPOs and P&B implementation?	# of documented or perceived unintended results, positive or negative.	
<b>To what extent are RBSA funded projects' strategies for transitioning from the informal to the formal economy effective?</b>	<p>To what extent are these strategies effective in influencing inclusive social dialogue among tripartite constituents on informal employment issues?</p> <p>To what extent are these strategies effective in providing an enabling environment for informal workers to exercise their rights at work?</p> <p>To what extent are these strategies effective in increasing the resilience of informal workers to the shocks generated by COVID-19?</p>	<p>Evidence of informal employment issues brought to the attention of (and discussed among) tripartite constituents as a result of RBSA funded interventions.</p> <p>Evidence of improved labour, legal, and social protection conditions for informal workers as a result of RBSA funded projects.</p> <p>Evidence of increased resilience of informal workers the shocks generated by COVID.19 as a result of RBSA funded projects.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Work Plans</li> <li>- Progress Reports</li> <li>- Research Reports and Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p> <p>-</p>
<b>What have been the main internal factors influencing the achievement or non-achievement of projects' results?</b>	<p>To what extent have factors that are internal to RBSA and RBSA funded projects (including: flexibility of RBSA funding modality, project section procedures and criteria, implementation mechanisms, catalytic nature of interventions, project size, short-term nature of projects, etc. ) contributed to the achievement or non-achievement of planned results.</p>	<p>Type and evidence of internal factors (to RBSA modality and RBSA funded projects) that contributed to the achievement of planned results.</p> <p>Type and evidence of internal factors (to RBSA modality and RBSA funded projects) that constrained the achievement of planned results.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Work Plans</li> <li>- Progress Reports</li> <li>- Research Reports and Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p>
<b>To what extent have the RBSA funded interventions' results/achievement – had an effect distributed across different groups (men and women,</b>	-	# of identifiable benefits to different groups (men and women, marginalized groups, and persons	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Work Plans</li> <li>- Progress Reports</li> </ul>



<p><b>marginalized groups and persons with disabilities)?</b></p>		<p>with disabilities) as result of RBSA funded interventions.</p>	<ul style="list-style-type: none"> <li>- Research Reports and Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p>
<p><b>To what extent did external factors (such as environmental factors, COVID-19, changes in the institutional environment, etc.) affect the achievements of the RBSA projects' results?</b></p>		<p># and type environmental factors that contributed to the achievement of planned results.</p> <p># and type environmental factors that constrained the achievement of planned results.</p> <p># and type of institutional changes (laws, regulations, tripartite structures etc.) that contributed to or constrained the achievement of planned results.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- RBSA Funded Intervention Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p>
<p><b>Has capacity development been well targeted? Were the right people trained?</b></p>		<p># and type of capacity development initiatives launched during RBSA funded interventions.</p> <p>Degree to which capacity development activities targeted ILO tripartite constituents (representatives of governments, employers and workers).</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Work Plans</li> <li>- Progress Reports</li> <li>- Research Reports and Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- ILO Regional Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p>

<p><b>How has social dialogue been affected through the interventions' outputs and objectives?</b></p>		<p>Evidence of strengthened negotiations, consultations or exchange of information between, or among, representatives of governments, employers and workers, on relevant issues of common interest.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Work Plans</li> <li>- Progress Reports</li> <li>- Research Reports and Documents</li> <li>- ILO Corporate Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- ILO Regional Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p>
<p><b>Do the intervention models used in the projects suggest an intervention model for similar crisis response to the COVID-19 one?</b></p>		<p>Stakeholder statements indicating the replicability of intervention models used in the projects to respond to crises similar to COVID- 19.</p>	<p>In-depth Document Review</p> <ul style="list-style-type: none"> <li>- Project Documents</li> <li>- Work Plans</li> <li>- Progress Reports</li> <li>- Research Reports and Documents</li> <li>- ILO Corporate Documents</li> </ul> <p>Semi-Structured Interviews</p> <ul style="list-style-type: none"> <li>- ILO Country Level Staff</li> <li>- ILO Regional Level Staff</li> <li>- Government Officials</li> </ul> <p>Field Missions and Direct Observation</p>
<p><b>EFFICIENCY</b></p>			
<p><b>KEY EVALUATION QUESTION</b></p>	<p><b>SUB-QUESTION</b></p>	<p><b>INDICATOR</b></p>	<p><b>DATA SOURCES, COLLECTION AND ANALYSIS METHODS</b></p>
<p><b>Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Has the project management and staffing to</b></p>		<p>Degree of achievements by financial resource allocation of target/outputs.</p> <p>Quantity of human resource allocation require planned LOE.</p>	<p>In-Depth Document Review</p> <p>Budget and Related Financial Reports</p> <p>Semi-Structured Interviews</p>

