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Independent Final Evaluation of the Trade for Decent Work Project Phase 1: 2019-2024

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Name of consultant(s): orange & teal, Switzerland; Harald Meier (lead evaluator and team leader), with contributions from Valentina Gabella, Miquel Bono Dalmases, Tsinu Amdeselassie Worku, Julia Oliveira, Linh Dinh Kieu (Viet Nam), Santa Sarmin (Bangladesh), Saty Goulin (Côte d'Ivoire).

Name of evaluation manager: Inviolata Chinyangarara

Evaluation Office oversight: Guy Thijs, Ricardo Furman

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Contents

Executive Summary	v
Résumé Exécutif	ix
Resumo Ejecutivo	xiii
Resumen Ejecutivo	xvii
1. Introduction	1
2. Objective	1
3. Approach	3
4. Findings	5
3.1. Relevance	5
3.2. Coherence	8
3.3. Effectiveness	10
3.4. Efficiency	16
3.5. Impact	17
3.6. Sustainability	20
3.7. Lessons learned and good practice	24
5. Conclusions	25
6. Recommendations	26
Annex 1: Project overview	30
Annex 2: Terms of Reference	32
Annex 3: Evaluation matrix	55
Annex 4: Interviewees	59
Annex 5: Participant data	61
Annex 6: Lessons learned	63
Annex 7: Good practice	65
Annex 8: M&E data overview	69

Tables

Table 1: Case study sampling	4
Table 2: Outcome achievement in four selected countries	11
Table 3: Women participation in training and workshops	14
Table 4: Summary of recommendations	28
Table 5: Interviewee data	61
Table 6: Survey participant data	61
Table 7: Overview of summary outcome table data	69

Figures

Figure 1: Project objectives	2
Figure 2: Relevance – alignment with policy and organisational needs (survey result)	6
Figure 3: Coherence – coordination internally and externally (survey results)	9
Figure 4: Effectiveness – achievement of intermediary objectives (survey results)	12
Figure 5: Effectiveness – cross-cutting issues, by gender (survey results)	15
Figure 6: Efficiency (survey results)	17
Figure 7: Impact – achievements of high-level outcomes (survey results)	19
Figure 8: Sustainability (survey results)	22
Figure 9: Sustainability, by stakeholder group (survey results)	23

Abbreviations

DWCP	Decent Work Country Programme
EBA	Everything But Arms
EC	European Commission
EQ	Evaluation Question
EU	European Union
EVFTA	EU-Viet Nam Free Trade Agreement
FTA	Free Trade Agreement
GSP	Generalised Scheme of Preferences
ILO	International Labour Organization
ILS	International Labour Standards
M&E	Monitoring and Evaluation
LDC	Least Developed Country
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
TSD	Trade and Sustainable Development
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development

Executive Summary

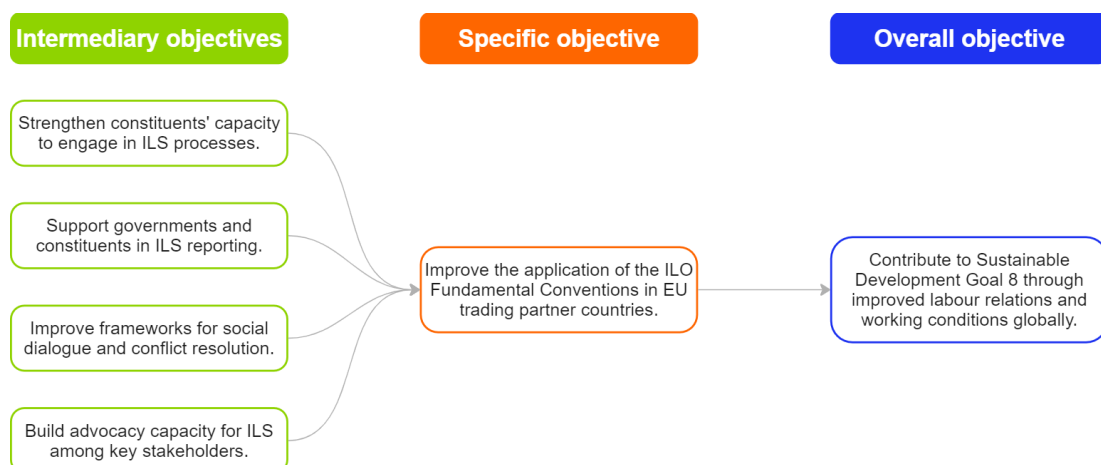
Background

The International Labour Organization (ILO) implemented the “Trade for Decent Work Phase 1: 2019-2024” project, funded by the European Union (EU) and the Government of Finland. It aims at promoting the Decent Work Agenda in selected countries that are beneficiaries of the EU Generalised Scheme of Preferences (GSP, GSP+, or EBA) or have signed or are negotiating a trade agreement with the EU.¹

The project operated within a framework consisting of two components: a Country-focused Facility and a Global Facility. The Country-focused Facility supported selected target countries, based on annual work plans submitted for financing to the donors. The Global Facility provided flexible support to respond to emerging needs in partner countries or to advance global initiatives, such as the promotion of the MNE Declaration.² Although the project spanned six years, activities were planned and defined through annual programming cycles.

The project was structured around four intermediate objectives focused on strengthening the capacity of constituents and institutions to support compliance with International Labour Standards (ILS). This included enabling participation in national ILS processes, improving reporting systems, enhancing frameworks for social dialogue and conflict resolution, and building advocacy capacity among tripartite constituents and other key stakeholders, as shown in the figure. Based on these objectives, the project involved activities such as capacity building for stakeholders, technical support for legislative gap analyses and reforms, and the development of frameworks for social dialogue.

Project objectives



¹ Africa: Cabo Verde, Côte d'Ivoire, Ghana, Kenya, Madagascar, Mozambique; Asia: Bangladesh, Mongolia, Myanmar, Pakistan, Philippines, Tajikistan, Viet Nam; Europe: Moldova; Latin America: Ecuador, Guatemala, Honduras, Peru; Pacific: Fiji.

² Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration).

The ILO engaged the team of orange & teal to conduct an independent final evaluation of the project's first phase.

Evaluation objectives

The evaluation, conducted during April-June 2025, assesses the project's performance using the OECD DAC criteria relevance, coherence, effectiveness, efficiency, impact, and sustainability. It responds to sixteen evaluation questions. Furthermore, the evaluation provides recommendations to inform future interventions and identifies lessons learned and good practice. The evaluation is intended for ILO constituents, field units, headquarters, and donors, while also providing insights for a broader range of stakeholders.

Methods

The evaluation used a mixed-methods approach, including document review, semi-structured interviews and focus groups, case studies, and an online survey. Key stakeholders also participated in a validation meeting to provide feedback on preliminary findings, conclusions, and recommendations.

Findings

The main findings, structured by OECD DAC criteria, are as follows:

Relevance: The project aligns well with ILO priorities, such as Decent Work Country Programmes and the Programme and Budget 2022-23 and 2024-25, and the labour provisions of EU trade agreements. It supports countries in advancing decent work while meeting requirements for preferential market access. Engagement with constituents to ensure that activities responded to national needs was strong across all countries. The project's intervention strategy was based on a one-year planning horizon, as future funding was uncertain when the project document was developed. While the project's intervention design is broadly valid and aligned with its stated objectives, a more comprehensive theory of change was not developed due to this limited timeframe. The use of annual work plans allowed for flexible, country-specific adjustments. This flexibility had advantages, but it also made long-term planning more difficult, partly because the M&E system and tools were not applied consistently across countries.

Coherence: The project demonstrated strong internal coherence. In the survey, 89% of respondents confirmed effective coordination within the ILO and with its constituents. The project was seen as well integrated into existing ILO structures and linked to other ILO-funded interventions. In contrast, external collaboration was viewed as more mixed. The Bangladesh cluster approach was highlighted as a good practice, helping to strengthen both internal and external coherence as well as collaboration.

Effectiveness: Interviewees across countries generally associated high level of result achievement, particularly in strengthening engagement with international labour standards (ILS), building institutional capacity, and supporting social dialogue. Survey data confirmed these views, with nearly 90% of respondents reporting improved ILS capacity and 78% noting better systems for reporting and conflict resolution. Some saw further potential in supporting groups

like parliamentarians and civil society. A strong majority of respondents (75%) stated that the project delivered high-quality services and products, including training and technical support. Monitoring and evaluation (M&E) was a limiting factor: despite detailed country reporting, the lack of a unified M&E plan and inconsistent indicators made comparison and learning difficult. Cross-cutting issues were addressed with varying depth – gender and youth received strong attention, while just transition or environment were less emphasised, as they were not central to the project's focus.

Efficiency: The project reduced overheads in several countries by using cost-sharing arrangements with other projects of related thematic focus. Although many considered staffing and funding levels to be insufficient, total project spending did not reach 100%, partly due to contextual factors that limited full resource use. Reporting demands were high, with some offices estimating that progress reports required more than 20 staff days per year. These observations point to a trade-off between ambition, coordination, and operational workload that needs to be carefully balanced. Several ILO staff noted that stronger peer-learning mechanisms could help improve both efficiency and effectiveness. Finally, in terms of value for money, the results appear positive. Over 80% of respondents stated that the time and resources invested in the project were worthwhile given the results achieved.

Impact: Stakeholder perceptions indicate that the project contributed meaningfully to progress on labour standards and social dialogue. It supported the ratification of 12 ILO conventions in six countries (Bangladesh, Côte d'Ivoire, Madagascar, Mozambique, the Philippines, and Viet Nam),³ helped prepare additional ratifications, and supported alignment of domestic laws with international labour standards. The project also strengthened national systems to monitor and report on labour rights. Between 2021 and 2023, eight countries fulfilled their ILO reporting obligations.⁴ This points to improved legal alignment with international standards and stronger systems that support accountability under EU trade agreement commitments.

Sustainability: The project embedded sustainability into its overall strategy by focusing on long-term legal, institutional, and capacity-building measures. In many countries, interventions helped align national laws with international labour standards, embedded reforms within public institutions, and provided stakeholders with tools and expertise to carry the work forward. Notable examples included national reporting units, support for ratification processes, digital tools, and formal cooperation agreements, such as the ten-year MoU between Viet Nam and the ILO. The project trained a broad range of actors, such as labour inspectors, judiciary staff, parliamentarians, and tripartite constituents. That said, limited resources and staff turnover may undermine sustainability as identified in the project's risk matrix. Survey results indicated a broadly positive outlook: 68% of respondents expected the results to last, though some raised concerns about funding and political commitment. Donors showed the least confidence, while ILO staff remained the most optimistic.

Lessons learned and good practices

Several lessons learned and good practices were reported, including that sensitive reform areas are best addressed through a phased, long-term approach. Starting with trust-building, technical

³ Bangladesh: C138, P029; Côte d'Ivoire: C189; Madagascar: C155, C161, C187, MLC, 2006; Mozambique: MLC, 2006; Philippines: C190; Viet Nam: C87, C98, C105.

⁴ Bangladesh, Cabo Verde, Côte d'Ivoire, Ghana, Madagascar, Mongolia, Mozambique, Pakistan.

support, and neutral engagement helped lay the groundwork for more complex discussions. Sustained coordination with government at both political and technical levels, along with inclusive training and legal awareness, strengthened national ownership and the sustainability of reforms. Furthermore, the ILO's cluster approach in Bangladesh improved coherence, stakeholder engagement, and cost-efficiency by linking related interventions.

Recommendations

The report provides recommendations at strategic and project-level, in line with the evaluation's overall scope and the fact that the second phase of the project is already underway:

1. Align coordination capacity with project scale.
2. Strengthen monitoring and evaluation systems for comparability and learning.
3. Foster more effective peer learning across countries.
4. Strengthen and systematise sustainability planning and follow-up.

Résumé Exécutif

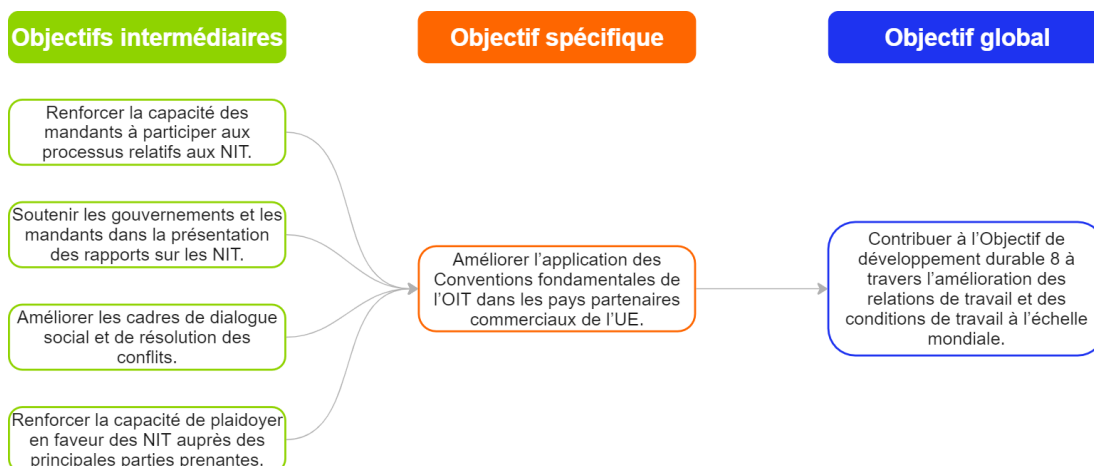
Contexte

L'Organisation Internationale du Travail (OIT) a mis en œuvre le projet « Commerce au service du Travail Décent – Phase 1 : 2019-2024 », financé par l'Union européenne (UE) et le gouvernement finlandais. Ce projet visait à promouvoir l'Agenda du Travail Décent dans certains pays bénéficiaires du Système de préférences généralisées (SPG, SPG+, ou TSA) de l'UE, ou ayant signé ou en cours de négociation d'un accord commercial avec l'UE.⁵

Le projet a été mis en œuvre dans le cadre d'un dispositif composé de deux volets : un Mécanisme axé sur les Pays et un Mécanisme Global. Le Mécanisme axé sur les Pays soutenait certains pays cibles, en fonction de plans de travail annuels soumis aux bailleurs de fonds pour financement. Le Mécanisme Global offrait un appui flexible pour répondre aux besoins émergents dans les pays partenaires ou pour faire avancer des initiatives globales, telles que la promotion de la Déclaration sur les entreprises multinationales (EMN).⁶ Bien que le projet ait duré six ans, les activités étaient planifiées et définies selon des cycles de programmation annuels.

Le projet était structuré autour de quatre objectifs intermédiaires, axés sur le renforcement des capacités des mandants et des institutions afin de soutenir le respect des Normes Internationales du Travail (NIT). Cela incluait la facilitation de la participation aux processus nationaux sur les NIT, l'amélioration des systèmes de rapports, le renforcement des cadres de dialogue social et de résolution des conflits, ainsi que le développement des capacités de plaidoyer des mandants tripartites et d'autres parties prenantes clés, comme le montre sur la base de ces objectifs, le projet incluait des activités telles que le renforcement des capacités des parties prenantes, un appui technique pour l'analyse des lacunes législatives et des réformes, ainsi que l'élaboration de cadres pour le dialogue social.

Objectifs du projet



⁵ Afrique : Cap-Vert, Côte d'Ivoire, Ghana, Kenya, Madagascar, Mozambique; Asie : Bangladesh, Mongolie, Myanmar, Pakistan, Philippines, Tadjikistan, Viet Nam; Europe : Moldavie; Amérique latine : Équateur, Guatemala, Honduras, Pérou; Pacifique : Fidji.

⁶ Déclaration tripartite de principes sur les entreprises multinationales et la politique sociale (Déclaration EMN).

L'OIT a fait appel à l'équipe de orange & teal pour réaliser une évaluation finale de la première phase du projet.

Objectifs de l'évaluation

L'évaluation, réalisée entre avril et juin 2025, examine la performance du projet à l'aide des critères du CAD de l'OCDE : pertinence, cohérence, efficacité, efficience, impact et durabilité. Elle répond à seize questions d'évaluation. Elle formule également des recommandations pour orienter les interventions futures, tout en identifiant les leçons apprises et les bonnes pratiques. L'évaluation est destinée aux mandants de l'OIT, aux bureaux de terrain, au siège et aux bailleurs de fonds, tout en fournissant également des éléments d'analyse à un éventail plus large de parties prenantes.

Méthodologie

L'évaluation a utilisé une approche méthodologique mixte comprenant l'analyse documentaire, des entretiens semi-structurés et des groupes de discussion, des études de cas, ainsi qu'une enquête en ligne. Une réunion de validation avec les parties prenantes clés a également eu lieu pour recueillir des retours sur les constats préliminaires, les conclusions et les recommandations.

Constats

Pertinence : Le projet est bien aligné avec les priorités de l'OIT, telles que les Programmes par Pays pour la Promotion du Travail Décent et le Programme et Budget 2022-2023 et 2024-2025, ainsi qu'avec les dispositions relatives au travail des accords commerciaux de l'UE. Il soutient les pays dans la promotion du travail décent tout en respectant les exigences pour l'accès préférentiel au marché. L'engagement des mandants pour assurer que les activités répondent aux besoins nationaux a été fort dans tous les pays. La stratégie d'intervention du projet reposait sur un horizon de planification d'un an car le financement futur était incertain au moment de l'élaboration du document de projet. Bien que la conception de l'intervention du projet soit globalement valide et alignée sur les objectifs énoncés, une théorie du changement plus complète n'a pas été développée en raison de cette contrainte temporelle. L'utilisation de plans de travail annuels a permis des ajustements flexibles et spécifiques à chaque pays. Cette flexibilité présentait des avantages, mais elle a également rendu la planification à long terme plus difficile, en partie parce que le système et les outils de suivi et évaluation n'étaient pas appliqués de manière cohérente d'un pays à l'autre.

Cohérence : Le projet a démontré une forte cohérence interne. Dans l'enquête, 89 % des répondants ont confirmé une coordination efficace au sein de l'OIT et avec ses mandants. Le projet a été perçu comme bien intégré aux structures existantes de l'OIT et lié à d'autres interventions financées par l'organisation. En revanche, la collaboration externe a été jugée plus mitigée. L'approche par grappes au Bangladesh a été identifiée comme une bonne pratique, renforçant la cohérence interne et externe ainsi que la collaboration.

Efficacité : Les personnes interrogées dans les différents pays ont souligné un niveau élevé de résultats, en particulier en ce qui concerne le renforcement de l'engagement envers les NIT, le développement des capacités institutionnelles et le soutien au dialogue social. Les données d'enquête ont confirmé ces points de vue : près de 90 % des répondants ont signalé une meilleure capacité liée aux NIT, et 78 % ont noté une amélioration des systèmes de rapports et de résolution

des conflits. Certains ont suggéré un potentiel accru dans le soutien à des groupes tels que les parlementaires et la société civile. Une large majorité (75 %) a estimé que le projet avait fourni des services et produits de grande qualité, notamment en matière de formation et d'assistance technique. Le suivi et l'évaluation (S&E) ont constitué un facteur limitant : malgré des rapports nationaux détaillés, l'absence d'un plan de S&E unifié et l'incohérence des indicateurs ont rendu difficile la comparaison et l'apprentissage. Les enjeux transversaux ont été traités avec un degré variable de profondeur — le genre et la jeunesse ont reçu une attention particulière, alors que la transition juste ou l'environnement étaient moins mis en avant, car ils n'étaient pas au cœur des priorités du projet.

Efficiencia : Le projet a réduit les frais généraux dans plusieurs pays grâce à des accords de partage des coûts avec d'autres projets ayant une thématique similaire. Bien que beaucoup aient estimé que les ressources humaines et financières étaient insuffisantes, les dépenses totales du projet n'ont pas atteint 100 %, en partie en raison de facteurs contextuels ayant limité l'utilisation complète des ressources. Les exigences en matière de rapports étaient élevées, certaines équipes estimant que les rapports de progrès exigeaient plus de 20 jours-personnes par an. Ces observations mettent en évidence un arbitrage entre ambition, coordination et charge de travail opérationnelle, qu'il convient d'équilibrer avec soin. Plusieurs membres du personnel de l'OIT ont suggéré que des mécanismes d'apprentissage entre pairs plus robustes pourraient améliorer à la fois l'efficiencia et l'efficacité. Enfin, en termes de rapport coût-efficacité, les résultats semblent positifs : plus de 80 % des répondants ont estimé que le temps et les ressources investis étaient justifiés par les résultats obtenus.

