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Mid-term Internal Evaluation - Support the Promotion of Labour Standards in the DRC - SPNT

ILO TC/SYMBOL: COD/21/03/USA

Evaluation type: Project

Evaluation schedule : Mid-term

Evaluation mode: Internal

Country(ies): Democratic Republic of Congo

P&B Outcome(s): Outcome 1: Strong tripartite constituents and influential, inclusive social dialogue Outcome 2: Effective, authoritative international labour standards and supervisory system

ODD(s): ODD 5 and 8

Date appraisal completed by appraiser: June 30, 2024

Date on which the assessment was approved by EVAL: n.a.

Administrative Office: ILO Office for the Democratic Republic of Congo, Angola, Central African Republic, Congo, Gabon and Chad.

Technical Office: LABADMIN/OSH

Joint assessment agencies: N/A

Project duration: December 2021 to April 2025

Funder and budget: United States Department of Labor (USDOL), US\$ 3,000,000

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Evaluation budget: US\$ 20,900

Keywords: Capacity building, social dialogue institutional support, justice, ACW, decent work, DRC

. This "internal evaluation" as per ILO/EVAL types of evaluation of the ILO followed a formalized evaluation process managed by an officer of the Regional Programming Unit of the Regional Office for Africa of the ILO. The purpose of internal evaluations largely

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List of acronyms and abbreviations

The following is a list of abbreviations and acronyms used in this document and their meanings in English and French. In most cases, the abbreviation or acronym used in the text corresponds to the French version. Use of the English version is limited to situations where, (a) this version is in common usage or, (b) this version might be deemed more comprehensible by certain readers.

ACTEMP	Bureau for Employers' Activities [Bureau des activités pour les employeurs de l'OIT]
ACTRAV	Bureau for Workers' Activities [Bureau des activités pour les travailleurs de l'OIT]
ANEP	National Association of Portfolio Entreprises [Association nationale des établissements publics et des entreprises de portefeuille].
BP	Country Office (OIT)
ACW	Acceptable Conditions of Work
ILO	Bureau international du Travail [International Labour Office]
BTP	Constructions and Public Works
CAD	OECD Development Assistance Committee [Comité d'aide au développement de l'OCDE]
CCP	Project Advisory Committee
CDT	Democratic Confederation of Labour [Confédération démocratique du travail]
CGS	General Confederation of Trade Unions [Confédération générale des syndicats]
CNT	Conseil national du travail [National Labour Council]
COPEMECO	Confédération de petites et moyennes entreprises du Congo [Confederation of Small and Medium Enterprises of Congo].
CSC	Confédération syndicale du Congo [Trade Union Confederation of Congo].
CSI	Confédération syndicale internationale [International Trade Union Confederation].
CTA	Acceptable Working Conditions [Conditions de travail acceptable] ACW
DWT	ILO Decent Work Team
EAT	Technical Support Team
EGP	Project Management Team (PMT)
ENA	National School of Administration [École nationale d'administration]
Enabel	Belgian Agency for International Development [Agence belge de développement]
EVAL	ILO Evaluation Office
FEC	Fédération des entreprises du Congo [Federation of Enterprises of Congo].
FENAPEC	Fédération nationale des artisans, petites et moyennes entreprises du Congo [National Federation of Small and Medium Enterprises of Congo].
IGT	General Labour Inspectorate [Inspection générale du travail]

ILAB	Bureau of International Labor Affairs (USDOL)
INC	Intersyndicale nationale du Congo [Central National Organization of Trade Unions].
LABADMIN/OSH	ILO's Labour Administration, Labour Inspection and Occupational Safety and Health Branch [Service de l'administration du travail, de l'inspection du travail, et de la sécurité et de la santé au travail].
LABOURLAW	ILO Labour Law and Reform Unit
METPS	Ministry for Employment, Labour and Social Security [Ministère de l'Emploi, du Travail et de la Prévoyance sociale]
OECD	Organisation for Economic Co-operation and Development
OCT	Short-Term Objective [Objectif à court terme]
ODD	Sustainable Development Goal
OIT	Organisation internationale du Travail [International Labour Organization]
OLT	Long-Term Objective [Objectif à long terme]
UNWTO	Medium-Term Objective
NGO	Non-Governmental Organization [Organisation non gouvernementale]
OTLA	Office of Trade and Labor Affairs (USDOL)
P&B	OIT Programme and Budget
PMP	Project Monitoring Plan [Plan de suivi du projet]
PNSD	Plan national stratégique de développement [National Strategic Development Plan].
PPDT	Decent Work Promotion Program (DWPP)
PRODOC	Project Document
GROUND FLOOR	Democratic Republic of the Congo [République démocratique du Congo]
TPR	Technical Progress Report
TT	Labour courts]
S-E	Monitoring and Evaluation
SNU	United Nations System [Système des Nations Unies]
SOPA	Labour and Peasant Solidarity [Solidarité ouvrière et paysanne]
SPNT	Supporting Progress on Labor Standards in the Democratic Republic of the Congo
SST	Occupational Health and Safety [Santé et sécurité au travail]
TdC	Theory of Change
TOsC	Theory of Sustained Change [Théorie du changement durable]
ToR	Terms of Reference
EU	Union européenne [European Union]
UNTC	Union nationale des travailleurs du Congo [National Union of Congolese Workers].
USDOL	United States Department of Labor

Executive Summary

Summary of project purpose, logic, and structure

This is the internal mid-term evaluation of the ‘Supporting Progress on Labour Standards in the Democratic Republic of Congo’ (SPNT/RDC) project, which aims to ensure capacity building and the establishment of conditions conducive to the respect of labour rights and the consolidation of decent work in the DRC, and to the achievement of Sustainable Development Goal (SDG) 8 on decent work and economic growth - more specifically, related target 8.8. With a total budget of US\$3.0 million funded by the United States Department of Labor (USDOL) - more specifically, the International Labour Office's Trade and Labor Affairs Branch (ILAB/OTLA) - the project is spread over four years (2021-2025) and is being implemented by the Kinshasa Country Office (CO) and the International Labour Organization (ILO), which entrusts coordination to its Labor Administration, Labor Inspectorate and Occupational Safety and Health Department (LABADMIN/OSH), working in collaboration with the Labour Law and Reform Unit (LABOURLAW). In addition, the project works closely with the DRC government - specifically, the Ministry of Employment, Labour and Social Security (METPS), the Ministry of Infrastructure and Public Works, the General Labour Inspectorate (IGT) as well as the Ministries of Justice (Courts) and Mines - as well as with workers' and employers' organizations and other social partners operating in the country.

Current project status

The DRC has significant deficits in terms of decent labor. Employment statistics show that 21% of the working population works more than 48 hours a week (25% men and 17% women), and only 14% of the population is covered by at least one social protection benefit. Workers in the informal economy and the agricultural sector remain excluded from the general social security system, and gender discrimination remains widespread in the DRC, both inside and outside the world of labour. Lastly, access to occupational safety and health (OSH) is still limited to workers in large companies, particularly those in the mining sector. The Congolese Labour Inspectorate and the Labour Courts (LC) suffer from a lack of skills and knowledge, clear operational procedures and insufficient human and financial resources. Added to this problem is the fact that employers' and workers' organizations have few means of jointly promoting respect for labor rights and acceptable conditions of work (ACW), so as to improve working conditions. This situation has a direct impact on the rights of workers in the DRC, both in the formal and informal sectors, as compliance with labor legislation is not formalized, slowing progress towards social justice and the formalization of acceptable labor standards (ALS), which are the foundation of decent work. To meet these challenges, and in line with its mandate to promote rights at work, encourage the creation of decent jobs, develop social protection and strengthen social dialogue in the field of labor, the ILO launched the SPNT project in 2021.

To achieve its aims and support the creation of an environment conducive to the observance of legislation and workers' rights, the project is based on a modular approach and a chain of cross-cutting, complementary interventions designed to consolidate conditions conducive to the observance of labor rights, by (a) strengthening the IGT's capacity to play its regulatory role (administrative, institutional and legal), reinforcing the skills of labour inspectors and equipping them with the tools they need to better carry out their duties and ensure compliance with workplace regulations in

	<p>the sectors targeted by the project, and (b) strengthening the skills and understanding of the issues associated with ILOs and their implementation by all national stakeholders (government, IGT, employers' and workers' organizations) in order to foster convergence between the interventions of the tripartite constituents and provide concrete, better-integrated responses to the challenges posed by the creation of decent jobs and the introduction of ACW in the DRC. This approach is based on the one hand on building the capacities of tripartite constituents in terms of public-private cooperation mechanisms and support for the consolidation of an influential and inclusive social dialogue, enabling them to mobilize and unify their actions in order to influence reforms and the implementation of effective policies. In addition, the project aims to improve workers' access to effective remedies in the event of non-compliance with labour laws and standards, as well as to improve LCs' ability to deal effectively with labour grievances.</p>
	<p>The beneficiaries of the SPNT project are (a) the tripartite constituents in the DRC who benefit from the interventions and products deployed by the project, and (b) a wider public (other countries) who are interested in the issue of labour standards and who could benefit from the project's experiences. For their part, the final beneficiaries are the workers who, thanks to the project's spin-offs, will be able to enjoy better working conditions and legal recourse in the event of non-compliance with labour laws and standards.</p>
<p>Purpose, addressee, and scope of evaluation</p>	<p>The main objectives of this mid-term evaluation are to examine the relevance of the SPNT project, its coherence - i.e., its structure, cohesion and synergy with other initiatives deployed by the International Labour Office (ILO) - its effectiveness, efficiency (in terms of use of resources) and orientation towards impact and sustainability of the project. In addition, the evaluation aims to identify potential lessons and good practices for key stakeholders, as well as to formulate recommendations to guide the continuation of activities.</p>
	<p>This internal mid-term evaluation covers the first few years of the SPNT project's implementation (up to March 2024), with a particular focus on the results achieved since work began. In terms of geographical coverage, the scope of the evaluation extends to all the areas targeted by the project (Kinshasa, Kisangani, Kikwit, Lubumbashi, Kolwezi, Mbuji Mavi, Moanda).</p>
	<p>This evaluation is mainly addressed to (a) the SPNT project managers, (b) the donor (USDOL), (c) the LABADMIN/OSH and LABOURLAW departments at ILO headquarters in Geneva, (d) the ILO's Decent Work Team (DWT) based in Yaoundé, Cameroon, (e) the ILO's CO for the DRC, Angola, Central African Republic, Congo, Gabon and Chad, and (f) the ILO's constituents in the DRC.</p>
<p>Evaluation methodology</p>	<p>The evaluation was carried out according to a five-phase methodology: (a) preliminary consultations, (b) a literature review and inception report, (c) interviews with key stakeholders, (d) a workshop to validate preliminary findings and recommendations with key stakeholders, preceded by a debriefing session with the donor, and (e) data analysis and triangulation, and the production of an inception and final evaluation report. To gather the evidence needed to answer the evaluation questions, the internal consultant reviewed over sixty documents provided by the ILO or obtained from other sources. In addition, she conducted individual semi-structured remote interviews with 21 key stakeholders representing a cross-section of the project's stakeholders. In complete transparency, these different</p>

interlocutors shared their experiences and perceptions of the project's results, which greatly contributed to ensuring the reliability of the findings formulated in this evaluation report.

Main results and conclusions	Relevance: The evaluation confirms the relevance of the SPNT project's interventions and its concrete contribution to the achievement of the SDGs - more specifically, SDG 8.8 - through measures aimed at upholding workers' rights, promoting safe workplaces and ensuring worker protection, as well as encouraging social dialogue, with a focus on improving working conditions for all - in particular occupational safety and health as a fundamental principle and right at work. The project's work in the construction sector is helping to improve the quality of labour inspectorates, thereby reducing the risk of accidents on building sites and improving health and safety at work.
	The SPNT project is aligned with the priorities defined in the DRC's 2019-2023 National Strategic Development Plan (PNSD), which has the objectives of stimulating inclusive growth, creating jobs and accelerating the achievement of the SDGs. The project builds the capacity of labor actors by consolidating their knowledge and skills to improve compliance with labor laws and standards. In addition, it enhances human capital, ensures improved, rights-respecting and more inclusive working conditions for workers, so as to increase the number of decent and productive jobs and support the transformation of the economy.
	Furthermore, the SPNT project is aligned with Articles 20, 23 and 30 of the ILO Strategic Plan 2022-2025, and does so by supporting capacity building for all to take advantage of the opportunities offered by the world of work; by strengthening labour institutions and the role of constituents to promote inclusive and sustainable economic growth and decent work for all; and the commitment to fostering the practice by institutions of social dialogue at all levels.
	The project's interventions in the construction sector support the IGT by strengthening labour inspectorate capacity to promote safe, legally compliant workplaces. In addition, the project is aligned with Objective 1 of the ILO's Programme and Budget (P&B) for the 2020-2021 biennium, which aims to support influential and inclusive social dialogue. Similarly, the project is relevant to the needs of the tripartite constituents, notably because it favours the use of a consensual intervention approach involving all stakeholders in the identification of approaches and solutions to support compliance with labour laws and standards, and because it is in line with priorities 1 and 2 of the Decent Work Promotion Program (DWPP) 2021-2024 for the DRC. It does so by focusing on the establishment of inclusive economic growth, the promotion of decent jobs and the promotion of social dialogue and fundamental labour rights. In the specific case of the project, capacity-building for tripartite constituents in the field of social dialogue - including its conditions, requirements, and benefits - has fostered closer ties and joint discussions on the issues and challenges facing the DRC in terms of decent labour and inter-institutional collaboration. Capacity building provides key stakeholders with the skills, tools and mechanisms they need to play their respective roles and support the progressive establishment of conditions conducive to compliance with labour standards.

Coherence and design : The evaluation confirms the appropriateness and relevance of the SPNT project's articulation and its components, which support cross-cutting actions, sustain the complementarity of the proposed actions and thereby promote mutual enrichment. Analysis of the project reveals a logic model and a theory of change (ToC) that clearly articulate the main cause-and-effect relationships between the project's ultimate objective - namely, to support progress in labour standards in the DRC - and the short, medium and long-term results, and indicate how the changes to support the promotion of labour standards will take place.

Performance and efficiency : Based on indications provided by the document review and interviews, and in light of the results obtained, the evaluation concludes that the SPNT project has been effective despite the complex environment in which it operates (dynamics of economic growth, insecurity, elections, difficulty of transport within the country), although efforts remain to be invested between now and the end of the project to complete certain interventions. As a first step, the project conducted a diagnosis of the Congolese labour inspectorate system, its organization and operation, highlighting the system's strengths, the challenges it faces and the solutions likely to guarantee its smooth operation.

The technical assistance provided by the ILO takes the form of a range of interventions tailored to specific needs, including capacity-building of labour inspectors and support for labour inspectorates. A pool of experts was set up within the IGT, with the creation of a Task-Force of 11 inspectors (eight men and three women), the provision of OSH training for the latter, the provision of teaching materials and personal protective equipment (PPE) for strategic inspection visits in the construction sector, and the pooling of training in the eight regions targeted by the project. The group was then closely involved in the roll-out of the pilot strategic planning and compliance exercise for the construction sector, as well as in the implementation of an action plan, with the support of ILO specialists. The main aim of the plan was to improve safety and health at work in construction companies, and to promote the implementation of an inspection policy. The testimonies gathered confirm that the strategic planning process has enabled the inspectors and the IGT to take a constructive approach, defining the essential parameters for the exercise and implementation of technical skills within the IGT. Building on the experience and lessons learned in the construction sector, the project intends to apply the same approach to the development of strategic compliance plans in the other two targeted sectors (mining and distribution). However, it will be necessary to take into account the time remaining for the project to cover, by April 2025, the compliance exercise planned for these sectors, leading to the formulation of a multi-sector strategic compliance plan. Still to be supported is the development of an integrated electronic records management system (LIFT), designed to support comprehensive monitoring of inspections, which would address one of the major challenges identified regarding the lack of reliable information and statistics on the IGT's labour inspectorate work.

The SPNT project has also contributed to building the capacity and skills of tripartite constituents on more than seventeen themes covering ILS, the role and responsibilities involved in adopting and promoting ILS, and ILO supervisory mechanisms for the application of standards, the key concepts

underpinning the fundamental rights of freedom of association and collective bargaining, and protection of the right to organize (Convention No. 87), occupational health and safety (OHS), the use of technology to report violations of workers' rights, and accountability for international conventions. Interviews confirm that capacity building has stimulated, among other things, the debate on representativeness within the trade union movement and employers, in addition to leading to the eighth professional election process for the period 2023-2026 officially designating the twelve most representative workers' organizations from 157 organizations validated by ministerial decree.

According to the interviews, such initiatives have enabled interested parties to acquire a better understanding of the ILO and its normative system, as well as of the measures to be taken to promote respect for and application of labour laws and standards within their organization. Capacity-building in the areas of freedom of association, collective bargaining, health and safety, and improving OSH is a measure which, according to those interviewed, helps to establish good labour practices and ensures a stable working environment for both workers and employers. In addition to equipping trade unions with the skills to uphold fundamental labour right and informing them of their responsibilities to promote safe workplaces and ILS, capacity building has probably initiated a change in perception about the benefits that adopting and respecting labour standards can bring, for both trade unions and employers. This suggests the latter will be more willing to use and put them into practice. Between now and the end of the project, the project needs to develop support for union campaigns, aimed at raising awareness and promoting labour rights among members, as well as deploying activities to prevent, monitor and remedy violations of NTAs.

With regard to workers' access to effective remedies (state and non-state) in the event of non-compliance with labor laws and standards, interventions to date have focused primarily on improving the capacity of public institutions to deal effectively with labor-related grievances. The ILO has come to support the LC's in a self-assessment approach, enabling tripartite constituents to assess the performance of the LC's. With the support of ILO specialists and the help of a tool, the self-diagnosis of the LC's enabled government representatives and social partners to gain a common understanding of the situation prevailing in the LCs of Kinshasa (Gombe and Matete), as well as fostering a process of reflection aimed at gaining a better understanding of these institutions, and the development of an action plan to support the LCs in identifying actions to prioritize, resource needs, possible reform timetables and areas where technical assistance from the ILO and other partners would be required. This experience could make it possible to explore how to apply, or even replicate, the approach in the provinces of the six other LCs (Lualaba, Kuilu, North Kivu, Tshopo and Central Kongo), in order to strengthen access to justice for all, provided that additional financial resources are mobilized for this purpose. By the end of the project, the processes enabling trade unions to prevent, monitor and remedy violations of workers' rights still need to be developed. The same applies to the use of a mobile application to support these organizations in monitoring cases of workers' rights violations. It is therefore still too early to judge the improvement in the means of redress available to workers, or to assess the number of cases or grievances received and processed.

The diagnostic study on social dialogue mapped out the institutions and players involved in bipartite and tripartite social dialogue, identified the legal framework for social dialogue and analyzed the functioning of existing dialogue frameworks, as well as the constraints linked to the deployment of public-private social dialogue, in order to provide guidelines for consolidating social dialogue in the public and private sectors. Raising social partners' awareness of the relevance of social dialogue, as well as providing training on the principles of effective social dialogue, led to the signing of the bipartite National Charter for Social Dialogue (CNBDS), providing the DRC with a permanent framework for social dialogue between employers and employees, and consolidating a platform for joint action on issues of common interest. To ensure its effectiveness, the permanent framework established by the CNBDS has set up a coordination office which has enabled joint discussions to be held on tax and compensation issues. This represents an important change in practice, as for the first time employers and workers are jointly demanding that the government provide benefits for workers. As for the promotion of tripartite dialogue at national level, the tripartite constituents have jointly drawn up a draft decree for the creation of a High Council for Social Dialogue (HCDS), to replace the previously dissolved and unreplaced Permanent Framework for Social Dialogue.

Efficiency and management system : To implement the SPNT project, the ILO has a total budget of US\$3.0 million for the period 2021-2025. Although 75% of the total budget should have been disbursed by March 31, 2024, the most recent financial data provided by the project indicates that this proportion was instead 48%. Such a situation is essentially explained by the low disbursement of sums linked to the achievement of the project's LTOs, in particular LTOs 2, 3 and 4, which was justified by choices concerning the order of implementation of the interventions — for example , consolidate social dialogue before considering interventions linked to legal appeals or campaigns, as well as support for the promotion of awareness campaigns carried out by worker organizations among their members. Knowing that a series of interventions are in development or planned by the end of the project, the pace of disbursements should possibly accelerate at the level of each result.

The evaluation confirms that the human, financial and technical resources of the project — including support from ILO headquarters and support from USDOL/ILAB — were used in a manner to ensure the achievement of results in a timely manner, by pooling and the desire to combine the technical expertise of an extended team of experts from headquarters and DWT in Yaoundé, according to the specialties of each, in order to create an assistance support network technique favourable to the promotion of labour standards. The interviews confirm that the quality of the technical expertise made available to the tripartite constituents, including support throughout the project, contributed to creating a climate of exchange and productive collaboration between all stakeholders.

The evaluation considers that, even if the SPNT project was able to demonstrate diligence in the use of the funds granted, while succeeding in reaching an impressive number of listeners and stakeholders, the fact that the coordination of different components is ensured by limited staff on the ground constitutes an area of fragility. Although this situation has not

prevented the achievement of significant results so far, it is nevertheless important to review the situation to support the team in place between now and the end of the project and ensure that all interventions are completed. It would be appropriate to consider granting additional financial resources with a view to recruiting a program assistant who could support the existing team until the end of the project.

Impact orientation and sustainability: To be able to evaluate the impacts of an initiative like the SPNT project, which requires deploying structuring interventions to support the promotion of labor standards as well as mobilizing and rallying actors from the public and private sectors and social partners, it is necessary to be part of a long-term support perspective which goes well beyond the period covered by the project. That said, the evaluation judges that there are already some promising advances. The efforts deployed so far have made it possible to consolidate the acquisition of skills, tools and intervention mechanisms, as well as facilitate the establishment of a conducive ecosystem allowing national stakeholders to continue the work in the DRC. The creation of a duly trained Task Force within the IGT made it possible to constitute a core of inspectors authorized to deploy training in the other regions targeted by the project, thus promoting a decentralization of knowledge and skills and making it possible to multiply the number of inspectors reached. It is reasonable to believe that these interventions will be accompanied by a change in the practice of inspectors which will allow them to fully exercise their OHS control mission in companies, in the sectors targeted by the project, and to ensure longer-term follow-up. Finally, the ramification of the training offered as part of the project among tripartite constituents, the IGT, the LC and members of the beneficiary institutions makes it possible to consolidate a network of actors committed to continuing the work of promoting labour rights. That said, continued progress in achieving impact will depend on the effective implementation of future interventions.