<p><b>implement and monitor the project been adequate?</b></p>		<p>Utilization of resources strategically and optimally relative to available staff complement.</p>	<p>ILO Country Level Staff</p>
<p><b>How efficient were the monitoring and oversight of the RBSA funded projects?</b></p>	<p>To what extent has the monitoring and oversight of the RBSA funded interventions contributed to effective project delivery?</p> <p>To what extents have Country Offices, DWTs, Regional Office, and HQ contributed to technically supporting and monitoring RBSA funded interventions?</p> <p>To what extent has local presence contributed to project delivery?</p> <p>What are the lessons learnt from the monitoring and oversight of RBSA funded interventions?</p>	<p>Extent to which monitoring, and oversight mechanisms contributed to project delivery.</p> <p>Extent to which Country Offices, DWTs, Regional Office, and HQ contributed to technically supporting and monitoring RBSA funded interventions.</p> <p>Extent to which local presence contributed to project delivery.</p> <p># of lessons learnt from the monitoring and oversight of RBSA funded interventions.</p>	<p>In-Depth Document Review</p> <p>Budget and Related Financial Reports</p> <p>Progress Reports</p> <p>Work Plans</p> <p>Project Documents</p> <p>Research Reports and Publications</p> <p>Semi-Structured Interviews</p> <p>ILO Country Level Staff</p> <p>ILO Regional Level Staff</p> <p>ILO HQ Staff</p> <p>Constituents and/or Beneficiaries</p>
<p><b>Have the RBSA funded interventions been completed within the originally planned timeframe? What were the reasons for the delay?</b></p>	<p>-</p>	<p>Timeliness in reaching target/outputs.</p> <p># and type of factors that contributed to delays in RBSA funded interventions</p>	<p>In-Depth Document Review</p> <p>Budget and Related Financial Reports</p> <p>Progress Reports</p> <p>Work Plans</p> <p>Project Documents</p> <p>Research Reports and Publications</p> <p>Semi-Structured Interviews</p> <p>ILO Country Level Staff</p>

<p>To what extent has the project leveraged resources with other projects/programmes, and through partnerships with other organizations, to enhance the project impact and efficiency?</p>	<p>-</p>	<p>Investments informed and leveraged by RBSA funded interventions.  Evidence of investment design impacted by RBSA funded interventions, supported by: national governments, other financiers.</p>	<p>In-Depth Document Review  Budget and Related Financial Reports  Progress Reports  Work Plans  Project Documents  Research Reports and Publications  Semi-Structured Interviews  ILO Country Level Staff</p>
<p><b>IMPACT AND SUSTAINABILITY</b></p>			
<p><b>KEY EVALUATION QUESTION</b></p>	<p><b>SUB-QUESTION</b></p>	<p><b>INDICATOR</b></p>	<p><b>DATA SOURCES, COLLECTION AND ANALYSIS METHODS</b></p>
<p>To what extent is there evidence of positive changes in the lives of the ultimate project beneficiaries?</p>		<p>Type of changes or real differences RBSA funded interventions have made or are likely to make in terms of improvements in the lives of the ultimate beneficiaries.</p>	<p>In-Depth Document Review  Progress Reports  Work Plans  Project Documents  Research Reports and Publications  Semi-Structured Interviews  ILO Country Level Staff  Constituents and/or Beneficiaries  Field Missions and Direct Observation</p>
<p>What are the specific contributions of the project to the ILO's and other development frameworks?</p>		<p># and type of specific contributions of RBSA funded interventions to other ILO projects and other development frameworks.</p>	<p>In-Depth Document Review  Progress Reports  Work Plans</p>

			<p>Project Documents</p> <p>Research Reports and Publications</p> <p>Semi-Structured Interviews</p> <p>ILO Country Level Staff</p> <p>ILO Regional Level Staff</p> <p>ILO HQ Staff</p>
<p><b>What concrete steps were or should have been taken to ensure sustainability of project outcomes?</b></p>	-	<p>Type of identifiable programming strategies aimed to sustain project outcomes.</p> <p>Level of ownership and financial sustainability project outcomes.</p> <p># and types of exit plans in programming.</p> <p>Types of capacity building and system strengthening which have advanced sustainability of project outcomes.</p>	<p>In-Depth Document Review</p> <p>Progress Reports</p> <p>Work Plans</p> <p>Project Documents</p> <p>Research Reports and Publications</p> <p>Semi-Structured Interviews</p> <p>ILO Country Level Staff</p> <p>Field Missions and Direct Observation</p>
<p><b>Are there any gaps in the sustainability strategy of RBSA projects and how could those gaps be addressed?</b></p>	-	<p># and type of identifiable gaps in the sustainability strategies of RBSA funded interventions.</p> <p>Types of strategies being designed and/or implemented to address sustainability challenges.</p> <p># and type of collaboration with other stakeholders, including other ILO projects, to address sustainability challenges.</p>	<p>In-Depth Document Review</p> <p>Progress Reports</p> <p>Work Plans</p> <p>Project Documents</p> <p>Research Reports and Publications</p> <p>ILO Corporate Documents</p> <p>Semi-Structured Interviews</p> <p>ILO Country Level Staff</p> <p>ILO Regional Level Staff</p>