Impact : Les perceptions des parties prenantes indiquent que le projet a contribué de manière significative à l'avancement des normes du travail et du dialogue social. Il a soutenu la ratification de 12 conventions de l'OIT dans six pays (Bangladesh, Côte d'Ivoire, Madagascar, Mozambique, Philippines et Viet Nam),⁷ a aidé à préparer d'autres ratifications, et a soutenu l'harmonisation des législations nationales avec les normes internationales du travail. Le projet a également renforcé les systèmes nationaux de suivi et de rapport sur les droits du travail. Entre 2021 et 2023, huit pays ont rempli leurs obligations de rapport auprès de l'OIT,⁸ ce qui indique un meilleur alignement juridique avec les normes internationales et des systèmes renforcés pour garantir la redevabilité dans le cadre des engagements des accords commerciaux de l'UE.

Durabilité : Le projet a intégré la durabilité dans sa stratégie globale en se concentrant sur des mesures légales, institutionnelles et de renforcement des capacités à long terme. Dans de nombreux pays, les interventions ont contribué à aligner les lois nationales sur les NIT, à institutionnaliser des réformes et à doter les parties prenantes d'outils et de compétences pour poursuivre le travail. Des exemples notables incluent la mise en place d'unités nationales de rapport, le soutien aux processus de ratification, les outils numériques et les accords formels de coopération, tels que le protocole d'accord de dix ans entre le Viet Nam et l'OIT. Le projet a formé un large éventail d'acteurs tels que les inspecteurs du travail, les personnels judiciaires, parlementaires, et les mandants tripartites. Cela dit, des ressources limitées et un taux de rotation élevé du personnel pourraient compromettre la durabilité, comme identifié dans la matrice des risques du projet. Les résultats de l'enquête révèlent une perspective globalement positive : 68 %

⁷ Bangladesh : C138, P029 ; Côte d'Ivoire : C189 ; Madagascar : C155, C161, C187, MLC, 2006 ; Mozambique : MLC, 2006 ; Philippines : C190 ; Viet Nam : C87, C98, C105.

⁸ Bangladesh, Cap-Vert, Côte d'Ivoire, Ghana, Madagascar, Mongolie, Mozambique, Pakistan.

des répondants estiment que les résultats se maintiendront dans le temps, bien que certains aient exprimé des inquiétudes quant au financement et à l'engagement politique. Les donateurs se sont montrés les moins confiants, tandis que le personnel de l'OIT est resté le plus optimiste.

Leçons apprises et bonnes pratiques

Plusieurs enseignements et bonnes pratiques ont été identifiés, notamment que les réformes sensibles sont plus efficaces lorsqu'elles sont abordées selon une approche progressive et de long terme. Commencer par instaurer de la confiance, fournir un soutien technique et maintenir un engagement neutre a permis de poser les bases pour des discussions plus complexes. Une coordination durable avec les gouvernements aux niveaux politique et technique, associée à une formation inclusive et à la sensibilisation juridique, a renforcé l'appropriation nationale et la pérennité des réformes. Par ailleurs, l'approche par grappes de l'OIT au Bangladesh a renforcé la cohérence, l'engagement des parties prenantes et l'efficacité des coûts en reliant des interventions connexes.

Recommandations

Le rapport formule des recommandations stratégiques et opérationnelles, conformément à la portée générale de l'évaluation et au fait que la deuxième phase du projet est déjà en cours :

1. Aligner la capacité de coordination sur l'ampleur du projet.
2. Renforcer les systèmes de suivi et d'évaluation pour favoriser la comparabilité et l'apprentissage.
3. Promouvoir un apprentissage entre pairs plus efficace entre les pays.
4. Renforcer et systématiser la planification et le suivi de la durabilité.

Resumo Executivo

Contexto

A Organização Internacional do Trabalho (OIT) implementou o projeto “Comércio para o Trabalho Decente – Fase 1: 2019-2024”, financiado pela União Europeia (UE) e pelo Governo da Finlândia. O objetivo foi promover a Agenda do Trabalho Decente em países selecionados beneficiários do Sistema de Preferências Generalizadas da UE (SPG, SPG+ ou EBA), ou que tenham assinado ou estejam a negociar um acordo comercial com a UE.⁹

O projeto operou dentro de uma estrutura composta por dois componentes: um Mecanismo focado em Países e um Mecanismo Global. O Mecanismo focado em Países apoiava determinados países-alvo, com base em planos de trabalho anuais submetidos aos doadores para financiamento. O Mecanismo Global fornecia apoio flexível para responder a necessidades emergentes em países parceiros ou para promover iniciativas globais, como a promoção da Declaração das EMN.¹⁰ Embora o projeto tenha tido uma duração de seis anos, as atividades eram planejadas e definidas por meio de ciclos anuais de programação.

O projeto foi estruturado em torno de quatro objetivos intermediários focados no fortalecimento da capacidade dos constituintes e das instituições para apoiar o cumprimento das Normas Internacionais do Trabalho (NIT). Isso incluiu promover a participação nos processos nacionais sobre NIT, melhorar os sistemas de relatório, reforçar os marcos para o diálogo social e a resolução de conflitos, e desenvolver as capacidades de advocacy entre os constituintes tripartites e outras partes interessadas-chave, conforme mostrado na figura. Com base nesses objetivos, o projeto envolveu atividades como o reforço de capacidades para as partes interessadas, apoio técnico para análises de lacunas legislativas e reformas, e o desenvolvimento de estruturas para o diálogo social.

Objetivos do projeto



⁹ África: Cabo Verde, Costa do Marfim, Gana, Quênia, Madagáscar, Moçambique; Ásia: Bangladesh, Mongólia, Myanmar, Paquistão, Filipinas, Tajiquistão, Vietnã; Europa: Moldávia; América Latina: Equador, Guatemala, Honduras, Peru; Pacífico: Fiji.

¹⁰ Declaração Tripartida de Princípios sobre as Empresas Multinacionais e a Política Social (Declaração EMN).

A OIT contratou a equipe da orange & teal para realizar uma avaliação final da primeira fase do projeto.

Objetivos da avaliação

A avaliação analisa o desempenho do projeto com base nos critérios do CAD da OCDE: relevância, coerência, eficácia, eficiência, impacto e sustentabilidade. Responde a dezesseis perguntas de avaliação. Além disso, apresenta recomendações para orientar futuras intervenções, bem como identifica lições aprendidas e boas práticas.

Metodologia

A avaliação, realizada entre abril e junho de 2025, utilizou uma abordagem de métodos mistos, incluindo análise documental, entrevistas semiestruturadas e grupos focais, estudos de caso e uma pesquisa online. As partes interessadas participaram de uma reunião de validação para fornecer feedback sobre os constatações, conclusões e recomendações preliminares. A avaliação destina-se aos constituintes da OIT, às unidades de campo, à sede e aos doadores, além de fornecer informações relevantes para um leque mais amplo de partes interessadas.

Constatações

Relevância: O projeto está bem alinhado com as prioridades da OIT, como os Programas País para o Trabalho Decente e o Programa e Orçamento 2022-2023 e 2024-2025, bem como com as disposições trabalhistas dos acordos comerciais da UE. Apoia os países no avanço do trabalho decente, atendendo simultaneamente aos requisitos para acesso preferencial ao mercado. O envolvimento dos constituintes para garantir que as atividades respondessem às necessidades nacionais foi forte em todos os países. A estratégia de intervenção do projeto baseou-se num horizonte de planeamento de um ano, uma vez que o financiamento futuro era incerto no momento da elaboração do documento do projeto. Embora o desenho da intervenção seja, em termos gerais, válido e alinhado com os objetivos estabelecidos, não foi desenvolvida uma teoria da mudança mais abrangente devido a este prazo limitado. A utilização de planos de trabalho anuais permitiu ajustes flexíveis e específicos para cada país. Essa flexibilidade trouxe vantagens, mas também dificultou o planeamento a longo prazo, em parte porque o sistema e as ferramentas de monitoramento e avaliação não foram aplicados de forma consistente entre os países.

Coerência: O projeto demonstrou forte coerência interna. Na pesquisa, 89% dos respondentes confirmaram uma coordenação eficaz dentro da OIT e com seus constituintes. O projeto foi percebido como bem integrado às estruturas existentes da OIT e vinculado a outras intervenções financiadas pela organização. Em contraste, a colaboração externa foi vista de forma mais variável. A abordagem de agrupamento (cluster) adotada em Bangladesh foi destacada como uma boa prática, fortalecendo a coerência interna e externa, bem como a colaboração.

Eficácia: Entrevistados de diferentes países associaram o projeto a um alto nível de alcance de resultados, especialmente no fortalecimento do engajamento com as NIT, na construção de capacidades institucionais e no apoio ao diálogo social. Os dados da pesquisa confirmaram essas percepções: quase 90% dos respondentes relataram melhora na capacidade relacionada às NIT, e 78% observaram aprimoramentos nos sistemas de relatórios e resolução de conflitos. Alguns identificaram potencial adicional de apoio a grupos como parlamentares e a sociedade

civil. Uma ampla maioria (75%) afirmou que o projeto ofereceu serviços e produtos de alta qualidade, incluindo formação e apoio técnico. O monitoramento e a avaliação (M&A) foram considerados um fator limitador: apesar dos relatórios detalhados por país, a ausência de um plano unificado de M&A e a inconsistência de indicadores dificultou a comparação e o aprendizado. As questões transversais foram abordadas com profundidade variável – gênero e juventude receberam atenção significativa, enquanto a transição justa ou o meio ambiente receberam menos ênfase, por não estarem no centro do foco do projeto.

Eficiência: O projeto reduziu os custos operacionais em vários países por meio de acordos de compartilhamento de custos com outros projetos de enfoque temático semelhante. Embora muitos tenham considerado os níveis de pessoal e de financiamento insuficientes, os gastos totais do projeto não atingiram 100%, em parte devido a fatores contextuais que limitaram o uso total dos recursos. As exigências de relatório foram elevadas, com alguns escritórios estimando mais de 20 dias de trabalho por ano para elaborar relatórios de progresso. Estas observações apontam para um equilíbrio necessário entre ambição, coordenação e carga de trabalho operacional, que deve ser cuidadosamente gerido. Membros da equipe da OIT apontaram que mecanismos mais fortes de aprendizagem entre pares poderiam melhorar tanto a eficiência quanto a eficácia. Por fim, em termos de custo-benefício, os resultados foram positivos: mais de 80% dos respondentes afirmaram que o tempo e os recursos investidos valeram a pena, considerando os resultados alcançados.

Impacto: As percepções das partes interessadas indicam que o projeto contribuiu de forma significativa para o avanço das normas trabalhistas e do diálogo social. Apoio foi prestado para a ratificação de 12 convenções da OIT em seis países (Bangladesh, Costa do Marfim, Madagascar, Moçambique, Filipinas e Vietnã),¹¹ de preparar o caminho para novas ratificações, e apoiou a harmonização das leis nacionais com as normas internacionais do trabalho. O projeto também fortaleceu os sistemas nacionais de monitoramento e relatório sobre direitos trabalhistas. Entre 2021 e 2023, oito países cumpriram suas obrigações de relatório à OIT.¹² Isso indica um melhor alinhamento legal com as normas internacionais e sistemas mais robustos que sustentam a responsabilidade no cumprimento dos acordos comerciais da UE.

Sustentabilidade: O projeto incorporou a sustentabilidade em sua estratégia global ao focar em medidas legais, institucionais e de fortalecimento de capacidades de longo prazo. Em muitos países, as intervenções ajudaram a alinhar leis nacionais com as NIT, institucionalizar reformas e capacitar as partes interessadas com ferramentas e conhecimentos técnicos para dar continuidade ao trabalho. Exemplos notáveis incluem unidades nacionais de relatório, apoio a processos de ratificação, ferramentas digitais e acordos formais de cooperação, como o memorando de entendimento de dez anos entre o Vietnã e a OIT. O projeto treinou uma ampla gama de atores, incluindo inspetores do trabalho, funcionários do judiciário, parlamentares, e constituintes tripartites. Dito isso, a limitação de recursos e a rotatividade de pessoal podem comprometer a sustentabilidade, conforme identificado na matriz de riscos do projeto. Os resultados da pesquisa mostraram uma perspectiva positiva de forma geral: 68% dos respondentes acreditam que os resultados terão continuidade, embora alguns tenham

¹¹ Bangladesh: C138, P029; Costa do Marfim: C189; Madagascar: C155, C161, C187, MLC, 2006; Moçambique: MLC, 2006; Filipinas: C190; Vietnã: C87, C98, C105.

¹² Bangladesh, Cabo Verde, Costa do Marfim, Gana, Madagascar, Mongólia, Moçambique, Paquistão.

expressado preocupações quanto ao financiamento e ao compromisso político. Os doadores mostraram menor confiança, enquanto o pessoal da OIT permaneceu mais otimista.

Lições aprendidas e boas práticas

Diversas lições e boas práticas foram relatadas, incluindo a constatação de que áreas sensíveis de reforma são mais bem abordadas por meio de uma abordagem faseada e de longo prazo. Começar com a construção de confiança, com apoio técnico e um engajamento neutro ajudou a estabelecer as bases para discussões mais complexas. A coordenação contínua com o governo, nos níveis político e técnico, combinada com capacitação inclusiva e conscientização jurídica, fortaleceu a apropriação nacional e a sustentabilidade das reformas. Além disso, a abordagem de agrupamento adotada pela OIT em Bangladesh melhorou a coerência, o engajamento das partes interessadas e a eficiência de custos ao conectar intervenções relacionadas.

Recomendações

O relatório apresenta recomendações em nível estratégico e de projeto, de acordo com o escopo geral da avaliação e o fato de que a segunda fase do projeto já está em andamento:

1. Alinhar a capacidade de coordenação com a escala do projeto.
2. Reforçar os sistemas de monitoramento e avaliação para permitir comparabilidade e aprendizado.
3. Promover um aprendizado entre pares mais eficaz entre os países.
4. Reforçar e sistematizar o planejamento e o acompanhamento da sustentabilidade.

Resumen Ejecutivo

Antecedentes

La Organización Internacional del Trabajo (OIT) implementó el proyecto “Comercio para el Trabajo Decente Fase 1: 2019-2024”, financiado por la Unión Europea (UE) y el Gobierno de Finlandia. Su objetivo fue promover la Agenda de Trabajo Decente en los países seleccionados beneficiarios del Sistema de Preferencias Generalizadas de la UE (SPG, SPG+ o EBA), o que hayan firmado o estén negociando un acuerdo comercial con la UE.¹³

El proyecto operaba dentro de un marco compuesto por dos componentes: un Mecanismo enfocado en Países y un Mecanismo Global. El Mecanismo enfocado en Países apoyaba a determinados países objetivo, sobre la base de planes de trabajo anuales presentados a los donantes para su financiación. El Mecanismo Global proporcionaba apoyo flexible para responder a necesidades emergentes en los países socios o para promover iniciativas globales, como la promoción de la Declaración sobre las EMN.¹⁴ Aunque el proyecto tuvo una duración de seis años, las actividades se planificaban y definían a través de ciclos de programación anuales.

El proyecto se estructuró en torno a cuatro objetivos intermedios centrados en fortalecer la capacidad de los mandantes e instituciones para apoyar el cumplimiento de las Normas Internacionales del Trabajo (NIT). Esto incluyó fomentar la participación en procesos nacionales sobre NIT, mejorar los sistemas de informes, fortalecer marcos para el diálogo social y la resolución de conflictos, y desarrollar capacidades de incidencia entre los actores tripartitos y otras partes interesadas clave, como se muestra en la figura. Con base en estos objetivos, el proyecto incluyó actividades como el fortalecimiento de capacidades para las partes interesadas, apoyo técnico para análisis de brechas legislativas y reformas, y el desarrollo de marcos para el diálogo social.

Objetivos del proyecto



¹³ África: Cabo Verde, Costa de Marfil, Ghana, Kenia, Madagascar, Mozambique; Asia: Bangladesh, Mongolia, Myanmar, Pakistán, Filipinas, Tayikistán, Vietnam; Europa: Moldavia; América Latina: Ecuador, Guatemala, Honduras, Perú; Pacífico: Fiyi.

¹⁴ Declaración Tripartita de Principios sobre las Empresas Multinacionales y la Política Social (Declaración EMN).

La OIT contrató al equipo de orange & teal para realizar una evaluación final de la primera fase del proyecto.

Objetivos de la evaluación

La evaluación, realizada entre abril y junio de 2025, analiza el desempeño del proyecto utilizando los criterios del CAD de la OCDE: pertinencia, coherencia, eficacia, eficiencia, impacto y sostenibilidad. Se responde a dieciséis preguntas de evaluación. Además, se brindan recomendaciones para orientar futuras intervenciones, así como lecciones aprendidas y buenas prácticas. La evaluación está dirigida a los mandantes de la OIT, las unidades de terreno, la sede y los donantes, y también ofrece información útil para un público más amplio de partes interesadas.

Métodos

La evaluación utilizó un enfoque de métodos mixtos, que incluyó revisión documental, entrevistas semiestructuradas y grupos focales, estudios de caso y una encuesta en línea. También se realizó una reunión de validación con actores clave para recibir retroalimentación sobre los hallazgos preliminares, las conclusiones y las recomendaciones.

Hallazgos

Los principales hallazgos, estructurados según los criterios del CAD de la OCDE, son los siguientes:

Pertinencia: El proyecto está bien alineado con las prioridades de la OIT, como los Programas de Trabajo Decente por País y el Programa y Presupuesto 2022-2023 y 2024-2025, así como con las disposiciones laborales de los acuerdos comerciales de la UE. Apoyó a los países en el avance del trabajo decente mientras cumplían con los requisitos para el acceso preferencial al mercado. La participación de los interlocutores sociales para asegurar que las actividades respondieran a las necesidades nacionales fue fuerte en todos los países. La estrategia de intervención del proyecto se basó en un horizonte de planificación de un año, ya que el financiamiento futuro era incierto al momento de elaborar el documento del proyecto. Si bien el diseño de la intervención es válido en términos generales y está alineado con los objetivos establecidos, no se desarrolló una teoría del cambio más integral debido a esta limitación temporal. El uso de planes de trabajo anuales permitió realizar ajustes flexibles y específicos a cada país. Esta flexibilidad ofreció ventajas, pero también dificultó la planificación a largo plazo, en parte porque el sistema y las herramientas de seguimiento y evaluación no se aplicaron de manera coherente en todos los países.

Coherencia: El proyecto demostró una fuerte coherencia interna. En la encuesta, el 89% de los encuestados confirmó una coordinación eficaz dentro de la OIT y con sus interlocutores. Se percibió que el proyecto estaba bien integrado en las estructuras existentes de la OIT y vinculado con otras intervenciones financiadas por la organización. En contraste, la colaboración externa fue vista de manera más mixta. El enfoque de clúster en Bangladesh fue destacado como una buena práctica que fortaleció tanto la coherencia interna como externa, además de la colaboración.

Eficacia: Entrevistados de diferentes países destacaron el alto nivel de logro de resultados, especialmente en el fortalecimiento del compromiso con las NIT, el desarrollo de capacidad institucional y el apoyo al diálogo social. Los datos de la encuesta confirmaron estas percepciones: casi el 90% reportó una mejor capacidad respecto a las NIT y el 78% mencionó mejoras en los sistemas de informes y resolución de conflictos. Se identificó un potencial adicional en el apoyo a grupos como parlamentarios y sociedad civil. Una mayoría significativa (75%) afirmó que el proyecto entregó servicios y productos de alta calidad, incluyendo formación y asistencia técnica. La evaluación y monitoreo (EyM) fue un factor limitante: a pesar de los informes detallados por país, la ausencia de un plan unificado y de indicadores consistentes dificultó la comparación y el aprendizaje. Se abordaron cuestiones transversales con profundidad variable — el género y la juventud recibieron atención destacada, mientras que la transición justa o el medio ambiente recibieron menos énfasis, al no ser parte del eje central del proyecto.