General conclusion: The evaluation confirms that the interventions carried out by the SPNT project are relevant and aligned with the national priorities of the DRC, the DWCP as well as SDG 8 — more precisely, target 8.8. These initiatives and interventions put the promotion of decent work and the promotion of labour standards at the forefront of national discussions while strengthening the mobilization and commitment of all stakeholders.

Efforts to promote an ecosystem supporting the establishment of conditions conducive to respect for labor rights and the consolidation of decent work in the DRC are based on targeted and complementary interventions. This is particularly the case for the institutional strengthening of the IGT to enable it to fulfill its role as regulator of the labor market, through the creation of a Task Force of lead inspectors within it, as well as through the development of a strategic and compliance plan in the construction sector, which plan should support a similar approach in the mining sector and the distribution sector and lead to the development of a multi-sector strategic compliance plan by the end of the project.

Capacity building of employers' organizations, workers' organizations and government stakeholders, on various themes, has yielded results and had multiple impacts on the understanding of issues related to decent work and labour rights, on social dialogue and the convergence of actions, supporting the adoption of consensual approaches aimed at promoting and defending

	labour rights more effectively, resulting in increased mobilization and commitment public and private sectors.
	The project components provide key stakeholders with skills and capacities allowing them to be better equipped to promote respect for labour standards and consolidate the collaboration mechanisms they need to play their respective roles and engage a constructive dialogue, particularly in sectors targeted by the project where the necessary reforms can be implemented.
	All this being said, the project remains ambitious in its approach, and OLT 3, aimed at facilitating workers' access to effective remedies, through increased understanding and awareness of their rights, must be accompanied by knowledge of the options available to them in the event of violation of said rights. This component still remains to be developed by the end of the project.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Main recommendations and follow-up	<p>Recommendation 1. By April 2025, focus efforts on completing certain interventions to ensure the achievement of LTOs, as planned, so that the project can have a lasting impact, particularly with regard to:</p> <ul style="list-style-type: none"> • LTO 1: Adoption of a multi-sector strategic compliance plan; the finalization of the ethical guide intended for the IGT; the adoption of a digital tool allowing the monitoring of its operations in order to improve institutional functioning; and strengthen the capacity of the IGT to identify and deal with violations. • LTO 2: Provide technical assistance to support employers' and workers' organizations in conducting promotional campaigns among their members on the promotion of labour rights and acceptable conditions of work, as well as supporting the capacity building required to defend more effectively protect workers' rights and enable them to put an end to non-compliance with relevant laws and standards in the workplace. • LTO 3: Support the training of judges and provide technical assistance to enable labour courts to consolidate judicial services and improve their capacity to deal with labour-related grievances. Provide the training and technical assistance required to enable workers to defend, monitor and remedy labour rights violations and consolidate access to effective remedies (state and non-state) for non-compliance with laws and labour standards.
	<p>Recommendation 2. Knowing that the SPNT project has already produced interesting results, and with the aim of ensuring the sustainability of the achievements, consider granting a six-month extension of the project, without additional funding, in order to ensure that the interventions can be carried out as planned.</p>
	<p>Recommendation 3. With a view to promoting the consolidation of interventions by April 2025, and considering that the coordination of the</p>

	<p>different components in the field is ensured by a small team, it would be appropriate to reconsider the resources allocated to coordination and to plan for the granting additional financial resources, allowing the recruitment of a program assistant to support the Project Management Team (PMT), in order to constitute a team capable of assuming all responsibilities related to the project by the end of the this last.</p>
	<p>Recommendation 4. Finalize the signing of the memorandum of understanding (MoU) with the National School of Administration (ENA) in order to ensure the modalities of support, by the latter, for the provision of continued and quality training to inspectors of the IGT, once the project is completed.</p>
	<p>Recommendation 5. During the multi-sectoral strategic planning exercise, consider presenting and supporting the establishment of an integrated electronic records management system (LIFT) allowing the collection of general information on inspections that can operate on all platforms (desktop, tablet, mobile phone). The system should be accompanied by an instruction and user guide as well as training for labour inspectors.</p>
	<p>Recommendation 6. In order to sustainably consolidate tripartite social dialogue between all stakeholders and guarantee their active involvement in promoting compliance with legislation, it would be desirable, by the end of the project, to prioritize among all stakeholders the interventions and advocacy likely to ensure the establishment of a permanent tripartite social dialogue framework (HCDS), knowing that the promulgation of a ministerial decree to formalize the creation of such a framework is still awaited.</p>
	<p>Recommendation 7. Pay particular attention, between now and the end of the project, to training and provide technical assistance focused on prevention and on the processes and mechanisms for resolving individual and collective (state and non-state) conflicts, aimed at employers' and workers' organizations.</p>
	<p>Recommendation 8. Ensure that the bipartisan constituents support and continue the advocacy, with the government of the DRC, in favour of the ratification of Conventions Nos. 155, 161 and 176, relating to OSH, and ensure that these conventions apply to all branches of economic activity and to all workers.</p>
Principales leçons apprises et bonnes pratiques	<p>Lesson learned 1. Taking advantage of the diagnostic studies carried out as part of the project made it possible to identify and clearly understand the challenges associated with IGT and social dialogue, in addition to proposing avenues for improvement and capacity building of the IGT and tripartite constituents. This helps these actors to play their respective roles in order to sustainably support the promotion of labour standards in the DRC.</p>
	<p>Lesson learned 2. Taking advantage of the diagnostic studies carried out as part of the project made it possible to identify and clearly understand the challenges associated with IGT and social dialogue, in addition to proposing avenues for improvement and capacity building of the ITG and tripartite constituents to bring these actors to play their respective roles in order to sustainably support the promotion of labour standards in the DRC.</p>
	<p>Good practice 1. The establishment of a Task Force made up of duly trained labour inspectors within the IGT, responsible for replicating the training, makes it possible to constitute a pool of reference trainers, responsible for the regional deployment of the training . Peer training is a</p>

practice that promotes not only learning between inspectors, but also the transfer of knowledge and the increase in the skills of inspectors on duty, thus ensuring the sustainability of the training process.

2. Brief overview of the project and its background

1. In 62 years of independence, the DRC saw its first peaceful transition of power in January 2019, with the accession to power of Félix Antoine Tshisekedi Tshilombo, who won the December 2018 presidential election and succeeded Joseph Kabila, who had previously ruled the country for 18 years. The December 2023 elections returned the incumbent president, Félix Tshisekedi, re-elected by a wide margin (over 73% of votes cast)¹. Thus, a new social contract seems to be taking shape between the state and its citizens, driven by the desire for greater transparency and the need to proceed with reforms to strengthen democratic institutions, protect human rights and enable the DRC to ensure, in particular, its population's access to decent work.
2. The DRC is experiencing significant decent work deficits. Employment statistics show that 21% of the working population works more than 48 hours a week (25% men and 17% women), and only 14% of the population is covered by at least one social protection benefit. Workers in the informal economy and the agricultural sector remain excluded from the general social security system, and gender discrimination remains widespread in the DRC, both inside and outside the world of work. Finally, access to occupational health and safety (OHS) services is still limited to workers in large companies, particularly those in the mining sector².
3. Labor institutions, in particular the Congolese Labor Inspectorate³ and labor courts, suffer from a lack of skills and knowledge, clear operating procedures and insufficient human and financial resources. Despite being represented in 26 provincial chief-town of DRC's, the labor inspectorate is experiencing serious difficulties in exercising its supervisory role due to a lack of material and financial resources. Nor does the labor inspectorate have an appropriate information management system to collect the necessary data, which poses a significant constraint as it prevents the formulation policies, work plans and inspection campaigns based on evidence-based data.⁴ The government's commitment to supporting labor law and worker protection has translated into a budget compromise which, for the first time, provides financial support for the strengthening labor inspection staff.⁵
4. Moreover, stakeholders within the DRC government, employers and workers' organizations have few means of jointly promoting respect for labor rights and acceptable working conditions, so as to improve working conditions. This situation has a direct impact on workers' rights in the DRC, both in the formal and informal sectors, as compliance with labor legislation is not formalized.

¹ The Economist Group, Economist Intelligence Unit. *Congo (Democratic Republic)*. Web page at <<https://country.eiu.com/congo-democratic-republic>>.

² International Labour Organisation. *Rapport sur l'atelier de renforcement du dialogue social et la représentativité*. Produced within the framework of the Project "Supporting the promotion of labor standards in the Democratic Republic of Congo" (SPNT/DRC). ILO, October 2022.

³ As with the documentation consulted for the evaluation, this document uses the terms "Inspection du travail", "Inspection du travail congolaise" and "Inspection générale du travail" interchangeably, which are synonyms.

⁴ International Labor Organization, Technical Cooperation Program. *Idem*, p. 14.

⁵ Promulgation of Finance Act no. 21/029 of December 31, 2021 for fiscal year 2022 - <https://budget.gouv.cd/budget-2022/>

5. To address these challenges and in line with its mandate to promote rights at work, encourage the creation of decent jobs, develop social protection and strengthen social dialogue in the field of labor, the International Labor Organization (ILO) has, initiated in 2021, the SPNT project "*Supporting progress on labor standards in the Democratic Republic of Congo*" financed by USDOL - more specifically the Trade and Labor Affairs Service of the International Labor Office (ILAB/OTLA) - whose aim is to support the creation of an environment conducive to respect for legislation and workers' rights, and in doing so, promote decent work, social justice and the achievement of SDG 8 and Target 8.8.

3. Project description and implementation strategy

3.1 Project objectives and expected results

6. The project aims to promote greater respect for labor rights and acceptable labor standards - including OSH - in the construction (buildings and public works)⁶ , mining and distribution (supermarkets and department stores)⁷ sectors. The achievement of this objective is underpinned by a series of long-term objectives (LTOs), medium-term objectives (MTOs) and short-term objectives (STOs) which, in turn, are supported by a set of specific activities and inputs. As shown in the logical framework presented in Appendix 2, the SPNT project is structured around four long-term objectives (LTOs), which support cross-cutting and complementary actions and thus promote mutual enrichment⁸ .
7. To achieve this, the SPNT project is based on a holistic theory of change (ToC) for the promotion of labor standards that supports a chain of interventions with clearly defined outputs to ensure capacity building in priority areas and the progressive establishment of conditions conducive to the respect of labor rights and the consolidation of decent work in the DRC by :
 - Strengthening the capacity of the Labor Inspectorate (IGT) to play its regulatory role (administrative, institutional and legal) by upgrading the qualifications of labor inspectors and supporting the development of operational procedures and strategic approach to identify, promote and enforce labour-law and standards to deal with and remedy non-compliance with relevant labor laws and standards.

⁶ The desk review confirms that the first sector targeted by the study was the construction and public works sector, from which lessons will be drawn that can be applied to other intervention sectors.

⁷ The desk review and key informant interviews confirm that these sectors were selected on the basis of criteria established in collaboration with the IGT, including accessibility to the sector's economic units, the importance of the activity in terms of employment, economic impact on the country or region and growth prospects, the OHS non-compliance record, and the profile of the workforce (workers in vulnerable situations such as women, disabled people or young workers).

⁸ The logical framework clearly sets out the chain of results, based on four LTOs, eight medium-term objectives (MTOs) and fourteen short-term objectives (STOs), which should lead to a better understanding of the issues associated with international labor standards, decent work and support for: institutional strengthening of the IGT and its role as labor market regulator, building the skills and capacities of tripartite constituents, consolidating bipartite and tripartite inter-institutional dialogue and supporting the convergence of interventions by tripartite constituents, with the aim of providing better integrated responses to respect for international standards and labor rights, guaranteeing respect for fundamental principles and rights at work, ensuring acceptable working conditions and facilitating workers' access to labor justice. Access to labor justice, for its part, requires the revision of regulatory frameworks, the streamlining of procedures and the reinforcement of the qualifications and capacities of all court personnel.

- Strengthening the skills of employers, workers and their professional organizations on international labor standards, acceptable labor standards (ALS)/Acceptable conditions of work (ACW) and supporting them in their activities to raise awareness and promote the relevant laws and standards within their organizations and among their members in order to prevent, monitor and remedy labor law violations.
 - Improving workers' access to labour justice through effective remedial processes to address non-compliance with labour laws and standards and increase the ability of public institutions (labour courts) to deal more effectively with labour-related grievances.
 - Supporting the development of influential and inclusive social dialogue in all its forms between the stakeholders concerned, enabling them to devise solutions, unify their actions and increase their possibilities for lobbying government, influencing reforms and the implementation of effective policies to improve compliance with labour laws and standards.
8. More recently, USDOL/ILAB has introduced the notion of Theory of Sustainable Change (TOsC) into its programs, with the aim of supporting the sustainability of results, as well as monitoring and reporting. The TOsC is an instrument of strategic orientation and critical reflection for the implementation period, which focuses on the valorization of the achievements of each result/objective in order to foster ownership and support sustainability and have a real medium and long-term impact on the respect of laws and the application of labor standards. To achieve this, TOsC focuses on social dialogue and supports the development of labor market institutions by addressing the capacity deficit that hampers labor inspectorates' efforts to promote and enforce compliance with labor laws and standards. Capacity-building will enable the⁹ labor inspectorate and the social partners to engage in constructive dialogue by equipping them with the technical knowledge and skills they need to play their respective roles, particularly in the sectors targeted by the project where the necessary reforms can be implemented¹⁰.

2.2 Project implementation strategy

9. Managing the SNPT project called for a critical mass of effort to cover all the interventions required to achieve the desired results. To this end, the strategy adopted was to work as an "extended team" to support the Project Management Team (PMT) of the Kinshasa office, and to rely on close collaboration with (a) the expertise of the ILO's technical units in Geneva, notably specialists from the Labor Administration, Labor Inspection, and Occupational Safety and Health (LABADMIN/OSH) and specialists from the Labour Law and Reform Unit (LABOURLAW) (b) the expertise of the ILO Decent Work Technical Team

⁹ The ILO Centenary Declaration on the Future of Work stresses the need to strengthen labor administration and inspection as essential labor institutions to promote and enforce decent working conditions, ensure respect for fundamental principles and rights at work, and promote OSH for all workers. Source: International Labour Organization. *ILO Centenary Declaration for the Future of Work*. Text duly adopted by the General Conference of the ILO at its one hundred and eighth session, held in Geneva and declared closed on June 21, 2019. ILO, [date unknown].

¹⁰ the bizzel group, NORC at the University of Chicago, and Data Elevates. *MEL Training Materials - Module 1: Rationale and Foundations of ILAB's Theory of Sustained Change*. USDOL/ILAB, March 2023.

based in Yaoundé, Cameroon, particularly the specialists in labor administration and social dialogue, as well as the staff of the Bureau for Workers' Activities (ACTRAV) and the Bureau for Employers' Activities (ACTEMP) (c) the sustained collaboration of the donor and, (d) the expertise and collaboration of the country office (CO) in Kinshasa to support the interventions. This strategy enabled optimal use to be made of the technical resources and tools available from the ILO to maximize the impact of the intervention on the target groups.

10. The needs analysis provided by the diagnostics validated by the stakeholders, which identified the strengths and challenges facing the IGT and social dialogue, enabled the project to orient and refine the necessary technical support and identify the capacity-building needs of the tripartite constituents.
11. Ongoing consultation mechanisms during planning and implementation have ensured the commitment of tripartite constituents and high-level political compromise to invest in interventions to tackle the decent work challenges facing the DRC.
12. Emphasis on capacity building at all levels (IGT, employers' and workers' organizations, labor courts) has certainly fostered ownership and the ability of tripartite partners to commit to and support the project's results, thanks to a better knowledge of international labor legislation and standards.

2.3 Direct and ultimate beneficiaries

13. The beneficiaries of the SPNT project are (a) the tripartite constituents of the DRC who benefit from the interventions and products deployed by the project, (d) as well as a wider public (other countries) interested in the issue of labor standards who could benefit from the project's experiences. For their part, the final beneficiaries are the workers who, thanks to the project's spin-offs, will be able to enjoy better working conditions and legal recourse in the event of non-compliance with labor laws and standards.

3. Evaluation framework, objectives, scope and clients

3.1 Evaluation framework

14. The ILO considers evaluation to be an integral part of the implementation of technical cooperation activities for accountability, learning, planning and knowledge building. Furthermore, the ILO believes that evaluation should be carried out according to the criteria and approaches of international development assistance, as set out in the quality standard for evaluations issued by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), and in the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the United Nations System (UNS).
15. In keeping with these principles, the SPNT mid-term evaluation follows both the ILO's guidelines for results-based evaluation and the indications provided by the guides and checklists inspired by the Guidelines for the Preparation of Evaluations published by the ILO's Evaluation Office (EVAL) and covering, in particular, validation methodologies, the

drafting of the inception report and the preparation of the evaluation report. In addition, the examination of gender-related issues follows ILO guidelines on gender mainstreaming in project monitoring and evaluation and will focus on the cross-cutting theme of non-discrimination.

16. The mid-term evaluation covers the period from December 2021 to February 2024 and takes into account the fact that the SPNT project was implemented with the participation of the tripartite constituents and other key stakeholders.
17. A significant proportion of the information required to conduct the study came from documentation provided by the project, including all narrative reports (TPRs) covering the periods from December 2021 to March 2024, respectively, as well as diagnostic studies, workshop reports and training modules (a comprehensive list of all documents consulted is available in Appendix 4).

3.2 Evaluation objectives

18. The purpose of the SPNT internal mid-term evaluation is to provide an objective assessment of progress achieved to date, identify factors that have contributed to or limited performance, in addition to formulating recommendations for the remainder of the intervention implementation period. The evaluation also identified good practices and emerging lessons that could be useful to the project going forward.
19. In this study, the evaluator looks at the extent to which the expected results were achieved, the efficiency of the interventions (in terms of the approach chosen and the management of inputs, activities and products), the potential impact of the project and the sustainability of the interventions, in order to draw conclusions about the validity and relevance of the implementation strategy.
20. The specific objectives of the mid-term review are as follows:
 - Assess the relevance of the project and how it aligns with national priorities, the needs of tripartite constituents, the SDGs, ILO priorities and the DRC's Decent Work Promotion Program (DWPP);
 - Assess progress to date in achieving planned results and outputs (in alignment with programs and priorities, as well as at country and project levels), and identify supporting factors and constraints that could affect the achievement of results;
 - Analyze the efficiency of the project, in particular as regards its execution and/or performance, its management strategy and implementation - including monitoring-evaluation tools and work plans - as well as the synergy between the SPNT project and other projects and programs;
 - Analyze the project's potential impact;
 - Assess the extent to which the results achieved, or gains made by the project are likely to continue or be sustainable; and

- Formulate strategic recommendations, identify lessons learned and identify best practices for key stakeholders.

3.3 Scope and coverage of the evaluation

21. This internal mid-term evaluation covers the first few years of the SPNT project's implementation (up to March 2024), with a particular focus on the results achieved since work began. In terms of geographical coverage, the project's scope extends to all the areas targeted by the project (namely Kinshasa, Kisangani, Kikwit, Lubumbashi, Kolwezi, Mbuji Mavi, Moanda).

3.4 Clients of the evaluation

22. This evaluation is mainly addressed to (a) the SPNT project managers, (b) the donor (USDOL), (c) the LABADMIN/OSH and LABOURLAW departments at ILO headquarters in Geneva, (d) the Yaoundé-based Decent Work Team (DWT), Cameroon, (e) to the ILO CO for the DRC, Angola, Central African Republic, Congo, Gabon and Chad, and, (g) to the ILO constituents in the DRC.

4. Evaluation criteria

23. This mid-term evaluation bases its analysis on the evaluation criteria applied in the UN, namely, (a) strategic relevance and coherence, (b) validity of design, (c) effectiveness, (d) efficiency and (e) orientation towards impact and sustainability, as defined in the results-based evaluation guidelines published by the ILO.

24. Wherever possible, the evaluation incorporates gender equality and non-discrimination in the workplace as cross-cutting concerns, in order to identify the extent to which the project has integrated these notions into its design and operations.

25. In keeping with the results-based approach favoured by the ILO, this evaluation endeavours to identify and analyse the extent to which the SPNT project's results have been achieved, based on, but not strictly limited to, the logical framework established for the project and the monitoring tools. The questions the evaluator has sought to answer are largely based on the considerations set out in the study's Terms of Reference (ToR) (see Appendix 1), but also incorporate a few additional elements deemed important for the purposes of the study.

26. In this report, the evaluator examines the following key questions, which are fleshed out in the evaluation matrix in Appendix 3.

Strategic relevance: To what extent is the project consistent with the main needs, demands and priorities of the ILO's constituents (governments, employers and workers) in the field of labor standards, including OSH? The ILO's Decent Work Agenda and the SDGs, in particular SDG 8?

Validity of project design: How well has the project adapted to USDOL's new Theory of Sustainable Change (TOsC) model and monitoring and reporting requirements? How has the project managed this transition, and what improvements could be made?

Coherence: How well do the project's interventions align with other projects addressing decent work, social dialogue and AWC, whether carried out by ILO or by its development partners?

Efficiency: To what extent are the project's human, financial and technical resources - including support from ILO headquarters and USDOL/ILAB - used in such a way as to ensure that results are achieved in a timely, cost-effective and efficient manner?

- How well has the project managed the tracking of financial resources and progress on outputs and outcomes, to inform decision-making?
- To what extent are the project's human, financial and technical resources - including support from ILO headquarters and USDOL/ILAB - being used in such a way as to ensure that results are achieved in a timely, cost-effective and efficient manner?
- How well has the project managed the tracking of financial resources and progress on outputs and outcomes, to inform decision-making?

Project effectiveness: To what extent has the project achieved its intended results and outputs? Were there any unexpected results (positive or negative) during implementation?

- Is there any evidence of differences in the progress of certain project components or outcomes? If so, what are the differences and why? What factors, if any, help or hinder the distribution of results?
- Has the project effectively communicated its achievements and best practices to stakeholders?
- How do project stakeholders perceive and appreciate the project's effectiveness? How does this influence their interactions with the project?

Impact orientation: To what extent has the project strengthened the institutional capacity (services, policies and/or practices) of government. How has the project strengthened employers' organizations and workers' organizations to promote labor laws and standards?

- What were the most significant changes introduced by the project? What factors contributed most to these changes?

Project sustainability: To what extent has the project's sustainability strategy been implemented and followed?

- Which of the results observed so far offer the best prospects of sustainability and transferability to the institutions concerned at the end of the project? Why is this so?
- How does the project ensure the sustainability of its activities and interventions?

Cross-cutting themes: Has the project considered and integrated gender equality and non-discrimination as cross-cutting concerns in its design and operations? If so, how?

- To what extent has the project contributed or is contributing to social dialogue, tripartism and the advancement of ILO conventions on OSH and labor inspection?