Project 1. Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle CVI/20/01/RBS ZAF/20/01/RBS and | 74

Project 2. Strengthened capacity of Government

			ILO HQ Staff  Field Missions and Direct Observation
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## Appendix IV Changes to the Questions in the ToR

COHERENCE		
INITIAL FORMULATION IN TOR	FORMULATION IN EVALUATION MATRIX	COMMENT
<p>Are the RBSA funded interventions addressing the countries' and constituents' needs and capacity? Does the design address the challenges the constituents are facing?</p>	<p>To what extent have the RBSA funded interventions addressed the countries' and constituents' needs?</p> <p>To what extent have the RBSA funded interventions addressed the countries' and constituents' needs? (sub-question).</p>	<ul style="list-style-type: none"> <li>• First part of question has been slightly reformulated to be more concise.</li> <li>• Other part of the question has been slightly adjusted and included as sub-question.</li> </ul>
<p>Review the internal coherence of the projects in terms of linking activities-outputs-objectives and assumptions and risk. Are these well expressed in a realistic -explicit or implicit Theory of change?</p>	<ul style="list-style-type: none"> <li>• To what extent and how are RBSA funded interventions coherent internally?</li> </ul>	<ul style="list-style-type: none"> <li>• Question has been reformulated to be more concise.</li> </ul>
<p>How far the projects address external coherence, i.e., consistency, complementarity, harmonization and coordination of the RBSA funded intervention with constituents' and other partners' interventions in the same context including in the framework of DWCPs, national policies, UNDAFs, and link to SDGs targets.</p>	<ul style="list-style-type: none"> <li>• To what extent and how are RBSA funded interventions coherent externally?</li> </ul>	<ul style="list-style-type: none"> <li>• First part of the question has been reformulated to be more concise.</li> <li>• Other parts of the questions have been slightly adjusted and included as sub-questions.</li> </ul>

### EFFECTIVENESS



INITIAL FORMULATION IN TOR	FORMULATION IN EVALUATION MATRIX	COMMENT
<p>To what extent has progress/achievements been made in the countries as per project objectives and other unexpected results (significant progress made both reportable and not reportable in the PIR2020-21)? The extent to which RBSA funded projects have been value addition to the achievement of target CPOs that contributed to P&amp;B implementation (reported in PIR 2020-21)?</p>	<ul style="list-style-type: none"> <li>To what extent have RBSA funded interventions achieved results?</li> </ul>	<ul style="list-style-type: none"> <li>The first part of the question has been reformulated to be more concise.</li> <li>Other parts of the questions have been included as sub-questions (with minor adjustments)</li> </ul>
<p>To what extent are RBSA funded projects' strategies for transitioning from the informal to the formal economy effective?</p>	<ul style="list-style-type: none"> <li>To what extent are these strategies effective in influencing inclusive social dialogue among tripartite constituents on informal employment issues?</li> <li>To what extent are these strategies effective in providing an enabling environment for informal workers to exercise their rights at work?</li> <li>To what extent are these strategies effective in increasing the resilience of informal workers to the shocks generated by COVID-19?</li> </ul>	<ul style="list-style-type: none"> <li>One new evaluation question and three new sub-questions have been added that speak to the HOW of effectiveness.</li> </ul>
<p>What have been the main contributing and challenging factors towards projects' success in attaining their targets?</p>	<ul style="list-style-type: none"> <li>To what extent have factors that are internal to RBSA and RBSA funded projects (including: flexibility of RBSA funding modality, project selection procedures and criteria, implementation mechanisms, catalytic nature of interventions, project size, short-term nature of projects, etc. ) contributed to the achievement or non-achievement of planned results.</li> </ul>	<ul style="list-style-type: none"> <li>Question has been slightly adjusted to be more precise.</li> <li>New-sub question has been added.</li> </ul>

**EFFICIENCY**

INITIAL FORMULATION IN TOR	FORMULATION IN EVALUATION MATRIX	COMMENT
<p>Assess the monitoring and oversight of the RBSA funded projects – how efficient were these and have they affected the delivery of the projects? How effective is the role of country office, DWTs, Regional Office, and HQ in technically supporting and monitoring the project? To what extent has local presence been important for the achievement of results? What have been the lessons learnt?</p>	<ul style="list-style-type: none"> <li>How efficient were the monitoring and oversight of the RBSA funded interventions?</li> </ul>	<ul style="list-style-type: none"> <li>The first question has been reformulated to be more concise.</li> <li>Other parts of the questions have been included as sub-questions (with minor adjustments)</li> </ul>

IMPACT AND SUSTAINABILITY

INITIAL FORMULATION IN TOR	FORMULATION IN EVALUATION MATRIX	COMMENT
<p>Identify and discuss gaps in the sustainability strategy and how the stakeholders, including other ILO projects support, could address these.</p>	<ul style="list-style-type: none"> <li>Are there any gaps in the sustainability strategy of RBSA projects and how could those gaps be addressed?</li> </ul>	<ul style="list-style-type: none"> <li>Question has been reformulated to be more concise.</li> </ul>