Eficiencia: El proyecto redujo gastos generales en varios países mediante acuerdos de reparto de costos con otros proyectos de enfoque temático similar. Aunque muchos consideraron que el personal y la financiación eran insuficientes, el gasto total del proyecto no alcanzó el 100%, en parte debido a factores contextuales que limitaron el uso completo de los recursos. Las demandas de informes fueron elevadas, con oficinas que estimaron que los informes de progreso requerían más de 20 días-persona al año. Estas observaciones señalan una compensación entre ambición, coordinación y carga de trabajo operativa, que debe gestionarse con cuidado. Algunos miembros del personal de la OIT señalaron que mecanismos de aprendizaje entre pares más sólidos podrían mejorar tanto la eficiencia como la eficacia. Finalmente, en cuanto a la relación costo-beneficio, los resultados fueron positivos: más del 80% de los encuestados consideraron que el tiempo y recursos invertidos fueron justificados por los resultados obtenidos.

Impacto: Las percepciones de las partes interesadas indican que el proyecto contribuyó significativamente al avance de las normas laborales y del diálogo social. Apoyó la ratificación de 12 convenios de la OIT en seis países (Bangladesh, Costa de Marfil, Madagascar, Mozambique, Filipinas y Viet Nam),¹⁵ ayudó a preparar otras ratificaciones, y apoyó la armonización de las leyes nacionales con las normas internacionales del trabajo. También fortaleció sistemas nacionales para monitorear e informar sobre derechos laborales. Entre 2021 y 2023, ocho países cumplieron con sus obligaciones de informes ante la OIT,¹⁶ lo que apunta a una mayor alineación legal con estándares internacionales y sistemas más sólidos que respaldan la rendición de cuentas en el marco de los compromisos de los acuerdos comerciales de la UE.

Sostenibilidad: El proyecto incorporó la sostenibilidad en su estrategia general al centrarse en medidas legales, institucionales y de desarrollo de capacidades a largo plazo. En muchos países, las intervenciones ayudaron a alinear leyes nacionales con las NIT, institucionalizar reformas y dotar a los actores de herramientas y conocimientos técnicos para dar continuidad al trabajo. Ejemplos notables incluyen unidades nacionales de reporte, apoyo a procesos de ratificación, herramientas digitales y acuerdos formales de cooperación, como el Memorando de Entendimiento de diez años entre Viet Nam y la OIT. Se capacitó a una amplia gama de actores como inspectores laborales, personal judicial, parlamentarios, e interlocutores tripartitos. Sin

¹⁵ Bangladesh: C138, P029; Costa de Marfil: C189; Madagascar: C155, C161, C187, MLC, 2006; Mozambique: MLC, 2006; Filipinas: C190; Vietnam: C87, C98, C105.

¹⁶ Bangladesh, Cabo Verde, Costa de Marfil, Ghana, Madagascar, Mongolia, Mozambique, Pakistán.

embargo, la escasez de recursos y la rotación de personal podrían socavar la sostenibilidad, como se identificó en la matriz de riesgos del proyecto. Los resultados de la encuesta reflejan una perspectiva mayormente positiva: el 68% espera que los resultados perduren, aunque algunos expresaron preocupación por la financiación y el compromiso político. Los donantes mostraron menor confianza, mientras que el personal de la OIT fue más optimista.

Lecciones aprendidas y buenas prácticas

Se destacaron numerosas lecciones y buenas prácticas, incluyendo que las reformas sensibles deben abordarse mediante un enfoque por fases y a largo plazo. Comenzar con la construcción de confianza, apoyo técnico y compromiso neutral ayudó a preparar el terreno para discusiones más complejas. La coordinación sostenida con los gobiernos, tanto a nivel político como técnico, junto con formación inclusiva y sensibilización legal, fortaleció la apropiación nacional y la sostenibilidad de las reformas. Además, el enfoque de clúster de la OIT en Bangladesh mejoró la coherencia, el compromiso de actores y la eficiencia de costos al vincular intervenciones relacionadas.

Recomendaciones

El informe presenta recomendaciones a nivel estratégico y de proyecto, en consonancia con el alcance general de la evaluación y el hecho de que ya está en marcha la segunda fase del proyecto:

1. Alinear la capacidad de coordinación con la escala del proyecto.
2. Fortalecer los sistemas de monitoreo y evaluación para mejorar la comparación y el aprendizaje.
3. Fomentar un aprendizaje entre pares más eficaz entre países.
4. Fortalecer y sistematizar la planificación y seguimiento de la sostenibilidad.

1. Introduction

The International Labour Organization (ILO) commissioned orange & teal to conduct the independent final evaluation of the Trade for Decent Work Project. This report contains the evaluation's findings, conclusions, and recommendations, responding to the evaluation questions as defined in the inception phase.

Aligned with the requirements of the Terms of Reference and the Inception Report,¹⁷ the report is divided into six chapters: Introduction, Objective, Approach, Findings, Conclusions, and Recommendations. The report's annexes provide additional information, including lessons learned and good practices.

2. Objective

The main objectives of the final evaluation are to assess the project's performance using the OECD DAC criteria. Specifically, the evaluation shall:

- Assess the project's performance applying the OECD DAC evaluation criteria (relevance, coherence, effectiveness, efficiency, impact, sustainability).
- Assess the project's implementation strategies and their effectiveness in achieving results.
- Assess the project's institutional set-up, management tools, and coordination mechanisms.
- Identify lessons learned and good practices and provide recommendations to improve implementation and maximise project outcomes of Phase 2.

The evaluation responds to 16 evaluation questions, as specified in the inception report. The evaluation matrix, detailing the evaluation question and probes as well as the sources of information, is available in Annex 3.

The evaluation focuses on Phase 1 (2019-2024) and covers planned and unplanned outputs and outcomes. It covers all implementation countries, to varying degrees: to enhance learning, comparatively more resources were allocated to Bangladesh, Côte d'Ivoire, Ghana, and Viet Nam that were identified as particularly important for organisational learning, correspond to topics of interests expressed by evaluation stakeholders, and from which more insights are expected to be retrieved for the evaluation questions. Additionally, the evaluation covers ad hoc interventions launched in 2024.¹⁸

¹⁷ The Inception Report was approved on 29 April 2025.

¹⁸ These are project activities made possible through the reallocation of unspent budget funds to address emerging needs or opportunities. Through ad hoc interventions, the ILO supported specific needs arising in partner countries. They were managed and implemented by existing project staff on the ground – either in-country, through regional staff or ILS specialists, or via external consultants in the case of new countries. No dedicated project staff were assigned specifically to ad hoc interventions.

The intended audience of the report are the ILO, the ILO constituents, and the European Union and the Government of Finland as the project donors.



¹⁹ The second phase therefore overlapped with the non-cost extension of the first phase, which included activities not completed by 2023, as well as ad hoc interventions in new countries such as Guatemala, Honduras, Kenya, Moldova, and Tajikistan.

²⁰ Africa: Cabo Verde, Côte d'Ivoire, Ghana, Kenya, Madagascar, Mozambique; Asia: Bangladesh, Mongolia, Myanmar, Pakistan, Philippines, Tajikistan, Viet Nam; Europe: Moldova; Latin America: Ecuador, Guatemala, Honduras, Peru; Pacific: Fiji.

3. Approach

In the following, we briefly describe how the evaluation was conducted, including data collection methods and sources of information, to address the evaluation questions that guided our focus (see Annex 3).

We used a mixed methods approach, which comprised document review, individual and group interviews, and a survey. We also explored how the project activities plausibly influenced the observed outcomes, using evidence collected through various methods (contribution analysis). Our approach was informed by the OECD DAC Standards (including the Quality Standards for Development Evaluation, and “Applying Evaluation Criteria Thoughtfully” and “Protection of people involved in evaluation” guidelines) as well as ILO’s relevant guidance notes and standards.

- **Document review:** We reviewed the documentation shared by the project technical teams, including the project document and subsequent project proposals, six annual reports, and two budget sheets.
- **Interviews:** We conducted eleven online, semi-structured individual interviews involving 16 project stakeholders. Furthermore, we conducted 25 in-person, semi-structured interviews with stakeholders in Bangladesh, Côte d’Ivoire, Ghana, and Viet Nam, involving 29 representatives of the ILO and its constituents. For details, see Annex 4 and Annex 5.
- **Focus groups:** We conducted two online focus group discussions, namely on the ad-hoc interventions and the cluster approach in Bangladesh.
- **Online survey:** The survey was provided in four languages, and invitations were sent via email with a survey link. The survey remained open for three weeks, from 5 May to 26 May 2025. During this period, three reminder emails were sent – one from the ILO and two from orange & teal. The ILO provided contact information for 163 individuals, to which we added 24, bringing the total to 187. Of these, 97 responded,²¹ resulting in a response rate of 51.9%. Among the respondents, 53% were female, and 70% were primarily engaged in the country-focused facility. For details, see Annex 5.
- **Case studies:** The evaluation integrates findings from four countries where on-site fact-finding was conducted as well as from selected ad hoc interventions – as shown in

Table 1 – to examine the project’s implementation across different contexts and gather information on results, challenges, and enabling factors. The countries and ad hoc interventions were chosen to reflect a mix of regions, languages, themes, and donors.²²

- **Validation:** An online workshop on 5 June 2025 and written comments on the draft report provided opportunities for stakeholder participation and feedback.

²¹ Of the 114 respondents who started the survey, we included in the analysis all records that had all background questions completed and at least one substantive question answered.

²² As specified in the inception report, the country specific findings are integrated in the synthesis analysis of the report, while the ad hoc interventions are presented in a separate case study ‘Spotlight’.

Table 1: Case study sampling

Case study	Donor Priority	Region	Language	Budget spent	Focus Topic
Bangladesh	EC	Asia	English	336'000	Project working in a cluster set-up
Côte d'Ivoire	Finland	Africa	French	155'800 ¹ 174'900 ²	Promotion of the MNE Declaration
Ghana	Finland	Africa	English	147'600 ¹ 112'500 ²	Building systems to address child labour through ILS integration
Viet Nam	EC	Asia	English	1'190'600	Application of ILS in politically challenging context and lessons learnt
Ad hoc intervention	EC	Asia, Europe, Latin America	English, Spanish	137'316 ³ 38'100 ⁴ 47'100 ⁵	Criteria, operations, and lessons from the ad hoc interventions

Sources budget information as of March 2025: ILO Project Financial Status Report by Project Outcome Output and Activity, Report as of 31.03.2025. Final Statement of Income and Expenditure for Finland, Ministry of Foreign Affairs, 4.03.2025. Budgets only show costs reported specifically for the countries (i.e., they do not include costs for overall project management, human resources, HQ activities). 1 EC contribution, 2 Finland contribution, 3 Ecuador, 4 Moldova, 5 Tajikistan.

The project teams suggested interviewees and survey participants – at headquarters and country offices – to help ensure we collect evidence from individuals who were directly involved in the project delivery and able to share insights. To ensure gender balance and involvement of different stakeholder groups, we conducted more interviews than initially outlined in the inception report.

The evaluation was implemented in accordance with the inception report, with minor deviations. We collected data and information from various sources and perspectives, as possible within the time available, providing a sound basis for the evaluation. Notwithstanding, several challenges and limitations need to be mentioned:

- Scheduling interviews in some countries was difficult due to time constraints, though more interviews were completed than originally planned.
- Two government representatives in Côte d'Ivoire and in Viet Nam were unavailable for interviews; in Viet Nam we could instead interview a former government representative.
- Incomplete data for 2024: The final progress report was not yet available; the team used data from the newly launched project website to fill gaps.
- While reporting was extensive, inconsistent M&E data made it difficult to assess the project's overall performance; we mitigated this through our mixed methods approach.

The mitigation measures mentioned above, and the level of triangulation of various data sources, ensured a sound data and information base for the evaluation.

We adhered to ethical guidelines and data security in the following ways:

- Interview participants were provided information on the purpose of the evaluation, their involvement, and their rights, to ensure receiving informed consent.
- Information we obtained was de-identified, and we generally allowed for interviewees to decline to answer questions if they so preferred.
- Recordings, transcripts, memos, and contact information will be deleted six months after completion of the evaluation; recordings were only done based on prior consent.

4. Findings

This chapter contains the findings of the evaluation questions (EQ) as presented in the evaluation matrix in Annex 3.

3.1. Relevance

In terms of relevance (EQ1-3), we assess the extent to which the project activities were aligned with relevant frameworks, strategies, and commitments; how well the intervention responded to the needs and priorities of ILO constituents and vulnerable groups; and whether the design was valid, realistic, and responsive to the broader context.

The project aligns with the ILO's Decent Work Country Programmes (DWCP). DWCPs are ILO's main planning tool at the country level, developed in partnership with governments, employers, and workers to set priorities and support decent work outcomes. The project operates in countries with active DWCPs (Bangladesh, Cabo Verde, Mongolia, Pakistan, Philippines, Viet Nam) and its activities are designed to address key priorities identified in those programmes, including improving labour law compliance, strengthening social dialogue, and enhancing working conditions. This supports both national development goals and the Sustainable Development Goals (SDGs), particularly SDG 8.²³

The project is also aligned with the ILO's Programme and Budgets (P&B). For example, the 2022-23 P&B highlights efforts to promote business practices in line with the ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration), including social dialogue on investment and trade policies, and support for foreign direct investment that leads to productive employment and decent work. These efforts contribute to Policy Outcome 1 (Strong tripartite constituents and inclusive social dialogue – Outputs 1.1, 1.2, etc.) and Policy Outcome 2 (International labour standards and effective supervision – Outputs 2.1, 2.2). The 2024-25 P&B further emphasises ILO support to countries implementing labour provisions in trade and investment agreements and strengthening supply chain governance (Outcome 1, Output 1.1).

The project assists EU trading partners in meeting the labour rights requirements embedded in the EU's GSP, GSP+, EBA schemes, and Free Trade Agreements, as well as the requirements of

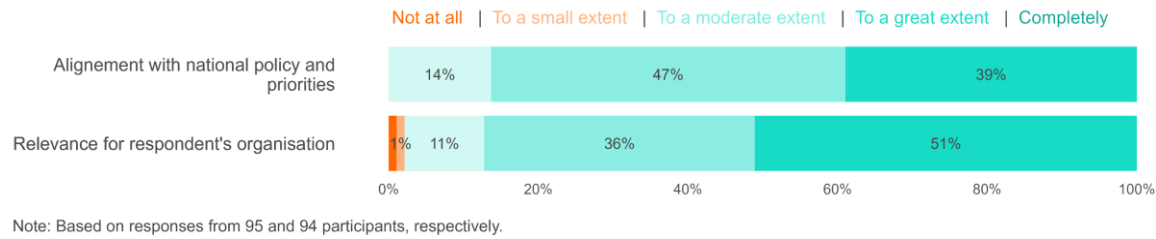
²³ Sustainable Development Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. More specifically, the project contributes to SDG Target 8.5 (including decent work), SDG Target 8.7 (including measures to end child labour in all its forms), Target 8.8 on labour rights compliance, and Target 8.a.1 on Aid for Trade commitments and disbursements.

the recent Trade and Sustainable Development (TSD) chapters in EU trade agreements. The GSP schemes offer reduced or zero tariffs to developing and least developed countries, contingent on their adherence to international labour standards as defined by the ILO. The most recent TSD chapters in EU trade agreements require each party to respect, promote and realise the principle of the fundamental rights at work, the effective implementation of the ILO conventions that each party has ratified, and the commitment to make continued and sustained efforts to ratify the fundamental ILO Conventions to which they are not yet party. The project seeks to support compliance by delivering technical assistance, capacity building, and institutional support to help align national labour laws and practices with ILO Fundamental Conventions – an important step to maintain eligibility for these trade preferences. It also aims to enhance beneficiary countries’ capacity to report on the implementation of labour standards to the ILO and the EU, which is essential for ongoing monitoring and evaluation. Through these combined efforts, the project not only aims to uphold the conditionality framework of the trade schemes, but also to strengthen the trade and sustainable development nexus by promoting decent work.

In all countries, constituent involvement was seen as central to the design and delivery of the projects. Whereas constituents were not consulted for the design of the overall programme – as specified in the initial Programme Document – it emerged from all interviews that the design and implementation processes generally aimed to ensure that projects were grounded in and respond to national priorities and informed by those directly affected. The processes and scope of the involvement differed but revolved mainly around the sessions in which the annual work plans were defined. In Ghana, for instance, the project operated with a Project Advisory Board that defined work plans and collected information on emerging needs of constituents. Also in the ad hoc interventions constituent involvement was ensured despite the short delivery time. In Ecuador, for instance, actors from across the labour system were invited to participate in diagnostic discussions, and the design process was described as one where stakeholders were “given voice” to foster ownership of the intervention.

Survey results also indicate that the majority of stakeholders perceived the project as relevant to their organisations and aligned with national policies. Approximately 86% of the respondents stated that the project aligned either “to a great extent” or “completely” with national priorities, while 14% viewed the alignment as moderate. Similarly, 87% considered the project highly relevant to their own organisations, with 11% rating it moderately relevant and just 2% stating it was not relevant. These results, which are consistent with findings from interviews and document review, suggest that while the project is largely perceived as relevant and aligned with national policies and priorities, there is some minor variation in how stakeholders perceive its relevance with their specific organisational needs.

Figure 2: Relevance – alignment with policy and organisational needs (survey result)



Survey question: *In your view, to what extent has the project: Been aligned with national policy and priorities. Been relevant to your organisation.*

External research supports the project's strategic focus, particularly in addressing enforcement gaps between legal frameworks and labour rights in practice. A recent study by Kareem (2024) found that EU trade agreements are associated with a 20% reduction in legal violations of workers' rights. However, these agreements often fail to reduce violations in practice. This suggests greater awareness of rights or improved access to grievance mechanisms, leading to higher reporting rather than a deterioration in actual conditions, but also persistent enforcement challenges. This reinforces the importance of the project's efforts to strengthen institutional capacity, support national compliance systems, and engage key stakeholders. By addressing the gap between legal commitments and actual practice, the project plays a relevant role in advancing the goals of SDG 8 and ensuring more sustainable improvements in labour conditions.

Spotlight: Labour provisions in trade agreements and decent work – findings from recent research.

Recent research by Kareem (2024) provides valuable insights into the relationship between labour provisions in trade agreements and the promotion of decent work in countries that ratified such agreements. The study, based on data from 125 countries with EU and US trade agreements, examines how these provisions influence legal protection and real-world labour rights outcomes. Its findings offer useful insights for assessing the Trade for Decent Work project, particularly its intervention strategy, relevance, and effectiveness.

The study states that labour provisions have become increasingly common in trade agreements, especially those negotiated by the EU and the US, and that these provisions often reflect ILO core labour standards. In this context, the Trade for Decent Work project's focus on improving the ratification, reporting, and application of ILO standards is relevant and aligned with broader developments in trade policy.

Kareem's analysis finds that labour provisions in EU trade agreements are associated with a significant reduction in legal violations of workers' rights (~20%). This supports findings in the ILO (2022) report, which notes that labour provisions have contributed to improvements in domestic labour legislation, particularly by encouraging legal reforms and the ratification of ILO conventions. However, Kareem also observes that violations in practice tend to increase despite legal improvements (e.g. +8% in EU cases, +91% in US cases). This suggests that while aligning laws with international standards is a necessary step, it is insufficient on its own – strengthening enforcement and institutional capacity is equally important. Although not explicitly addressed in the study, the observed increase in practical violations (despite legal improvements) may partly reflect greater awareness of rights or improved access to grievance mechanisms, leading to higher reporting rather than a deterioration in actual conditions.

The ILO (2022) report also supports this conclusion: while legal frameworks have improved, the effectiveness of labour provisions in practice depends heavily on national implementation contexts and institutional readiness. These findings underscore the relevance of the Trade for Decent Work project's capacity-building activities, such as support for labour inspection, judicial systems, and responsible business conduct.

Importantly, Kareem's study suggests that the EU's "soft approach", which combines trade commitments with cooperation, dialogue, and technical support, is comparatively more effective in strengthening legal protections than the more enforcement-oriented US model. The Trade for Decent Work project reflects the EU's approach, and supports its intervention strategy and relevance. However, there is also a growing awareness at the EU regarding the importance of enforcing sustainable development provisions and establishing new mechanisms.

Overall, Kareem (2023) provides empirical support for the underlying rationale of the Trade for Decent Work project. The project's main objectives and key activities correspond with factors shown to influence labour rights outcomes. At the same time, the findings point to the need for continued focus on implementation, enforcement, and institutional development efforts to close the gap between rights in law and rights in practice.