5. Evaluation methodology

27. The internal mid-term evaluation attempted to follow UNEG guidelines for gender-sensitive evaluations, so as to ensure, the maintenance of adequate representation of women and men throughout the data collection effort. Nevertheless, the number of women who participated in the project remains low compared to men and this trend can also be observed in the number of women stakeholders participating in the evaluation.
28. The evaluation was initially intended to use three lines of inquiry: a desk review; interviews with key informants working within the project's institutional structure or collaborating with it in the field; and focus groups organized with project beneficiaries and partners in the field. In practice, the participants selected for the focus groups - groups of inspectors, groups of employers, workers and representatives of labour tribunals - who responded to the invitation to take part in the evaluation preferred to be interviewed individually.
29. The desk review and key informant interviews gathered evidence-based information relating to the evaluation questions, which are set out in the evaluation matrix featured in Appendix 3
30. The evaluation was carried out according to a methodology that included five phases: (a) preliminary consultations, (b) a desk review and inception report, (c) key stakeholder interviews, (d) a virtual validation workshop with stakeholders (e) data triangulation and analysis, and the production of a preliminary and final evaluation report.

5.1 Start-up phase

Preliminary consultations

31. At the start of the work, the evaluator was able to meet with the EGP, the evaluation manager and one of the ILO technical experts assigned to the project, in order to discuss the expectations of the evaluation and deepen her own understanding of the context and interventions of the SPNT project, which enabled her to gather the necessary guidance to support the drafting of the inception report. The consultant had a later exchange with the USDOL management team in charge of the project.

Document review and start-up report

32. Launched as soon as the contract was signed, the desk review continued throughout the study. The evaluator reviewed a series of documents provided by EGP, which fed into the drafting of an inception report, including the development of the evaluation matrix and the design of the data collection tools required to conduct the study. The content of the

inception report was reviewed and validated by the ILO evaluation manager, the EGP and the donor.

33. Appendix 4 provides a full list of the documents consulted for the evaluation. Among the documents consulted were: (a) the PRODOC, the DRC's Decent Work Promotion Programme (PPTD) 2021-2024, the ILO's strategic plan, (b) the operational and financial progress reports (TPR) produced by the project, (c) the diagnostic studies carried out on the IGT and social dialogue, the national report on harassment and sexual violence produced by the government and the ILO, (d) the project's ToC, (e) the monitoring and evaluation (M&E) tools used (Excel files on indicators, budget and disbursements), including the project's logical framework and monitoring plan, (f) the training modules for stakeholders and all supporting documents enabling the scope of the project to be identified.

5.2 Data Collection phase

Interviews with key stakeholders

34. The evaluator conducted individual semi-structured remote interviews with 21 key stakeholders representing a diverse set of interlocutors from participating ministries, the IGT, labor courts, the National School of Administration (ENA in French), representatives of employers' and workers' organizations, and ILO technical experts in Geneva and Yaoundé, and USDOL project management team whose names appear in Appendix 5. In preparation for the interviews, the evaluator drew up a general interview protocol template based on the evaluation matrix and setting out the questions addressed to each category of participants consulted. This general protocol was included in the inception report, which was reviewed and validated by the evaluation manager, the EGP and the funder.

Focus group

35. The evaluator did not organize any focus groups for the reasons given in paragraph 32.

5.3 validation workshop with stakeholders

36. The evaluator led a remote validation workshop on May 30¹¹ to share the preliminary findings of the data collection process, and to communicate and validate the SPNT project recommendations with a view to identifying potential repercussions on operations, as well as measures to be taken or adjustments to be made between now and the end of the project - all in consultation with the stakeholders - and taking care to integrate the comments gathered during the workshop, which could supplement the information gathered and enhance the findings of the preliminary report.

¹¹ This workshop was preceded by a debrief session on May 29th with USDOL project management team to go over preliminary findings and recommendations.

5.4 Validation and analysis of evidence and production of reports

37. Once the collection work was complete, the evaluator used an "evidence matrix" to bring together and cross-reference all the evidence collected, in order to answer the questions set out in the evaluation matrix, as previously validated in the inception report. The evidence drawn from the two lines of inquiry (document review and interviews with key stakeholders) enabled us to formulate findings that reliably describe the extent to which the project's results were achieved. The evaluation also highlighted interesting emerging practices and fed into the study's conclusions and recommendations.
38. The information generated by this analysis supported the drafting of a preliminary evaluation report, which was shared with the evaluation manager and interested parties for comment. At the end of this process, the evaluator produced the final version of the report.

5.5 Methodological limits of evaluation

39. In a context where the timetable for the evaluation was tight, it was essential that the EGP provided logistical support to enable the rapid provision of essential documents and the identification of key stakeholders to be interviewed. On the whole, despite the efforts made in this direction, the evaluation experienced delays due to the temporary absence or limited availability of many of the key informants targeted for interviews, which had the effect of extending the timetable initially planned for the interviews and postponing the rest of the work, in particular the drafting of the evaluation report. Without the support of the EGP in Kinshasa, it would have been impossible to conduct as many interviews as the evaluator did. Despite this methodological limitation, the evaluator is convinced of the validity of the findings and their contribution to the evaluation exercise.

6. main evaluation results

40. The following pages set out the main findings of the evaluation. For each criterion listed in the evaluation framework, the evaluator first formulates one or more general statements summarizing the salient points, then communicates in greater details the results stemming from the analysis.

6.1 Strategic relevance and coherence of the project

Relevance to national priorities

41. The desk review confirms that SPNT project interventions are aligned with the priorities of the National Strategic Development Plan (PNSD) 2019-2023, a federating framework for all sectoral strategies for the development of the DRC which seek to stimulate inclusive growth, create jobs and accelerate the achievement of the SDGs. The SPNT project's interventions are perfectly aligned with Pillar 1 of the PNSD, which aims to foster human capital, social development and culture, and Pillar 3, which aims to support the consolidation of economic growth, diversification and transformation of the economy. The PNSD's interventions contribute to building the capacities of players in the world of work by consolidating their knowledge and skills in order to improve compliance with

labor laws and standards, enhance the value of human capital, contribute to better, more rights-based and inclusive working conditions for workers, thereby increasing decent and productive employment and supporting economic transformation.

42. The project is in line with the national employment policy (PNE), which aims to promote the creation of decent jobs for as many people as possible, while respecting fundamental human rights, and with strategic objective 1, which places "employment at the heart of macro-economic and sectoral concerns, and the desire to increase the supply of decent jobs in the private sector". Evidence stemming from the interviews corroborate that training activities carried out with employers and workers have not only enhanced awareness of international labor standards but also the need to comply with workplace legislation to ensure decent working conditions¹² and how this can lead to greater productivity. Moreover testimonies collected during the interviews provide insights on a change of mindset following the training as it helps them to reconsider their respective roles, formalize their collaboration and work together to ensure the promotion of acceptable labor standards.

Relevance to priorities linked to target 8.8 and the Abidjan Declaration

43. The desk review confirms the relevance of the SPNT project to the 2030 Agenda for Sustainable Development, which places social justice and decent work for all at the heart of its interventions, with the aim of guaranteeing rights at work, encouraging social dialogue, and focusing on improving working conditions for all, in particular occupational health and safety as a fundamental principle and right at work. The project's interventions in the construction sector help to improve the quality of inspections in order to reduce the risk of accidents on building sites and thus improve health and safety at work.
44. The document review and interviews confirm the relevance of the SPNT project's interventions and its concrete contribution to the achievement of the SDGs, more specifically SDG 8 (decent work and economic growth) and in particular SDG 8.8, which aims to "uphold workers' rights, promote safe workplaces and ensure the protection of workers, including migrants, in particular women and people in precarious employment".
45. In order to achieve target 8.8, the project must consider interventions to raise awareness and train all tripartite constituents in international labor standards, as well as the deployment of a series of complementary already planned interventions. These include: support for the institutional strengthening of the IGT, consolidation of bipartite and tripartite social dialogue to improve compliance with relevant labor laws and standards, promoting the deployment of training activities on ILS strengthening skills to prevent, monitor and end non-compliance with relevant laws and standards in the workplace and facilitating access to effective remedies for non-compliance with labor standards by

¹² These interventions are aligned with the ILO Declaration on Social Justice for a Fair Globalization, which underlines the universal nature of the Decent Work Agenda and recommends the implementation of policies based on the strategic objectives of promoting International Labour Standards, employment promotion, social protection and social dialogue, and tripartism. It emphasizes a comprehensive and integrated approach, recognizing that these objectives are "indissociable, interdependent and mutually reinforcing", and ensures that international labor standards play their part in achieving all these objectives.

improving the capacity of labor courts to handle labor-related grievances. These interventions are mutually reinforcing and support the country in building an ecosystem that supports the application of decent work measures.¹³

46. SPNT interventions are also in line with the Abidjan Declaration, which aims to promote inclusive and sustainable economic growth and development, full, productive and freely chosen employment. The SPNT project supports interventions that promote decent work for all, by focusing on a better understanding by all stakeholders of international labor standards and respect for fundamental rights, with a view to improving working conditions and fostering productivity and inclusive economic development.

Relevance to ILO strategic priorities

47. The SPNT project is in line with articles 20, 23 and 30 of the ILO Strategic Plan 2022-2025, supporting capacity building for all to take advantage of the opportunities offered by the world of work, strengthening labor institutions and the role of constituents to promote inclusive and sustainable economic growth and decent work for all, and the commitment to foster the practice of social dialogue institutions at all levels. Finally, sectoral interventions in the construction sector support the IGT by strengthening inspection capacities to promote safe and legally compliant workplaces.

Relevance to ILO P&B priorities

48. The SPNT project is aligned with Goal 1 of the ILO's P&B for the 2020-2021 biennium, which is rooted in the ILO's Centenary Declaration for the Future of Work. The project promotes the achievement of Objective 1 - which calls for influential and inclusive social dialogue - by supporting initiatives and mechanisms that build capacity for different forms of social dialogue in the DRC. This is supported by the following interventions:

- A diagnosis of the current state of social dialogue in the DRC, mapping the institutions and players involved in tripartite and bipartite social dialogue in the public and private sectors, identifying the legal framework, analyzing the functioning of existing frameworks and the constraints on the deployment of dialogue.
- Capacity-building for tripartite constituents on social dialogue, its conditions, requirements and benefits.

49. These interventions encouraged closer ties and joint discussions on the issues and challenges raised in this report, as well as the formalization of a bipartite dialogue consultation framework and the formulation of a joint proposal between the tripartite

¹³ These interventions are aligned with the ILO *Declaration on Social Justice for a Fair Globalization*, which underlines the universal nature of the Decent Work Agenda and recommends the implementation of policies based on the strategic objectives of promoting International Labour Standards, employment promotion, social protection and social dialogue, and tripartism. It emphasizes a comprehensive and integrated approach, recognizing that these objectives are "indissociable, interdependent and mutually reinforcing", and ensures that international labor standards play their part in achieving all these objectives.

constituents to propose to the government the creation of a High Council for Social Dialogue (HCDS).

50. It also aligns with Outcomes 1 and 2 for the 2022-23 biennial Programme and Budget, supporting social dialogue and international labor standards, and an "effective and authoritative monitoring system". The project supports the strengthening of constituents' knowledge of international labor standards, and the role that normative instruments can play in establishing decent work mechanisms.

Relevance to the needs of tripartite principals

51. According to the desk review and key informant interviews, the project is highly relevant and addresses many of the challenges associated with establishing decent work in the DRC. According to the comments received, the added value of the project lies in several elements. First, the diagnostic studies for the IGT and social dialogue provided food for thought on how to make progress in respecting and applying labor standards. Secondly, the proposed intervention strategy, which focuses on consolidating social dialogue between the tripartite constituents, has facilitated the establishment of a framework for consultation between the players in the world of work. Third, the institutional strengthening of the Labour Inspectorate to overcome the challenges hampering its regulatory role, and to enhance the skills of labour inspectors, are considered essential. In addition, the provision of training activities, tools, studies and technical assistance provided by the ILO to support capacity-building of tripartite constituents, has enabled them to acquire and or consolidate the skills to exercise their respective functions and promote the labour laws and standards in the workplace. Nonetheless, some interventions still need to be completed, namely, to improve workers' access to labour justice through effective remedies in the event of non-compliance with relevant labour laws and standards.

6.2 Coherence and project design

52. The desk review and interviews confirm the appropriateness and relevance of the project structure and objectives, which support cross-cutting and complementary interventions that promote mutual enrichment. The project analysis highlights a logic model that clearly articulates the main cause-and-effect relationships between the project's ultimate objective of supporting the advancement of labour standards in the DRC and its short-, medium- and long-term outcomes, and identifies how the changes needed to support the promotion of labour standards will take place. Appendix 2 presents the SPNT project results chain as defined by USDOL and translated into French.
53. The project is based on a theory of change for the promotion of labor standards that supports a chain of complementary interventions with clearly defined outputs to ensure capacity building in priority areas and the progressive establishment of conditions conducive to the respect of labor rights and the consolidation of decent work by :
- Strengthening the IGT's capacity to play its regulatory role (administrative, institutional and legal), in particular by supporting capacity-building for

inspectors, and equipping it with a strategic planning and compliance tool and an effective, authoritative control system.

- Strengthening the skills of employers, workers and their professional organizations on international labor standards, acceptable labor standards (ALS) and supporting them in their activities to raise awareness and promote the relevant laws and standards within their organizations and among their members so as to respect labor rights and prevent, monitor and remedy labor rights violations.
- Improving workers' access to effective remedies (state and non-state) for non-compliance with relevant labor laws and standards, as well as the ability of public institutions to deal effectively with labor-related grievances (currently underway).
- Supporting the development of influential and inclusive social dialogue in all its forms between the stakeholders concerned, enabling them to devise solutions for the future, unify their actions and increase their ability to lobby government.

54. The analysis confirms that the emphasis placed on capacity building, - IGT, inspectors, employers' and workers' organizations, labor courts - and on consolidating social dialogue at all levels are likely to foster ownership and the commitment of tripartite constituents to support the project's objectives and have a real medium/long-term impact on the promotion of international labor standards in the DRC.

55. The theory of change is a tool for orientation and critical reflection, articulating how project-initiated changes occur and the identification of elements that influence the change process and support the project's intervention logic to make the latter more credible.

56. The project was able to adapt to USDOL's new theory of sustainable change (TOsC) model introduced during the course of the project, which required a review of the monitoring and evaluation framework, and its indicators used to guide and track the project's progress. In collaboration with the funder, the indicators initially included in the proposal were revised to harmonize with the theory of sustainable change introduced by the funder. This review resulted in a reduction in the number of indicators, from 23 to 11, seven of which were associated to USDOL's indicators and 4 with the project's own. Transition to the new Data Reporting Format (DRF) last April has had an impact on the way results and indicators are presented, requiring refresher training and adjustments. Nevertheless, the indicators continue to guide the project monitoring, although data collection for some indicators remains difficult. The project was able to manage this transition in a context where the EGP is already in great demand and where the

monitoring manager is having difficulty documenting certain indicators and has to plan data collection missions to obtain information at source.¹⁴

57. The evaluation confirms that the interventions provide the key stakeholders with the skills, tools and mechanisms they need to play their respective roles, and the progressive establishment of conditions conducive to compliance with labor standards and the adoption of a strategic compliance plan. The interventions also promote the convergence of actions by the tripartite constituents to ensure enforcement of labour standards, and should lead, by the end of the project, to an improved access to effective remediation processes in the event of grievances/workplace disputes.
58. The design analysis highlights a level of commitment to supporting labor rights and worker protection following a capacity-building workshop attended by national deputies, members of the Employment Sub-Committee of the National Assembly's Social and Cultural Commission, a member of the Senate Bureau and a member of the Senate's Social and Cultural Commission. The project won the commitment of the participants to support the project, which resulted in the ZONGO Declaration of Principles for Decent Work and Universal Health Coverage in the Democratic Republic of Congo.¹⁵
59. The desk review confirms that the project's interventions are perfectly in line with ILO and donor interventions to support decent work, build a culture of respect for labor law and standards among tripartite constituents, and support inclusive social dialogue.
60. The interviews also highlighted the contribution of ongoing consultation and feedback mechanisms by all stakeholders from the planning stage through to implementation as factors helping to consolidate collaboration between all players.
61. Finally, the desk review and interviews confirm the optimal use of ILO available tools and technical resources (country office, regional office, Yaoundé, Geneva) to multiply the impact of the intervention with target groups. More specifically :
 - Expertise of the ILO decent work technical team based in Yaoundé, specialists in labor administration and social dialogue, ACTRAV and ACTEM
 - Expertise of ILO technical units in Geneva and LABADMIN and LABOURLAW specialists

¹⁴ In particular, to document the results of the strategic planning and compliance process with regard to inspection visits, which are the very reason for a compliance exercise. Sharing inspection reports would make it possible to identify progress in meeting standards, collate the type of infringements and identify follow-up action to remedy them.

¹⁵ The Zongo Declaration - July 30, 2022 states, among other things, that the parties are committed to reviewing the status of the Labor Inspector to ensure the efficiency and effectiveness of its action and to recommending to the government not only to revitalize the inter-ministerial commission in charge of the reform process of the General Labor Inspectorate, but also to ratify the relevant international labor conventions, notably C.122 on employment policies, C.142 on skills development, C187 on occupational health and safety and C.182 on the fight against the worst forms of child labor. on skills development, C187 on occupational health and safety and C.182 on combating the worst forms of child labor ;and to persuade the government to: (i) regularly convene the National Labor Council in accordance with the provisions of the Labor Code; (ii) organize professional (trade union) elections in accordance with current legislation; (iii) make the High Council for Social Dialogue operational; and (iv) set up and make operational the tripartite monitoring committee for the Decent Work Country Program.

- Country office (CO) expertise - political representation and high-level coordination with government authorities, monitoring, implementation and project management team (PMT)

Cross-cutting themes: equality, non-discrimination, dignity and respect

62. The ILO is responsible for promoting opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and dignity. The SPNT project is part of the ILO's strategy to support decent work, and is based on the Declaration on Fundamental Principles at Work and its Follow-up, and the obligation to respect, promote, implement and safeguard fundamental labor rights, which include the elimination of discrimination in employment and occupation.
63. The desk review and interviews confirm that the tripartite constituents are aware of the issues and the roles they have to play in reflecting on discrimination problems and the need to promote equal opportunities for men and women, and in preventing discrimination. Moreover, this issue is already considered by several organizations and state structures dealing with gender and non-discrimination issues. The platform in which the project participates as an ILO focal point, deals with gender issues, and brings together state structures, civil society organizations, bilateral and multilateral partners under the aegis of UN Women.
64. On the other hand, preventing discrimination implies ensuring protection against it and promoting changes that strengthen the voice, participation and representation of women and other vulnerable groups (societal barriers, transformative practices, elimination of prejudice, quotas)¹⁶ within organizations. The project's approach is first and foremost to raise awareness (Convention 111 concerning Discrimination in Respect of Employment and Occupation) and build the technical capacities of the players involved - government, employers and workers - so that they themselves can promote the necessary changes and ensure that they are applied in the workplace.
65. Decent work also aims to ensure the right to a world of work free from violence and harassment, and a way of working based on the principles of dignity and respect. The national report on "sexual harassment and violence at work in the DRC", published in 2022 (an unplanned project deliverable), support the promotion of fundamental rights in all aspects of a worker's working life. In addition to constituting a violation of human rights and jeopardizing equality of opportunity, violence and harassment are incompatible with decent work (Convention 190 on violence and harassment), with the promotion of sustainable enterprises, and have an impact on worker motivation, as well as the reputation and productivity of companies.¹⁷

¹⁶ We could consider introducing the principle of positive discrimination to encourage equal participation of men and women in recruitment.

¹⁷ OIT, Le rapport sur l'ampleur de la violence et du harcèlement sexuel au travail souligne le caractère embryonnaire des dispositifs de prise en charge effective de la violence et du harcèlement sexuel dans les entreprises et à IGT, laissent entrevoir, le long chemin à parcourir pour l'appropriation institutionnelle locale des instruments internationaux p.66

6.3 Project performance and efficiency

66. The SPNT project is an ambitious initiative that comprehensively tackles the root causes of the decent work deficit in the DRC with a view to :

- Strengthen IGT
- Stimulate institutional collaboration by strengthening social dialogue
- Raise awareness and support capacity-building of employers and workers on international labor standards and the need to respect relevant labor laws and standards in labor administration and enable workers to defend their rights more effectively.
- Improve access to effective remedies for non-compliance with relevant labor laws and standards and enhance the capacity of public institutions (labor courts) to deal effectively with labor-related grievances.

67. On the basis of indications provided by the desk review and interviews, and in the light of the results obtained, the evaluation concludes that the project has been effective despite the complex environment in which it operates¹⁸ although efforts are still required between now and the end of the project to complete certain interventions.

Strengthening the IGT's ability to identify and deal with labor law violations

68. Efforts to strengthen IGT services involve a variety of interventions:

- Diagnostic study of the current situation
- Capacity-building for inspectorate staff to ensure respect for labor rights and identify and remedy violations.
- Design and provision of training modules and teaching aids to support the sharing of skills among peers.
- Strategic planning and reinforcement of workplace compliance and inspection methods
- Legal and political interventions
- Revision of the IGT's by-laws and ethics guide
- Use technology to collect factual data on inspections carried out, violations identified and follow-up.

69. The IGT diagnostic study, validated by the stakeholders, supported the project's intervention strategy by highlighting areas for improvement to enable the institution to play its regulatory role. The study did confirm that the IGT possessed most of the legal instruments required to fulfill its mandate, and identified the many challenges faced by

¹⁸ These include the dynamics of economic growth, insecurity, professional and political elections at all levels, the difficulty of moving between the capital and the interior of the country, and the collection of data to document certain indicators.

the organization, notably: a lack of skills, clear operating procedures and the human and financial resources required to carry out its mission, particularly with regard to corporate compliance monitoring. Added to this is the absence of a national initial and in-service training program¹⁹ to enable officers to fully assume their responsibilities and keep pace with changes in the workplace and in the country's labor policy²⁰ , unattractive remuneration for inspectors, the lack of an information management system and the absence of inspection planning and scheduling.