## Appendix V List of Documents Reviewed

- Iyanatul Islam and Frédéric Lapeyre (2020). Transition to Formality and Structural Transformation. Challenges and Policy options. International Labour Organization
- ILO (2018) . Women and men in the informal economy: a statistical picture (third edition) (Geneva).
- Annamarie Kiaga and Vicky Leung (2020). The Transition from the Informal to the Formal Economy in Africa. Background paper for the GEPR Chapter 5 “The transition to formality: Comparing policy approaches in Africa, Asia and Latin America”
- ILO (2018). Women and men in the informal economy: a statistical picture (third edition) (Geneva).
- ILO (2021). Transition from the informal to the formal economy - Theory of Change.
- ILO (2023). Decent Work.
- ILO (2017). Programme de promotion du travail décent en Côte d’Ivoire 2017-2020.
- ILO (2018). Republic of South Africa Decent Work Country Programme 2018-2023.
- ILO (2023). RBSA.
- ILO (2023). Fact-sheet Core Voluntary Funding (RBSA) for ILO development cooperation (Update, June 2023).
- ILO (2019). ILO Centenary Declaration for Future of Work.
- ILO (2020). Guidance Note 3.3: Strategic clustered evaluations to gather evaluative information more effectively.
- Patton, Michael Quinn (2008) Utilization-Focused Evaluation: 4th edition. Thousand Oaks, Ca: Sage Publications
- Mertens, D.M. (2017). Mixed Methods Design in Evaluation. SAGE Publications, Inc.
- ILO (2017). Programme de promotion du travail décent en Côte d’Ivoire 2017-2020.
- ILO (2018). Republic of South Africa Decent Work Country Programme 2018-2023.
- ILO (2019). ILO Centenary Declaration for Future of Work. ILO (2021). Transition from the informal to the formal economy - Theory of Change.
- Colette, A. (2021). SUBMISSION FOR NO COST EXTENSION – RBSA.
- ERI-ESI (2017). Overview of the informal economy in Côte d’Ivoire.
- ILO (n.d.). Project 107694 globally as at 191021.
- ILO (n.d.). RBSA 2020-21: Tabular information on the proposals (Phase 1 – Shortlisting).
- ILO (n.d.). Template 1 – Proposals for RBSA Funding 2020-21 Côte d’Ivoire.
- ILO (n.d.). Template 1 – Proposals for RBSA Funding 2020-21 South Africa.
- ILO (n.d.). Template 2 – RBSA Quality Assurance Checklist 2020-21.
- ILO (2020). Programme and budget for the biennium 2020-21.
- ILO (2020). RBSA South Africa Scoring Matrix.

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- ILO (2021). CHECKLIST 4.2: PREPARING THE EVALUATION REPORT.
  - ILO (2021). CHECKLIST 4.8: WRITING THE INCEPTION REPORT.
  - ILO (2021). Minute Sheet.
  - ILO (2021). Rapport d'avancement Novembre 2020-Septembre 2021 CIV/20/: Appui à la résilience des travailleurs et des entreprises de l'économie informelle et à la relance post-crise COVID-19 en Côte d'Ivoire.
  - ILO (2021). RBSA Narrative Progress Report South Africa.
  - ILO (2021). Final independent cluster evaluation report of four ILO projects on employment and sustainable enterprise development for peace and resilience in Africa.
  - ILO (2021). RBSA South Africa Workplan.
  - ILO (2022). BETTER REGIONAL MIGRATION MANAGEMENT (BRMM).
  - ILO (2022). CSBO : les pays contributeurs achèvent une visite d'études en Côte d'Ivoire.
  - ILO (2022). Formalisation de l'économie informelle : L'OIT en action en Côte d'Ivoire.
  - ILO (2022). Template 5 – End of an RBSA-funded intervention.
  - ILO (2023). Call for Expressions of Interest Cluster Evaluation on Transition from the Informal to the Formal Economy.
  - ILO Monitor on the world of work. 10th edition : [https://www.ilo.org/global/publications/books/WCMS\\_859255/lang--en/index.htm](https://www.ilo.org/global/publications/books/WCMS_859255/lang--en/index.htm)
  - Nations Unies Côte d'Ivoire, Republic de Côte d'Ivoire (2020). CADRE DE COOPÉRATION DES NATIONS UNIES POUR LE DÉVELOPPEMENT DURABLE Côte d'Ivoire 2021-2025.
  - Republic of South Africa (2018). Decent Work Country Programme 2018-2023.
  - QLFS (2019). Overview of the informal economy in South Africa.
  - United Nations South Africa (2020). United Nations Sustainable Development Cooperation Framework South Africa 2020-2025.
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## Appendix VI List of Stakeholders