Sources: Kareem, F. O. (2023). *How do labour provisions in trade agreements affect decent work?* *The Journal of International Trade & Economic Development*, 33(6), 1108–1133. <https://doi.org/10.1080/09638199.2023.2235619>; ILO (2022). *Integrating trade and decent work: Has trade led to better jobs? Findings based on the ILO's Decent Work Indicators*, Volume 1. Geneva: International Labour Office, 2023. <https://doi.org/10.54394/NVUM2638>; Labour rights in EU trade agreements (2002), Briefing, Zamfir Ionel, EPRS-European Parliamentary Research Service. [https://www.europarl.europa.eu/RegData/etudes/BRIE/2022/698800/EPRS_BRI\(2022\)698800_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2022/698800/EPRS_BRI(2022)698800_EN.pdf)

The project's intervention design is broadly valid and aligned with its stated objectives. However, assessing its realism is more challenging. The project did not include a formal theory of change (ToC) and instead relied on a narrative strategy contained in the initial 2019 project document. A more comprehensive ToC was not developed due to the short planning timeframe. The project used annual work plans to guide and adapt implementation. This approach allowed for flexibility and responsiveness, including as new countries were covered. The general logical framework outlined in the project document defined four intermediate objectives and served as a foundation throughout implementation. The strategy's emphasis on legal reform, institutional strengthening, capacity development, and responsible business conduct is consistent with both ILO and EU priorities. Working with constituents and related stakeholders was appropriate to achieve compliance with international labour standards. While the project reported a range of achievements, it did not establish clear benchmarks or targets at the beginning. As a result, it is difficult to assess whether the original ambitions were realistic. The fact that there were unspent resources at the end of the four-year period may point to an overly ambitious scope, although there were also external factors that affected progress, especially the pandemic. Interview feedback showed mixed views on the realism of the design. While some argued that the project's expansion to more than 15 countries shows that it was realistic, others stated that the legal, institutional, and behavioural changes needed for compliance with international labour standards take much more time – an argument that came up in the discussions on sustainability. Overall, the design was conceptually sound and flexible, and a more clearly defined results framework could have provided the basis for assessing its realism.

Summary: Summing up, the project aligns well with ILO and donor priorities while addressing concrete national needs in labour rights and trade. Stakeholders confirmed its relevance to both national and organisational priorities. Its focus on legal reform, institutional capacity, and engagement with social partners enabled it to contribute beyond basic compliance, aimed at supporting more systemic reforms. Given the initial one-year planning horizon, it was reasonable to build the intervention strategy without a detailed ToC, building on ILO's experiences and insights in the project countries. However, from an evaluative perspective, developing a clearer theory of change and results framework as the project expanded could have supported implementation and strategic steering.

3.2. Coherence

With regard to coherence (EQ4-5), we discuss the extent to which the project was aligned with other ILO, UN, and donor-led initiatives, with a focus on internal coherence, and how effectively it leveraged the ILO's comparative advantages.

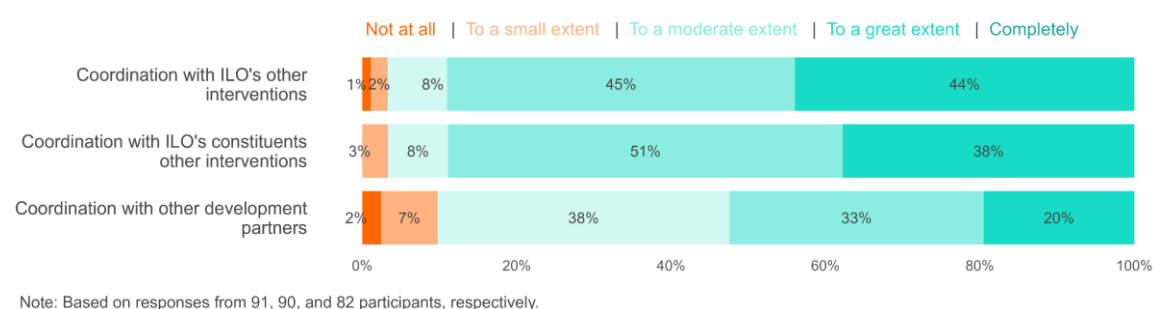
The project demonstrates internal coherence. This alignment is evident in the following ways: It directly supports the application of the ILO's Fundamental Conventions, which are central to the organisation's mission; builds on the ILO's decent work agenda by addressing key issues such as social dialogue, child labour, and responsible business conduct – all priorities for the ILO globally; and aligns with SDGs, particularly Goal 8. In addition, there have been several examples of internal collaboration. This can be exemplified with the activities regarding the MNE Declaration. Initially, the project focused on ILO conventions in its country-level work. Particularly following the Finnish contribution, the MULTI/RBC unit was more closely integrated into the national components of the project. This enhanced coordination between the two departments and allowed responsible business conduct to be more integrated into national activities. Participation in steering

committees further contributed to alignment in planning and implementation. Other examples of project-level collaboration included Better Work, Productivity Ecosystems for Decent Work, and Vision Zero.²⁴ Another specific approach to enhance coherence is the cluster approach in Bangladesh,²⁵ which emerged as a good practice. It is explained in detail in Annex 7.

The project leveraged the ILO's competencies in norm-setting, supervision, and social dialogue. Constituents we interviewed confirmed there have been regular exchanges at the country-level in particular, including through annual sessions to plan the project activities, and that the activities consistently involved governments, workers', and employers' organisations. It also built on its role to support the ratification, implementation, and monitoring of the Fundamental Conventions – which the EU builds on to monitor and improve labour conditions in its trading partner countries.²⁶

A large majority of survey respondents (89%) confirmed effective coordination between the project, the ILO, and its constituents, and viewed the project as well integrated within ILO structures and processes (Figure 3). In contrast, perceptions of external coordination were more mixed. While respondents cited examples of collaboration with partners such as OECD, UNCTAD, and the EU,²⁷ only 53% felt that coordination with other development actors was adequate. Data disaggregated by stakeholder groups showed that donor perspectives were somewhat more critical, with just 38% confirming satisfactory external coordination. These differences suggest that while internal coherence was a clear strength, there may be scope to improve engagement and communication with external stakeholders.

Figure 3: Coherence – coordination internally and externally (survey results)



Survey question: Do you think that the project has done enough to coordinate with other interventions of: The International Labour Organisation. ILO's constituents (employers, governments, workers). Other development partners.

Summary: The project drew on ILO's core mandates and involved several departments and initiatives to ensure internal coherence. The Bangladesh cluster approach was highlighted as a good example of how internal and external coherence can be combined in practice. However,

²⁴ For example, in Bangladesh, the project collaborated with the Better Work programme on a study assessing stakeholders' preparedness for human rights due diligence laws as well as the Bangladesh Business and Human Rights Week, co-organised with UNDP. In Ghana, the Productivity Ecosystems for Decent Work project contributed to the project's efforts in supporting the revision of the labour law.

²⁵ This approach brings together ILO projects and programmes (interventions) with shared thematic focus – such as labour law, labour administration, social dialogue, and decent work in supply chains – under a single management and coordination structure.

²⁶ EU-ILO Strategic Partnership, ILO, 2022.

²⁷ For instance, the collaboration with the OECD involved workshops on Responsible Business Conduct (RBC) with OECD National Contact Points to discuss the labour dimension of responsible business, building on the linkages between the ILO MNE Declaration and the OECD Guidelines for Multinational Enterprises.

survey responses – particularly from donor representatives – suggest an expectation for stronger collaboration with external actors, or possibly a need to better communicate existing coordination efforts.

3.3. Effectiveness

This section discusses the project's effectiveness (EQ6-9), focusing on the achievement of expected outputs and outcomes, the factors that influenced the project's progress, and the extent to which the project implementation considered ILO cross-cutting policy issues.

The project reported output and outcome achievement across countries in detailed reports – yet the project's monitoring and evaluation tools and instruments do not allow for a comprehensive and aggregate assessment.²⁸ The annual reports, which contain detailed output and outcome tables, demonstrate the project's efforts to monitor and document implementation and result achievement.²⁹ However, several challenges limited the ability of the evaluation team to assess progress toward the overall project objectives in a standardised way. While each table includes outcome statements, it is often unclear how these are linked to the overarching outcomes at the project level. Additionally, the outcome sections do not include a single indicator per outcome; instead, they present varying numbers of indicators – sometimes one, sometimes several – assessed either separately or as a group. The style, level of result, and formulation of these indicators also vary significantly across tables, making it difficult in some cases to determine whether they are indeed outcome indicators or simply lists of outputs grouped under outcomes. Furthermore, depending on the year and country, the tables apply different scales to assess progress or completion,³⁰ which reduces comparability across countries and years, and creates challenges in aggregating or synthesising results at the overall project level. In the absence of standardised M&E indicators across countries, we have taken an alternative approach to assess the project's performance that we explain in the following paragraph.

The project reported most of its results as achieved or on track to be achieved. To assess the project's effectiveness, we reviewed the summary outcome tables linked to the project's four intermediate objectives, with a focus on Bangladesh, Côte d'Ivoire, Ghana, and Viet Nam. The analysis – summarised in Table 2 – presents a simplified representation of outcome data as reported in annual progress reports. Each point in the table stands for a row in the summary outcome table in the progress reports (i.e., intermediate outcome, sub-outcome, output). The data shows that most results targeted in a given year were either achieved or on track, as milestones were reported as met.

²⁸ The forthcoming final report of the project's first phase, which has not been completed yet at the time of writing this evaluation report, is reported to provide more standardised / improved M&E data.

²⁹ In this context it can also be mentioned that in 2022 and 2023, the project progress reports contained information on the delivery ratio – namely 80% by the end of 2022 and 83% delivery ratio by the end of 2023. The delivery ratio refers to the budget spent in a given year and is an indicator of the activities implemented and results achieved in that year.

³⁰ Examples include on track, fully on track, in progress, target met, completed, not on track, discussions ongoing, ongoing percentages, and others.

Table 2: Outcome achievement in four selected countries

	Bangladesh	Côte d'Ivoire	Ghana	Viet Nam
2019	●			● ● ●
2020	●			● ● ●
2021	● ● ● ● ● ● ● ●	● ●	● ● ●	● ● ●
2022	● ● ● ● ● ● ● ● ● ● ●	● ● ● ● ● ●	● ● ●	● ● ●
2023	● ● ● ● ● ● ● ●	● ● ● ●	● ● ● ●	● ● ●

● Milestone missed, ● Most milestones met, ● Milestones met, ● Achieved, ● No indicator

Note: Ghana mostly listed activities and outputs, not providing a summary indicator. However, based on the activities and outputs listed, the results seem to have been achieved or on track to be achieved. More information is provided in Annex 8.

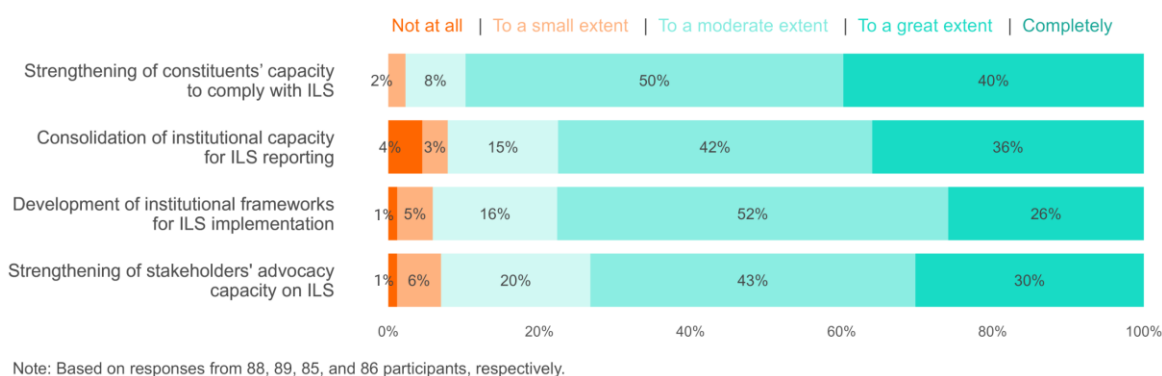
Interviews and focus group discussions across the four focus countries highlighted a range of context-specific results. In Bangladesh, workers' representatives mentioned the establishment of the Trade Union ILS Committee as an important development in supporting their participation in ILO reporting processes. The Committee enabled worker organisations to participate in ILO reporting processes, including submitting observations on Convention 138 in 2022 and 2023. It also contributed to identifying legal gaps and advocating for the ratification of key conventions, such as C155 and C187.³¹ Employers noted the creation of BEF's legal cell, which now offers legal advisory services on labour law, ILS, responsible business conduct, and due diligence. While member firm training had not yet begun, BEF staff reported improved internal capacity and awareness. The legal cell is expected to develop into a sustainable model combining fee-based services and broader technical assistance. In Ghana, interviewees highlighted progress on the Hazardous Activity Framework and the designation of a National Focal Point for the MNE Declaration. They also noted the establishment of a reporting unit within the labour department, which helped Ghana meet its ILO reporting obligations on time. In Côte d'Ivoire, Focal Point representatives pointed to strengthened dialogue between government, unions, and employers, and greater capacity to integrate decent work standards into policy discussions. One tangible result cited was the increase in the national minimum wage from 60,000 to 75,000 FCFA. In Viet Nam, interviewees identified the ratification of ILO conventions and the related preparatory support from the ILO as key outcomes.

In addition to findings from the document review and interviews, stakeholder perceptions offer further insight into the project's effectiveness. The related survey results are presented below.

³¹ ILO's Committee of Experts (CEACR) referenced the Committee's submissions in its official feedback. For the workers' organisation, this was an important milestone for their institutional recognition.

Stakeholder feedback indicates that the project made progress toward its four immediate objectives, particularly in strengthening the capacity of constituents to engage in national processes on international labour standards. Almost 90% of respondents reported that the project contributed “to a great extent” or “completely” in this area. Institutional capacity for ILS reporting and the development of frameworks for social dialogue and conflict resolution were also rated highly. The respondents’ views on advocacy capacity building, which targets a broader set of actors such as the judiciary, parliamentarians, civil society, and human rights institutions, were slightly more mixed, though still largely positive. About 73% of respondents stated the project contributed strongly to this area, while 27% rated it more moderately. Overall, these results point to a broadly successful implementation across the four intermediary objectives. Across stakeholder groups, ILO respondents expressed consistently more positive views than donors, particularly on institutional strengthening and advocacy capacity. This difference may reflect ILO’s closer involvement in implementation and technical detail, but it could also suggest a communication gap, where project achievements are not always fully visible to external partners.

Figure 4: Effectiveness – achievement of intermediary objectives (survey results)



Survey question: To what extent has the project contributed to the following objectives? Strengthening of constituents' capacity to actively participate in national processes to comply with international labour standards. Consolidation of institutional capacity of the governments and social partners for effectively fulfilling reporting obligations regarding international labour standards. Development/strengthening of institutional frameworks to facilitate social dialogue, conflict resolution and industrial with a view to enhancing the implementation of international labour standards. Enhancement of the capacity of tripartite constituents and other stakeholders (judiciary, parliamentarians, civil society organisations, human rights institutions) to advocate on the promotion/implementation of international labour standards.

Several factors were identified that supported the project's progress. The involvement of the stakeholders in the annual planning sessions helped to respond to their needs and priorities. The ILO's mandate on international labour standards added credibility and legitimacy. Consistent messaging from the EU and its local delegations was also mentioned as a strong point. Three interviewees noted that linking labour standards compliance to preferential trade access was an advantage for the ILO, even in contexts where workers' organisations are cautious about free trade arrangements – partly because the project's support supported them in addressing their concerns. Another factor, which was also confirmed during the validation meeting, was the support provided by ILO technical specialists to country teams.

The project faced several challenges that influenced implementation and progress. Factors cited in the progress reports included limited technical capacity among stakeholders and high staff turnover, which increased the need for technical support and capacity-building. Political instability disrupted reform efforts in Bangladesh and Viet Nam and brought activities to a

standstill in Myanmar. Administrative and bureaucratic delays required adjustments in multiple countries. Resource constraints were another frequently cited issue, also in the discussions around sustainability. The COVID-19 pandemic impacted implementation by restricting in-person engagement and delaying consultations, to name just two hindering factors. Many of these risks were anticipated in the initial project risk assessment. The project responded with different strategies. In Viet Nam, for example, it shifted efforts to working with academic institutions to build awareness around international labour standards. The project also requested a phase extension, during which it repurposed unspent resources for ad hoc interventions.

The document review shows that several activities focused on gender and social inclusion and adaptability to national contexts.³² The project included initiatives aimed at supporting women workers and promoting greater attention to gender equality in policy discussions and workplace practices: In Viet Nam, several activities related to gender-sensitive labour reforms. A workshop on the labour law amendments relating to female workers and gender equality was held in Hai Phong in October 2020, followed by another consultation in November 2020. Similarly, the 2019 inter-agency task team played a role in mainstreaming international labour standards (ILS) into national policies. Also in Viet Nam, HR policy development seminars and workplace dialogue trainings reached 214 participants, 87% of whom were women. In Mongolia, cooperation with the Mongolian Employers' Federation led to awareness products and an employer helpdesk to prevent harassment and violence. The Philippines updated its Digital Diagnostics Reporting Tool to explicitly include gender equality and sexual diversity, enhancing workplace assessments related to LGBTQIA+ inclusion. Additionally, the creation of Women Workers United provided a platform for women and LGBTQIA+ workers to jointly develop an agenda to address gendered workplace violence. In Côte d'Ivoire, labour law revisions introduced enhanced protections for pregnant workers and formalised workplace gender equality through telework legislation. Training initiatives further advanced gender goals: Madagascar trained a mixed-gender team on ILS reporting, and a gender-balanced tripartite workshop discussed corporate social responsibility (CSR) in light of the ILO MNE Declaration. In Pakistan, labour inspector numbers in Baluchistan increased, including the appointment of three female inspectors, contributing to greater gender diversity in labour oversight.

Youth engagement featured in several project activities, including creative and innovative initiatives. In Mongolia, the project organised a nationwide student competition to propose innovative approaches to end child labour. Over 120 students from diverse disciplines submitted proposals using photography, research, video, and infographic storytelling. A joint campaign with the UN Youth Advisory Panel produced 18 short videos and 10 comics to increase youth knowledge of the new Labour Law and rights at work. Social media campaigns during the "16 Days of Activism" were reported to have reached over 620'000 young women and girls.

Child labour prevention was a focus in several countries. In Cabo Verde, the project created the first bilingual comic book on Worst Forms of Child Labour with the aim of raising awareness of local communities and youth. Ghana harmonised its Hazardous Activity Framework that is now relevant for all sectors, and the project also contributed to the inclusion of provisions prohibiting child labour in the new labour law (before parliament for adoption at the time of writing the report). In Madagascar, child labour monitoring tools were co-designed with stakeholders and piloted in mica mining regions. The data collection approach led to real-time identification of child labour

³² This section presents the results of a document review conducted with a key word search on the project's progress reports. The analysis includes key cross-cutting themes of the project such as gender equality, youth engagement, child rights, disability inclusion, and environmental justice and just transition.

in 4 of 6 inspected sites. Similarly, a qualitative study led by the National Human Rights Commission of Mongolia investigated child labour dynamics that quantitative data often miss. These findings led to revising the list of prohibited jobs for minors under Mongolia's new labour law. In Pakistan, legislative progress included the enactment of the Baluchistan Employment of Children Act in 2021. Moreover, in the Philippines, a manual developed with the workers' organisation emphasised child labour prevention through social dialogue and collective bargaining.

On the other hand, based on the document review, disability inclusion was less visible among the cross-cutting themes. The Madagascar project piloted an integrated approach with 1'140 workers and company representatives across 8 regions trained on OSH, child labour, collective bargaining, and rights of persons with disabilities. These trainings were delivered as part of a structured 12-month curriculum for workplace representatives in agriculture, textiles, construction, and mining.

Lastly, the project explored linkages between labour rights and climate action. In Côte d'Ivoire, policy development on green jobs fed into the national just transition strategy and labour regulations. In Ghana the ILO undertook a green jobs diagnostic, providing an inventory of such jobs and how decent work in these jobs can be ensured.³³ Madagascar hosted inter-island dialogues on green financing, which involved women delegates and environmental journalists to explore investment impacts on production and OSH. In Cabo Verde and Mozambique, tripartite workshops were organised to promote ILS in the context of just transition and ecological sustainability. In the case of this and few other workshops conducted in this project, participant data was missing in the progress reports.