70. The interviews conducted as part of the evaluation highlighted the fact that the General Labor Inspectorate's lack of financial resources has repercussions on its operations, as well as on the provision of office supplies, materials and other equipment to support the inspectors' work. This underscores the need to provide the IGT with the necessary financial resources to accomplish its mission. It would therefore be advisable to continue lobbying technical and financial partners to strengthen potential partnership and seek additional financial support (infrastructure, equipment) for the labor inspectorate on the one hand, and on the other with the Government (Ministry of Employment, Labor and Social Security and Parliament) commit more budget to the IGT.
71. Labor inspection is an essential service of the labor administration playing the role of adviser, guidance and enforcement of legal provisions and labor inspection services to ensure compliance with labor law.²¹ Since 2014, the ILO has chosen to define strengthening workplace compliance by labor inspection as a priority area.
72. To achieve this, the technical assistance provided by the ILO aims to develop the capacities of labor inspection services, through a range of interventions tailored to the specific needs identified. These include building the capacity of labor inspection officials; improving strategic planning and strengthening workplace compliance and inspection methods; coordinating and organizing the labor administration system more effectively; and supporting the development of data collection systems to gather factual data on inspections, and monitor and document compliance results.
73. Capacity-building for labor inspectors in the DRC is a prerequisite for the effective exercise of their functions. The project began by setting up a Task Force of 11 reference inspectors (8 M - 3 F), selected by a selection committee according to criteria agreed in advance with the ILO. This group first benefited from a training workshop on the implementation of strategic planning in the Congolese context. The workshop enabled the Task-Force to be trained in the control of a predetermined sector and non-conformities, namely the

¹⁹ According to the Diagnosis of Labor Inspection, the Centre Régional Africain d'Administration du Travail (CRADAT), an international organization with a regional vocation created in 1969 and based in Yaoundé, Cameroon, regularly organizes training sessions for labor inspectors from various member countries, including the DRC. In recent years, however, the DRC has stopped sending its labor inspectors to CRADAT for training due to late payment of dues.

²⁰ ILO, Strategic planning workshop, Pilot planning, Kinshasa, 2023.

²¹ ILO, Building a culture of respect for the law in the workplace through development cooperation, Collection of good practices, 2021.

construction sector (BPT)²² and in formal enterprises in the DRC²³ supported by coaching activities and study visits.

74. This group was then closely involved in the deployment of project activities dealing with inspection issues, notably the pilot strategic planning and compliance exercise for the construction sector, and the implementation of the Action Plan with the support of ILO specialists. The main objective of the plan is to improve occupational health and safety in construction companies, and to implement an inspection policy. The creation of a Task Force has allowed the creation a pool of experienced reference inspectors who, with the experience they have acquired (familiarization with the strategic approach and practicing the implementation of sectoral plan) and the training they have received with the project, constitute a pool of resource persons within the IGT who will be able to continue the work beyond the end of the project and pave the way for the institutional sustainability of interventions.
75. The Task-Force benefited from capacity-building enabling them to broaden their knowledge and gain the confidence to carry out their inspection visits more effectively. Five training modules were delivered.²⁴ In addition, the training was supported by inspection visits to workplaces, enabling inspectors to put in practice the theoretical foundations with the support of tools developed and supplied by the ILO.
76. The interviews confirms that the project supported the development and deployment of training tools for the IGT (including guidance document and participative intervention tool). Following the training, the Task-Force was provided with all the didactic material needed to pass on the knowledge acquired, and to replicate the training in the regions according to their regional assignment, so that a greater number of inspectors could benefit. The training replication exercise has allowed to reach 113 additional inspectors, and has undoubtedly changed the way labor inspectors operate.
77. Testimonies collected on the benefits of training underline in particular "the impact of training on control and follow-up visits, which enabled better organization of work and interaction with employers with a more in-depth knowledge of the international labour norms and standards to support observations made to employers regarding compliance with labor standards and the administrative sanctions that may apply in the event of non-compliance." Other testimonials emphasize that the technical assistance provided during the strategic planning and compliance exercise in the construction sector helped to accompany the inspectors and the IGT in a constructive approach identifying the essential parameters of the exercise and the deployment of technical skills within the IGT.

²² Participants strengthened their ability to conduct an inspection visit, were trained in the methodology of building a strategic compliance model, drew up an action plan to promote compliance, and built an agenda for the mutualization of training.

²³ ILO Strategic planning workshop,

²⁴ Covering the topics: assessment and prevention of health and safety risks in the workplace; risks of falls from height and wearing PPE; burial risks; working in hazardous environments; site vehicle traffic and transport of building materials (handling); inspection visits - guide for labor inspectors and site inspection sheet.

78. Comments gathered from training evaluation questionnaire²⁵ on what the participants found most useful during the training, mentioned in order of importance: wearing personal protective equipment, risks associated with work at heights, recognizing or controlling non-compliance, risk assessment methods, risks associated with manual handling, conducting inspection visits or site visits, handling construction equipment, knowledge of occupational health and safety on construction sites, methods of raising awareness among stakeholders - employers, employees, government - or communicating with them, risk prevention methods and control to be exercised or standards to be applied on construction sites.
79. Recommendations for improving training courses included the need to provide participants with more tools or equipment (14.5% of all responses), to place less emphasis on theory and more on practice, provide the syllabus and all training documentation in advance, schedule more field visits and follow up with trained participants.
80. The interviews suggested that future interventions should support study tours enabling participants to learn about the experience of other African countries. That said, the project shared with all stakeholders a compendium of good practices²⁶ which are the result of ILO collaboration with several offices and cooperation projects. The document provides a set of successful practices and experiences acquired in the field to optimize the chances of successful interventions.
81. The interviews also referred to the enlargement of the Task-Force with the training of 15 additional labor inspectors (including 3 F) who will undergo 8 weeks of in-depth online training provided by the Turin International Training Center, and who will then undergo a selective test to join and strengthen the Task-Force. This ensures a pool of trainers within the IGT who can continue to train their peers, building on the technical knowledge they have acquired. This is all the more important with the recruitment of an impressive number of inspectors, controllers and administrative staff in 2023, whose skills and knowledge will need to be updated.
82. The establishment of a sustainable capacity-building mechanism also relies on the partnership being developed with the École Nationale d'Administration (ENA), whose mission is to train career civil servants and provide initial and ongoing training for senior civil servants and other public services²⁷. A collaboration protocol with ENA has been drawn up and is awaiting signature. As part of this collaboration, in-service and advanced training courses will be offered to labor inspectors and supervisors. These training modules will be developed in collaboration with the IGT and the ILO.

²⁵ Analysis of the Excell file provided by the project on training participation feedback, including department heads, office heads, inspectors or controllers.

²⁶ OIT' "Building a Culture of Compliance in the Workplace through Development Cooperation, 2021. brings together 11 good practices around three key themes: modernizing processes and procedures; building the capacity of national institutions; and strengthening social dialogue. All of these good practices were drawn from USDOL/OTLA-funded projects implemented over the past 6 years in five countries.

²⁷ <https://ena.cd/a-propos/>

83. The project has also enabled strategic inspections to be carried out to identify labor rights infringements, which by the end of the project should cover 260 worksites beyond the target of 100 set for the pilot phase in the regions targeted by the project²⁸. This implies that labor inspectors' reports on inspection visits can be shared to inform on the content of the visits, the type of infringement identified and the follow-up to remedy them, so as to confirm the improvement in inspection visits thanks to the project's interventions.
84. The project intends to use the same approach to develop strategic compliance plans for the other two target sectors (mining and distribution), capitalizing on the experience and lessons learned in the construction sector. While the experience of strategic planning and compliance in the construction sector can support the approach for the other two sectors targeted by the project, it is worth considering what adjustments to make to the existing approach and training modules, and consider the time remaining for the project to cover the compliance exercise planned for the other two sectors by April 2025, leading to the formulation of a multi-sector strategic compliance plan.
85. The revision of the organic framework, which was to address the status of the²⁹ labor inspector, as well as the redefinition of the mapping of IGT interventions across the national territory, has already been carried out by the Ministry, but the report has not yet been shared with the project. This report is essential to bring about the necessary organizational changes within the IGT.
86. A first draft of the deontological guide for labor inspectors has already been drawn up, however, it needs to be harmonized with the code of conduct for civil servants, in line with the revised organic framework for labor inspection.
87. As for the IGT's use of an electronic reporting tool to support electronic file management for the collection of general inspection information, an "SCP portal" tool developed by LABADMINOSH for several USDOL projects was presented at the pilot strategic planning workshop to support data collection. The evaluation has no data to confirm the adoption of this tool. However, interviews with the ILO highlighted plans to make available to the IGT a tool with a more integrated design (LIFT - "Labour Inspection and Future of Technology") that would facilitate global monitoring and clear identification of controlled companies, and capable of operating on any platform (desktop, tablet, mobile). This tool would address one of the challenges identified in the diagnosis carried out for the IGT, namely the lack of reliable information and statistics on the work carried out by the IGT" (the follow-up of inspection visits (advice, controls, sanctions). This tool would make it possible to collate tangible information on whether or not legislation is being complied with, including reliable information on how the situation is improving in long-term (respect of fundamental rights) and should lead to the formalization of the workplaces visited. The tool is available to member countries wishing to make use of it. It will also

²⁸ Site de Kwilu (10) Kasai-oriental (10) Kongo central (10), Tanganyika (20), Haut Katanga (20), Lualaba (10) and Tshopo (10)

²⁹ In particular, the contradictions between Convention 81 and Recommendation 81 on the action of the labor inspector and Article 187 of the Labor Code, which entrusts the conciliation function to the labor inspector, whereas Convention 81 excludes conciliation and arbitration procedures.

facilitate the work of the labour inspection system in the long term by providing information on enterprises, the workforce, respect for fundamental rights, including freedom of association, and should lead to the formalization of the workplaces visited.

[Workers and their professional organizations use new knowledge and skills to prevent and control and/or end non-compliance with relevant laws and standards in the workplace.](#)

88. The interview confirmed the strengthening of knowledge and skills of workers' and employers' associations on more than 17 topics, covering to name a few international labor standards (ILS); the role and responsibilities involved in adopting and promoting ILS; ILO supervisory mechanisms for applying the standards; the key concepts underlying the fundamental rights of freedom of association and collective bargaining; freedom of association, and protection of the right to organize (Convention no.87); occupational health and safety; the use of technology to report violations of workers' rights; and reporting on international conventions.
89. Interviews confirm that capacity building has stimulated debate on representativeness within the trade union movement and employers, and led to the 8th process of professional elections for the period 2023-2026, officially designating the 12 most representative organizations from the 157 validated by ministerial decree, including three new organizations.³⁰ These are the Confédération Générale des Syndicats Nationaux (CGSA), Dynamique Syndicale des Finances (DSF) and the Union pour la Défense des Travailleurs du Congo (UPDTC).
90. The interventions helped build capacity within trade unions to promote labor rights by targeting 23 trainers (including 3 women) designated by the 12 most representative trade union organizations³¹ members of the DRC intersyndicale³². Interviews confirm that these trainings have enabled them to acquire a better understanding of the ILO and its normative system, and measures to promote within their organizations respect for and application of relevant labor laws and standards.
91. The training sessions were accompanied by the dissemination of teaching aids (labor code, international conventions and other relevant documents) designed to support the work of union trainers in upholding workers' rights and promoting safe workplaces. This training should lead to the formulation of an action plan for the deployment of campaigns to promote international standards and acceptable conditions of working (ACW) among

³⁰ According to the Report on the Workshop on the strengthening Social Dialogue and Representativeness, October 2022. Representativeness is a formal status granted to employers' and workers' organizations by means of an administrative decision that all concerned parties are required to accept. It is used to determine a trade union's audience among workers or employers, or its recognized competence to act as the spokesperson for employees or employers.

³¹ UNTC, CDT, CSC, OTUC, SOLIDARITE, SOPA, CTP, FOSYCO, NDS, ACTIONS, FGTK and ATC.

³² Train-the-trainer workshop on ILO July 2023, ILO supervisory mechanisms and occupational health and safety, with the aim of gaining a better understanding of the workings of the ILO and its ILO system, in particular the procedures for adopting, ratifying and supervising ILOs; to enable the formulation of strategies to defend workers' rights through advocacy, legal action, campaigning and other activities linked to the ratification and implementation of ILS; to draw up a plan of action for the promotion of ILS within workers' organizations and the training of workers at all levels.

their members, which is still to come. Prior to the Action Plan, ILO is planning a further training session to consolidate the knowledge of union trainers³³.

92. The document review and interviews underline that capacity-building in the areas of freedom of association, collective bargaining, health and safety and the improvement of occupational health and safety are measures which, according to those interviewed, help to establish good working practices supported by international labor standards which then guarantee a stable working environment for both workers and employers.
93. The interviews also confirm that exchanges on freedom of association and collective bargaining should improve cooperation and consultation between workers and employers, as they have fostered "greater awareness and openness to the importance of bipartite negotiations and the fact of negotiating as equals "without subordination", which should logically lead to better working conditions and fewer labor disputes. In addition, bipartite exchanges on standards, minimum wages and working hours, as well as on respect for equality and measures to reduce discrimination and violence-free working place, can lead to higher worker productivity.
94. Capacity building, in addition to providing unions with the skills to uphold fundamental labour rights, and informing them of their responsibilities to promote safe workplaces and acceptable labour standards, has probably initiated a change in perception as to the benefits that adopting and respecting labour standards can bring for both unions and employers. This awareness allows us to believe that they will be better inclined to use these concepts and put them into practice. "The training provided a better understanding of how ILS work, and raised awareness of the role of the Conventions, and the efforts needed to bring about changes in labor legislation, as well as the control mechanisms available to monitor and report bad labor practices".
95. The desk review review and interviews confirm that trade unions have a better understanding of the ILO's standard-setting system, in particular the procedures for adopting, ratifying and supervising Conventions. According to the interviews conducted, the interventions carried out have made it possible to identify the crucial role played by employers and workers in the system of tripartite supervision of Conventions, and a better knowledge of the claims process enabling them to directly submit a claim/complaint concerning allegations of non-compliance with ratified Conventions.
96. In addition, the workshop on reporting on international labor standards, covering the obligation to submit reports on the application of the Conventions, not only strengthened the reporting capabilities of the social partners, but also enhanced collaboration between the government and the bipartite constituents. This led to the adoption of a roadmap specifying the stages, deadlines and bodies responsible for ensuring the effective application of the Conventions and the regular submission of reports, culminating in the finalization and submission of the DRC's reports for Convention 150 and Recommendation 158 on Labor Administration in 2023. This component of the project has become a

³³ Since the professional elections, two trade unions have left the Intersyndicale and been replaced by three other organizations which should also benefit from the training courses.

reference for the ILO office in Kinshasa and for the follow-up of other reports on the application of the Conventions.³⁴

Finally, support for trade union campaigns aimed at raising awareness and promoting labor rights among members of their organization and deploying activities to prevent, monitor and remedy violations of ACWs is to be developed by the end of the project.

[Workers have greater access to effective remedies \(state and non-state\) in the event of non-compliance with relevant labor laws and standards.](#)

97. Interventions to date have focused primarily on improving the capacity of public institutions to deal effectively with labor-related grievances. The ILO has come to support the Labour Tribunals (TT) in a self-evaluation process to assist tripartite constituents in assessing TT performance.

98. The workshop initially began by identifying the major challenges facing labor courts³⁵ and clarifying the diagnostic tool designed in the form of questionnaire incorporating 10 principles of judicial effectiveness (efficiency, speed, accountability, accessibility, independence, impartiality, fairness, equality, professionalism and enforcement), followed by clarification of the scoring system.

99. The self-diagnosis of the labor courts, accompanied by ILO specialists and a tool³⁶, enabled government representatives and social partners to gain a common understanding of the situation prevailing in the labor courts of Kinshasa (Gombe and Matete)³⁷ and encouraged a process of reflection in order to assess the effectiveness of these institutions.

100. This exercise led to tripartite discussions on the performance of the labor courts and opportunities for improvement, as well as the development of an Action Plan to improve the effectiveness of the TTs by identifying and areas where technical assistance from the ILO and other partners would be required. This led to the setting up of a tripartite working group comprising the chairman of the TT steering committee, the chairmen of the Gombe and Matete TTs, representatives of the Ministry of Employment, Labour and Social Security and the Ministry of Justice, as well as representatives of workers' and employers' organizations.

101. The interviews also underlined the need to build the capacity of labor courts, including career judges and assessor judges for both employers and workers, in terms of international labor standards, international labor law and the main principles of judicial

³⁴ Other reports have been submitted for agreements 11, 14, 87, 98, 135 and 144, in 2024.

³⁵ The Court Self-Assessment Report refers to precarious working conditions, inadequate infrastructure, manual case management with the risk of mistaken hearing dates or omitted information, lack of training programs for judicial and administrative staff, lack of specialization among career judges, influence peddling, slowness and unfairness of decisions p.2

³⁶ILO, Labour Law and Reform Unit Governance and Tripartism Department: Access to labour justice: A diagnostic tool for self-assessment of the effectiveness of institutions for the prevention and resolution of industrial disputes, 2023

³⁷ According to TPR April-September 2023, for a long time, High Courts were responsible for resolving labor disputes. However, these courts were unable to report within a reasonable timeframe. The first three specialized labor courts became operational at the end of 2014 (two in Kinshasa and two in Lubumbashi), and a further six labor courts were set up in the regions.

independence, and noted the need to strengthen coordination between the justice and labor sectors.

102. This experience could allow participant stakeholders to explore the possibility to apply and even replicate the approach in the other six provincial labor courts (Lualaba, Kuilu, North Kivu, Tshopo and Central Kongo) in order to strengthen access to justice for all, provided that additional financial resources are mobilized for this purpose.
103. What remains to be developed by the end of the project are processes enabling trade union organizations to prevent, monitor and remedy violations of workers' rights. The same applies to the use of a mobile application to support them in monitoring cases of workers' rights violations. However, this mobile application requires digitalization skills and the purchase of the application, which could cause adoption problems due to a lack of financial resources on the part of the target organizations.
104. It is therefore still too early to judge the improvement of remediation process available to workers, or to assess the number of cases/grievances received and processed. A well-designed and functioning labor dispute resolution system should enable every worker and employer, as well as their organizations, to make their voices heard and obtain a rapid, fair and affordable settlement of disputes, thus ensuring inclusive access to social justice.

[Strengthening and maintaining social dialogue between relevant stakeholders to improve compliance with relevant labor laws and standards in labor administration](#)

105. The diagnostic study on social dialogue made it possible to map the institutions and players involved in bipartite and tripartite social dialogue, and to identify the legal framework for social dialogue, analyze the operation of existing dialogue frameworks and the constraints on the deployment of public-private social dialogue, in order to provide guidelines for consolidating social dialogue in the public and private sectors.
106. An exchange and reflection workshop was organized to build the capacity of tripartite constituents on the fundamental principles of social dialogue, which rests on the democratic foundations of freedom of association and the right to collective bargaining, which are fundamental labor rights (C87 and C98), and on the concepts of legitimacy and representativeness of workers' and employers' organizations, as well as to establish the eligibility criteria and actions leading to the holding of professional elections, as discussed earlier in the report.
107. Interviews confirm that raising awareness among social partners of the relevance of social dialogue, as well as providing training on the principles of effective social dialogue and collective bargaining, led to the signing of the National Bipartite Charter for Social Dialogue (CNBDS), providing the DRC with a permanent framework for social dialogue between employers and employees, and consolidating a platform for joint action on issues of common interest.
108. To ensure its effectiveness, the permanent framework established by the CNBDS has set up a coordination office with the following mission:

- Examine economic and social developments and make recommendations to the government with a view to maintaining decent social conditions for workers;
- Ensure that companies and workers comply with legal, regulatory and contractual provisions aimed at maintaining decent working conditions;
- Strengthen training in economic and social issues for representatives of employers' and workers' professional organizations;
- Strengthen the social dialogue mechanism so that negotiations at company, branch, provincial or national level enable negotiated solutions to collective labor disputes.

109. It's worth noting that since its onset, the coordination office has enabled joint discussions to be held on tax and workers' compensation issues. This represents an important change in practice, as for the first-time employers and workers are jointly demanding that the government grant benefits to workers.

110. According to the interviews, the promotion of tripartite dialogue at national level requires the establishment of a High Council for Social Dialogue (HCDS) to replace the Permanent Framework for Social Dialogue (CPDS) dissolved in 2012.

111. The interviews also noted that, the creation of a permanent tripartite body needs to be anchored at the highest political level. Discussions between stakeholders led to the drafting and submission of a concerted proposal, pending a decree formalizing its creation. Moreover, the Country Office should ensure advocacy at the political level through its contacts with the Secretary General of the Government so that he follows up the dossier with the Prime Minister.

6.4 Efficient use of resources

Human resources

112. Considering the areas of interventions, regions targeted, and the number of people reached by the various components, the evaluation considers that the SPNT project has, to date, demonstrated diligence in the use of the funds granted, while succeeding in reaching a significant number of participants and stakeholders. The evaluation confirms that the project's human, financial and technical resources - including support from ILO headquarters and USDOL/ILAB - have been used in such a way as to guarantee the timely achievement of results by making choices about the sequencing of interventions as the project unfolds.

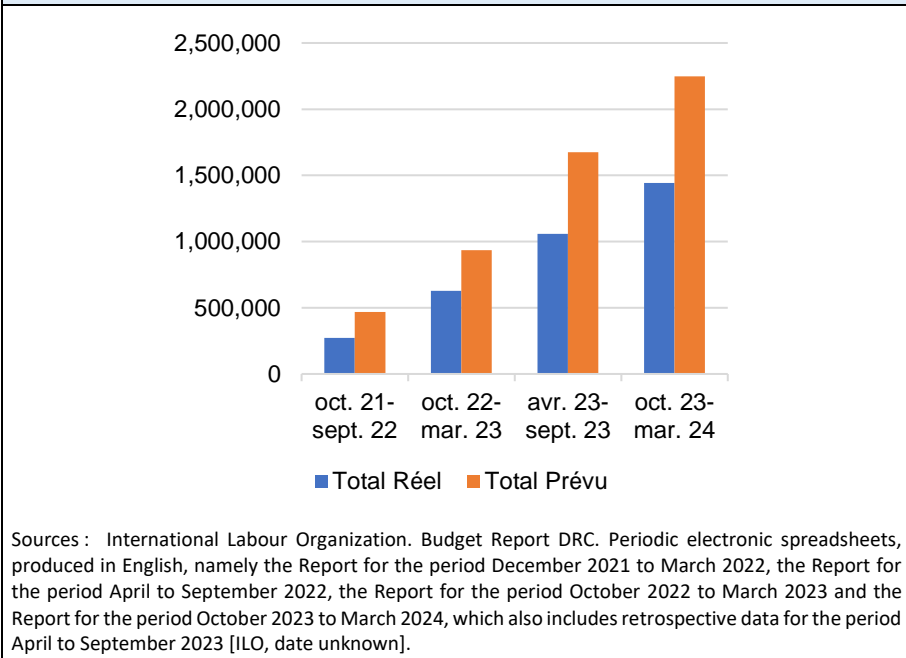
113. To date, the SPNT project has made optimum use of the human and financial resources and expertise at its disposal, in particular by pooling the technical expertise of an extended team of experts from headquarters and the Yaoundé decent work team, according to their expertise, so as to create a technical assistance support network conducive to the promotion of labor standards. The donor was actively involved in the project's implementation, supporting close coordination with head office specialists as well as facilitating exchanges on project orientations and ongoing interventions.