### Key Informants: Côte d'Ivoire

FIRST NAME, LAST NAME	POSITION	DEPARTMENT
Frederic Lapeyre	Director	ILO
Douai Marcelline	Coordonnatrice	CITEF
Edouard Ladouyou	Chef De Département Capital Humain Et Relations Sociales	CGECI
Bamba Tiemoko	Chef De Division Entreprenariat Et Climat Des Affaires	Côte d'Ivoire PME
Franck Dogoh	Directeur Général	Direction Generale du Travail
Dosso Aslevisms	Chargé de Informel	Direction Generale du Travail
Pacome Egwe	Innovation Officer	CGECI
Madame Douai	Présidente	CITEF
Roberto Pes	Spécialiste Entreprise	ILO
Kambale Kavunga	Programme Officer	ILO
Na Pahimi Baizebbe	Programme Analyst	ILO
Dédoh Assirifix Marie Laure	Coordonnatrice Du Projet RBSA	ILO
Kouakou François Ange	Assistant Asliistatif Et Fianancier Du Projet RBSA	ILO
Ndepo, Akaffou Euphrem	Chef de projet	ILO
Kouakou, Martial	Chef de projet	ILO
Espérance Kanon	Chef de projet	ILO
Tano, Aya Alida	Chef de projet	ILO
Ngoran, Koffi Marcos	Chef de projet	ILO
Pierre Ge	Suivi des projets RBSA	ILO
M. Pacome Dessero	M&E and Knowledge Manager	ILO

### Key Informants : South Africa

FIRST NAME, LAST NAME	POSITION	DEPARTMENT
Stephen Umlaw	Director: Informal Economy	Department of Small Business Development
Lufuno Tinyane	Director: Multilateral Relations	Department of Employment & Labour
Bulelwa Huna	Senior Specialist: Occupational Health & Hygiene	Department of Employment & Labour
Gertrude Mtsweni	Gender Focal Point, Cosatu	Congress of South Africa Trade Unions (COSATU)
Thabo Mahlangu	Organizing Department, Cosatu	Congress of South African Trade Unions (COSATU)
Pat Horn	Representative Of Community Constituency At NEDLAC	NEDLAC Community Constituency
Vanessa Pillay	Programme Coordinator - Africa	Women in Informal Employment: Globalizing and Organizing(WIEGO)
Ms Jahni de Villers	Representative Of Business	Business Unity South Africa (BUSA)
Ms Ntsoaki Mamashela	Director: Employment Equity Directorate	Department of Employment & Labour
Vincent Mabuza	Manager: Business Regulation & Governance	City of Mbombela
Babsy Nhlapo	Education And Training Department	Congress of South African Trade Unions
Molefe Radinne	Project Manager	COSATU
Aliwani Shabani	Accountant	COSATU
Peneyambeko Munkawa	Osh Specialist - Dwt	Pretoria Country Office
Annamarie Kiaga	Informal Economy Specialist	Pretoria Country Office
Jens Dyring	Senior Enterprise Development Specialist	Pretoria Country Office
Mwila Chigaga	Senior Gender Specialist	Pretoria Country Office
David Dorkenoo	Senior Workers Specialist	Pretoria Country Office
Maria Machailo-Molebatsi	Senior Employers Specialist	Pretoria Country Office
Thabile Dlamini	Interim Chairperson for Home-Based Workers South Africa Association	Pretoria
Dr Anthony GEWER	Senior Programme Manager, Economic Inclusion	National Business Initiative

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### Focus Group Discussion: COMOVIMAR (Côte d'Ivoire)

FIRST NAME, LAST NAME	POSITION	COOPERATIVE
Emilienne Mjamien	Commissaires aux Comptes	COMOVIMAR
Kouakou N'zi	Présidente	COMOVIMAR
Fofana Mariam	Secrétaire Adjointe	COMOVIMAR
Tralou Toe	Vice-Présidente	COMOVIMAR
Yao Helene	Secrétaire	COMOVIMAR
Tanoé Agnes	Trésorière	COMOVIMAR

### Focus Group Discussion: Home-Based Workers South Africa Association

FIRST NAME, LAST NAME	ENTERPRISES
Someleze	Mnweba Empire
Victoria Bacela	Mnweba Empire
Selina Nonceba	Mercy and Comfort PTY LTD
Nompumelelo Maseko	Amaqhawwe Cooperative
Thabile Dlamini	Amaqhawwe Cooperative