The reporting of gender disaggregated data is limited, despite the Project Document pledge to do so. The document review shows only few examples in which data on women participation are explicitly provided – one reason being that the indicators and targets are not set from the onset. Table 3 below contains disaggregated data found in the progress reports. There is a wide spread of women participation, which can partly be explained by the activities and whether they typically involve women or men (e.g., while many women might have HR roles (Viet Nam), fewer have inspection roles (Côte d'Ivoire)).

Table 3: Women participation in training and workshops

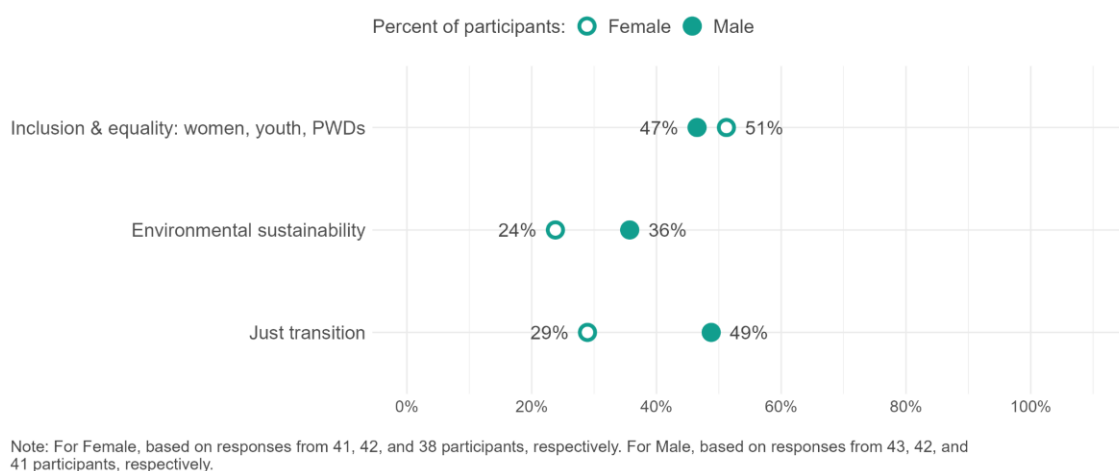
Country	Topic	Total Participants	Female Participants	% Female
Bangladesh	DOL training on ILS and SOPs (2021)	29	11	38%
Madagascar	Just transition national dialogue (2022)	60	22	37
Madagascar	Green financing inter-island dialogue (2023)	6	2	33%
Pakistan	Labour Inspector orientation, Baluchistan (2021)	76	3	4%
Viet Nam	HR management seminars (2023)	56	38	68%

³³ The diagnostic has been viewed as having laid a foundation for the EU-Ghana Pact for Skills: Integrated Action on Green Jobs and Skills project (2024-2027). This initiative aims at promoting the country's transition to a smart, green, digitally based economy to provide decent work for all.

Viet Nam	HR club workshops (2022)	214	186	87%
Viet Nam	Labour code gender equality workshops (2020)	64	34	53%
Viet Nam	ILS team workshop (2019)	65	30	46%

Stakeholders noted some progress on cross-cutting issues. Stakeholders were asked to assess how well the project addressed inclusion, environmental sustainability, and just transition. Just under half (48%) stated the project contributed strongly to these themes, while 15% saw only limited progress. Notably, male and female respondents expressed nearly equal levels of agreement on inclusion – 51% of women and 47% of men responded positively – as shown in Figure 5. Environmental sustainability appeared less prominent, with only 30% rating the contribution as strong. Views on just transition were similarly mixed; 39% rated the project’s contribution as strong, while 25% saw it as limited. These results suggest that there is scope to deepen these themes in project activities.

Figure 5: Effectiveness – cross-cutting issues, by gender (survey results)



Survey question: To what extent do you think the project has fulfilled its potential in addressing the following crosscutting issues: Inclusion and equality for women, youth, and persons with disabilities. Environmental sustainability. Just transition.

Summary: The project achieved a wide range of results, including supporting legal reforms and in building institutional capacity. It covered the cross-cutting themes of gender equality, child labour, and youth engagement – less so disability inclusion, environmental sustainability, and just transition that were not as central to the project’s focus. The ILO’s reputation and role as a neutral, trusted partner was a factor that helped to move work forward – and where the project could build on existing momentum and institutional readiness, it was particularly effective. Stakeholders in the partner countries were generally positive about the project’s effectiveness, while donors were a bit more cautious. This suggests either different expectations or a need to communicate results more clearly. A more consistent monitoring framework would have made it easier to track and demonstrate progress.

3.4. Efficiency

In this section, we examine efficiency (EQ10-11) by assessing whether project systems, implementation mechanisms, and resources were used effectively to deliver results. We also consider how well governance and coordination mechanisms supported efficient project execution.

The project made efforts to maximise efficiency through cost-saving measures that helped reduce overhead and transaction costs in several countries, including Bangladesh (cluster approach) and Ghana (collaboration on labour law reform). Despite these efforts, resource constraints remained a recurring theme in both interviews and survey responses, as several individuals – both at headquarters and country levels – noted that the project resources were limited in relation to its scope and ambition. This view was maintained irrespective of the unspent budget funds, which resulted from lower-than-expected project implementation during Covid and other factors. These funds were later repurposed for the non-cost extension and ad hoc interventions.

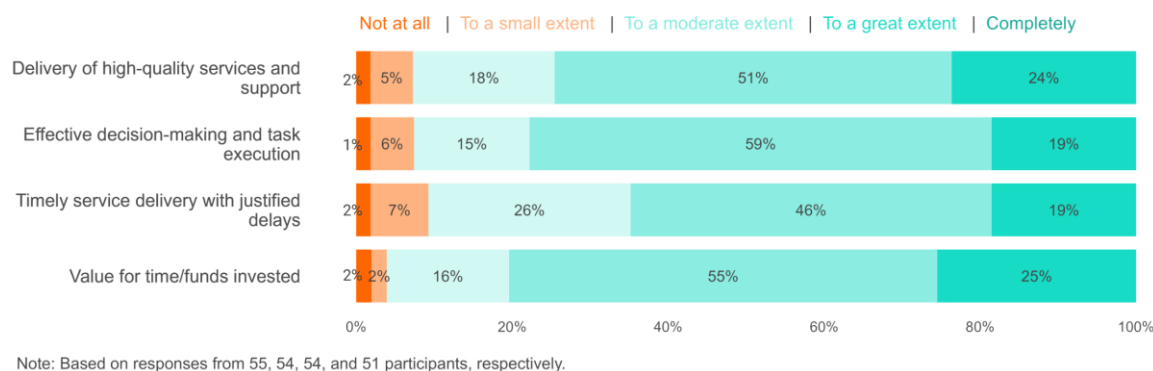
Interview and survey feedback indicated that resources were often stretched thin, particularly in light of the project's growing scope. While the project expanded during the first phase to include over 15 countries, including several ad hoc interventions, the coordination capacity did not match the expanded scope. Until 2024, the project was managed by a single staff member at headquarters, with a second colleague added until the end of 2025. From 2026 onwards, the role is again expected to be covered by one staff member. The coordination and reporting demands have constrained the project coordinator's ability to, for instance, facilitate more cross-country learning. Several ILO staff suggested that more structured peer-learning mechanisms across countries could help improve both effectiveness and efficiency, by enabling teams to share experiences and build on successful approaches.

The reporting requirements were seen as burdensome. Two country teams estimated that progress reporting required up to 20 staff days per year. Additionally, while a few felt that the scale and budget of the projects were reasonable within the context of annual planning, others mentioned that there had been an imbalance between the resources spent on designing certain interventions and the scale of their actual implementation. Views also differed on geographic focus: some advocated for concentrating efforts toward core countries, rather than dispersing resources across multiple smaller and ad hoc interventions.

Overall survey feedback suggests that the project was well-received and generally met participant expectations regarding several efficiency related aspects. A substantial majority of the respondents stated that the project delivered high-quality services and products (76.3%), as shown in Figure 6. Similarly, 81.6% viewed the decision-making and task execution processes as effective. Timeliness of service delivery received slightly more mixed feedback: approximately 65% of the respondents felt that services were delivered in a timely manner to a great extent or completely, while 25% considered timeliness to have been only moderate and 7% rated it as poor. Among the four aspects, timing seems an area where expectations were not uniformly met. Overall, in terms of value, almost all participants were of the opinion that the time and resources they invested were worthwhile given the results achieved. Only a small minority (just over 4%) expressed lower levels of satisfaction. As has been the case in other survey results,

disaggregated data shows that donor views on cost-effectiveness were mixed, although most gave a neutral or moderately positive rating.

Figure 6: Efficiency (survey results)



Survey question: Reflecting on the project, do you think that: The project delivered high-quality services and products (e.g. trainings, technical support). The processes for decision-making and task execution were effective. The project delivered its services in a timely manner; any delays were justified. The resources (time / funds) invested while participating in the project have been worthwhile in light of achieved results.

With regard to the governance and coordination mechanisms it can be concluded that they have been perceived as effective. The feedback we collected suggest that Steering Committee meetings were as a useful platform for information exchange and discussion of implementation challenges. Roles and responsibilities among the EU, Finland, and the ILO were well understood. According to the survey, 83% of respondents felt that each stakeholder fulfilled their roles and responsibilities to a great or full extent.

Summary: The project took practical steps to improve efficiency, such as cost-sharing among projects in Ghana as well as broader, more strategic coordination and delivery in Bangladesh. The governance structures were seen as clear and functional, and most stakeholders viewed the services and outputs of high quality and worth their investment of time and resources. At the same time, there has been a tension between the project's broad scope and its available resources, including at the coordination level, as the project gradually expanded. These observations point to a trade-off between ambition, coordination, and operational workload that needs to be balanced in the future.

3.5. Impact

To assess emerging impact (EQ12-13), we review evidence of early positive changes among stakeholders and examine progress toward compliance with GSP+ and EU trade-related labour commitments, including ILO Fundamental Conventions.

The project's impact is difficult to assess due to limited data availability and the complexity of linking project activities and their contribution to impact-level changes. The "Overall Objective" at global- and country-level, as defined in the logframe of the initial project document, is to contribute to Sustainable Development Goal 8 by improving labour relations and working conditions globally. The indicators identified to track progress include child labour prevalence (SDG 8.7.1), occupational injury rates (8.8.1), labour rights compliance (8.8.2), and Aid for Trade

disbursements (8.A.1). However, these indicators are not systematically tracked or reported in the project's M&E system. Even if data were available, it would be challenging to attribute observed changes to the project, as these indicators are influenced by multiple factors. As a result, there is no reliable basis for evaluating impact at national or global levels in a systematic way. Against this background, the evaluation draws on other sources to gauge the project's impact: project reports and stakeholder perceptions gathered through interviews and surveys. The findings are presented in the following paragraphs.

Available project documentation shows several concrete achievements that reflect the project's contribution to its overall objectives. While impact-level reporting remains limited, the project's progress reports, website, and interviews provide examples of substantive outcomes. These include 12 ratifications of ILO conventions across six countries (Bangladesh, Côte d'Ivoire, Madagascar, Mozambique, the Philippines, and Viet Nam).³⁴ Additionally, steps such as sensitisation, gap analyses, and preparation of documents towards ratification are underway in other countries. The project also reports contribution to legal and policy reforms, such as labour law changes and the integration of the MNE Declaration into national policy frameworks and investment contracts. In the area of responsible business conduct (RBC), support for the establishment of MNE National Focal Points (e.g. in Cabo Verde, Côte d'Ivoire, and Ghana) and the delivery of online training to over 1'700 participants were reported.³⁵ At the global level, the project supported the training of OECD National Contact Points for RBC on ILO standards and the MNE Declaration. Moreover, eight countries fulfilled ILO reporting obligations during 2021-2023,³⁶ suggesting strengthened institutional capacity and compliance mechanisms. The forthcoming phase completion report, which is not available at the time of the evaluation, might provide additional insights.

Stakeholder perceptions indicate that the project has contributed meaningfully across a range of thematic areas, though the extent of impact has varied. Many respondents reported that the project contributed to greater awareness of international labour standards and their relevance to national labour systems, as shown in Figure 7. Nearly 89% of the respondents indicated that the project had contributed to this area either to a great extent or completely. Similarly, the project's efforts to strengthen social dialogue were positively rated, with approximately three-quarters (76%) of the respondents acknowledging the project's influence in this area. The project was also credited with supporting improvements in national policies, legal frameworks, and institutional processes related to international labour standards. While a majority of respondents shared this view, the level of agreement was slightly more varied. About 72% felt the project had helped improve compliance and reporting on international labour standards – similar as its contributions to promoting decent work and building institutional capacity. Feedback was more mixed regarding the project's impact on sustainable development goals (SDGs) and trade opportunities with the European Union. While a majority of the respondents recognised some contribution to SDG targets, only 62% expressed strong agreement, which is less than in other areas. In terms of trade, 55% believed the project had positively influenced opportunities with the EU.

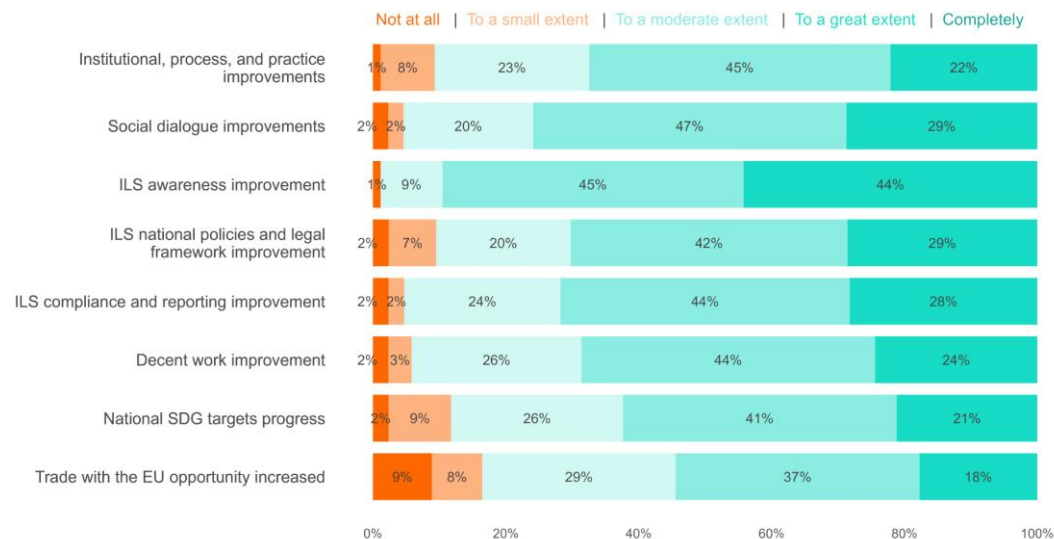
³⁴ Bangladesh: C138, P029; Côte d'Ivoire: C189; Madagascar: C155, C161, C187, MLC, 2006; Mozambique: MLC, 2006; Philippines: C190; Vietnam: C87, C98, C105.

³⁵ The courses titled "The Labour Dimension of National Action Plans on Business and Human Rights" and "Responsible Business Conduct: A Pathway to Achieving a Just Transition" received positive feedback. An impact survey conducted by the ILO five months after the first course found that 92% of respondents rated its impact on their organisation's work as high or moderate, and 40% had already taken concrete follow-up actions.

³⁶ Bangladesh, Cabo Verde, Côte d'Ivoire, Ghana, Madagascar, Mongolia, Mozambique, Pakistan.

Looking at stakeholder groups, the data reveals a clear trend: donors consistently rated the project's contributions lower than all other groups, across nearly all outcome areas. The gaps were especially wide on legal and policy reforms related to international labour standards and on trade with the EU. In contrast, constituents expressed significantly more positive views. This divergence may indicate a communication gap regarding how progress and results are shared with donors.

Figure 7: Impact – achievements of high-level outcomes (survey results)



Survey question: In your opinion, to what extent has the project contributed to the following aspects? Improvements of institutions, or processes, or practices. Improvements in social dialogue. Improved awareness of international labour standards and need for labour rights review. Improved national policies and legal framework related to international labour standards. Improved compliance with international labour standards and reporting obligations. Improvements in decent work. Progress towards national SDG targets. Increased opportunity for trade with the European Union.

Spotlight: Implementation of the EU's GSP and TSD chapters in FTAs for the period 2020-2022

The rationale for requiring EU trading partners to comply with labour and other international standards is to encourage improved working conditions, governance reforms in developing countries, and sustainable economic growth. By linking preferential market access to adherence to such standards, the EU aims to promote fair competition and to align trade policy with its broader values. For trading partners, this means that compliance with such standards is a key condition for accessing the EU market under the Generalised Scheme of Preferences (GSP).

In addition, the most recent TSD chapters in EU trade agreements require each party to respect, promote and realise the principle of the fundamental rights at work. They also require the effective implementation of the ILO Conventions that each party has ratified, and the commitment to make continued and sustained efforts to ratify the fundamental ILO Conventions to which they are not yet party. FTAs also have a broad range of commitments and cooperation provisions on issues such as labour rights, social dialogue and decent working conditions including labour inspection. The EU-Viet Nam Free Trade Agreement (EVFTA), for instance, contains legally binding TSD provisions for the parties to the agreement.

In 2023, the European Commission published a joint report on the implementation of the EU's GSP for the period 2020-2022, summarising the trade performance of beneficiary countries and assessing their progress in meeting international human and labour rights, environmental, and governance standards. Among these, the report provides export trend data for some of the countries involved in the Trade for Decent Work project. This spotlight provides some leads with regard to recent export patterns of these countries.

Bangladesh, while remaining one of the EU's largest EBA beneficiaries, experienced a notable decline in preferential exports during 2020-2021. The decline, attributed to economic shocks and partial withdrawal of EBA preferences for specific products, contributed significantly to the overall drop in Least Developed Country (LDC) exports to the EU during the pandemic. The preferential exports to EU recovered strongly as from 2022 and Bangladesh remains one of the top exporters under the EBA scheme, benefiting from high preference utilisation rates. Madagascar saw a strong upward trend, with its preferential exports increasing by 149% between 2019 and 2022, making it one of the best-performing EBA countries. Pakistan and the Philippines, both GSP+ beneficiaries, remained strong in their exports to the EU. Together with Sri Lanka, they accounted for over 90% of all imports under the GSP+ scheme during the reporting period, driven mainly by textiles, clothing, and electrical machinery exports. Viet Nam, which transitioned from the GSP to EVFTA, has seen its export volume increase of 65% between 2019 and 2022. Myanmar saw a considerable decline of exports due to political and economic factors – the fallout of the 2021 military coup. Over the past years, Mongolia's exports to the EU under preference schemes showed a flat trend until 2021, then nearly doubled in 2022. The preference utilisation rate remained high, between 80% and 90%. Tajikistan is currently a beneficiary of the EU's Standard GSP but in April 2023 submitted a formal application to join the GSP+.

Sources: European Commission & High Representative of the Union for Foreign Affairs and Security Policy. (2023). Joint Report to the European Parliament and the Council on the Generalised Scheme of Preferences covering the period 2020–2022 (JOIN(2023) 34 final). Brussels, 21 November 2023. Available in Council document 15996/23.

European Commission & High Representative of the Union for Foreign Affairs and Security Policy. (2023). The EU Special Incentive Arrangement for Sustainable Development and Good Governance (GSP+) assessment of Mongolia covering the period 2020-2022 (SWD(2023)364 final). Brussels, 21 November 2023. Available in Council document 15996/23.

Summary: Summing up, by supporting countries in meeting labour commitments under EU trade preference schemes, including the ratification of a dozen of ILO conventions across six countries, the project has contributed to create conditions for longer-term impact. While it is not possible to link changes in trade performance with the project, which are influenced by broader economic and political factors, its focus and activities correspond to the requirements of the EU's GSP, GSP+ and TSD chapters.

3.6. Sustainability

In this chapter, we assess sustainability (EQ14-15) by examining the steps taken to enhance the durability and scalability of the project's results, and the extent to which results are likely to be sustained over time.

The evidence collected from various countries shows efforts to make sustainability a core part of how the various interventions are designed and carried out. While the project had one-year planning horizons, the long-term focus is built into the project's strategy and way of working. Sustainability is aimed at through improving legal and policy frameworks that translate international labour standards into enforceable commitments across sectors and locations, integrating capacity-building activities for constituents and other actors and stakeholders (e.g., members of the judiciary), and enhancing institutional mechanisms so that project-supported activities are embedded in national structures (e.g., setting up of Article 22 reporting teams) – which are key goals of the project.