114. Coordination of the various project components is ensured by a small team in the field - including a manager and senior technical advisor, supported by a monitoring officer and an administrative and financial assistant - who are responsible for monitoring activities, ensuring accountability and convening numerous meetings. To these tasks must be added the need to maintain close coordination with specialists at ILO headquarters, technical specialists in Yaoundé, and country counterparts with whom the team must interact (ministries, workers' organizations, employers, civil society representatives) - not to mention the need to offer technical assistance and answer questions from various interlocutors, all of which represents a heavy workload. Although this situation has not prevented significant results from being achieved to date, it is nonetheless important to review the situation to support the existing team between now and until the end of the project as to ensure that all interventions are completed. According to the evaluation, the team cannot do more than it is currently doing.
115. Consideration should be given to allocating additional financial resources to recruit a technical or program assistant to support the existing team until the end of the project.
116. The interviews confirm the quality of the technical expertise made available to the tripartite principals, as well as the support provided throughout the project, which contributes to creating a climate of exchange and productive collaboration between all those involved.

Financial resources

1. To implement the SPNT project, the ILO has a total budget of US\$3.0 million for the period 2021-2025. Although 75% of the total budget should have been disbursed by March 31, 2024, the most recent financial data provided by the project shows this proportion to be 48% instead. That is, actual disbursements of USD 1.44 million rather than the USD 2.25 million scheduled. When interpreting the budget, it is important to bear in mind the fluctuations in indirect costs following revised NICRA arrangements between ILO and USDOL. In the specific case of the SPNT project, indirect costs have fluctuated as follows: before 2022 set at 13%, in 2022-2023 increased to 14% and in 2024 to 26%, resulting in budget revisions to take account of these changes.

Figure 1. Progression of total accumulated budget, actual and forecast, in U.S. dollars, between October 1, 2021 and March 31, 2024

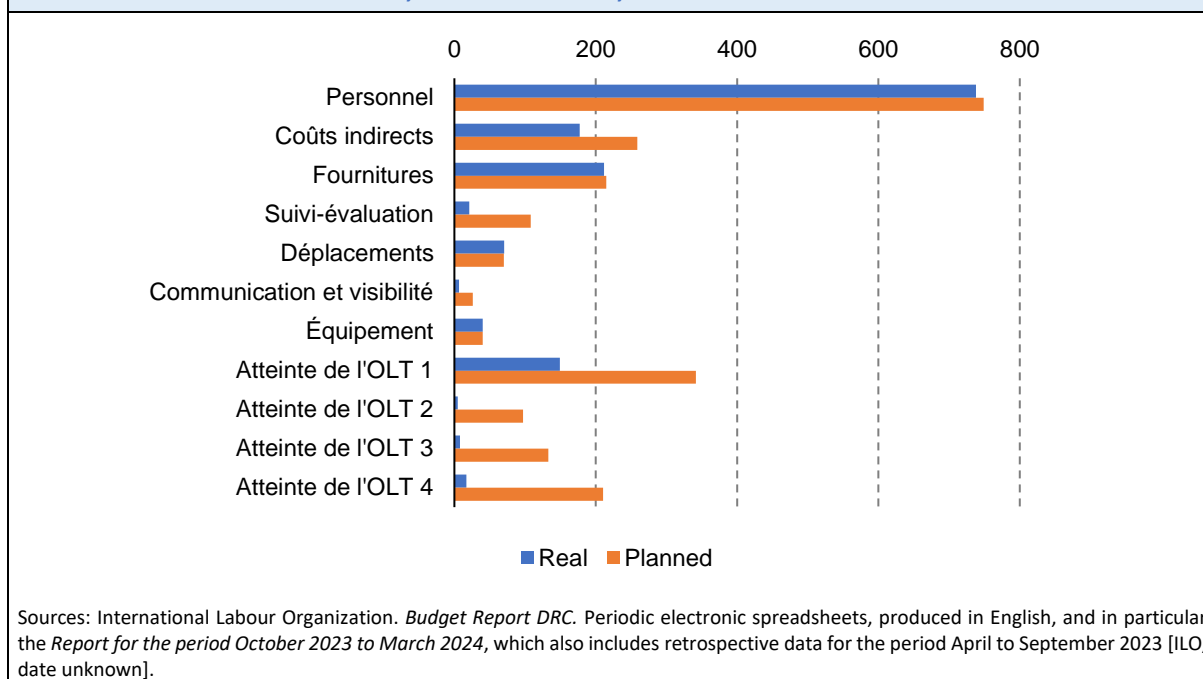


117. This situation is essentially due to a delay in the disbursement of sums linked to the achievement of the project's long-term objectives (LTOs), in particular LTOs 2, 3 and 4. The delays began at the start of the project and were justified by the decision to complete certain activities before undertaking the work initially planned, such as the need to consolidate social dialogue before considering support for other activities linked to legal recourse, or support for the promotion of awareness-raising campaigns by workers' organizations among their members.

118. An examination of the breakdown of the total accumulated budget reveals that, as of March 31, 2024, budgets have been spent as planned - i.e., 100% to within plus or minus 1% - on personnel, travel, equipment and supplies (see Figure 3). On the other hand, the rate of realization of expenditure devoted to the achievement of objectives was significantly lower than forecast, representing barely 23% of the planned budget. The project is also behind schedule in the use of funds earmarked for communications and visibility activities (25%) and monitoring and evaluation activities (19%). With regard to the achievement of objectives in particular, the actual expenditure allocated to LTO 1 represents 44% of the planned sums, a modest result which nevertheless compares favorably with those observed for the other three LTOs (between 5% and 8% of the planned sums).

119. A series of interventions are under development and scheduled for completion by the end of the project, which should accelerate the pace of disbursements for each outcome.

Figure 2: Breakdown of total accumulated budget, actual and forecast, in hundreds of thousands of US dollars, as of March 31, 2024



6.6 Orientation towards impact and sustainability

120. Assessing the impact of an initiative such as the SPNT project, which requires the deployment of structuring interventions to support the promotion of labor standards, as well as the mobilization and engagement of public and private sector players and social partners, requires a long-term support perspective that extends well beyond the project's target period. However, the evaluation considers that some promising advances have already been made. These include :

121. *Development of an ecosystem supporting the establishment of conditions conducive to respect for labor rights.* The fact that the ILO and the donor advocate an integrated approach to promote, through complementary targeted interventions, the consolidation of an ecosystem supporting the progressive establishment of conditions conducive to the respect of labor rights and the consolidation of decent work in the DRC suggests that the efforts deployed to date have consolidated the acquisition of skills, tools and mechanisms enabling national stakeholders to continue the work in the DRC beyond project completion.

122. *Establishment of a sustainable capacity-building mechanism within the IGT.* The creation of a properly trained Task Force within the Labour Inspectorate has created a core of inspectors empowered to deploy training in the other regions targeted by the project, thus promoting a decentralization of knowledge and skills and multiplying the number of inspectors reached. Inspectors acquired the skills they need to identify, prevent and control occupational health and safety risks within the scope of the project

and their missions. Thus, we would expect that these interventions will be accompanied by a change in practice, enabling inspectors to fully exercise their occupational health and safety control mission in companies in the targeted sectors by the project, and their follow-up beyond the project.

123. *Creation of a group of expert advisors.* The Task-Force's involvement in the strategic planning exercise for compliance in the construction sector and future sectors (mining and distribution) also ensures a pool of resource persons with practical experience and technical expertise that can be used to continue the work once the project has been completed. Such a Task-Force constitutes a pool of expert advisers (change agents) within the IGT capable of supporting technical advocacy in favor of the adoption of practices that enable strategic inspections to be carried out to identify labor rights violations, and better able to remedy them. The Task-Force not only has the capacity to pass on knowledge to other inspectors in a sustainable way as trainers, but also serves as advisors thanks to their experience acquired with the project.
124. *Increased number of stakeholders committed to promoting labor rights in the DRC.* The array of training offered under the project to tripartite constituents, the IGT, labor courts and/or members of employers and workers organizations ensures the consolidation of an ecosystem of actors committed to continuing the work to promote labor rights.
125. *Social dialogue platforms consolidated to promote decent work and social peace.* Consolidation of bipartite public-private social dialogue with the establishment of a permanent framework for social dialogue: the National Bipartite Charter for Social Dialogue (CNBDS) between employers and workers facilitates consultation, participation and the articulation of joint actions by the parties (principles, procedures and mission) on issues of common interest which will have impact at sectoral and national level. In addition to these efforts to support social dialogue, a tripartite public-private social dialogue has been initiated, with the proposed creation of the High Commission for Social Dialogue (HCDS). These initiatives will ensure the participation of tripartite constituents in an inclusive social dialogue aimed at improving working conditions, establishing decent work and promoting social cohesion.
126. *Better knowledge of international labor conventions and standards and of fundamental labor rights, particularly in terms of health and safety at work,* will enable bipartite constituents to lobby the government to improve the situation and respect for fundamental labor rights, and to intervene with the appropriate measure in the event of non-compliance with relevant laws and standards in the workplace, while encouraging the government to ratify the Conventions on health and safety at work.

Sustainability perspective

127. The project supported the progressive establishment of conditions conducive to the respect of labor rights, (a) by setting up mechanisms for cooperation and bipartite public-private social dialogue, (b) by strengthening the institutional capacities of the IGT and the skills and knowledge of employers' and workers' organizations on a range of issues. Arguably, such efforts have helped to set the parameters for future interventions, and

endow tripartite constituents with competencies and skills to pursue efforts beyond the project.

128. That said, capacity-building of partners remains essential to ensure sustainability, which is why the project must focus efforts by the end of the project on providing employers' and workers' organizations with training and/or information sessions on judicial and non-judicial remedies, remediation processes and access mechanisms available to them to support the promotion and enforcement of legislation. Support is also needed on mechanisms enabling them to prevent, monitor and remedy non-compliance with labor rights (mobile application). Support is also required for capacity-building of labor court staff (career judges, employer and worker assessor judges) on international labor standards.
129. Equally important for the IGT is the support for setting up an electronic case management system that will enable it to collate consistent and reliable statistics on inspections carried out, and thus be able to assess progress in terms of compliance with labor standards.
130. Last but not least, the Memorandum of Understanding with the Ecole Nationale d'Administration should ensure the post-project initial and in-service training of labor inspectors.

7. General conclusion

131. The desk review and interviews confirm that the interventions carried out by the SPNT project are relevant and in line with the DRC's national priorities, the DWPP, the MDG 8, more specifically target 8.8. These initiatives and interventions bring the promotion of decent work and labor standards to the forefront of national discussions, while strengthening the mobilization and commitment of all stakeholders.
132. Efforts to promote an ecosystem supporting the establishment of conditions conducive to the respect of labor rights and the consolidation of decent work in the DRC rely on targeted and complementary interventions, namely the institutional strengthening of the IGT to foster its role of labor market regulator, the development of a strategic compliance plan for the construction sector, which should support a similar approach in the mining and distribution sectors, and lead to the development of a multi-sector strategic compliance plan by the end of the project. Capacity-building for employers' and workers' organizations, labour courts and government stakeholders on various themes has, — as the evaluation demonstrate — yielded results and had multiple impacts on the consolidation of issues related to decent work and labor rights, social dialogue and the convergence of actions. This has led to the adopting consensual approaches to promote and defend labor rights more effectively and finally, the mobilization and commitment of the public and private sectors.
133. The project's components provide the key stakeholders with the skills, capacities, tools and collaboration mechanisms they need to play their respective roles and engage in

constructive dialogue, particularly in the sectors targeted by the project where the necessary reforms can be implemented.

134. That said, the project is ambitious in its approach, and Objective 3, aimed at facilitating workers' knowledge and access to effective means of remedial processes (state and non-state) to resolve labour-related grievances remains to be developed by the end of the project.

8. lessons learned (LA) and best practices (BP)

8.1. Lessons learned

LA1: Capitalizing on the diagnostic studies carried out as part of the project has made it possible to identify and pinpoint the challenges associated with IT and social dialogue, in addition to proposing ways of improving and strengthening the capacities of IGT and the tripartite constituents to enable these players to play their respective roles in supporting the promotion of labor standards in the DRC.

LA2: The participatory approach adopted in the planning and implementation of the project has fostered national ownership, underlined the importance of the initiatives deployed. It is seen as a response to the many challenges characterizing the decent work deficit in the DRC and supporting a constructive dialogue likely to engage partners and ensure that stakeholders continue to collaborate and coordinate to ensure the project's success, despite the complex environment in which it operates.

8.2 Good practices

BP1: Setting up a task force of trained labor inspectors within the IGT to replicate the training courses creates a pool of reference trainers responsible for rolling out the training in the regions. Peer training is a practice that not only encourages learning between inspectors, but also transfers knowledge and enhances the skills of current inspectors, thus ensuring the sustainability of the training approach.

9 Recommendations (Rec) for the continuation of the project and/or for similar interventions

Rec 1. By April 2025, focus efforts on completing the following interventions planned, for the following LTO so that the project can have a lasting impact including for:

LTO1: adoption of a multi-sector strategic and compliance plan; finalization of the deontological guide and adoption of a digital tool to support monitoring of work carried out by the IGT to improve the institutional operation and strengthen the IGT's ability to identify and deal with labor law violations.

LTO2: technical assistance to support employers' and workers' organizations in their campaigns to promote labor rights and acceptable working conditions among their

members; and, to defend workers' rights more effectively to prevent, control and/or end non-compliance with relevant laws and standards in the workplace

LTO 3 support technical assistance and training for judges to help labor courts consolidate the judicial services to address labour-related grievances and improve the capacity of public institutions to deal with work related grievances by improving access to remedial services to resolve labour disputes. Provide training and technical assistance to consolidate the processes enabling workers organizations to monitor and remedy violations of workers rights and access labour dispute resolution services.

- **To the attention of :** USDOL ILO, technical departments collaborating on the project
- **Action required:** Finalize several of the project's planned activities, considering the remaining project's timeframe, the consultations required to complete the work and the technical support required from the ILO and USDOL. If deemed necessary revisit the number of sectors targeted in order to finalize a multi-sector strategic plan by the end of the project.
- **Priority:** High
- **Recommended timeframe:** Short-term
- **Impact on resources:** Low - 48% of the budget disbursed to date and interventions to be carried out are included in the budget.

Rec 2: Bearing in mind that the project has yielded interesting results, and in order to ensure the sustainability of the gains made, consider granting a six-month extension to the SPNT project, without additional funding, to ensure that the interventions can be carried out as planned.

- **To the attention of :** USDOL ILO, technical departments collaborating on the project
- **Action required:** Given that less than a year remains to finalize all the interventions and in order to ensure a more harmonious and sequential production of the main **results**
- **Priority:** High
- **Recommended timeframe:** Short-term
- **Impact on resources:** Low - 48% of the budget disbursed to date and interventions to be carried out are included in the budget.

Rec.3 With a view to consolidating interventions between now and April 2025, and considering that the coordination of the field interventions is handled by a small team, it would be advisable to reconsider the resources allocated to field personnel and allocate additional financial resources allowing the recruitment of a technical assistant or program assistant to support the management team, in order to build up a team capable of assuming all project-related responsibilities by the end of the project.

- **To the attention of:** USDOL
- **Action required:** Given that less than a year remains to finalize all the activities, this resource person could take on certain tasks to support the management team and help it meet all its obligations.

- **Priority:** Medium
- **Recommended timeframe:** Short-term
- **Impact on resources:** Yes, this implies that USDOL agrees to allocate additional financial resources.

Rec 4 Finalize the signing of a Memorandum of Understanding (MoU) with the National School of Administration (ENA in French) to ensure that ENA will provide ongoing, high-quality training for IT inspectors once the project is completed.

- **To the attention of:** ILO, PMT, ENA
- **Action required:** This measure is justified to ensure the continuity of a training mechanism for inspectors and controllers who will have to carry out inspection duties under current legislation and regulations and will need to receive appropriate training to carry out their duties.
- **Priority:** High
- **Recommended timeframe:** Short-term
- **Impact on resources:** Low

Rec 5: As part of the multi-sector strategic planning exercise, consider presenting and supporting the introduction of an integrated electronic file management system (LIFT) for the collection of general information on inspections, capable of operating on all platforms (desktop, tablet, cell phone). The system should be accompanied by an instruction and user guide, as well as training for labor inspectors.

- **To the attention of:** ILO, PMT, technical departments collaborating on the project
- **Action required:** justified by the need to address one of the challenges identified in the IGT diagnosis, namely the lack of coherent and reliable information and statistics on inspection work, and to gather information on the degree of compliance with labor legislation and the improvement of the situation.
- **Priority:** Medium
- **Recommended timeframe:** Medium-term
- **Impact on resources:** None. This software is apparently available to member countries wishing to use it.

Rec 6 To consolidate tripartite social dialogue mechanism among national constituents and ensure their active involvement in promoting compliance with legislation, it would be advisable to prioritize advocacy by all stakeholders to ensure the establishment of a permanent tripartite social dialogue framework (HCDS), which is still awaiting the promulgation of a ministerial decree to formalize its creation.

- **To the attention of :** ILO, CO, PMT, tripartite constituents
- **Action required:** Measure justified in particular by the need to endorse social dialogue, over and above declarations and political will, and to establish a tripartite social dialogue mechanism capable of perpetuating and consolidating social dialogue in the DRC.
- **Priority:** High
- **Recommended timeframe:** Medium-term

- **Impact on resources:** None

Rec 7 By the end of the project, give special attention to training and technical assistance for employers' and workers' organizations, focusing on prevention and conflict resolution processes and mechanisms.

- **To the attention of :** USDOL,ILO, CO, PMT, technical departments collaborating on the project
- **Action required:** This measure is justified by the fact that conflict prevention and resolution are essential pillars in the advancement of labor standards. Strengthening the knowledge and improve access of employers' and workers' organizations on prevention, control and remediation mechanisms (state and non-state) available in case of labour disputes helps to create an environment conducive to the observance of labor standards:
- **Priority:** High
- **Recommended timeframe:** Short-term
- **Impact on resources:** Low, interventions financed by the budget

Rec 8 That the bipartite constituents support and continue to lobby the DRC government to ratify Conventions Nos. 155, 161 and 176 on occupational safety and safety (OSH), and to ensure that these Conventions apply to all branches of economic activity and to all workers.

- **Attention:** CO, bipartite constituents
- **Action required:** This measure is justified by the fact that, thanks to the skills they will have acquired, bipartite constituents will be able to assert their rights and strengthen their actions and advocacy with the government, with a view to the signing of OSH Conventions.
- **Priority:** Medium
- **Recommended timeframe:** Long-term
- **Impact on resources:** None

Appendix 1. Terms of reference

The Terms of Reference (ToR) for the mid-term internal evaluation of the Supporting Progress on Labor Standards in the Democratic Republic of Congo (SPNT/DRC) project have been drafted in English and are reproduced unchanged in this appendix.

Title of project being evaluated:	Supporting Progress on Labour Standards in the Democratic Republic of the Congo
Project DC Code:	COD/21/03/USA
Type of evaluation (e.g., independent, internal):	Internal
Timing of evaluation (e.g., midterm, final):	Mid-term
Donor:	US Department of Labor
Administrative Unit in the ILO responsible for administrating the project:	ILO - CO Director Nteba Soumano ILO Project Manager - Roger NKAMBU
Technical Unit(s) in the ILO responsible for backstopping the project:	LABADMIN-OSH
P&B outcome(s) under evaluation:	Contribution to the ILO policy outcome areas, which address the essential elements of a human centred recovery with decent work, such as: <i>Outcome 1:</i> Strong tripartite constituents and influential and inclusive social dialogue. <i>Outcome 7:</i> Adequate and effective protection at work for all
SDG(s) under evaluation:	Goal 5; Goal 8
Budget:	US\$ 3,000,000

1. Introduction and Rationale of the Midterm Evaluation

These Terms of Reference (ToRs) concern the internal midterm evaluation of the project "Supporting Progress on Labour Standards in the Democratic Republic of the Congo".

The overall objective of the mid-term evaluation is to provide an objective assessment of the Project's progress on the achievement towards its development objectives and performance based on the Project's results framework, workplan and Performance Monitoring Plan (PMP); provide strategic recommendations to improve project management and implementation; and identify emerging good practices and lessons learned within the framework of the project so far.

The evaluation will also need to address all relevant cross-cutting drivers for ILO's work which includes promotion of international labour standards, tripartite processes, and constituent capacity development.

The midterm evaluation will be carried out between March to May 2024. It will be conducted in compliance with the UNEG Evaluation's Norms and Standards and with the principles for project evaluation set forth in the ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations, 4th edition (Aug 2020), and the USDOL Management Procedure and Guidelines for Cooperative Agreements (2023). Although the evaluation is "internal," it will be conducted by an internal evaluator. In line with the ILO guidance on

internal evaluations, this evaluation will be managed by the project team, with guidance from the Regional Evaluation Officer for Africa region and the M&E specialist of Labour Administration, Labour Inspection and Occupational Safety and Health (LABADMIN/OSH) Branch of ILO, which is the technical branch backstopping the project. Key stakeholders, including tripartite constituents and project partners in the Congo DRC will actively participate in the evaluation.

2. Background

The United States Department of Labour (USDOL) issued announcement number FOA-ILAB-21-07 to achieve certain objectives related to the promotion of labour standards in the DRC, with emphasis on the capacity building and knowledge transfer dimension. By her letter referenced n° CAB.MIN/ETPS/CNM/Dr.AN/JBI/ 619/08/2002 dated August 2021 addressed to the Undersecretary for International Labour Affairs of the US Department of Labour, the Minister of Employment, Labour and Social Security has given her support to the ILO. Thus, on December 08, 2021, USDOL, through its International Labour Affairs Bureau (ILAB), selected the bid submitted by the ILO for implementation.

Like other countries in the subregion, the DRC faces certain challenges and shortcomings in attaining labor standards. Notable ones are:

The non-ratification of some relevant conventions on labour administration, occupational safety and health, employment promotion and social dialogue;

The prevalence of child labour in some economic sectors (agriculture, mining, services), The country confirmed its status as a pioneering member of Alliance 8.7, which fights against the worst forms of child labour, human trafficking and modern slavery as part of MDG 8.

Gender discrimination inside and outside the world of work and lower participation of women in government (17%);

Prevalence of gender-based violence and child marriage;

The weakness of the labour administration and labour inspection system, marked by the insufficient number of labour inspectors (120) and supervisors (200), including 20 women. The central authority currently aims to reach 2,000 labour inspectors and supervisors and administrative staff;

The absence of a national retraining program or regular training for labour inspectors and controllers;

The absence of an appropriate information management system for the labour inspectorate to collect data. The lack of information on companies and the high proportion of informal businesses are an obstacle to the labour inspectorate's ability to perform its duties;

The absence of specialized labour courts in some provinces;

The fragmentation of the trade unions, marked by the absence of a structural link between them, plays an obstacle in promoting a collective bargaining process in many companies and economic sectors;

The lack of resources and expertise for most workers' organizations;

The lethargy of the mechanism for the regular organization of professional elections of trade unions necessary to maintain a dialogue with workers' organizations;

The impact of the Covid-19 pandemic on employment and the labor market, with its adverse effects on labor compensation in the formal and informal sectors and on the evolution of the number of jobs, etc.