## Appendix VII Detailed summary of achievements by the RBSA-funded interventions

### South Africa

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P&B Outputs	CPO outputs	Results	Degree of results achievement
		Year 1 (2021)	
<b>Output 4.3</b>			
Activity 4.3.1 Barriers to formalization identified, especially in the context of COVID-19 with a view to developing evidence-based policy responses in support of ongoing efforts by the South African government and social partners			
		An in-depth gender sensitive diagnostic on barriers to formalization conducted in 2021. Research report published and broadly disseminated.	
Activity 4.3.2 An integrated package of support services developed to incentivize the formalization of informal MSEs combining registration, OSH, business training, access to finance, government procurement schemes and access to local private markets.			
		The R204 Task Team was to meet and based on the findings of the above report (see 4.3.1) identify and agree on the elements of the integrated package of support services to be developed. But this did not happen.	
Activity 4.3.3 Capacitated BDS providers deliver gender responsive training to informal economy enterprises and their workers, including services for care related business models			
		No progress reported.	
Activity 4.3.4 Within the framework of the National R204 Roadmap and the National Informal Business Upliftment Strategy (NIBUS) a formalization action plan is developed and rolled out in at last 5 municipalities with DSBD			
		Formalization action plan reviewed and rolled out in the Mpumalanga province. Only one workshop was organized by the Community Constituency. No data reported on number of municipalities reached.	
Activity 4.3.5 Community constituency support informal operators to organize themselves in cooperatives, social and solidarity economy units or other member based organizations (MBOs)			
		Activity not delivered on because there was less time to conclude the partnership with an organization representing the interest of the Community constituency.	
Activity 4.3.6 Informal (particularly women-owned) businesses register and access government relief and recovery schemes.			

P&B Outputs	CPO outputs	Results	Degree of results achievement
		Year 1 (2021)	
		<p>A database of home-based workers (in the garment and craft sectors) was established. By end 2021, a total of 42 home based workers (mostly women) and their organizations were registered on the database.</p> <p>The home-based workers on the database connected on a common platform to network with each other, to mobilize their collective voice in the betterment of their respective trades.</p> <p>Registered members received a once off cash transfer from RBSA funding during the pandemic.</p> <p>These home-based workers eventually established a Home-Based Workers' Association in May 2022. Membership at the time of evaluation: 1001; operational in 7 provinces.</p> <p>None of the members (nor the Association) reported benefiting from Government's relief schemes.</p>	
Activity 4.3.7 Women owned businesses and home based workers produce goods and services and benefit from public procurement opportunities and market linkages			
		<p>WIEGO started the process of liaising with the representative in the Gauteng Premier's office in terms of using a clustered approach to support informal operators involved in similar activities – organized through cooperatives. No significant results reported in this area.</p>	
<b>OUTPUT 6.3</b>			
Activity 6.3.1 The capacity of the labour federations to advocate for the ratification of C190 and to align their gender policies with C190 is strengthened			

P&B Outputs	CPO outputs	Results	Degree of results achievement
		Year 1 (2021)	
		<p>COSATU and FEDUSA supported to host webinar seminars in 2020 on C190 and its accompanying Recommendation 206.</p> <p>Same efforts done with National Economic Development and Advisory Council (NEDLAC)</p> <p>The Government of South Africa finally ratified C190 in November 2021.</p> <p>COSATU adopted a Strategic Framework for Addressing Gender-Based Violence and Harassment (GBVH) in 2022.</p>	
Activity 6.3.2 The National Department of Employment and Labour develops and adopts a Code of Good Practice aligned with C109 for the elimination of violence and harassment in the world of work for both the private and public sector.			
		Code of Good Practice for eliminating harassment in the workplace adopted by Cabinet and published by the Minister of Employment and Labour in March 2022.	
Activity 6.3.3 Guidelines for the application of provisions of C190 in the informal economy is developed and adopted by Government			
		Guidelines are integral part of the Code of Good Practice for eliminating harassment in the workplace.	
Activity 6.3.4 Local government authorities sensitized on C190 through training workshops, and the dissemination of materials developed to communicate key aspects of the Convention.			
		Municipal Officials of the South African Local Government Authority (SALGA) trained and sensitized on C190.	
Activity 6.3.5 Technical assistance provided to local government authorities to review or align by-laws and policies with C190			
		Training on C190 organized, including advocacy by the ILO for the officials to review by-laws and policies for alignment with C190 and its accompanying Recommendations.	
<b>OUTPUT 7.2</b>			
Activity 7.2.1 Sector specific OSH guidelines and communication strategy on COVID-10 for the informal sector developed and disseminated for MBOs			

P&B Outputs	CPO outputs	Results	Degree of results achievement
		Year 1 (2021)	
		<p>Gender-responsive Occupational Health and Safety (OHS) guidelines for the informal sector - successfully validated in 2022. The OSH Strategy still awaits formal adoption by Government.</p> <p>A Communication Strategy on COVID19 targeting domestic workers, street traders and waste pickers – developed and submitted to the Department of Employment and Labour and all other parties.</p>	
Activity 7.2.2 Gender responsive mass education and communication campaigns and mechanisms for the prevention and control of COVID-19, and to address violence and harassment developed and implemented by Workers and employers organizations and MBO			
		<p>Capacity building workshops for affiliate members of Business Unity South Africa (BUSAs) conducted to sensitize them on C190 and the accompanying R206; and to familiarize employer organizations with the new Code of Good Practice on eliminating harassment in the workplace.</p>	
Activity 7.2.3 Prototype wash stations established, and the distribution of Personal Protective Equipment implemented in at least 2 vending sites and mini bus taxi terminuses.			
		<p>Wash stations installed in selected informal trading sites and mini bus taxi terminuses; benefiting an estimated number of 33000 people.</p> <p>Wash stations installed in selected local municipalities; benefiting an estimated number of 650 000 people.</p> <p>Procurement personal protective equipment (PPE) for the informal trading workers and operators: 50 000 of masks, 3000 sanitizers and 750 soaps for the wash stations in Mpumalanga province and the 50 000 of masks, 3000 sanitizers and 750 soaps for the wash stations for the KwaZulu Natal province.</p>	
Activity 7.2.4 Gender responsive Sector OHS guidelines developed by Government to supplement the COVID-19 Disaster Management Directive released by Government on Health and Safety in the			