The following are select examples mentioned in the progress reports to demonstrate the sustainability efforts:

- The project supported sustainability by embedding legal and policy reforms into national law. Ratification processes for core ILO conventions (e.g., C155, C187, C190) and legal gap analyses were undertaken to harmonise national legislation with international

standards. In several countries – including Bangladesh, Mongolia, Mozambique, and Viet Nam – these were accompanied by the development of practical tools like technical notes, handbooks, reporting guides, and policy briefs, which serve as institutional resources. In Mongolia, for instance, five labour dispute resolution regulations were developed, adopted, and operationalised. This institutionalised project outputs within national legal practice. However, in many cases, the long-term application of these tools and reforms will depend on continued national ownership, follow-up, and resource availability.

- The institutional measures to enhance sustainability included, for instance, in Bangladesh the establishment of the Reform Implementation Coordination Unit (RICU) and related sub-committees to oversee the implementation of labour reforms. In Côte d'Ivoire, the MNE National Focal Point – established in 2018 and supported under the project – developed and began implementing an action plan to promote the MNE Declaration, including a national forum and sectoral dialogue on working conditions in the forestry sector. In Ghana, the project supported the creation of a dedicated unit within the Ministry of Labour, Jobs and Employment to manage the country's reporting under ILO's supervisory system. This included coordinating with and involving various public entities to collect the necessary data for reporting purposes. In Viet Nam, a long-term Memorandum of Understanding between the government and the ILO was signed to promote international labour standards over a ten-year horizon. Through this, project outcomes became part of a formal bilateral cooperation framework. Nonetheless, the sustainability of these efforts will depend on e.g., the ongoing availability of institutional resources and support mechanisms, as well as political willingness.
- Capacity-building was another pillar of sustainability. The project trained hundreds of stakeholders, ranging from labour inspectors and judiciary staff to tripartite actors and trainers, on various aspects of ILS implementation, reporting, and dispute resolution. This included 1'140 workers and company representatives trained on ILS in Madagascar, 300 practitioners and 20 trainers trained on labour dispute resolution in Mongolia, more than 500 people trained on labour law and OSH in Myanmar, and 170 public officials trained through nine workshops in Bangladesh. The training of trainers and national training materials are resources for institutions to independently carry forward the work initiated under the project. At the same time, these results will be undermined in contexts where high personnel turnover exists.³⁷
- Digital tools and knowledge platforms also played a key role for long-term usability. Madagascar established online training through the National School for Magistrates and the Philippines developed the Workers' Rights Watch and digital dashboards to monitor freedom of association and labour rights. The extent to which they will be actively maintained and integrated into regular institutional practice is still to be seen.

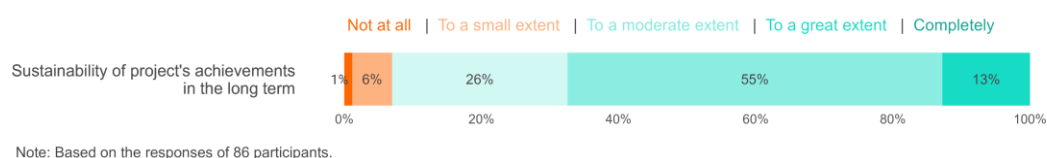
Explicit exit strategies are not outlined in the project documentation. However, progress reports and interview responses indicate an awareness of risks to sustainability and describe various measures taken to address them. In Viet Nam and Cabo Verde, where government readiness to take over project responsibilities was uncertain, efforts were made to align activities with long-term national strategies. This included steps like developing Decent Work Country Programmes

³⁷ This risk was exemplified, for instance, in Bangladesh where the team noted that "Limited manpower of government offices and limited coordination with social partners and other line ministries... newly assigned officials often lack prior knowledge of reporting requirements and the ILS supervisory mechanisms, further exacerbating the delays and risks associated with timely and accurate reporting." (Source: Progress Report, 2023).

(DWCPs) and signing Memoranda of Understanding to formalise cooperation, as mentioned above. In Madagascar, limited staffing and budget constraints for ILS reporting were addressed through internal reprioritisation and advocacy for additional funding. In Myanmar, the project adapted its timeline to accommodate election-related disruptions and created platforms for consensus-building to help maintain stakeholder engagement despite the difficult context. Similarly, in Mongolia, gaps in national technical expertise were tackled through close consultation with constituents and the targeted recruitment of qualified national consultants to support labour dispute resolution and ILS implementation. While these efforts helped address immediate challenges, they also highlight broader structural issues – such as limited institutional capacity and constrained resources – that could continue to affect the sustainability of project results.

These findings from the document review and interviews are supported by the survey results, which are discussed in the following section.

Figure 8: Sustainability (survey results)

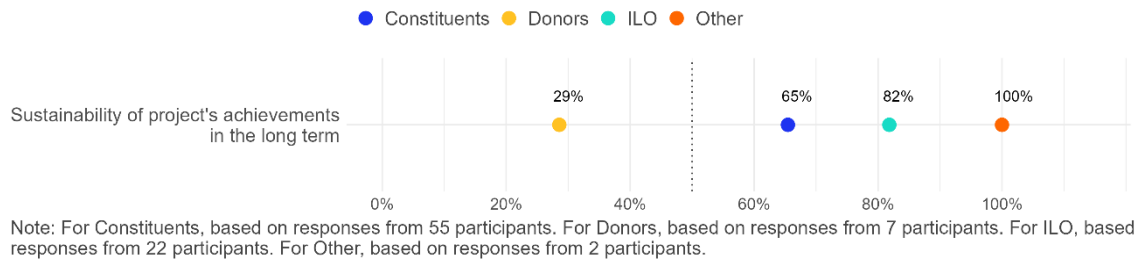


Survey question: To what extent do you consider the project's achievements to be sustainable in the long term?

Constituents' views on the sustainability of the project's achievements are generally positive, though not without some reservations. Around two-thirds of survey respondents (68%) believed that the project's results are likely to be sustained over the long term, reflecting a strong level of confidence. However, more than one-fourth of respondents rated sustainability as only moderate, and 7% considered it limited. While this does not indicate a major concern, it does suggest that some stakeholders see risks and the need for further consolidation. Factors such as available resources and alignment with national priorities were frequently cited as influencing the likelihood that results will be sustained, as further detailed in respondents' explanations of their ratings.

Figure 9 shows a clear difference in perceptions of sustainability across stakeholder groups: donors expressed the lowest confidence, constituents fell in the middle, and ILO staff gave the most positive ratings. This pattern is consistent with other survey findings. Apart from the differences in response rates, the divergence in views may reflect how closely each group is involved in implementation, differences in how visible the results are to them, or differing expectations about what sustainability means.

Figure 9: Sustainability, by stakeholder group (survey results)



Survey question: To what extent do you consider the project's achievements to be sustainable in the long term?

Survey responses on project sustainability reflected a generally positive outlook.³⁸ Many respondents pointed to strengthened national capacities and improved legal frameworks as key factors that support long-term use and effects of project results. Respondents who rated sustainability positively also often linked it to developments such as improved capacity to report on ILO conventions, the formation of working groups, the availability of skilled government staff, and structural improvements, such as reporting tools and resources in different languages. Others mentioned legal and institutional changes, including the ratification of ILO conventions, incorporation of international labour standards into national legislation, and the introduction of supporting procedures. While some reforms, such as further ratifications or adoption of labour law reforms are still pending in certain countries, the respondents viewed these ongoing efforts as building blocks for sustainable results.

Conversely, respondents who expressed lower confidence in sustainability mentioned several concerns. A common theme was uncertainty around limited financial resources and delays in funding, which based on the responses particularly affect governments and workers' organisations. Additional risks included political instability, weak government commitment, and competing national priorities. In some countries, such as Ghana and Mozambique, respondents noted that the project was still in an early phase, which makes it difficult to assess sustainability at this stage.

Spotlight: Ad hoc interventions

This spotlight summarises key points from a focus group discussion with ILO staff involved in the implementation of ad hoc interventions in Ecuador, Moldova, and Tajikistan. The discussion touched on selected aspects of relevance, effectiveness, efficiency, and sustainability.

The interventions in the three countries were based on previously identified decent work deficits and requests from national constituents, as well as alignment with broader strategic priorities. In Ecuador, for example, the intervention followed a diagnostic of the labour inspection system, which had been requested by the government. In Tajikistan, the thematic focus on non-discrimination (Convention No. 111) and the worst forms of child labour responded to ILO supervisory findings and national priorities. The interventions were seen as timely opportunities to respond to needs using available resources. Based on the information collected, the process to identify and select the ad hoc interventions over others seems to have been primarily led at ILO headquarters, including in response to donor requests to be active in certain countries (with Tajikistan being one example).

The small scale, short timeline, and ad hoc nature of the interventions were generally perceived as enablers rather than constraints. These features allowed for quick mobilisation, responsive programming, and targeted actions in areas already identified as priorities. In Moldova, the intervention helped to seize momentum with ongoing discussions on labour dispute resolution. In Tajikistan, the flexible setup

³⁸ In the survey, respondents were asked to explain the reasons behind the rating they assigned to the project sustainability, and a total of 66 open-text responses were received. This paragraph summarises these responses.

facilitated delivery of activities, although there was a temporary delay due to the need for official government clearance, particularly for carrying out the child labour assessment. In Moldova, a planned visit to Lithuania was cancelled, but the funds could be swiftly redirected to bring peers to Moldova, allowing for a productive exchange.

Administrative procedures were mostly described as proportionate to the size and scope of the interventions, but the involvement in internal processes varied across countries. In Tajikistan and Moldova, the regional ILO offices managed most administrative tasks such as budgeting and reporting, which reduced the burden on national teams. In Ecuador, the presence of a dedicated staff member in Quito supported local coordination and reporting. (Note that in other interviews the effort to design the ad hoc interventions was seen as overly bureaucratic.)

In all three countries, the interviewees considered the interventions an effective use of funds that offered responses to clearly defined needs. The scale and budgets were generally seen as appropriate. In Tajikistan and Ecuador, the interventions were likewise seen as timely and relevant to the country context. While cost implications were not always fully visible to national teams, particularly where regional offices managed finances, the interventions were seen as complementary to existing efforts.

However, the short timeframe and limited scope were noted as constraints in terms of sustainability. While the ad hoc format was appreciated for its responsiveness, the lack of follow-up due to the “end-of-programme” nature of the funding was seen as a major constraint.

Summary: The project made efforts to support sustainability by improving legal and policy frameworks, institutional structures, and the capacity of key stakeholders. However, the extent to which results are likely to be sustained varies across countries and is influenced by factors such as staff turnover, resource availability, and political stability. The results of the survey, in which many stakeholders stated to be confident that results will be sustained, indicate cautious optimism.

3.7. Lessons learned and good practice

In this section we summarise lessons learned and good practices that can be drawn from the project implementation.³⁹ More detailed information on three of them is provided in Annex 6 and Annex 7, using ILO’s templates for lessons learned and emerging good practice.

Lessons learned

- **Addressing sensitive reform issues works best with a long-term, phased approach, even within short project cycles.** Starting with trust-building, technical support, and neutral engagement can help create a solid foundation to discuss more contested issues. Coordination across project areas and ongoing engagement with government at both political and technical levels are essential. Building national knowledge, through training, legal awareness, and inclusive involvement of all social partners, can strengthen ownership and help ensure reforms are sustainable over time.
- **Developing online courses proved to be an effective and efficient use of remaining project resources.** The project developed online courses that addressed relevant topics, reached a broad audience – 1’000 participants for the labour dimension of National Action Plans on Business and Human Rights, and 700 for RBC and Just Transition – at modest cost. These courses offer continued potential for future outreach, to sustain the momentum generated by the project.

³⁹ These lessons learned are documented in the project’s progress reports and final progress report.

- **As projects expand, flexible approaches need to be complemented by clearer planning and monitoring frameworks to support implementation.** The project initially had a short planning horizon that did not require a detailed theory of change. This approach can work well to respond to local needs and changing contexts flexibly. However, as projects grow in size, duration, and ambition, the need for a clearer results framework increases. A more structured theory of change and consistent monitoring tools can help steer the project, track progress, and support more effective decision-making.

Good practice

- **The cluster approach of the ILO in Bangladesh refers to a programmatic and organisational strategy where related interventions are grouped together under thematic clusters.** Applied to the Trade for Decent Work project, the approach enhanced coherence and stakeholder engagement, enabled shared learning, and created synergies through cost sharing and integrating efforts across labour law reform, standards, and capacity-building. The approach's benefits, including improved coherence and cost-sharing, outweigh its additional coordination costs.
- **In the Philippines, the Trade for Decent Work project adapted its activities to align with ILO supervisory processes, notably during the 2023 High-Level Tripartite Mission on Freedom of Association (C.87).** By leveraging existing tools and initiatives, the project informed the mission's findings, supported follow-up activities, and strengthened national engagement. This enhanced the project's relevance and offers a model for contexts where ILO programmes coincide with supervisory mechanisms.

5. Conclusions

The Trade for Decent Work Project has supported progress in applying international labour standards and advancing decent work in several EU trading partner countries. This evaluation finds that the project was generally well aligned with ILO strategies and national priorities, and that it addressed relevant needs among constituents. Its focus on supporting legal and institutional frameworks, and linking these to trade incentives, was broadly appropriate and appreciated by many stakeholders.

Based on the information and data collected, Phase 1 achieved several results. It built capacity among governments, workers, and employers to engage in policy dialogue, implement labour standards, and strengthen institutional processes. Notably, it supported the ratification of ILO conventions, supported amendments to national labour laws, and improved national reporting mechanisms – even in complex contexts. That said, the evaluation also identifies areas for refinement. This includes imbalances of the project's scope and its coordination mechanism, inconsistent M&E processes and data, or concerns about the sustainability of some project results that require continued support and follow-up to take hold more firmly.

Since the second phase of the project is already underway, these insights are timely. Along with the recommendations, lessons learned, and good practices, the evaluation findings offer several suggestions for the second phase, particularly around planning, coordination, and follow-up support.

6. Recommendations

This chapter presents recommendations that are based on the findings and conclusions of the evaluation, including the feedback received from the project stakeholders during the validation process.⁴⁰

The recommendations provided are strategic and project-level, in line with the evaluation’s overall scope and the fact that the second phase of the project is already underway. Given the timing of the evaluation, its influence on the current implementation of Phase 2 is limited. Some suggestions that emerged during the evaluation, such as moving from annual to longer-term planning, have already been adopted and are therefore not repeated here. Although the evaluation focused on four countries, it maintained a broad perspective. As a result, and due to the nature of the data collected, country-, sector-, component-, or activity-specific recommendations were not feasible. Instead, the following recommendations aim to strengthen systems and processes across the project. They are directed to the ILO, donors, and constituent partners.

Recommendation 1: Align coordination capacity with project scale.

Main addressee	Priority	Resources	Timing
Donors, ILO	High	High	Medium-term(2026-2027)

Note: Resources: High includes funding arrangement. Timing: Short-term up to 6 months, Medium-term up to 18 months, Long-term more than 18 months.

Justification: During the first phase, the project expanded in both scope and country coverage. However, this growth was only partially matched by staffing and resources at the headquarters level. As a result, the capacity for coordination, technical support, and cross-country learning was limited. Until 2024, a single HQ-based project manager oversaw these functions. A second team member was recruited in 2024 to provide support through the end of 2025. Increasing HQ staffing and resources further could reduce the burden for the current coordinator(s) and strengthen overall project management.

Possible actions: This recommendation involves assessing the current and anticipated coordination workload in relation to the project’s scope. Based on the findings, the project should explore options for increasing staffing or reallocating tasks in order to strengthen HQ level capacity for technical coordination, cross-country learning, and the creating of additional synergies. If allocating additional resources is not feasible, alternative strategies should be considered to reduce the existing workload – such as streamlining reporting processes – particularly for the project coordinator. This would help ensure that sufficient time remains available for essential strategic and technical functions.

⁴⁰ Project stakeholders participated in the validation process through an online meeting on 5 June 2025 and by providing written feedback on the draft report.

Recommendation 2: Strengthen monitoring and evaluation systems for comparability and learning.

Main addressee	Priority	Resources	Timing
ILO, in consultation with donors	High	Medium	Medium-term (2026-2027)

Note: Resources: High includes funding arrangement. Timing: Short-term up to 6 months, Medium-term up to 18 months, Long-term more than 18 months.

Justification: The project reporting is very detailed, but the M&E data not consistently provided across countries, making it hard to compare results or learn across the project.

Possible actions: This recommendation proposes developing and implementing a monitoring and evaluation (M&E) plan to harmonise data collection methods, indicator formats, and assessment scales across the project. Such harmonisation would enhance comparability of results across countries and over time, facilitate aggregation at the project level, and support learning. This is also an occasion to, additionally, identify possibilities to streamline the format based on which the project reports progress – to reduce redundancy and administrative burden. This may include introducing more concise templates or setting limits on report length. Where needed, training or practical tools should be provided to strengthen reporting capacities among project staff and partners.

Recommendation 3: Foster more effective peer learning across countries.

Main addressee	Priority	Resources	Timing
ILO	Medium	Medium	Short-to long term (2025-2025)

Note: Resources: High includes funding arrangement. Timing: Short-term up to 6 months, Medium-term up to 18 months, Long-term more than 18 months.

Justification: In interviews and the survey, several ILO staff expressed a desire for more regular and informal opportunities to engage with peers. Existing platforms were seen as either too formal or too ad hoc to support effective exchange and learning. The focus in countries in Africa on the implementation of the MNE Declaration, for instance, offers valuable lessons that could inform efforts in the remaining and future programme countries. As activities in these African countries conclude by the end of 2025, the recommendation also includes short-term actions to facilitate timely knowledge-sharing before project closure.

Possible actions: This recommendation focuses on creating structured yet informal spaces to support peer exchange among ILO staff involved in the project across countries – potentially also including other project stakeholders and contributors. Depending on the audiences' needs and preferences, this could be periodic thematic learning sessions, moderated roundtables, or informal communities of practice. It is important to assess demand, determine suitable formats, and define a feasible frequency and number of activities, in line with available resources.

Recommendation 4: Strengthen and systematise sustainability planning and follow-up.

Main addressee	Priority	Resources	Timing
ILO, donors, and constituents	High	Medium to high (resources for follow-up action)	Medium- to long-term (during implementation of Phase 2)

Note: Resources: High includes funding arrangement. Timing: Short-term up to 6 months, Medium-term up to 18 months, Long-term more than 18 months.

Justification: The project made efforts to support sustainability. However, clearer planning and follow-up mechanisms could help ensure that results are maintained over time, particularly in contexts where national capacity or funding is limited – risk noted across several countries. The survey results indicate a notable gap between the donors and the ILO on the sustained effects of the project’s results.

Possible actions: This recommendation involves developing explicit sustainability and exit strategies, tailored to the specific risks and capacities of each country. It also includes facilitating a joint reflection between donors and the ILO to align their expectations regarding sustainability. More broadly, the project should adopt a strategic approach by prioritising the consolidation of results already achieved and considering expansion of scope or focus areas only where there is a clear opportunity for high return on investment.

Table 4: Summary of recommendations

Number	Main addressee	Priority	Resources	Timing
1	Donors, ILO	High	High	Medium-term(2026-2027)
2	ILO, in consultation with donors	High	Medium	Medium-term (2026-2027)
3	ILO	Medium	Medium	Short-to long term (2025-2025)
4	ILO, donors, and constituents	High	Medium to high (resources for follow-up action)	Medium- to long-term (during implementation of Phase 2)

Note: Resources: High includes funding arrangement. Timing: Short term up to 6 months, Medium-term up to 18 months, Long-term more than 18 months.

Spotlight: Ideas, suggestions, and recommendations sourced by survey participants

This spotlight summarises feedback that survey participants provided to an open question, inviting them to share their observations, ideas, and recommendations to strengthen the project’s design, implementation, and impact. The respondents provided a wide range of feedback drawn from practical experiences across countries and sectors. They cover structural and operational improvements and comprise recurring themes such as the need for better integration with national systems, stronger stakeholder engagement, more inclusive participation, and improved administrative processes. Below is a synthesis of the key recommendations, raised by several survey respondents, organised into eight themes.