The Government has a range of legal and institutional mechanisms, including the labour code and certain ministerial decrees, to strengthen compliance with labour standards in the workplace and to reinforce social dialogue. However, the many challenges faced by the Government and social partners in improving working conditions have prompted USDOL to support the DRC in its goal to sustain progress on labour standards.

ILO was chosen as partner in this initiative given its proven experience in promoting decent work through the implementation of international standards to improve working conditions and strengthen social dialogue around the world. Because of its unique "tripartite" character, bringing together representatives of governments, employers' and workers' organizations, the ILO relies on dialogue between the parties concerned to find common solutions to problems that affect human rights in the work environment. This inclusive approach enables the ILO to support member states in implementing international standards, including the core conventions, in order to develop policies and programs for decent work for men and women worldwide.

3 The Project

The International Labour Organization (ILO) is implementing the project on "Supporting Progress on Labour Standards in the Democratic Republic of Congo," which aims to provide technical support to the Government of the DRC and the social partners in order to make progress in the respect of and compliance labour standards. The Project, supported by the US Department of Labour Office of Trade and Labour Affairs (USDOL/OTLA), is being implemented from 15 December 2021 until 14 April 2025.

The overall objective of the project is to provide technical support to the Government of the DRC and the social partners in order to make progress in the respect of labour standards.

The project aims to achieve four outcomes in three sectors (Construction, Mining and Trade) of the country's economic sectors, namely:

Long-Term Outcome 1 - Enhanced capacity of the General Labour Inspectorate to identify and address labour law violations regarding relevant Labour laws and standards for "Acceptable Working Conditions" (AWC);

Long-Term Outcome 2 - Workers and their professional organizations use new knowledge and skills to prevent, monitor and/or stop non-compliance with relevant laws and standards in the workplace;

Long-Term Outcome 3 - Workers have increased access to effective remedies (state and non-state) to address non-compliance with relevant labour laws and standards;

Long-Term Outcome 4 - Strengthened and sustained dialogue among relevant stakeholders in government, workers' and professional organizations, and employers and employers' associations to improve compliance with relevant labour laws and standards in labour administration.

Under each long-term outcome are the following medium- and short-term outcomes:

Medium-Term Outcome 1.1 - The IGT institutional functioning is improved:

- ◆ Short-Term Outcome 1.1.1 - The legal framework, organizational structure, and operating procedure for the IGT are enhanced;
- ◆ Short-Term Outcome 1.1.2 - An e-reporting tool for monitoring the implementation of the labour inspectorate activities is used by the Labour Inspectorate;

Medium-Term Outcome 1.2 - The Labour inspectorate plans and conducts strategic inspections to identify and remedy labour violations:

- ◆ Short-Term Outcome 1.2.1 - The labor inspectorate designs strategic compliance plans;
- ◆ Short-Term Outcome 1.2.2 - The labour inspectorate conducts strategic inspection visits to identify and remedy labour violations;

Medium-Term Outcome 1.3 - The labor inspectors have the skills, knowledge and training tools to conduct their mission:

- ◆ Short-Term Outcome 1.3.1 - Set up a sustainable capacity building mechanism for the labour inspectorate;
- ◆ Short-Term Outcome 1.3.2 - Support the development and roll out of trainings tools for the labour inspectorate;

Medium-Term Outcome 2.1 - Workers' organizations advocate more efficiently for ACW and against all forms of discrimination at the workplace:

- ◆ Short-Term Outcome 2.1.1 - Workers' organizations have the skills to promote labour rights of their members;
- ◆ Short-Term Outcome 2.2.2 - Workers' organizations are supported to roll out activities to prevent, monitor, report and remedy violations of ACW and discrimination at the workplace and better handle labour disputes;

Medium-Term Outcome 3.1 - Improved workers' access to labor justice:

- ◆ Short-Term Outcome 3.1.1 - Improved capacity of labor courts to effectively handle labor disputes;

Medium-Term Outcome 4.1 - Active participation of tripartite partners in Social Dialogue and Collective Bargaining:

- ◆ Short-Term Outcome 4.1.1 - Tripartite social dialogue platforms are set up/or revitalized to promote social peace/decent work;
- ◆ Short-Term Outcome 4.1.2 - Constituents have better knowledge and skills in social dialogue and collective bargaining;
- ◆ Short-Term Outcome 4.1.3 - The most representative workers' and employers' organizations are identified as partners for an effective Social Dialogue;

Medium-Term Outcome 4.2 - Active participation of social partners in the promotion of compliance and access to remedies:

- ◆ Short-Term Outcome 4.2.1 - The employers' and workers' organizations have increased knowledge to promote the access and usage of IGT new systems and judicial and non-judicial remedies.

The hypothesized relationship between the Project's outputs and outcomes is reflected in the Project Theory of Change.

4 Purpose, Objectives, and Scope of the Evaluation

The evaluation will be conducted in accordance with the ILO Evaluation Policy, the ILO Results-Based Evaluation Strategy, and the USDOL Management Procedures & Guidelines (MPG) for Cooperative Agreements. The ILO considers that evaluation is an integral instrument of accountability and learning. The ILO applies the evaluation criteria established by the OECD/DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System. Evaluation related guidelines as well as specific guidance notes, checklists and templates are accessible at ILO policy guidelines for results based evaluations.

4.1 Evaluation Purpose and Objectives

The purpose of the evaluation is to provide an objective assessment of the progress made towards the objectives so far, identify factors that have contributed or limited the performance and provide recommendations to the project for the rest of the period. Given that the evaluation is mid-term, the evaluation is expected to follow a formative approach and present findings and recommendations in a manner that guides the project to take appropriate course correction.

The performance of the project will be assessed using the project-related documents including its results framework, PMP, workplan, progress reports developed so far as well as other documents that provide evidence of the progress towards outputs and outcomes so far. The evaluation will also identify emerging good practices and lessons that could be useful for the project to advance.

Specifically, the evaluation will have to:

Assess the relevance of the Project design, implementation strategy and the project contribution towards sustainability;

Assess the Project progress to date towards achieving its planned outcomes and outputs (global in alignment to global programs and priorities, country level and project level) and identify supporting factors and constraints that could affect the achievement of results;

Analyze the efficiency of the Project especially in its delivery and/or performance, strategy and management, and implementation;

Assess to what extent Project results or gains are likely to continue or be sustainable; and

Identify strategic recommendations, lessons learned and good practices.

4.2 Evaluation Scope

The midterm evaluation will cover the period December 2021 until February 2024. In terms of geographic coverage, the midterm evaluation will include all project areas (Kinshasha, Kisangani, Kikwit, Lubumbashi, Kolwezi, Mbuji Mavi, Moanda), including the activities that were implemented by the Project's implementing partners. The evaluation will be conducted following UN evaluation standards and norms.

5. Evaluation Criteria and Questions (including Cross-Cutting Issues/Issues of Special Interest to the ILO)

The following questions intend to guide and facilitate the evaluation. Other questions or aspects that are of relevance to the evaluation based on the inception phase and consultation with stakeholders can be added in consultation with the project team.

Evaluation Criteria and Questions
<p><i>Relevance and Strategic Fit:</i></p> <p>1. To what extent is the Project consistent with the:</p> <ul style="list-style-type: none"> • Key needs, demands and priorities of ILO constituents (government, employers, and workers) in the areas of labour standards, including on OSH? • ILO P&B, Decent Work Country Programme, Sustainable Development Goals - particularly Goal 8?
<p><i>Validity of the Design:</i></p> <p>2. How well has the project adapted to the newly introduced USDOL Theory of Sustained Change (TOsC) model and monitoring and reporting requirements? What are the key areas of improvements in this direction? (reflection question, limited to ILO and ILAB)</p>
<p><i>Coherence:</i></p> <p>3. How well does the interventions of the project fit with other relevant ILO projects, and those of other relevant development partners?</p>
<p><i>Efficiency:</i></p> <p>4. How well are the project's resources (human, financial and technical), including the backstopping support from HQ and ILAB being used to ensure timely, cost effective and efficient delivery of Project results?</p> <p>5. Has the project well tracked the resource and progress on outputs and outcomes to inform decision making? (limited to ILO and ILAB sources)</p>
<p><i>Effectiveness:</i></p>

Evaluation Criteria and Questions	
6.	To what extent has the Project achieved its planned outcomes and outputs? Have there been any unintended results (positive or negative) that emerged during the implementation?
7.	Is there evidence of some project components/objectives advancing more than others? If so, what are the contributing/limiting factors of uneven distribution of results across outcomes? Has the project communicated its achievement and best practices effectively among stakeholders?
8.	How do project stakeholders perceive and value the project's effectiveness? How does that influence their interactions with the project?
<i>Potential Impact:</i>	
9.	To what extent has the project strengthened the institutional capacity (services, policies and/or practices) of the government, employers', and workers' organizations in promoting labour standards? What has/have been the most significant change(s) that the project has achieved? What were the contributing factors?
<i>Contribution Towards Sustainability:</i>	
10.	Is the project's sustainability strategy being implemented and tracked?
11.	Which project outcomes are most likely sustainable and transferable to the relevant institutions when the project ends and why? How is the project ensuring the sustainability of its activities and interventions?
<i>ILO Cross-Cutting Themes:</i>	
12.	Has the project integrated gender equality, disability, and non-discrimination as a cross-cutting concern in its design and operations?
13.	Has the project contributed or is contributing to social dialogue and tripartism, and ILO Conventions specifically on OSH and Labour inspection?

6. Methodology

The evaluation will comply with UNEG evaluation norms, standards and follow ethical safeguards, as specified in ILO's evaluation procedures. The evaluation should address OECD/DAC and UNEG evaluation criteria and concerns, i.e., relevance, coherence, effectiveness, efficiency, sustainability and impact.

The evaluation data, information and analysis should give appropriate attention to gender disaggregation. To the extent possible, data collection should consider appropriate representation of gender in respondent selection and analysis should be disaggregated by sex as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes.

The methodology for collection of evidence should be implemented in three phases: (1) an inception phase based on a review of existing documents and preliminary discussions with the project team; (2) a fieldwork phase to collect and analyze primary data; and (3) a data analysis and reporting phase to produce the evaluation report.

Both qualitative and quantitative evaluation methods should be considered for this evaluation. Proposed methods of data collection include, but not limited to the following:

Document review (including project documents, secondary data and relevant literature): The data and relevant materials will be provided by the project team and prioritized and analyzed according to relevance of content, source and credibility by consultant. Some key documents are:

- ◆ Decent Work Country Programme;
- ◆ Project Document including M&E documents;
- ◆ Technical progress reports;
- ◆ USDOL - The Management of Evaluations of Sole Source-Funded ILO Projects;

Key Informant Interviews and/or Focus Group Discussions (estimated 25) with key project partners and direct beneficiaries, if possible, as well as relevant staff from ILO and ILAB. This will be undertaken through online modes;

Stakeholder-consultation workshop;

Support a learning event - This event will be led and managed by the project and the evaluator will be invited to participate and share findings and insights.

Based on the ToRs and initial consultations, the methodology should be further elaborated in the inception. The detailed methodology should include key and sub-question(s), detailed methods, data collection instruments and data analysis plan. It is expected that the evaluator(s) will refine evaluation questions after the initial desk review of relevant documents and propose evaluation tools that include multiple levels and types of respondents/informants, ensuring that the methods and stakeholder distribution provide adequate opportunity for reliability and triangulation of findings.

7. Key Stakeholders

The midterm evaluation should include key stakeholders and ILO and ILAB staff who have been instrumental and critical in the Project's management, implementation and backstopping. To the extent possible, the evaluation should also collect data from workers in selected target enterprises. A detailed list of stakeholders will be prepared by the ILO prior to the evaluation exercise in consultation with the grantees/partners and USDOL.

8. Main Deliverables

Under this engagement, the evaluator is expected to deliver the following:

- a) Deliverable 1: Inception report and workplan (not more than 20 pages including annexes)

The inception report will include the details on how the evaluator conceptualizes the evaluation. The inception report will be based on initial review of documents provided by the project team and preliminary briefings with the project team and backstopping teams from ILO and ILAB. As mentioned above, changes proposed to the evaluation questions in the ToRs should be discussed at this stage. The inception report should elaborate the methodology being proposed in the ToRs, with changes if applicable, including data collection methods, data sources, data collection procedures and foreseen limitations to the evaluation exercise. The report shall also include selection criteria or sampling methodology for the selection of groups/individuals for interviews or group discussions, and list of stakeholders. A detailed

timeline/workplan and a detailed evaluation matrix will be part of the inception report. The inception report will be translated into English to allow review by all relevant stakeholders.

b) Deliverable 2: Presentation of initial findings (PowerPoint presentation to be submitted by the evaluator and delivered during a face-to-face workshop or online meeting)

A presentation should be prepared for the ILO, its key partners, and USDOL on the evaluation's initial findings. The Project team will organize and coordinate with the stakeholders for the workshop/online meeting. The evaluator will use this opportunity to validate the preliminary findings and elicit feedback and suggestions to include in the report. The presentation is expected to use both French and English.

c) Deliverable 3: A first draft of the evaluation report (not more than 40 pages)

The draft evaluation report will have to be written in French and should adequately cover the evaluation criteria and questions as finalized in the inception report, along with the recommendations, lessons learned and good practices. The draft evaluation report should be in the format of the ILO https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_165967.pdf

The draft report will be translated into English as well. The draft report will undergo an initial factual review to rule out any factual error, after which it will be shared with all relevant stakeholders for their review and feedback. The feedback compilation and sharing process will be coordinated by the project M&E officer under the supervision of M&E specialist.

d) Deliverable 4: Final evaluation report including an evaluation summary (not more than 40 pages excluding executive summary and annexes)

The final evaluation report, after addressing the comments received on the draft report will be submitted to the REO and to EVAL for final quality check and uploading it to i-eval discovery, ILO EVAL's platform. The final report should include the executive summary, recommendations and lessons and good practices in prescribed ILO templates and other annexures such as the ToRs, list of interviewees, list of documents analyzed, etc. In addition, a standalone executive summary should be submitted in ILO EVAL template for evaluation summary.

The report and all other outputs of this evaluation must be produced in French and translated into English. The translation of all evaluation deliverables from French to English will be budgeted and coordinated separately by ILO. The translations will be reviewed by the evaluator before circulation. All draft and final reports, including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with Microsoft Word for Windows.

9. Management Arrangements and Work Plan (Including Timeframe)

The evaluation will be undertaken for approximately 38 days (excluding translations but including review of translated versions) from March 15, 2024, to June 30, 2024. A detailed

timetable will be included in the inception report to be developed by the evaluator. Below is an estimated timeline for the evaluation:

Tasks	No. of Days	Attempted Dates*
Desk Review of Project-related documents Preparation and finalizing of the inception report	08 days	15 March-30 March 2024 (Draft inception report in French by 25 March and in English by 30 March)
Review of translation by the evaluator	01 day	
Data collection: Interviews, surveys and/or group discussions with key partners, ILO staff and project team	10 days	02 April-20 April 2024
Stakeholder workshop (preparation and presentation) to share key findings	02 days	Week of 22 April 2024 (date TBD)
Report drafting, translation and preliminary revision	10 days	22 April-05 May 2024
Review of translation by the evaluator	01 day	
Sharing the draft report to all concerned for comments. HQ to share to USDOL and Project Teams for comments (by ILO)	--	07-17 May 2024
Finalization of evaluation report and translation	03 days	20-30 May 2024
Review of translation of all final products (final report and standalone executive summary)	02 days	
Approval of the final evaluation report by ILO EVALUATION OFFICE	--	20 June 2024
Learning event for wider group of stakeholders	01 day	Mid-June (date to be decided)
Total number of days	38 days	
<i>*To be firmed up in the evaluation workplan at inception stage.</i>		

All logistics costs associated with the evaluation will be covered by the Project. The M&E officer of the project will serve as the focal point for the regular oversight and support to the evaluation. Any technical, logistical and methodological matters should be discussed with the ILO Team, including the M&E specialist at HQ.

10. Role of the Project Team

Provide all documentary and information requirements of the Project, including list of key stakeholders.

Provide assistance on logistical arrangements such as scheduling of meetings, developing interview agenda and facilitating stakeholder workshop and the learning event.

Coordinate review and feedback process, using standard procedures laid out by EVAL.

Facilitate timely issuance of contract and payments.

11. Profile of the Evaluator

The Evaluation Consultant has the responsibility to undertake the evaluation and deliver all the required deliverables as per this ToRs. For data collection, he/she will conduct direct interviews with beneficiaries and key partners, whenever applicable. The table below describes desired competencies and responsibilities for the lead evaluator:

<p>The evaluator will be responsible for:</p> <ul style="list-style-type: none"> • Conceptualizing the evaluation exercise, including the approach, methodology, workplan and deliverables; • Leading the data collection, including desk review and primary data; • Regular communication with the project team on evaluation progress and limitations being faced, if any; • Facilitate the stakeholder workshop and accommodate relevant comments and feedback; • Organize and schedule all necessary interviews/stakeholder consultations, in coordination with ILO, USDOL and other partners; • Timely delivery of all deliverables outlined in the ToRs.
<p>Desired profile:</p> <ul style="list-style-type: none"> • Advanced university degree preferably in social sciences, economics, development studies, evaluation or related fields, with demonstrated strong evaluation experience; • A minimum of 7 years of relevant professional experience in evaluating international programmes, projects and development initiatives with particular experience in evaluating labour administration/inspection, social dialogue, industrial relations or labour disputes projects, including in the Central African region; • Strong background in results-based management, logical framework/Theory of Change and other strategic approaches, evaluation methods and approaches, information analysis and report writing; • Ability to bring gender-sensitivity dimensions into the evaluation in the design, data collection, analysis and report writing of the evaluation; • Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable; • Prior experience of evaluating USDOL funded projects will be an advantage; • Excellent communication and interview skills; • Proven ability to review and produce analytical reports in French and English.

12. Legal and Ethical Matters

This evaluation will comply with UN and ILO norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. Evaluators must also act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. The United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation will be applied in the evaluation and has to be followed. The consultant should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. The evaluator will follow ILO EVAL's Code of Conduct for carrying out the evaluations.

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used for the purpose of this evaluation.

All intellectual property rights for this evaluation and its product is attributed to the ILO and may not be disclosed to third parties or published without the prior written consent of the ILO.

Annex 1: Relevant policies and guidelines

ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations, 4th ed.

Template: Code of Conduct Agreement with ILO Evaluation Consultants.

Checklist 4.8: Writing the inception report.

Checklist 4.2: Preparing the evaluation report.

Checklist 4.9: Rating the quality of evaluation report.

Guidance note 4.5: Stakeholder engagement.

Guidance note 3.1: Integrating gender equality in the monitoring and evaluation of projects.

Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate.

Templates: Emerging good practices and Lessons Learned (to be annexed to evaluation report and filled in by the Evaluator).

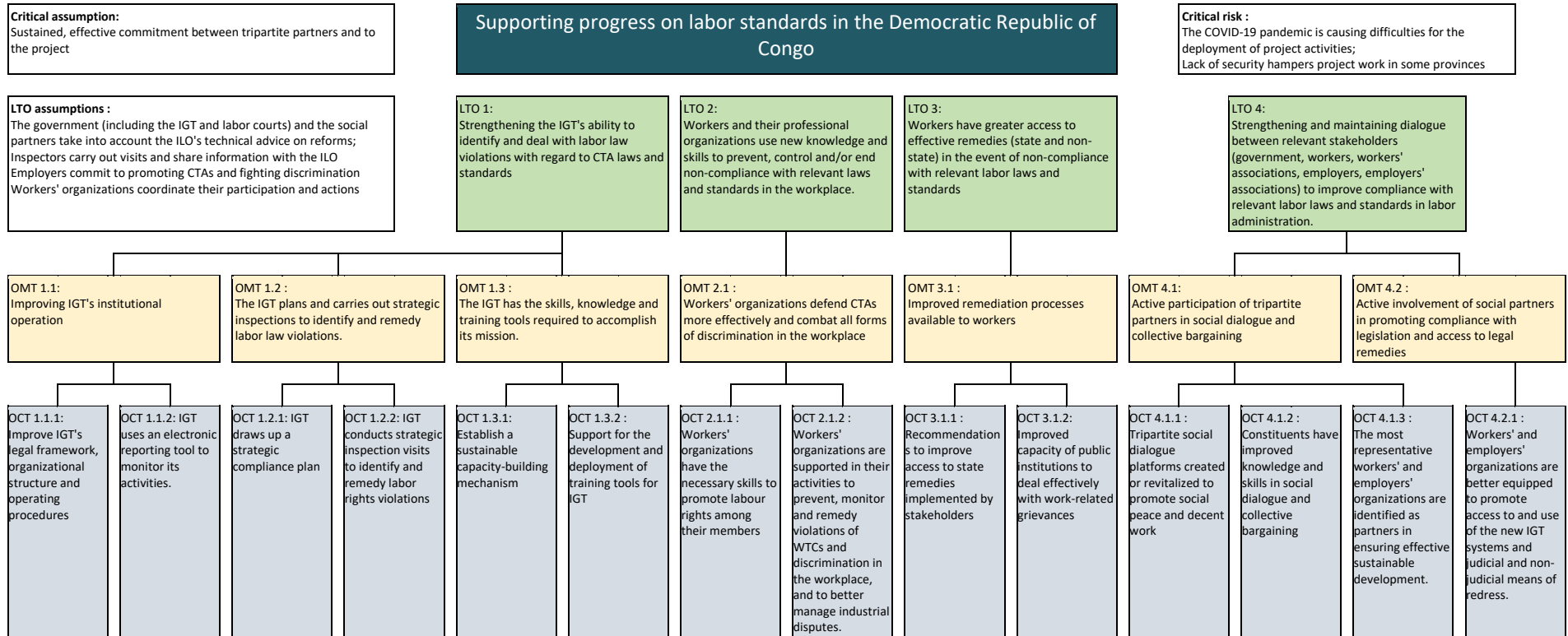
Template for evaluation title page.

Template for evaluation summary.

ILO Code of Conduct for Evaluators.

Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator.

Appendix 2. Project logical framework



Source: International Labour Organization. *Logical framework of the project*. Annex to the technical proposal. [ILO, date unknown]. Original content produced in English and translated by the evaluator for present purposes.