P&B Outputs	CPO outputs	Results	Degree of results achievement
		Year 1 (2021)	
Workplace			
		A gender responsive set of Guidelines to promote OHS in the Informal Sector and an accompanying Communication Strategy on COVID-19 in the informal sector, targeting domestic workers, street traders and waste pickers – developed and validated. Guidelines still awaits formal adoption by Government.	
Activity 7.2.5 A draft gender responsive National Occupational Health and Safety Profile is developed.			
		Profile launched in 2021.	
Activity 7.2.6 A gender responsive National Occupational Health and Safety Strategy that is responsive to the needs of the informal economy and integrates a COVID response is developed and implemented.			
		OSH strategy validated, now awaiting formal adoption.	
<b>OUTPUT 7.4</b>			
Activity 7.4.1 The R204 Roadmap is updated to integrate a COVID- Response, ensure alignment with C190 and R206, and to have an accompanying gender responsive monitoring system			
		R204 Roadmap updated. Multimedia Campaign on R204 in South Africa developed.	
Activity 7.4.2 Response and recovery measures developed for selected categories of workers in situations of vulnerability in the informal economy (with a particular focus on promoting compliance mechanisms and extended coverage of labour protections to domestic workers).			
		The platform for engagement for strengthening an inclusive national social protection coverage system shifted to NEDLAC. Consequently, there was limited room for ILO engagement with the NDEL on this intervention.	
Activity 7.4.3 A campaign is developed and implemented (strategy and picketing) by Workers organizations to address rigidities in South African Employment Law focusing on unfair labour practices, and the right to organize for workers in vulnerable employment, in particular domestic workers.			

P&B Outputs	CPO outputs	Results	Degree of results achievement
		Year 1 (2021)	
		Instead of the campaign, ILO commissioned a research study to examine responsiveness of South African labour law to the unique challenges faced by domestic workers.	CHANGED INTO A STUDY
Activity 7.4.4. The capacity of workers organizations (Labour Federations) strengthened to extend support to workers in vulnerable employment to organize and to engage in collective bargaining.			
		The activity was not implemented during the lifetime of the project. However, ILO provided 130k RAND to COSATU from its Regula budget to do work in this area. IN 2023, COSATU commissioned a study on issues facing vulnerable categories and started activities aimed at organizing these workers.	

## Côte d'Ivoire



Indicateur	Base de référence (avant le début du projet)	Résultats	Niveau d'atteinte des résultats
<b>Résultat 1 : l'accès des entrepreneurs et des travailleurs informels au statut de l'entrepreneur, en ligne avec la R204 de l'OIT, sera amélioré grâce au développement d'outils, de procédures et de mesures incitatives à la formalisation</b>			
Produit 1.1 : Un manuel opérationnel de procédures pour le statut de l'entrepreneur est développé et validé facilitant l'accès des hommes et femmes acteurs de l'économie informelle aux mesures d'appui au relèvement économique post COVID19.			
Nombre de propositions de partenariats entre l'Agence Côte d'Ivoire PME et les structures offrant des mesures incitatives à la formalisation, notamment l'Agence Emploi Jeune, La CNPS, la CNAM, le FASI, L'agence Maroc PME	Insuffisance de coordination entre l'Agence Côte d'Ivoire Pme et les structures offrant des mesures incitatives à la formalisation en Côte d'Ivoire	Analyse sur les bonnes pratiques et leçons tirées du Maroc faite. Présentation faite sur les résultats et des recommandations faites à l'agence Côte d'Ivoire PME pour un partenariat avec Maroc PME afin de capitaliser sur l'expérience du Maroc.  Partenariat n'a pas eu lieu. Pour assurer la coordination, un Décret interministériel a été rédigé, mais pas signé par le Ministre. Toutefois, les acteurs concernés collaborent davantage.	
Produit 1.2 - Des mesures incitatives à la formalisation, pour les hommes et femmes acteurs de l'économie informelle les plus impactés par la crise du COVID-19 sont mises en place			
		L'étude prévue sur l'écosystème de la formalisation démarrée en mai 2021 n'a pu être finalisée.  Discussions organisées réunissant tous acteurs clés de l'écosystème de la formalisation.  La convention de partenariat souhaitée entre l'Agence Côte d'Ivoire PME et ces différentes structures pour renforcer l'opérationnalisation du statut de l'entrepreneur n'a pas eu lieu. Toutefois, ces discussions ont amélioré le niveau de collaboration entre les structures qui offrent les mesures incitatives.	
Produit 1.2 : Un programme de coopération au développement pour l'appui à la formalisation des hommes et femmes acteurs de l'économie informelle les plus impactés par le COVID-19 est développé et soumis aux PTF.			
		Pas de programme de coopération développée.	
<b>Résultat 2 : des services novateurs et digitaux de sensibilisation et de formation à la formalisation, sensibles au genre, seront offerts par les partenaires sociaux aux hommes et femmes acteurs de l'économie informelle les plus impactés par la crise du COVID-19</b>			
Produit 2.1: Un nouveau module de formation 'Formalisez Votre Entreprise' est offert par la CGECI et les autres structures nationales aux hommes et femmes acteurs de l'économie informelle les plus impactés par le COVID-19			
Nbre de manuels élaborés	Les structures d'appui aux entreprises ou aux entrepreneurs (CGECI, AEJ,	Module de Formalisez Votre Entreprise – développé et piloté. Une équipe de 17 formateurs GERME de la CGECI et de l'AEJ, dont 4 femmes formée par le BIT	