1. Expand and deepen project scope and reach

- Increase engagement of private sector actors, including company owners and decision-makers, to strengthen implementation at the enterprise level.
- Involve a wider range of beneficiaries and organisations, including NGOs, INGOs, and unorganised workers and workers in the informal economy.
- Continue to address sectoral priorities such as child labour, informal economy challenges, and sector-specific risks (e.g., mining).
- Broaden the geographical scope to include provincial and district levels, engaging workers, enterprises, and local labour administrations.
- Strengthen focus on cross-cutting issues like child labour, just transition, and climate change.

- Introduce innovative tools, such as AI, to identify and engage informal sector actors.

2. Institutional integration and sustainability

- Integrate project outputs (e.g., tools, guides) into national laws, strategies, and institutions.
- Continue to support labour law development and drafting of legal texts aligned with international labour standards.
- Advocate for integrating project themes into national education curricula at secondary and higher levels (e.g., at universities).
- Secure long-term funding by embedding project outcomes into national budgets.

3. Capacity building and knowledge sharing

- Build capacity for a wider range of stakeholders, including judges, lawyers, media, and academia.
- Facilitate exchange of international best practices, link national actors and project staff with peer countries.
- Promote practical training for union officials and enterprise-level actors, especially on responsible business conduct related aspects.

4. Monitoring, evaluation, and evidence-based adaptation

- Conduct regular follow-ups and assessments for continued monitoring (requires resources).
- Document and share lessons learned to inform future project design and implementation.

5. Administrative and financial efficiency

- Simplify ILO administrative procedures (e.g., reporting), especially for small-scale interventions.
- Ensure timely fund disbursement and more flexible procedures to avoid delays.
- Shift to multi-annual planning for greater stability and strategic continuity (note: implemented already in phase 2 of the project).

6. Strategic communications and advocacy

- Invest in communications strategies from the start to enhance visibility.
- Disseminate results widely through policy briefs, translated materials, and public outreach.
- Conduct targeted advocacy with business owners to deepen their engagement.

7. Stakeholder engagement and tripartite dialogue

- Establish (national) project steering committees and promote continuous dialogue.
- Engage legislative and judicial bodies in support of labour rights enforcement.

8. Resource allocation and project duration

- Secure additional funding to expand project activities (note: see above on scope expansion).
- Allow project extensions, especially in countries needing consolidation of results.
- Recognise that effective ILS implementation requires long-term commitment, particularly in developing contexts.

Source: Online survey. Respondents were asked to share ideas, opinions, and recommendations to strengthen the project. Number of responses: 70

Annex 1: Project overview

Title	Trade for Decent Work Project Phase 1: 2019-2024
Budget	USD 9.36 million
Duration	January 2019 to 31 December 2024 ⁴¹
Donor	European Union and Government of Finland
Responsible ILO unit	NORMES
Technical ILO units	Including ACTRAV & ACT/EMP, FUNDAMENTALS, MULTI/RBC and others.
Description	The project is designed to improve adherence to International Labour Standards (ILS) and foster positive labour reforms through targeted support and strategic partnerships. It consists of a Global Facility that provides ad hoc support in partner countries or on global initiatives; and a Country-focused Facility that supports each year a number of target countries based on annual work plans and budgets.
Overall Objective	The project will contribute to SDG 8 through improved labour relations and working conditions globally.
Specific Objective	The project aims at improving the application of the ILO Fundamental Conventions (8) in EU trading partner countries.
Intermediary Objectives	• Capacity of constituents is strengthened to actively participate in national processes to comply with ILS, particularly the Fundamental Conventions. • Institutional capacity of the governments and social partners is consolidated for effectively fulfilling reporting obligations regarding ILS. • Institutional frameworks to facilitate social dialogue, conflict resolution and industrial relations are developed / strengthened with a view to enhancing ILS implementation. • Capacity of tripartite constituents and other stakeholders (judiciary, parliamentarians, civil society organisations, human rights institutions) is enhanced to advocate on the promotion/implementation of ILS, in particular of Fundamental Conventions.
Activities and Outputs	Activities and outputs include, among other: • Awareness-raising and training on the content of selected fundamental ILS. • Research to generate information on the status of implementation of ILS, including legislative and implementation gap analyses, advice on elements that will enable tripartite constituents to take the relevant decisions aiming at ratification and/or full implementation. • Legal advice on the revision or drafting of legislation and regulations in light of the ILO supervisory bodies' comments. • Setting up the institutional framework for social dialogue. • Strengthening of data collection and reporting capacity of tripartite constituents including the capacity of using the systemic approach to managing ILS constitutional obligations. • Publication/adaptation of thematic materials on the implementation of the concerned ILS.

⁴¹ The duration includes a non-cost extension until the end of December 2024.

	• Capacity building and training on matters related to put into practice principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration). • Organisation of regional initiatives.
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Sources: Adapted content from evaluation ToR, Project Document 2019.

Annex 2: Terms of Reference



Terms of Reference Independent Final Evaluation Trade for Decent Work Project

Key Data

Title of project being evaluated	Trade for Decent Work Project (Phase I)
Project DC Codes (Phase I & Phase II)	GLO/18/30/EUR; GLO/23/06/EUR; RAF/21/08/FIN, GLO/23/51/FIN
Project DC Code (Phase I- evaluation period)	GLO/18/30/EUR; RAF/21/08/FIN; GLO/23/51/FIN
Project start and end dates Phase I-	01 January 2019- 31 December 2024 (end-date of Second phase financed by EC: 31 December 2027; financed by Finland: 31 December 2025)
Geographical coverage Phase I	Bangladesh, Viet Nam, Myanmar, Pakistan, Mongolia, Philippines, Ecuador, Peru, Cabo Verde, Cote D'Ivoire, Ghana, Madagascar, Mozambique, Moldova, Kenya, Tajikistan, Guatemala, Honduras, Fiji.
Technical Backstopping Unit	NORMES
Collaborating Units	MULTI, GREEN, SOCIAL FINANCE, LABGOV, OSHE, FUNDAMENTALS, INWORK, STAT, ACTRAV & ACT/EMP, LABOUR LAW, DIALOGUE, RESEARCH DWT/ CO Bangkok, LAWC Cluster Asia: CO-Dhaka, CO-Beijing, CO-Hanoi, CO-Manila, ILO-Yangon; DWT/CO Bangkok, DWT/CO New-Delhi

	Africa: CO-Antananarivo, DWT/CO-Pretoria, CO-Lusaka, CO-Abuja, DWT/CO-Dakar, CO-Abidjan Americas: DWT/CO-San Jose, DWT/CO-Lima Europe: DWT/CO-Moscow, CO-Budapest
P&B Outcomes under evaluation	P&B, 2018-2019, P&B 2020-2021 (First phase), P&B 2022-2023 (Second phase) – Outcome 2
Type of Evaluation	Independent Final Evaluation
Total Project Budget	9.3 million USD
Total Evaluation Budget	\$80 200 USD
Date of the evaluation	February- June 2025
Evaluation Manager	Inviolata Chinyangarara (chinyangarara@ilo.org)

1. Background information

The European Union Generalized Scheme of Preferences (GSP) removes import duties from products coming into the EU market from vulnerable developing countries. All GSP beneficiary countries have to respect the principles of 15 conventions on human rights and labour rights listed in the GSP Regulation. In addition to GSP, the particular arrangement of GSP+ status grants full removal of certain tariff lines to beneficiary countries that commit to ratify and effectively implement 27 international conventions, including the ILO Fundamental Conventions and conventions on human rights, labour rights, environmental and climate protection, and good governance. The EU continuously monitors GSP and GSP+ beneficiary countries' effective implementation of the human rights and labour conventions. This monitoring includes exchanges of information, dialogue and visits, and it involves various stakeholders, including civil society. The European Commission publishes a report, providing information on the progress made by the beneficiary countries in implementing the international conventions. The Trade for Decent Work project was developed specifically to support beneficiary countries to ratify ILO Fundamental Conventions and to facilitate their implementation at the national level through labour and institutional reforms and social dialogue.

2. Description of the Project

The “Trade for Decent Work” project is a partnership between the European Commission, the Republic of Finland and the International Labour Organization (ILO), created to advance the Decent Work Agenda in selected trading partner countries of the European Union (EU) that are beneficiaries of the EU Generalized Scheme of Preferences (either standard GSP, GSP+, or EBA) or those that have signed or are negotiating a trade agreement with the EU. It is a nine-year project (2019-2027), with two phases. Phase 1 of the project ran from 1 January 2019 to 31 December 2024 through the annual renewals of the original agreement and a one year no-cost extension in 2024 (project codes: GLO/18/30/EUR, RAF/21/08/FIN and GLO/23/51/FIN). In parallel, the project commenced Phase 2 in January 2024, and it runs until December 2027 (project

codes: GLO/23/06/EUR and GLO/23/51/FIN).

In accordance with ILO evaluation policy and the donor agreement, the Project is subject to an independent evaluation at the end of Phase 1. Therefore, the evaluation will exclusively focus on Phase 1 of the project, which spanned from 2019 to 2024. The current evaluation examines the overall progress, outcomes achieved, outputs delivered and assess the impact of the Project during the first phase. This terms of reference (TOR) describes the scope of work and expected outputs from the evaluation, adhering to [ILO's policies and procedures on evaluations](#)⁴².

The evaluation will be conducted as an independent evaluation managed by an ILO/EVAL certified official as an evaluation manager, with final approval by EVAL, and conducted by a team of external independent evaluator(s) to be selected through a competitive process. The ILO Independent Evaluation Office will oversee the process. Key stakeholders, relevant ILO constituents, partners and the donors will be consulted through the evaluation process.

3. Description of the Project Strategy

The project strategy builds on a decade-long partnership between the European Commission (EC) and the ILO, aligning with the 2030 Agenda for Sustainable Development and commitments made during the EU-ILO High-Level Meeting in October 2018. The project builds on the trade agreement-induced incentive to address decent work gaps and further creates opportunity for social dialogue and stakeholder involvement in policy change processes. Through the programme, project teams support, advise and strengthen the awareness and capacity of constituents and other key stakeholders as needed to make the promise of reform a reality. Support is provided to enhance ratification of fundamental conventions and other International Labour Standards (ILS) as relevant; technical assistance is delivered to align national legislation with ILS, particularly the fundamental conventions and to strengthen their implementation; activities are organised to encourage private-sector initiatives in support of responsible business conduct and awareness; and capacities are enhanced for a more active participation of social partners and their affiliates in application and reporting on ILS, including at the sector and enterprise levels.

The project was initiated in 2019, with flexible modality, to provide support to beneficiary countries to address Decent Work deficits, in particular regarding ILO's Fundamental Conventions. The project has operated within a framework which includes focused country-level work as well as some support provided on an ad hoc basis to respond to on-going needs arising in partner countries. The Project supports the promotion of the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (2017) and has delivered a number of global trainings to promote the MNE declaration. The project operates within a framework consisting of a Global Facility and a Country-focused Facility: The Global Facility provides ad hoc support to face on-going needs that might arise in partner countries, or on global initiatives, such as, for example,

⁴² ILO policy guidelines for results-based evaluation: https://www.ilo.org/wcmsp5/groups/public/-ed_mas/-eval/documents/publication/wcms_571339.pdf

the promotion of the MNE Declaration. Ad hoc support has been provided based on a set of criteria, considering partners' needs and priorities, potential impact, etc. The Country-focused Facility supports a few target countries based on draft annual work plans submitted to the Directorate-General for Trade and other contributing European Commission Directorates or development partners for financing.

During its first phase, the project strategically addressed four main issues: a) enhancing compliance with and the implementation of International Labour Standards, particularly the Fundamental Conventions, at the national level; b) ensuring full participation of all stakeholders in national processes in compliance with international labour standards; c) enhancing the capacity of tripartite constituents and stakeholders to advocate on the promotion and implementation of international labour standards; and d) consolidating the institutional capacity of governments and social partners to fulfil their reporting obligations to the ILO supervisory bodies.

The project developed its interventions both at regional and at national levels. During Phase 1, the country focus was on Bangladesh, Mongolia, Myanmar, Pakistan, Philippines and Viet Nam in Asia; and Cabo Verde, Cote D'Ivoire, Ghana, Madagascar and Mozambique in Africa. Some specific activities were carried out on an ad hoc basis in Ecuador, Guatemala, Honduras, Peru, Kenya, Moldova and Tajikistan (please refer to the table above for more details). The project also developed some action on specific thematic areas (forced labour; and the training of OECD National Contact Points (NCP) on Responsible Business Conduct to enhance policy coherence on international labour standards).

Project activities include capacity building for stakeholders, technical support on legislative gap analyses and reforms, and establishing frameworks for social dialogue, all while ensuring gender equality in participation. The management approach focuses on coherence, cost-efficiency, and synergy with existing ILS related initiatives, ensuring effective communication of project outcomes to EU services and engaging local EU delegations for optimal coordination.

4. Project Linkages

ILO Strategic Policy Outcome: ILO P&B 2018-2019, P&B 2020-2021 Outcomes 2, 4, 7 and 8
ILO Country Programme Outcome:
Sustainable Development Goals (SDGs): 8, as well as 1,3,5, 9, 10,12, 13,16 and 17

5. Project Outcomes

The project has four main outcomes as described above. Corresponding outputs and activities have been developed under each outcome and were contextualized at country level.

Outcome 1: Constituents capacitated to actively participate in national processes in compliance with International Labour Standards (ILS), particularly the Fundamental Conventions.

Outcome 2: Constituents capacitated to effectively report to the ILO supervisory bodies

Outcome 3: Strengthened institutional frameworks that facilitate social dialogue, conflict resolution and industrial relations to enhance the implementation of ILS, particularly the Fundamental Conventions.

Outcome 4: Capacitation of tripartite constituents and other stakeholders to advocate for the promotion and implementation of ILS, in particular the Fundamental Conventions.

6. Project Management Arrangements

The Trade for Decent Work Project is overseen by the International Labour Standards Department (NORMES), which is responsible for overall coordination. Technical support is provided by various units, including the Multinational Enterprises and Enterprises Engagement Unit (MULTI), the Green Jobs Unit (GREEN), the Social Dialogue, Labour Relations and Governance of Work Unit (LABGOV), the Occupational Safety and Health and Working Environment Branch (OSHE), and the Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) in collaboration with the Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK), ACTRAV and ACT/EMP and the Statistics Department (STAT). The ILO International Training Centre offers additional technical inputs and support.

At the country-level, the project is managed by National Project Coordinators in collaboration with Decent Work Teams under the responsibility of the relevant Country Office Directors. At the global level, the project is overseen by a Global Coordinator at the Headquarters in Geneva, who reports to specialists in the NORMES department.

As per the donor agreement, the project provides annual progress reports to the donors. Two annual review meetings are held with the donors through a Steering Committee, which includes broad, cross-cutting representation from both the ILO and the donors. The Committee reviews project progress and offers guidance on policy, technical and operational matters to support the partnership's objectives and adjust implementation strategies as required.

7. Major achievements of the project as of 31st December 2024 – as reported by the project

Outcome 1: Constituents capacitated to actively participate in national processes in compliance with International Labour Standards (ILS), particularly the Fundamental Conventions

- **Ghana**

- Production of reliable, domestically sourced data on child labour within Ghana, informing policymaking and intervention strategies.
- Successfully securing approval for the draft Labour Code.
- Supported the consolidation the Hazardous Activity Framework and the cocoa sector-specific framework into a unified document covering 32 economic sectors, ensuring a cohesive approach to addressing hazardous work.

- Developed and implemented a Hazardous Activity Framework and List to comprehensively address child labour in all its forms.
- **Mongolia**
 - Supported the development of regulations for the effective implementation of the new Labour Law in 2021.
- **Mozambique**
 - Establishing an International Labour Standards Multisectoral Team within the Ministry of Labour and Social Security to support reporting obligations and address the comments of the ILO supervisory bodies.
 - Developed a Road Map for the Maritime Labour Convention, 2006, facilitating compliance with international labour standards.
 - Launched a website and online application (app) providing information on the Maritime Labour Convention 2006, enhancing access to crucial information for stakeholders.
- **Myanmar**
 - Provided technical reviews on draft legislation and support for tripartite consultations on revising labour legislation.
- **Pakistan**
 - Supported the promulgation of ten provincial labour laws in Balochistan, along with the completion of business rules.
 - Supported the drafting of a model law on forced labour to strengthen legal frameworks.
 - Supported the enhancement of the evidence base and legislative framework on forced labour.
- **Philippines**
 - Developed a digital diagnostics self-assessment checklist tool for labour law compliance among employers' organizations and business industry associations.
 - Supported the formulation by social partners and industry stakeholders of the Strategic compliance plans for better labour law compliance in key EU GSP+ export sectors, such as garments, coconuts, and sardines/fishing.
- **Viet Nam**
 - Supported the ratification of ILO Conventions Nos. 98 and 105.
 - Supported labour reforms, including the revised labour code.

Outcome 2: Constituents capacitated to effectively report to the ILO supervisory bodies

- Timely submission of all regular reports to the ILO supervisory bodies, with no reports outstanding in Ghana, Bangladesh, Côte D'Ivoire, Madagascar, Mozambique, and Cabo Verde.

Outcome 3: Strengthened institutional frameworks that facilitate social dialogue, conflict resolution and industrial relations to enhance the implementation of ILS, particularly the Fundamental Conventions

- **Cabo Verde**
 - The facilitation of social dialogue and coordination among national partners led to significant progress in combatting child labour, evidenced by the updated statistical data on child labour and enhanced stakeholder understanding of the issue.
 - An introductory training course on Occupational Safety and Health Law was developed and deployed to trainers in 2022.
- **Mongolia**
 - Leading a robust social media campaign during the 16 Days of Activism against Gender-Based Violence campaign, reaching approximately 620,000 and 540,000 individuals respectively, thereby raising awareness and fostering dialogue. (Mongolia)
- **Pakistan**
 - Bolstering social dialogue on national legislation to ensure compliance with international labour standards, particularly the Fundamental Conventions on Freedom of Association and Collective Bargaining.

Outcome 4: Capacitation of tripartite constituents and other stakeholders to advocate for the promotion and implementation of ILS, in particular the Fundamental Conventions

- **Cabo Verde**
 - Facilitated social dialogue and coordination among national partners, leading to significant progress in combatting child labour with the updating of statistical data on child labour and enhanced stakeholder understanding of the issue.
- **Ghana**
 - Successful establishment of national focal points to promote and apply the MNE Declaration, facilitating collaboration among stakeholders and promoting responsible business practices for the realization of decent work.
 - Production of reliable, domestically sourced data on child labour within Ghana, informing policymaking and intervention strategies.
- **Mongolia**
 - Empowerment of legal professionals through enhanced knowledge and skills, enabling them to utilize international labour standards effectively in their practice
 - Translation of the General Survey (2000) on the Tripartite Consultation Convention No.144 and the Tripartite Consultation Recommendation No.152 into Mongolian in 2022, improving accessibility to ILS information.

- **Myanmar**
 - Developed an introductory training course on occupational Safety and Health Law to trainers in 2022, enhancing capacity in this critical area.
- **Philippines**
 - Developed a digital diagnostics self-assessment checklist tool for labour law compliance among employers' organizations and business industry associations.
 - Supported the launch of a 15-point Labour Agenda and a Women Workers' Agenda by social partners.
- **Viet Nam**
 - Supported the signing of a Memorandum of Understanding (MOU) between the ILO and the Vietnamese Government to promote the ratification of International Labour Standards.

8. Purpose, Objectives and scope of the Evaluation

The ILO considers evaluation as an integral part of the implementation of technical cooperation activities towards learning, project management and accountability for all stakeholders. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. This project is subject to a Mid-term independent evaluation as per ILO evaluation policy and procedures.

The project evaluation will follow the ILO Policy on Evaluation for Development Cooperation projects and the Development Cooperation Internal Governance Manual. A project of this nature with a budget of more than USD 1 million requires a mid-term internal evaluation and a final independent evaluation.

The ILO applies the evaluation criteria established by the OECD/DAC Evaluation Quality Standard and the UNEG Code of Conduct for Evaluation in the UN System.

9. Purpose of the Evaluation

The independent evaluation serves multiple purposes, and the specific objectives of the final evaluation are:

- a. Assess the relevance and coherence of project's design regarding countries needs and how the project is perceived and valued by the target groups.
- b. Identify the contributions of the project to DWCP or similar national frameworks, the SDGs, the countries UNDAF, the ILO P&B objectives and Countries outcomes and its synergy with other projects and programs
- c. Analyse the implementation strategies of the project regarding their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation (positively and negatively).