Appendix 3. Matrix of evaluation questions

Criteria, questions and sub-questions [1]	Indicators [2]	Data source	Data collection method
1. Strategic relevance			
1.1 To what extent is the project in line with the DRC government's priorities in the field of labor standards and OHS? With the DWCP? With the ILO's Decent Work Agenda and standards? With SDGs, in particular goals 5 and 8? With the ILO's P&B? With other national development frameworks?			
<ul style="list-style-type: none"> How does the project fit in with the ILO's Decent Work Agenda and the DRC's PPDT? How does the project fit in with the ILO's biennial P&B? To what extent is the project compatible with SDGs 5 and 8? How does the project fit in with the DRC's PNSD? 	<ul style="list-style-type: none"> Degree of consistency between the project and the ILO's mandate and strategic priorities Degree of alignment with donor's objectives and priority areas Perceptions of EGP, donor and DRC stakeholders regarding project relevance and degree of alignment with DRC government priorities Degree of alignment of project with national development framework priorities 	<ul style="list-style-type: none"> EGP and BP - Kinshasa Representatives of the ILO BP [3] Regional technical support team for decent work - Yaoundé [4] ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders [5] Donor Representatives of employers' and workers' organizations [6]. PRODOC Narrative and technical reports (TPR) ILO Strategic Plan 2022-2025 Documents related to the 2021-2024 DWPP PNSD 2019-2023 	<ul style="list-style-type: none"> Interviews Documentary review
1.2 How relevant was the project to the felt needs and expectations of the tripartite constituents (government, employers and workers) to support compliance with labor legislation and the promotion of labor standards and OHS?			
<ul style="list-style-type: none"> What approaches have been developed to identify the needs of tripartite constituents and final beneficiaries in the field of labour standards and OHS? To what extent has the political will and institutional capacity of the IGT and tripartite constituents been taken into account with regard to their commitment and participation in the effort to remedy labor law violations, with regard to acceptable labor laws and standards, including OSH? 	<ul style="list-style-type: none"> Type of diagnostic studies carried out to identify the needs of tripartite principals Matching the project to the needs and expectations of tripartite mandates 	<ul style="list-style-type: none"> EGP and BP - Kinshasa Representatives of the ILO BP Regional Decent Work Support Team - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Donor Representatives of employers' and workers' organizations Diagnostic studies, reports and recommendations (IGT, PNSD 2019-2023) PRODOC Narrative and technical reports (RTA) 	<ul style="list-style-type: none"> Interviews Documentary review
2. Coherence			
2.1 To what extent have the project's interventions proved consistent with or complementary to other projects or programs carried out by the ILO or other development partners?			
<ul style="list-style-type: none"> What synergies have been developed with other ILO departments, projects or programs and development partners to support the promotion of labor standards and OSH? To what extent has collaboration between projects made it possible to combine efforts, share experiences and include areas for reflection and action on the themes of social dialogue, labor standards and OSH? 	<ul style="list-style-type: none"> Number and nature of synergies developed with other ILO projects or programs Degree of complementarity between the project and the initiatives of other development partners Types of mutual learning, networking and inter-project cooperation developed 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) ILO development partners (EU, Enabel) Collaboration and exchange mechanisms for information sharing 	<ul style="list-style-type: none"> Interviews Documentary review
3. Validity of project design			
3.1 To what extent were the project interventions based on a relevant ToC and TOsC?			
<ul style="list-style-type: none"> How were the ToC and logic model used to guide the design and implementation of project interventions? 	<ul style="list-style-type: none"> Adequacy of ToC as a support for project interventions Project staff perceptions of ToC suitability and TOsC implementation [7] 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) S-E representatives 	<ul style="list-style-type: none"> Interviews Documentary review

Criteria, questions and sub-questions [1]	Indicators [2]	Data source	Data collection method
<ul style="list-style-type: none"> • What improvements should be made following the introduction of sustainable change to the ToC? • What were the working hypotheses? • How has the project strategy addressed the root causes hampering the enforcement of labor legislation and effective remedies for non-compliance with labor standards and OSH promotion? 	<ul style="list-style-type: none"> • ILO stakeholders' perceptions of TOsC and the follow-up mechanisms that should support it • Existence of evidence on the targeting of interventions to address the decent work deficit, particularly at the level of labour standards and OSH 	<ul style="list-style-type: none"> • TdC and TOsC • Logic model • S&E tools and database • Narrative and technical reports (RTA) 	
3.2 To what extent do the tripartite constituents feel involved in project development and implementation?			
<ul style="list-style-type: none"> • What steps have been taken to facilitate participation at all stages of the project and encourage dialogue between all stakeholders? 	<ul style="list-style-type: none"> • Types of consultation or coordination mechanisms set up to ensure the participation of all project stakeholders • Stakeholders' perception of participation or coordination mechanisms • Degree to which the political will and institutional capacity of the IGT and tripartite mandates are taken into account 	<ul style="list-style-type: none"> • EGP and BP - Kinshasa • Representatives of the ILO BP • ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) • Government stakeholders • Representatives of employers' and workers' organizations • CCP • Exchange platforms • PRODOC • Narrative and technical reports (RTA) • Communication and visibility strategy 	<ul style="list-style-type: none"> • Interviews • Documentary review
3.3 To what extent has the project design taken into account all the major constraints or challenges that could hinder implementation and the achievement of results?			
<ul style="list-style-type: none"> • To what extent has the project identified the main internal and external risks? • Have the development hypotheses underlying the project's logical framework and ToC been supported? • To what extent have gender-related barriers and risk factors for discrimination been systematically addressed? 	<ul style="list-style-type: none"> • Clarity with which risks and assumptions were identified, and effectiveness with which these considerations guided project interventions 	<ul style="list-style-type: none"> • EGP - Kinshasa • Representatives of the ILO BP • Government stakeholders • Technical experts - Yaoundé • ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) • S-E representatives • Assumptions and risk analysis • Narrative and technical reports (RTA) 	<ul style="list-style-type: none"> • Interviews • Documentary review
3.4 To what extent have gender equality, disability and non-discrimination been taken into account and integrated as cross-cutting concerns in project formulation and implementation?			
<ul style="list-style-type: none"> • How have gender, non-discrimination and disability issues been integrated into project design and implementation? • How was non-discrimination taken into account? What adjustments have been made to the logic model in the light of project experience? 	<ul style="list-style-type: none"> • Degree of gender mainstreaming in project implementation • Degree of integration of non-discrimination and disability concepts into project implementation • Type of approaches and tools developed to integrate gender-sensitive interventions and the cross-cutting themes of non-discrimination and disability 	<ul style="list-style-type: none"> • EGP - Kinshasa • Representatives of the ILO BP • Technical experts - Yaoundé • ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) • Narrative and technical reports (RTA) • Diagnostic study on discrimination 	<ul style="list-style-type: none"> • Interviews • Documentary review
4. Project performance and efficiency			
4.1 To what extent has the project achieved its expected results and outputs?			
<ul style="list-style-type: none"> • How has the project contributed to the institutional strengthening of players like the IGT, enabling them to fulfill their regulatory role? • How has the project contributed to supporting social dialogue after all constituents to support decent work, labour standards and OSH? 	<ul style="list-style-type: none"> • Number and nature of results and products obtained • Type of knowledge acquired by tripartite principals (m/f) • Number of people trained • Number and percentage of employers and workers with improved knowledge of compliance with labour standards 	<ul style="list-style-type: none"> • EGP - Kinshasa • Representatives of the ILO BP • Technical experts - Yaoundé • ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) • Government stakeholders • Representatives of employers' and workers' organizations • Employment tribunals 	<ul style="list-style-type: none"> • Interviews • Newsgroups • Documentary review

Criteria, questions and sub-questions [1]	Indicators [2]	Data source	Data collection method
<ul style="list-style-type: none"> To what extent has capacity-building for tripartite constituents helped to prevent, control or reduce non-compliance with the relevant CTA standards? To what extent has the project increased workers' access to effective remedies (state and non-state) in the event of non-compliance with relevant labor laws and standards? To what extent has the project contributed to the advancement of ILO conventions relating to labor inspection and worker protection (OSH)? 	<ul style="list-style-type: none"> Number and nature of social dialogue platforms set up or revitalized Number and nature of exchange platforms Nature of skills and tools developed to enhance the capacity of tripartite constituents to support compliance with CTAs and OHS Number and nature of improvements to remediation processes available to tripartite constituents and workers Type of changes to authorities, decrees, legislation, policies or conventions for which the project had a direct impact 	<ul style="list-style-type: none"> Narrative and technical reports (RTA) PMP and indicator monitoring tool Technical guidelines for labor inspection Recommendations from diagnostic studies ILO Conventions 	
4.2 Were there any unexpected results (positive or negative) during the implementation of SPNT?			
<ul style="list-style-type: none"> What were the positive unexpected results of the project (if any)? What were the unexpected negative results of the project (if any)? 	<ul style="list-style-type: none"> Nature and extent of unexpected results (positive or negative) Stakeholder perceptions of the nature and impact of unexpected outcomes 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Employment tribunals Representatives of employers' and workers' organizations S-E representatives Donor Narrative and technical reports (RTA) 	<ul style="list-style-type: none"> Interviews Newsgroups Documentary review
4.3 To what extent is there evidence that certain project components or outcomes have made more progress than others? If so, which components or results, and why? What factors influenced the distribution of results?			
<ul style="list-style-type: none"> What were the enabling factors for achieving results? What were the constraining factors that limited the achievement of certain results? If applicable, how were the constraining factors addressed? For what purpose? 	<ul style="list-style-type: none"> Nature of enabling factors Nature of constraining factors Perception of the various beneficiary stakeholders regarding the factors that helped or hindered the achievement of results Evidence of progress towards certain outcomes 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders CNT Employment tribunals Representatives of employers' and workers' organizations S-E representatives Narrative and technical reports (RTA) 	<ul style="list-style-type: none"> Interviews Newsgroups Documentary review
4.4 How effectively has the project communicated its achievements and best practices to stakeholders?			
<ul style="list-style-type: none"> How do the project's key stakeholders perceive its achievements? How do these perceptions influence stakeholder interactions and their commitment to supporting advocacy for the promotion of labour standards and OHS? 	<ul style="list-style-type: none"> Stakeholders' perception of the project's main contributions Number and nature of tools and mechanisms developed to disseminate project results, studies and best practices and maintain project momentum Number and nature of communications to support stakeholder advocacy for acceptable labour standards and compliance with legislation 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Regional technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Employment tribunals Representatives of employers' and workers' organizations Communication and visibility strategy Brochure, studies 	<ul style="list-style-type: none"> Exchange platforms Interviews Documentary review
4.5 Has the project set up an appropriate system for monitoring and measuring progress towards results? Has this system taken cross-cutting themes into account?			
<ul style="list-style-type: none"> How effective was the tracking system (simple, flexible, timely and accurate)? 	<ul style="list-style-type: none"> Number and availability of sex-disaggregated data 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP 	<ul style="list-style-type: none"> Interviews Documentary review

Criteria, questions and sub-questions [1]	Indicators [2]	Data source	Data collection method
	<ul style="list-style-type: none"> Stakeholders' perception of project follow-up and coverage of cross-cutting themes Nature of the practices adopted by the project, taking into account cross-cutting themes 	<ul style="list-style-type: none"> ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Representatives of employers' and workers' organizations S-E representatives PMP S&E tools 	
5. Efficiency of resources used			
5.1 To what extent have resources (material, financial, technical and human) been strategically allocated to ensure the achievement of results?			
<ul style="list-style-type: none"> What resources (material, financial, human) have been committed to each project result? Could resource management have been handled differently? If so, how? In terms of outputs and outcomes, how has the project tracked the resources invested and progress made to inform decision-making? 	<ul style="list-style-type: none"> Financial implementation rate Resources allocated to personnel, diagnostic studies, capacity building, monitoring and support Budget breakdown by result and output 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Narrative and technical reports (RTA) Financial reports and annual budgets 	<ul style="list-style-type: none"> Interviews Documentary review
6. Efficiency of the management system			
6.1 To what extent have the project's management and coordination mechanisms proved adequate to meet the needs and challenges identified?			
<ul style="list-style-type: none"> To what extent has the project management support provided by the POs, the regional office and ILO headquarters been adequate in technical, pro grammatic, administrative and financial terms? Has the project received all the administrative and technical support it needs? Were there any bottlenecks or delays in the implementation and sequencing of interventions? If so, how did these bottlenecks or delays affect the achievement of results? 	<ul style="list-style-type: none"> Perceptions of the project team, PO representatives, technical support teams, regional office and ILO headquarters regarding management and collaboration mechanisms Tripartite constituents' perceptions of the coordination and management mechanism Adequacy of administrative support 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Representatives of employers' and workers' organizations Narrative and technical reports (RTA) S&E tools Charter of the National Framework for Bipartite Social Dialogue of the DRC 	<ul style="list-style-type: none"> Interviews Documentary review
6.2 To what extent has the project systematically tracked and documented information to enable results to be measured?			
<ul style="list-style-type: none"> Has a robust M&E system been set up to collect the data? To what extent has the M&E system collected the data required for the project? How does S&E respond to the complexities of the DRC's operational framework? 	<ul style="list-style-type: none"> Adequacy of monitoring tools used to document and measure results Existence of gender-sensitive monitoring tools Evidence of the existence of a database (Excel spreadsheet) allowing the breakdown of different variables and indicators related to the project. 	<ul style="list-style-type: none"> EGP - Kinshasa ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) National stakeholders Representatives of relevant government bodies and institutions S&E tools PMP and indicator monitoring tools Project database Narrative and technical reports (RTA) 	<ul style="list-style-type: none"> Interviews Documentary review
6.3 How effective has the project been in sharing achievements and best practices, and disseminating knowledge internally and externally (stakeholders)?			
<ul style="list-style-type: none"> To what extent have achievements and good practices been collated and disseminated? How did the project go about doing this? How do project stakeholders perceive and appreciate the project's effectiveness? How do these perceptions influence their interactions with the project? 	<ul style="list-style-type: none"> Type of mechanisms established to share project knowledge and best practices Level of stakeholder satisfaction with information sharing on project results Stakeholders' perception and level of satisfaction with the project's contributions and the impact of these contributions on their respective participation. 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Representatives of employers' and workers' organizations Communication and visibility strategy Exchange platforms 	<ul style="list-style-type: none"> Interviews Documentary review
7. Impact orientation and project sustainability			

Criteria, questions and sub-questions [1]	Indicators [2]	Data source	Data collection method
7.1 To what extent has the project strengthened the institutional capacity (services, policies or practices) of government and employers' and workers' organizations to promote labor standards?			
<ul style="list-style-type: none"> To what extent has the project brought about real changes in the tripartite constituencies? What were the most significant changes brought about by the project? What are the convincing results confirming that labour standards have evolved? 	<ul style="list-style-type: none"> Type of changes observed among tripartite principals Stakeholders' perception of the acquisition of skills enabling them to commit to compliance with labor legislation, labor standards and knowledge of remediation mechanisms 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Representatives of employers' and workers' organizations Judges and court representatives 	<ul style="list-style-type: none"> Interviews Newsgroups Documentary review
7.2 To what extent has the project's sustainability strategy been implemented and followed?			
<ul style="list-style-type: none"> How does the project ensure the sustainability of its activities and interventions? Is there an exit strategy? 	<ul style="list-style-type: none"> Degree of implementation of the sustainability strategy advocated by the project Types of mechanisms put in place to ensure the sustainability of interventions Existence of an exit strategy 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Representatives of employers' and workers' organizations Sustainability strategy 	<ul style="list-style-type: none"> Interviews Documentary review
7.3 Which of the project's results offer the best prospects of sustainability and transferability to the institutions concerned once the interventions have been completed? How and why?			
<ul style="list-style-type: none"> To what extent are the institutions that participated in or received support for the implementation of the project likely to ensure the continuity of interventions? How were the tripartite principals prepared to assume their responsibilities once the project was completed? What factors require immediate attention to ensure the sustainability of interventions? 	<ul style="list-style-type: none"> Evidence of an exit strategy Adequacy of technical and institutional capacities to support the development of labour standards and OSH Type of strategies or measures adopted to support information access options specific to identified needs Evidence of trade-offs made by national stakeholders to meet labour standards and OHS needs, and of the adoption of state schemes 	<ul style="list-style-type: none"> EGP - Kinshasa Representatives of the ILO BP Technical experts - Yaoundé ILO technical experts - Geneva (LABADMIN/OSH, LABOURLAW) Government stakeholders Representatives of employers' and workers' organizations Narrative and technical reports (RTA) PMP and indicator monitoring tool 	<ul style="list-style-type: none"> Interviews Documentary review

Notes :

- Sub-questions are prompts that may or may not be used in key informant interviews.
- Some of the indicators in this table were inspired by those originally included in the PMP. Others are qualitative indicators designed to help the evaluation describe the changes brought about by the project's interventions.
- BP for DRC, Angola, Central African Republic, Congo, Gabon and Chad.
- Related to labor administration, social dialogue and activities with workers and employers (ACTRAV, ACTEMP).
- These include METPS, the Ministry of Public Works (construction sector), the Labor Inspectorate (IGT), the Ministry of Justice, the Ministry of Mines and various secretariats.
- Employers' organizations include FEC, ANEP, COPEMECO and FENAPEC. Workers' organizations include CSC, CGS, INC and UNTC.
- Only ILO and ILAB/USDOL will be asked about this indicator.

Appendix 4. List of documents consulted

The following is a list of the main documents consulted for the internal mid-term evaluation of the SPNT project.

Background documents

International Labour Organization. *ILO Centenary Declaration for the Future of Work*. Text duly adopted by the General Conference of the ILO at its one hundred and eighth session, held in Geneva and declared closed on 21 June 2019. ILO, [date unknown].

International Labor Organization. *In the DRC, social dialogue is organized around an exchange of information, consultations and negotiations*. Article published online at <https://www.ilo.org/africa/countries-covered/dr-congo/WCMS_864811/lang--fr/index.htm>. ILO, December 2022.

International Labour Organization. *Freedom of Association - A Manual for Workers' Education*. 2nd ed. (revised). ILO, 1988.

International Labour Organization. *ILO Strategic Plan 2022-2025*. Presented at the 340th Session of the Governing Body (October-November 2020) held in Geneva on November 10, 2020. GB.340/PFA/1(Rev.1). ILO, November 2020.

International Labour Organization. *Programme and budget for the biennium 2022-23*. 1st ed. ILO, 2021.

International Labour Organization. *Decent Work Country Programme (DWCP) for the Democratic Republic of Congo, 2021-2024*. ILO, November 2021.

International Labour Organization. *Report of the Director-General: Decent Work*. Presented at the Eighty-seventh Session of the International Labour Conference, Geneva, June 1999. ILO, [date unknown].

Democratic Republic of the Congo, Ministry of Employment, Labor and Social Security. *Documents relating to the conduct and results of trade union elections in companies or establishments of any kind in the Democratic Republic of Congo for the eighth edition 2023-2026*. DRC, 2023. Includes the following elements:

Ministerial order convening and setting the timetable for union elections. DRC, February 2023.

Ministerial orders for the publication of union election results. DRC, February and September 2023.

Circular note on the organization of union elections. DRC, February 2023.

Table of union election results. DRC, February 2023.

List of unions in order. DRC, March 2023.

Democratic Republic of the Congo, Ministry of Justice. *Politique nationale de réforme de la justice 2017-2026*. DRC, May 2017.

Democratic Republic of the Congo, Ministry of Planning. *National strategic development plan 2019-2023*. DRC, 2020.

Documents relating to the design of the project under study

U.S. Agency for International Development. *How-To Note: Developing a Project Logic Model (and its Associated Theory of Change)*. Document produced in English and focused on the program cycle theme. v.2. USAID, 2017.

U.S. Agency for International Development. *INFORMED: Learning Question Formulation in Eight Steps*. Document produced in English. USAID, [date unknown].

Brown, Ann-Murray. *Gender Analysis in Project Design: A Beginner's Guide*. Document produced in English and published online at <<https://www.linkedin.com/pulse/gender-analysis-project-design-beginners-guide-brown--oryae/>>. LinkedIn, March 2024.

U.S. Department of Labor, International Bureau of Labor Affairs. *Management Procedures & Guidelines for Cooperative Agreements*. Document produced in English. USDOL/ILAB, January 2024.

U.S. Department of Labor, International Bureau of Labor Affairs. *Theory of Sustained Change Guidebook for ILAB's Worker Rights Programs*. USDOL/ILAB, March 2023.

Fonteneau, Bénédicte, and Corina Dhaene. *A guide to developing and using theory of change (ToC)*. Document from the Theory of Change trainings in 2019. Acodev, ngo-federatie, and Fiabel, June 2020.

United States Institute of Peace. *Gender Inclusive Framework and Theory: A Guide for Turning Theory into Practice*. Document produced in English. USIP, 2018.

International Labor Organization, Technical Cooperation Program. *Model project document (PRODOC)*. Project title: Supporting progress on labor standards in the Democratic Republic of Congo (SPNT/DRC). Revised version. Document produced in English. ILO, February 2023. Includes the following annex:

International Labor Organization. *Communication and visibility plan*. PRODOC Annex. Revised version. [ILO, date unknown].

International Labor Organization. *Technical Proposal - Supporting Progress on Labor Standards in the Democratic Republic of the Congo*. Proposal submitted by the ILO (DUNS 020301941) in response to Funding Opportunity Announcement No. FOA-ILAB-21-07. Document produced in English. ILO, August 2021. Includes the following annexes:

International Labour Organization. *Agreement on the establishment of an office of the organization in Kinshasa*. Annex to the technical proposal. Document produced in English. [ILO], April 1975.

International Labour Organization. *Logical framework of the project*. Annex to the technical proposal. Document produced in English. [ILO, date unknown].

International Labor Organization. *List of relevant grant or contract experience*. Technical proposal appendix. Electronic spreadsheet produced in English. ILO, [date unknown].

International Labor Organization. *Sustainability plan*. Annex to the technical proposal. Document produced in English. [ILO, date unknown].

International Labour Organization. *Work plan*. Annex to technical proposal. Spreadsheet produced in English. [ILO, date unknown].

the bizzel group, NORC at the University of Chicago, and Data Elevates. *MEL Training Materials - Module 1: Rationale and Foundations of ILAB's Theory of Sustained Change*. Slide presentation produced in English. USDOL/ILAB, March 2023.

Documents relating to project activities under study

International Labour Office. *Relations between workers' organizations and workers in the informal economy: A compendium of practices*. 1st ed. ILO, 2019.

International Labour Organization. *955: Workshops on the preparation of reports on international labour standards - Basic Information*. [ILO, date unknown].

International Labor Organization. *Partnership agreement between the International Labour Organization (ILO) and the École nationale d'administration de la République démocratique du Congo (ENA) for the reinforcement of the teaching of International Labour Standards (ILS), Fundamental Principles and Rights at Work (FPRW), Occupational Safety and Health (OSH) and other relevant themes related to decent work according to the evolving context and needs of the country in the training programme for student trainees, auditors and advanced training for labour inspectors*. ILO, [date unknown].