Indicateur	Base de référence (avant le début du projet)	Résultats	Niveau d'atteinte des résultats
Nombre de formateurs formés au nouveau module formalisez votre entreprise	Agence CIPME) ne disposent pas d'outils pour renforcer les capacités des entrepreneurs dans le processus de formalisation	La CGECI a intégré le nouveau module dans son catalogue de formation.  Module présentement en utilisation dans les autres pays : Sénégal, Gambie, Cap Vert ; Philippines, Bangladesh. Possiblement aussi au Mali et Benin.	
<b>Produit 2.2 : Un outil digital d'information sur le statut de l'entrepreneur et les mesures d'appui au relèvement économique post COVID-19 est développé et mis en ligne sur le site de la CGECI et des autres structures nationales d'appui à la formalisation des entreprises</b>			
Mise en ligne d'un outil digital d'information sur la sensibilisation	Insuffisance d'information à l'endroit des jeunes sur le processus de formalisation en Côte d'Ivoire	Outil digital d'information sur le processus de formalisation et le statut de l'entrepreneur – développé et <b>hébergé sur le site</b> de la CGECI. Il peut rediriger les utilisateurs vers les autres structures qui interviennent dans le processus de formalisation en Côte d'Ivoire.	
<b>Résultat 3 : les travailleurs de l'informel de 17 marchés d'Abidjan, dont 70% de femmes, seront appuyés dans leur processus de formalisation en coopératives et d'adhésion à la protection sociale</b>			
<b>Produit 3.1.</b> L'intersyndicale de l'informel (CITEF) met en œuvre des mesures de formalisation en coopérative pour les hommes et femmes acteurs de l'économie informelle les plus impactés par le COVID-19			
Nbre de formateurs du CITEF formés et opérationnels aux outils Think Coop et Start Coop  Nombre de coopératives mises en place avec l'appui des formateurs formés du CITEF	Manque de compétence des membres du CITEF à accompagner les travailleurs de l'économie informelle en coopérative comme modèle organisationnel de formalisation	17 membres du CITEF ont été formés aux outils Think.Coop et Start.Coop ; 11 formateurs (dont 5 femmes) membres du CITEF ont finalisé la formation avec succès ; Ces 11 formateurs, ont pu sensibiliser 70 femmes du marché de Marcory Abidjan au Think.Coop. Suite à cette sensibilisation 40 d'entre ont été accompagnées et ont créé une coopérative.	
<b>Produit 3.2.</b> Des séances d'information sur les avantages de la CMU pour les travailleurs de l'économie informelle sont organisées dans 17 marchés publics d'Abidjan			
Nbre de marchés d'Abidjan dont les travailleurs ont été informés et sensibilisés sur l'importance	Non défini	Campagne de sensibilisation organisée couvrant 16 marchés sur les 17 prévus. Au moins 30000 travailleurs/travailleuses informés et sensibilisés, adhérant à la CMU.	

Indicateur	Base de référence (avant le début du projet)	Résultats	Niveau d'atteinte des résultats
de leur adhésion à la Couverture Maladie Universelle (CMU) par les membres du CITEF			
<b>Produit 3.3. (Des recommandations visant à faciliter l'accès à la protection sociale formulées à travers une étude sur les obstacles dans l'adhésion à la CMU des hommes et femmes travailleurs informels dans les marchés d'Abidjan.</b>			
Nombre de recommandations pour faciliter l'adhésion des hommes et des femmes travailleurs informels dans les marchés d'Abidjan	Non défini	Etude conduite, et résultats disséminés.	

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