International Labour Organization. *Atelier de formation des formateurs des organisations de travailleurs de la République démocratique du Congo sur les normes internationales du travail - Rapport général*. Produced following a workshop held in Kinshasa, July 17-20, 2023. [ILO, date unknown].

International Labor Organization. *Training of trainers workshop on international labour standards. Day 2*. Slide presentation. [ILO, date unknown].

International Labour Organization. *Training of trainers workshop on international labor standards, ILO supervisory mechanisms and occupational safety and health - Terms of reference*. Produced as part of the Support for the Promotion of Labor Standards in the

- Democratic Republic of Congo (SPNT) project, in collaboration with the Bureau for Workers' Activities (ATRAV). ILO, [date unknown].
- International Labour Organization. *Workshop on the self-evaluation of the Linshasa labor courts - General report*. Produced following a workshop held in Kinshasa, September 18-20, 2023. [ILO, date unknown].
- International Labour Organization. *Project Advisory Committee (PAC) - Terms of Reference*. Approved by PAC members at first meeting, August 4, 2022. ILO, [date unknown].
- International Labor Organization. *Compte-rendu de l'atelier du Comité Consultatif du Projet (CCT)*. Produced following a workshop held in Kinshasa on August 4, 2022, as part of the project "Supporting the Promotion of Labor Standards in the DRC (SPNT)." [ILO, date unknown].
- International Labour Organization. *Building a culture of respect for the law in the workplace through development cooperation: a compendium of good practice*. 1st ed. ILO, 2021.
- International Labour Organization. *Projet de soutien à la promotion (mise en œuvre) des normes du travail en RDC - Équipe élargie du projet*. [ILO, date unknown].
- International Labour Organization. *Evaluation of the Labour Inspectorate of the Democratic Republic of the Congo - Report*. Includes an executive summary published as a separate document. ILO, October 2022.
- International Labor Organization. *Evaluation of SPNT training*. Includes an evaluation questionnaire and a spreadsheet recording the responses provided by those who received the training. [ILO, date unknown].
- International Labor Organization. *Fiche de contrôle - Sécurité et de la santé au travail sur un chantier de BTP*. [ILO, date unknown].
- International Labor Organization. *Le renforcement des compétences de l'Inspection du travail pour la promotion de la santé et sécurité au travail (SST) et du travail décent - Mise en place d'un groupe d'inspecteurs référents (Task-Force/SST)*. [ILO, date unknown].
- International Labour Organization. *Mise en œuvre de la planification stratégique pilote - Rapport de l'atelier de planification stratégique pilote*. Produced within the framework of the project "Supporting the promotion of standards in the Democratic Republic of Congo" - SPNT/DRC. ILO, [date unknown].
- International Labour Organization. *Plan d'action tripartite pour le renforcement de l'efficacité des tribunaux du travail de Kinshasa/Matete et Kinshasa/Gombe [Tripartite action plan to strengthen the effectiveness of the labour courts of Kinshasa/Matete and Kinshasa/Gombe]*. Adopted at a workshop to facilitate the self-assessment of the effectiveness of the labour courts of Kinshasa on the basis of the ILO Diagnostic Tool, held in Kinshasa on 20 September 2023. ILO, [date unknown].

- International Labor Organization. *Social Dialogue Report 2022: Collective bargaining for an inclusive, sustainable and resilient recovery*. Executive summary. ILO, [date unknown].
- International Labour Organization. *Rapport de l'atelier de planification stratégique pilote de l'inspection du travail de la RDC et de formation sur la méthodologie d'intervention de l'inspection du travail, République Démocratique du Congo*. Produced following a workshop held in Kinshasa, October 26-27, 2022. [ILO, date unknown]
- International Labour Organization. *Rapport de l'atelier de renforcement du dialogue social et de la représentativité*. Produced following a workshop held in Kinshasa, October 26-27, 2022. ILO, [date unknown].
- International Labour Organization . *Rapport de l'étude diagnostic sur le dialogue social en RDC*. ILO, July 2022.
- International Labour Organization. *Report of the Director-General - First Supplementary Report: Report of the Meeting of Experts for the Tripartite Validation of the Technical Guidelines on General Principles of Labour Inspection (December 13-16, 2021)*. Presented at the ^{344th} Session of the Governing Body (March 2022), Geneva, 15 March 2022. ILO, February 2022.
- Organisation internationale du Travail, Administration du travail, Inspection du travail, Direction générale de la sécurité et de la santé au Travail. *The control of construction sites by labour inspection - A guide for labour inspectors*. ILO, 2017.
- International Labour Organization, Bureau for Workers' Activities. *International labor standards and the ILO supervisory mechanism*. Slide presentation. [ILO, date unknown].
- International Labour Organization, Kinshasa Country Office. *Note au dossier sur l'évaluation rapide des besoins en formation des organisations de travailleurs (OT) de la République Démocratique du Congo*. [ILO], February 2023.
- International Labour Organization, Kinshasa Country Office. *Rapport de mission à Zongo, République Démocratique du Congo, du 28 au 30 juillet 2022*. Produced in connection with the mission to participate in the capacity-building workshop for members of the employment and vocational training subcommittee of the social and cultural commission of the National Assembly. ILO, [date unknown].
- International Labour Organization, Sector Policy Department. *Women in Mining - Towards Gender Equality*. Document produced in English. ^{1st} ed. ILO, 2021.
- International Labour Organization, Yaoundé Country Office Technical Support Team. *Comparative study on social dialogue in French-speaking Africa*. Slideshow presentation produced for a workshop on social dialogue and trade union representativeness in the DRC. ILO, [date unknown].

International Labour Organization, Yaoundé Country Office Technical Support Team. *Trade union representativeness*. ILO, [date unknown].

International Labour Organization, Yaoundé Country Office Technical Support Team. *Social dialogue*. Slide presentation. ILO, [date unknown].

International Labour Organization, Labour Administration, Labour Inspection and Occupational Safety and Health Service. *Strengthening labor inspection systems to improve the enforcement of labor legislation in development cooperation*. ILO, [date unknown].

International Labour Organization, Service de l'administration du travail, de l'inspection du travail, et de la sécurité et de la santé au travail. *Renforcement des compétences de l'Inspection du travail de la RDC*. Documents produced for a workshop held in Kinshasa, January 9-13, 2023. ILO, [date unknown]. Includes the following five training modules:

Occupational health and safety risk assessment and prevention. Training module ^{no.} 1.

Risk assessment and prevention - The risk of falling from a height and wearing PPE in the construction industry. Training module ^{no.} 2.

Inspection visits. Training module ^{no.} 3.

Occupational health and safety training in construction in the DRC - The risk of burial. Training module ^{no.} 4.

Working in a hazardous environment - Construction vehicle traffic and transport of building materials (handling). Training module ^{no.} 5.

International Labour Organization, Labour Law and Reform Unit, Governance and Tripartism Department. *Access to Labour Justice: A Diagnostic Tool for Self-Assessment of the Effectiveness of Institutions for the Prevention and Resolution of Labour Disputes*. ^{1st} ed. ILO, 2023.

International Labour Organization and General Labour Inspectorate. *Planification stratégique pilote d'intervention de l'Inspection du travail en République démocratique du Congo*. Produced for a workshop held in Kinshasa, January 16-20, 2023. [ILO, date unknown].

Democratic Republic of Congo. *Charte du cadre national de dialogue social bipartite de la République démocratique du Congo*. DRC, March 2023.

Democratic Republic of the Congo, Ministry of Employment, Labor and Social Security. *Rapport au titre de l'article 19 de la Constitution de l'OIT sur l'état de la législation et de la pratique nationales concernant la protection contre les accidents du travail et les maladies professionnelles*. DRC, February 2024.

Democratic Republic of the Congo, and International Labour Organization. *National report on the extent of violence and sexual harassment at work*. ILO, 2022.

Documents relating to the finances and progress of the project under study

U.S. Department of Labor, International Bureau of Labor Affairs. *Detailed project reporting form*. Electronic spreadsheet produced in English listing all project performance indicators, including related definitions. [USDOL/ILAB, date unknown].

International Labour Organization. *Budget Report DRC*. Periodic electronic spreadsheets, produced in English:

International Labour Organization. *Report for the period December 2021 to March 2022*. [ILO, date unknown].

International Labour Organization. *Report for the period April to September 2022*. [ILO, date unknown].

International Labour Organization. *Report for the period October 2022 to March 2023*. [ILO, date unknown].

International Labour Organization. *Report for the period October 2023 to March 2024*. Also includes retrospective data for the period April to September 2023 [ILO, date unknown].

International Labour Organization. *Project monitoring plan*. Electronic spreadsheet produced in English and updated periodically. [ILO, date unknown].

International Labor Organization. *Technical Progress Report, "Support the Promotion of Labour Standards in the DRC"*. COD/21/03/USA. Periodic reports produced in English:

International Labour Organization. *Report for the period December 15, 2021 to March 31, 2022*. [ILO, date unknown].

International Labour Organization. *Report for the period April¹ to September 30, 2022*. [ILO, date unknown].

International Labour Organization. *Report for the period October¹, 2022 to March 31, 2023*. [ILO, date unknown].

International Labour Organization. *Report for the period April¹ to September 30, 2023*. [ILO, date unknown].

International Labour Organization. *Report for the period October 30, 2023 to March 31, 2024*. Preliminary version. [ILO, date unknown].

Evaluation documents

United Nations Evaluation Group. *Ethical Guidelines for Evaluation*. Document produced in English. GNUE, 2020.

United Nations Evaluation Group. *Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator*. Document produced in English. UNEG, January 2022.

International Labour Organization, Evaluation Office. *All Evaluation Forms and Templates*. List of templates to follow, including for the title page and summary of an evaluation. Document produced in English. ILO, [date unknown].

International Labour Organization, Evaluation Office. *Checklist 4.2: Preparing the Evaluation Report*. v.2. I- eval Resource Kit. Document produced in English. ILO, February 2021.

International Labour Organization, Evaluation Office. *Checklist 4.8: Writing the Inception Report*. v.3. I- eval Resource Kit. Document produced in English. ILO, February 2021.

International Labour Organization, Evaluation Office. *Checklist 4.9: Rating the Quality of an Evaluation Report*. I- eval Resource Kit. Document produced in English. ILO, March 2021.

International Labour Organization, Evaluation Office. *Code of Conduct Agreement with ILO Evaluation Consultants*. Form produced in English. ILO, [date unknown].

International Labour Organization, Evaluation Office. *Guidance Note 3.1: Integrating Gender Equality in Monitoring and Evaluation*. v.3. Document produced in English. ILO, June 2020.

International Labour Organization, Evaluation Office. *Guidance Note 3.2: Adapting Evaluation Methods to the ILO's Normative and Tripartite Mandate*. v.1. ILO, June 2020.

International Labour Organization, Office of Evaluation. *Guidance Note 4.5: Stakeholder Engagement*. v.2. ILO, June 2020.

International Labour Organization, Office of Evaluation. *ILO Emerging Good Practice Template*. Form. ILO, [date unknown].

International Labour Organization, Office of Evaluation. *ILO Lesson Learned Template*. Form. ILO, [date unknown].

International Labour Organization, Evaluation Office. *ILO Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning and Managing for Evaluations*. 4th ed. ILO, November 2020.

International Labour Organization. *Terms of Reference - Supporting Progress on Labour Standards in the Democratic Republic of the Congo Mid-Term Internal Evaluation*. ILO, March 2024.

Appendix 5. List of interviewees

The following table lists the key players the evaluator interviewed, remotely, as part of the study.

Name	Organization / function
Donor representatives (USDOL)	
1. Alyson N. Beermann	International Relations Officer, Technical Assistance and Cooperation, U.S. Department of Labor
2. Shreeya Banjade	Monitoring and evaluation officer, U.S. Department of Labor
Members of the IGT Task Force [1]	
3. Dako Epanza Teddy	DRC General Labour Inspectorate
4. Mugalu Muteba Marie Luluaba	DRC General Labour Inspectorate
Representatives of employers' or workers' organizations [1].	
5. Christian Kalonda	Congo Business Federation
6. Lule Van	Congo Business Federation
7. Guy Kuku Gedila	Congo National Intersyndicale
Representatives of DRC public or government bodies	
8. Guillaume Banga	École nationale d'administration
9. Guillaume Kanyimbue	Chairman of the Steering Committee, DRC labor courts
10. Gertrude Mboyo Lofaka	Ministry of Employment, Labor and Social Security
ILO Project Management Team members	
11. Roger Nkambu	Senior technical advisor
12. Junior Cephass Mbuyi	Monitoring and evaluation officer
Regional Office or ILO Team specialists based in Yaoundé	
13. Mady Diagne	Specialist, Labor Administration and Social Dialogue, ILO team based in Yaoundé
14. Lassina Traoré	Technical specialist for employer activities, ILO team based in Yaoundé
15. Marina Nyamekye	Technical specialist for workers' activities, ILO team based in Yaoundé
16. Josée Blandine Ongotto	Specialist in international labor standards, ILO team based in Yaoundé
Experts at ILO headquarters in Geneva	
17. Laetitia Dumas [2]	Team Leader, Program and Operations, LABADMIN/OSH service
18. Justine Tillier	Program and Operations Officer, LABADMIN/OSH service
19. Mini Thakur	Monitoring and evaluation officer, LABADMIN/OSH service
20. Frédéric Laisné-Auer [2]	Specialist in labor administration and inspection, LABADMIN/OSH service
21. Valerie Van Goethem	Specialist in employment law, Service LABOURLAW

Notes :

1. Interviews conducted individually due to the impossibility of organizing focus groups as planned.
2. Persons interviewed simultaneously as part of a joint interview.

Name	Organization / function
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Appendix 6. Evaluation timeline

Phases	Tasks	Person in charge	Deadlines [1]	# of days for the international evaluator
Start-up phase	• Contract signature	OIT	March 16, 2024	
	• Preparatory meeting	OIT	March 20, 2024	
	• Study of key documents	Evaluator	March 25, 2024	8
	• Preliminary start-up report	Evaluator		
	• English translation of the preliminary start-up report	OIT	March 30, 2024	
	• Translation review	Evaluator	April ¹ , 2024	1
Distribution of start-up report	• Share preliminary start-up report with all stakeholders	OIT	April 5, 2024	
Finalize start-up report	• Review of report and submission of comments by ILO and USDOL	OIT	April 8, 2024	
	• Integration of comments received from the ILO and production of a final version	Evaluator	April 8, 2024	
Planning and conducting data collection activities	• Study of key documents	Evaluator	April 22 to June 3, 2024	10
	• Interviews with key stakeholders [2]	Evaluator		
Validation workshop	• Analysis and preparation of the validation workshop and integration of participant feedback	Evaluator	May 30, 2024	2
Analysis and reporting	• Preparing the preliminary assessment report	Evaluator	Submitted June 4	10
	• English translation of the preliminary assessment report	OIT	To be confirmed	
	• Translation review	Evaluator	To be confirmed	1
	• Sharing of preliminary report with all stakeholders and submission of consolidated comments from ILO and USDOL	OIT	To be confirmed	
	• Finalizing the preliminary report	Evaluator	End of June 2024	
Finalization of the assessment report	• Integration of consolidated comments received from the ILO	EGP	To be confirmed	
	• Writing the executive summary	Evaluator	June 2024	3
	• Translation of the final report and executive summary	OIT	To be confirmed	
	• Translation review	Evaluator	End of June 2024	2
	• Approval of the final report	OIT	To be confirmed	
Sharing knowledge	• Learning event for a larger group	Evaluator	To be confirmed	1
Total				38

Notes :

1. Explanation of delays in relation to the initial schedule - key person interviews took longer than expected
2. The original schedule called for focus groups, but these had to be abandoned in favor of individual interviews, for reasons outlined in this report.

Appendix 7. Lessons learned and best practices.



Supporting progress on labor standards in the Democratic Republic of Congo

TC/SYMBOL: COD/21/03/USA

Name of evaluator: Maryvonne Arnould

Date: June 2024

The lesson learned below was identified as part of the evaluation. The full evaluation report may contain a passage giving further explanation of the lesson.

ELEMENT OF	TEXT
<p>Brief description of lesson learned (link to a specific action or task)</p>	<p>Lesson learned 1: Capitalizing on the diagnostic studies on the General Labor Inspectorate (IGT) and social dialogue carried out as part of the project not only enabled it to analyse the situation in its entirety and its national context, but also to better define the strengths and challenges to be considered in tackling the constraints identified and inform the project's intervention strategy, as well as the technical assistance and capacity-building needs to support progress, the respect and enforcement of labour standards and the consolidation of social dialogue. These diagnoses were validated by national stakeholders and facilitated exchanges on the need to support the institutional strengthening of the IGT to overcome the deficits hampering the latter's exercise of its role as labour market regulator, as well as the need to engage tripartite constituents more concretely in the consolidation of social dialogue and the search for consensus and a framework for consultation between actors with vital interests in the world of labour. Continued efforts are needed, building on the lessons learned from these experiences, while ensuring that the results obtained to date can be shared, so as to enrich the debates launched to support the respect and application of labour standards.</p>
<p>Context and related prerequisites</p>	<p>Ongoing consultations, technical assistance, training and workshops, and shared tools for raising awareness and rallying national, public and private partners, have all contributed to the commitment and mobilization of players in identifying the issues associated with IGT and social dialogue, and to strengthening the technical knowledge and skills needed to exercise their respective roles in promoting compliance with labour laws and standards applicable to the labour market.</p>
<p>Target users / beneficiaries</p>	<p>The Kinshasa Country Office targeted by the interventions, as well as the staff of the International Labour Organization (ILO) at headquarters. Beneficiaries include all project stakeholders (governments, employers' and workers' organizations) as well as the workers targeted by the interventions.</p>
<p>Challenges/negative lessons - Causal factors</p>	<p>External factors beyond the project's control can affect its implementation. These include financial and material contributions from the state to support IGT activities, insecurity issues, and declining commitment from national stakeholders.</p>
<p>Success/Positive aspects - Causal factors</p>	<p>Increased understanding and awareness among tripartite constituents of the importance of applying international labour standards (ILS). Commitment and mobilization of stakeholders to support the promotion of labour standards and compliance with legislation.</p>



▶ Template 4.1: Lessons learned

ILO administrative matters
(personnel, resources, design,
implementation)

Resources (personnel) and extended team to access the expertise needed to carry out interventions, from design to implementation. Additional planning measures to allocate the time needed to facilitate consultations with all stakeholders and ensure the finalization of ongoing interventions.



Supporting progress on labour standards in the Democratic Republic of Congo

TC/SYMBOL: COD/21/03/USA

Name of evaluator: Maryvonne Arnould

Date:

The lesson learned below was identified as part of the evaluation. The full evaluation report may contain a passage giving further explanation of the lesson.

ELEMENT OF	TEXT
Brief description of lesson learned (link to a specific action or task)	Lesson learned 2: The participatory approach advocated during the planning and implementation of the project helped create the right conditions (consultation, continuity, validation of approaches) to foster national ownership, as it highlighted the importance of the initiatives deployed - seen as an appropriate response to the many challenges characterizing the decent labour deficit in the Democratic Republic of Congo (DRC). This was done together with supporting open collaboration, consultation between all parties with an interest in the world of work, and the consolidation of an inclusive social dialogue that can engage partners and ensure that national stakeholders continue to collaborate and coordinate towards project's success, promote compliance with the international labour standards and reinforce the occupational safety and health standards applicable in the construction sector, and support the necessary changes, in consultation with the authorities of the Labour Inspectorate and the Labour Courts, despite the complex environment in which the project operates.
Context and related prerequisites	The donor and the ILO are counting on the active participation of tripartite constituents, which is a sine qua non for the introduction of decent labour, respect for workers' rights and the application of acceptable labour standards. The measures deployed are aimed at raising awareness, informing, and equipping constituents with skills and tools to stimulate their active participation and encourage them to take ownership of the project's strategic orientations.
Target users / beneficiaries	The Country Office in Kinshasa, ILO staff in Geneva and tripartite constituents.
Challenges/negative lessons - Causal factors	External factors beyond the project's control may affect its implementation. These include the limited financial resources available to stakeholders, which may limit their.
Success/Positive aspects - Causal factors	The active participation of the tripartite principals enables us to test the parameters associated with strategic planning in the construction sector, where all the key players operate, so as to consolidate the commitment of all the stakeholders concerned.
ILO administrative matters (personnel, resources, design, implementation)	Additional planning measures to allow time to facilitate consultations with all stakeholders and to conduct (or not) a strategic planning and compliance exercise in the other two project sectors, prior to project completion.



Supporting progress on labour standards in the Democratic Republic of Congo

TC/SYMBOL: COD/21/03/USA

Name of evaluator: Maryvonne Arnould

Date:

The lesson learned below was identified as part of the evaluation. The full evaluation report may contain a passage giving further explanation of the lesson.

ELEMENT OF	TEXT
Summary of good practice (link with project goal or specific result, context, objective, etc.)	Best practice 1: The creation of a Task-Force within the General Labour Inspectorate (IGT), made up of duly trained labour inspectors who are responsible for replicating the training courses, creates a pool of reference trainers who are in charge of rolling out the training in the regions. Peer training is a practice that not only encourages learning between inspectors, but also transfers knowledge and enhances the skills of existing inspectors, thus ensuring the sustainability of the training approach.
Relevant conditions and context: limitations or advice in terms of application and replicability	Based on the findings of the diagnosis made of the IGT, which is subject to severe resource and capacity constraints, ILO technical assistance has focused first and foremost on building the capacity of inspectorate staff, which requires specialized knowledge and skills to identify labour law violations, ensure follow-up, implement corrective measures, provide advice to employers and workers, and be able to enforce legal provisions. The creation, within the IGT, of a duly trained Task-Force, capable of replicating training courses in the regions, ensures the use of an intervention force capable of being deployed as and when required.
Establish a clear cause-effect relationship	Capacity-building interventions for IGT staff respond to one of the needs identified in the diagnostic study carried out for this organization, which was validated by national stakeholders.
Indicate measurable impacts and target beneficiaries	The creation of a well-trained Task-Force, equipped with the necessary didactic material and tools, makes it possible to provide training in all the regions targeted by the project. By creating such a task force, the project is able to amplify the impact of its training initiatives.
Potential replication and by whom	The project has enabled the IGT to set up a cell of reference inspector-trainers, which it will need to continue the work. The Task-Force represents an intervention model that enables training courses to be replicated.
Links with the ILO's High-Level Objectives (DWCPs, CPOs, ILO Strategic Program Framework)	In line with the ILO's Decent Work Strategy and Decent Work Country Programs (DWCP).
Other relevant documents or comments	Not applicable.