- d. Review the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools including the project monitoring tools and work plans.
- e. Assess the implementation efficiency of the project.
- f. Review the strategies for outcomes' sustainability and orientation to impact.
- g. Identify lessons learned, potential good practices and lessons to be learned for the key stakeholders.
- h. Provide strategic recommendations for the different key stakeholders to improve achievement of project results and attainment of project objectives.

10. Evaluation purpose, scope and clients

The independent evaluation covers the entire life and aspects of the project (January 1st, 2019- 31st December 2024) until the date of the evaluation start. The evaluators will cover all the planned and unplanned outputs and outcomes under the project.

For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation will integrate gender equality and non-discrimination (e.g. people with disabilities), social dialogue, international labour standards and fair transition to environmental issues as crosscutting concerns are taken into consideration throughout its deliverables and process in line with EVAL guidance note n° 4 and Guidance Note n° 7 to ensure stakeholder participation. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition. Moreover, the impact of the COVID19 in the completion of the project will be considered.

11. Clients of the evaluation

The primary users of the evaluation are:

- ILO constituencies in project countries
- ILO HQ, field units and the ITCILO
- Donors

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's interventions such as key government institutions, civil society organisations, other donors, UN agencies, international organisations that work in relevant fields and other units within the ILO.

12. Evaluation Criteria and Questions

The evaluation will cover the following evaluation criteria:

- a. Relevance and strategic fit of the program (including validity of the Project design)

- b. Coherence and strategic fit adopted by the program
- c. Project progress and delivery of results
- d. Effectiveness of project implementation and management arrangements.
- e. Efficiency of resource use.
- f. Impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the mainly, but not only, indicators in the logical framework of the project. The list of questions presented below should be reviewed and adjusted during the preparation of the Inception report. Any adjustment should be approved as part of the approval of the inception report.

Key Evaluation Questions

The following questions, while not an exhaustive list, are intended to guide and facilitate the evaluation. Other aspects can be added as identified by the evaluator(s) in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluators and reflected in the inception report.

The following crosscutting themes should be integrated in the evaluation questions as necessary during the inception phase: gender equality and non-discrimination -e.g. people with disabilities; social dialogue; international labour standards and fair transition to environmental issues.

Ref	Evaluation criteria	
		Definition
1	Relevance and strategic fit	• Is the project aligned with national plans on labour rights or ILS related strategies? • Does the project effectively facilitate compliance of the beneficiary countries with GSP requirements or the Trade and Sustainable Development chapter of the relevant EU FTA? • Does the project effectively contribute to addressing ILS related issues raised by the ILO supervisory mechanisms? • Is the project relevant to the achievements of the governments' strategy, policy and plan, the DWCPs, EU priorities as well as other relevant regional and global commitments such as the UNDAFs, SDGs and ILOs strategic Objectives (Programme & Budget)? • Is the project relevant to the felt needs of the national stakeholders and beneficiaries? • To what extent have the problems and needs been adequately analysed? Are there any gaps that need to be addressed (e.g., gender, youth, etc.)? • Does the project have a clear theory of change (ToC) that outlines the causality? Can the ToC be improved? • Has the design clearly defined achievable outcomes and outputs? How can the design be optimised within the Project timeframe?

		• Were external factors/assumptions identified at the design stage proven accurate? • Has the project planning included a useful monitoring and evaluation framework including outcomes and indicators with baselines and targets? • Is the implementation approach valid and realistic? Has the project adequately considered the risks of blockage? To what extent has the context changed since Project inception and has the Project design evolved accordingly? • Has the project addressed gender and disability inclusion related issues in the project document? • Were the ILO tripartite constituents involved in the design of the project? • To what extent are project objectives and interventions relevant to the needs and priorities of governments (Government objectives, National Development Frameworks), and other local stakeholders? • How has the project adapted to changing context to maintain relevance, including on gender equality and non-discrimination (i.e., inclusion of people with disabilities)? • To what extent has the project fit in with the relevant Decent Work Country Programme (DWCP), ILO Country Programme Outcomes (CPOs), UN Strategic Development Framework (UNSDF) and SDGs? • Has the project addressed the cross-cutting themes (gender equality and non-discrimination -e.g. people with disabilities-, social dialogue, international labour standards and fair transition to environmental issues in the project document? • To what level the ILO social partners have participated in the planning and implementation of the project?
2	Coherence (internal and external)	• To what extent are various Project partners' activities complementing each other? How can this be improved? • To what extent are project activities complementing other ILO projects in the countries of implementation? How can this be improved? • What links are established so far with other activities of the UN or non-UN international development aid organizations at the local level and/ or Government partners? • Was the project -implicit or explicit- theory of change valid and realistic? Has the theory of change adequately integrated effectively external positive and negative factors (risks and assumptions)? • Has the project complemented other government, UN, NGOs, etc. interventions in the project themes? • To what extent did the project build on the comparative advantage of the ILO in the field
3	Effectiveness	• To what extent is the project likely to achieve its results at outcome and output levels, with particular attention to the project objectives? • How have positive and negative factors outside of the control of the Project affected results, and how has the Project dealt with these external factors? Going forward, how can these be optimised/replicated? • What, if any, unintended results of the project have been identified or perceived?

		• What have been the main contributing and challenging factors towards the project's success in attaining its targets? • How well are Project partners (Government, Parliament and Judiciary partners) able to fulfil the roles expected in the project strategy? How can this be improved? • How effective and appropriate is the training and guidance provided to Project partners (Government, Parliament and Judiciary partners) by the Project? Are there any other areas that need to be covered? • Did the project effectively use opportunities to promote gender equality and disability inclusion and strategic needs within the project's result areas? • To what extent is the project likely to achieve its results at outcome and output levels, with particular attention to the project objectives? • How have positive and negative factors outside of the control of the Project affected results, and how has the Project dealt with these external factors? Going forward, how can these be optimised/replicated? • Which have been the main contributing and challenging factors towards project's success in attaining its targets? • What were the main internal and external factors that influenced the achievement or non-achievement of results at output and outcome levels? • To what extent has the Covid-19 pandemic and other crises influenced the project results and effectiveness? How effective was the project approach of addressed this influence? • To what extent the project partnership arrangements contributed to the achievement of the stated objective and expected results? • To what extent has the project been effective in addressing the cross-cutting issues integrated into the project implementation?
4	Efficiency	• Are the financial and human resources being used efficiently in the target countries to achieve outputs? Are there opportunities to improve efficiency? • Have there been resources leveraged (monetary or in-kind) by Project partners (e.g., by collaborating with other ILO initiatives and other Projects; as well as through National-level stakeholders) to support the implementation of activities? Are their opportunities for this to be improved? • To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why? • Has the management and governance arrangement of the project facilitated project results? Is there a clear understanding of roles and responsibilities by all parties involved into implementation and monitoring? • Has the monitoring & evaluation system in place relevant, including collecting and using data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)? • Has the project fostered good relationships and cooperation with relevant national and regional stakeholders to implement the project?

		• Is the project receiving adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field and other ILO offices as relevant? • How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives? • Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required? • Did the management and governance arrangement of the project contribute to facilitate the project implementation? • Has the project received adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (Decent Work Teams (DWTs) and units in headquarters? • Has the project put in place adequate monitoring and evaluation arrangements to support project achievement of results?
5	Impact orientation	• To what extent there is evidence of initial or potential positive changes in the national stakeholders and the life of the ultimate project beneficiaries • Are there positive contributions to SDGs and explicit or implicit targets, and if so, which SDGs and targets? • Are the achieved results integrated or likely to be integrated into national institutions, and will the partners be able to sustain them beyond the project (institutionalisation of project components)? • Has the project contributed towards changing the capacity, attitudes and practices of its stakeholders?
6	Sustainability	• Has national ownership been promoted? How can this be further improved? • How effective has the Project been at stimulating interest and participation at national level? • To what extent are the Project's positive changes likely to continue after its end? What socio, economic and institutional changes are likely to be sustained beyond the Project lifetime? • What concrete steps should be taken to ensure sustainability? • Does the project developed and start implementing an exit strategy? • To what extent are the project outcomes sustainable, and what are the steps that have been taken to enhance this? • What are the main gaps in the sustainability strategy of the project? And how could the stakeholders, including other ILO projects, address them? • What measures and actions have been put in place to ensure ownership at the local, regional and national levels? • Has the project implemented an exit strategy, within the overall delivery, to sustain the results? • What is the likelihood that interventions could be replicated or scaled up by the partners after the project closes? • To which extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets (explicitly or implicitly)?

13. Methodology

The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards and criteria.

The specific elaboration of the evaluation method will be defined in consultation between the evaluator and the evaluation manager and will be described in detail in the inception report to be submitted for approval by the evaluation manager prior to the data collection phase.

The evaluation will apply a mix methods approach, including triangulation to increase the validity and rigor of the evaluation findings. In addition, the methodology should include examining the intervention's Theory of Change with particular attention to the identification of assumptions, risks, and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

Data and information should be collected, presented, and analysed with appropriate gender disaggregation, even if project design did not take gender into account⁴³. In addition, to the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

Various types of information will be collected and triangulated during the evaluation, using among others, the following techniques:

The methodology will comprise of the following elements:

- **Document Review:** The evaluator will review all relevant documents. The document review may suggest several preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions, which should be reflected in the inception report.
- **In-depth interviews with project implementors:** The evaluators will conduct interviews with the project staff. The evaluators will also conduct interviews with those that the project has worked with, including staff at the ILO in headquarters, field and ITCILO and backstopping units, the donors, as well as the implementing partners.
- **In-depth interviews with tripartite constituents and key stakeholders:** The evaluators will conduct interviews with the key partners of the project. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the evaluation manager and evaluator(s).

Stakeholder workshops: Stakeholders workshops will be organized in selected project countries at the end of the interviews to validate findings and complete data gaps with key stakeholders, ILO staff and representatives of the donors.

⁴³ ILO. (2021). *Guidance Note 3.1: Integrating gender equality in monitoring and evaluation*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf

14. Inception Phase

The Evaluators will review the project documents, work plans, project monitoring plans, progress reports, documents on the project from the ILO and donor, government documents, meeting minutes, policy frameworks and other relevant documents that were produced through the project or by relevant stakeholders. In addition, the Evaluators will conduct initial electronic or telephone interviews with the evaluation manager first and then with the project coordination team and with the donors to understand expectations.

The inception report should follow the corresponding EVAL checklist (see Annex I).

Upon approval by the evaluation manager of the Inception report, the evaluation team will move to the next phase.

15. Data Collection Phase

The evaluation data collection methodology will combine remote/virtual and field work data collection. This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The Evaluators will undertake group and/or individual discussions. The project will provide all its support in organization of these interviews to the best extent possible. The evaluators will ensure that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.

The evaluators are encouraged to propose alternative mechanism or techniques for the data collection phase. They are encouraged to propose selected countries for deeper focus based on the following:

- Budget allocated
- Application of ILS in politically challenging context and lessons learnt
- Normative focus
- What's the learning potential, learning opportunity/value is high
- Innovative approaches
- Donor preference: EC
- Donor Preference: Finland
- Geographical balance
- Language balance
- Politically sensitive issues

The distribution of countries and projects to be visited will be discussed with the project and the evaluation manager at the Inception phase. Any alternative should be reflected in the Inception report.

It is suggested that the evaluation team develops an initial survey questionnaire as part of the initial data collection to guide the interviews (including ensure consistency in interviews across the project outcomes in the target countries). This will help the evaluator to identify knowledge gaps that need to be verified and validated through interviews.

i. Interviews with ILO Staff

A first meeting will be held with the ILO CO Directors and the Project Team. The evaluators will undertake group and/or individual discussions with project staff. The evaluator will also interview project staff of other ILO projects, and ILO staff responsible for financial, administrative, and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the project team in consultation with the Evaluation Manager.

ii. Interviews with key stakeholders in selected project countries

The evaluation team will meet/interact with relevant stakeholders. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluators will select the field visit locations, based on criteria defined by her/him in addition to what is proposed in #15 above. The criteria and locations of data collection should be reflected in the inception report mentioned above.

iii. Stakeholders' workshops in selected project countries for presenting preliminary results

At the end of the data collection, the evaluator will organize, with logistic support from the project, a stakeholders' virtual workshop to present the preliminary findings of the evaluation to key stakeholders including the donors.

16. Report Writing Phase

Based on the inputs from discussions and interviews with key stakeholders, the evaluators will draft the evaluation report. The draft report will be sent to the Evaluation Manager, who after a methodological review, will share the updated draft report with key stakeholders for their inputs/comments. The Evaluation Manager will consolidate all comments and will then share them with the Evaluators for consideration in finalizing the report.

The evaluation will be conducted through the following four key steps:

- **Inception:** The evaluator will have three briefing meetings: 1) a methodological one with the evaluation manager; 2) a meeting with the project team to understand the project and address logistical issues of the data collection phase; and 3) a meeting with the donors to understand and manage its expectations regarding the evaluation.
- The first deliverable of the consultant/team is an inception report, which details the selected approach and methodology, including the workplan and the limitations of the chosen evaluation methods. The evaluator(s) may adapt the methodology spelled out in this ToR, but any fundamental changes should be agreed between the evaluation manager and the evaluator(s) and reflected in the inception report.

- **Data collection:** After approval of the inception report and the interview and field schedule, the data collection phase takes place, and the evaluator(s) conducts interviews, field observations, etc. and analyses the findings.
- **Stakeholders' workshop:** Following the conclusion of the data collection phase the evaluator(s) will present preliminary findings to the project stakeholders in selected countries. This is an opportunity to present the preliminary findings, invite the participants to provide feedback and fill in any data gaps.
- **Draft and final reports:** A draft report will be prepared by the evaluator(s). The draft will be subject of a methodological review by the evaluation manager, and upon the necessary adjustments, it will be circulated among the key stakeholders. Subsequently, the evaluation manager will consolidate any written comments and provide to the evaluator - who will develop the final version of the report, addressing the comments - or explain the reason for not addressing the comments, if that would be the case.

17. Evaluator's Responsibilities

The evaluator will have the following responsibilities:

- a. The design, planning and implementation of the evaluation and the write-up of the evaluation report, using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline.
- b. Consulting and liaising, as required, with ILO, stakeholders, and partners to ensure satisfactory delivery of all deliverables; and
- c. Making herself/himself available, if required, to take part in briefings and discussions, online or, if deemed necessary, at the ILO Office or other venue, on dates to be agreed, in line with the work outlined in this ToR, the details of which will be worked out by the end of the inception phase.

18. Evaluator's Deliverables

1. Inception report (with detailed work plan and data collection instruments – see Annex)

The inception report should, following EVAL Checklist 3, detail the Evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables. The evaluation methodology should include a description of an analytical approach to assessing the project across the three outcomes and target countries.

2. A concise draft and final Evaluation Reports (maximum 30 pages plus annexes and following EVAL Checklists 5 and 6 -see Annex I) as per the following proposed structure:

- Cover page with key project and evaluation data (using ILO EVAL template)
- Executive Summary (English, French, Portuguese, Spanish)
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology and limitations
- Clearly identified findings for each criterion
- Conclusions
- Recommendations
- Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
- Annexes:
 - TOR
 - Evaluation questions matrix
 - Data Table on Project Progress in achieving its targets by indicators with comments
 - Evaluation schedule
 - Documents reviewed
 - List of people interviewed
 - Lessons learned and good practices (using ILO-EVAL template)
 - Any other relevant documents

3. Evaluation Summary using the ILO template

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

19. Work Plan and Time Frame

The total duration of the evaluation process is estimated to be 45 working days for the evaluator between March- May 2025. For more details see the table below:

Work Plan and Time Frame: Indicative Timetable

Phase of Evaluation	Activity/Output	Responsible	Tentative Timing	Days Proposed
i.	Preparation of ToR in consultation with the project team	Evaluation Manager	Nov- Jan 2025	0
ii.	Dissemination of the call for EoI	Evaluation Manager	Nov- Feb	0

iii.	Identification and contracting of independent international evaluator. Entering contracts and preparation of budgets and logistics	Evaluation Manager	3- 18 th Feb 2025	0
iv.	Initial briefing with the evaluation team involving evaluation manager, Project team	Evaluation Manager	1 st week of March	2 days
v.	Inception phase: Desk review, initial briefing with Evaluation Manager, internal briefings with CTAs and Project Coordinators, development of a draft inception report and agenda for meetings	Evaluation Manager	by 18 March	7 days
vi.	Review Inception report	Evaluation Manager	By 24 March	0
ii.	Revise draft inception report based on feedback receive	Evaluation Team	By 24 March	3
ii.	Disseminate IR for stakeholder comments	Evaluation Manager	2 weeks	24 March- 7 April
vi.	Review and approve IR	Evaluation Manager	8 April	0
vii.	Data collection phase: Meeting with key stakeholders, field visits, facilitate stakeholders' meetings and interviews, debriefing with ILO Field Office	Evaluation teams	By 9 th May	20 days
viii	Report writing phase: Draft evaluation report based on desk review and consultations from visits	Evaluation Team	By 19 th May	7 days
viii	Circulate the draft evaluation report to project stakeholders	Evaluation Manager	By 23 May 14 days	0 0
vii.	Finalize report including explanations on comments not included and preparing Evaluation Summary	Evaluator	By May 19	6 days

ii.	Review comments and produce the final version of the evaluation report including executive summary	Evaluation Manager	By May 30	
viii.	Approval of report by EVAL	EVAL	By June 13	
ix.	Submission of final approved report to: The donors and stakeholders through Project Office	Relevant Country Offices	By June 23	
Total				45 days

20. Management Arrangements and Evaluator Responsibilities

Evaluator responsibilities
a. Desk review of programme documents b. Briefing with ILO/ Evaluation Manager c. Preliminary interviews with the project manager and the donors d. Development of the Inception report including the evaluation instrument e. Undertake interviews with stakeholders (skype, telephone, or similar means) f. Field visits to selected project sites g. Facilitate the virtual stakeholders' workshops for selected projects h. Draft evaluation report i. Finalise evaluation report

The evaluators will report to the evaluation manager and should discuss any technical and methodological matters with the evaluation manager, should issues arise.

For this independent final report, the submission procedure will be as follows:

- a. The Evaluators will submit a draft evaluation report to the Evaluation Manager
- b. After reviewing compliance with the TORs and accuracy, the Evaluation Manager will share it with all stakeholders (project stakeholders, ILO, donors, etc.) for comments and factual check.
- c. The Evaluation Manager will consolidate the comments and send these to the Evaluation team.
- d. The Evaluation team will finalize the report, incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the Evaluation Manager.
- e. The Evaluation Manager will forward the report to EVAL for review and approval. Feedback from EVAL on corrections required before approval could take place.

Once approved, EVAL publishes the report in i-eval Discovery and informs the ILO responsible official for the submission of the approved report to the national stakeholders and the donors.

21. Profile of Evaluation Team

Given the scope of the project implemented across five continents, in nineteen (19) countries over a period of 4 years from 2019- 2024, a team of evaluators with the following qualifications will be engaged to undertake this assignment.

Team Leader

- Advanced university degree in social sciences or related graduate qualifications.
- A minimum of 25 years of professional experience in evaluating social development projects initiatives including the gender dimension; including role of sole evaluator or team leader- experience in the area of decent work (e.g. legislation and policies) will be an added advantage.
- Knowledge of International Labour Standards and the ILO monitoring mechanism is required, particularly their application in national contexts
- Proven experience with logical framework and theory of changes approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Fluency in written and spoken English is required. Written and spoken in French and/or Spanish, Portuguese is an advantage.
- Experience in facilitation of multi-stakeholders' workshops
- Knowledge of the UN System in general and ILO's roles and mandate and its tripartite structure in particular (experience is an asset).
- Understanding of the development context of the Project countries is an advantage.
- Excellent consultative, communication and interview skills.
- Demonstrated ability to deliver quality results within strict deadlines.

Profile of Team Members

Team Members (can be located anywhere provided by can travel to core countries if required)

- University degree in social sciences or related graduate qualifications.
- A minimum of 10 years of professional experience in evaluating social development projects initiatives or related social research including gender dimension; as team leaders or member (i.e. data collection and analysis, on the area of decent work will be an added advantage.
- Proven experience with logical framework and theory of change approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.

- Fluency in written and spoken Spanish, Portuguese and French and good knowledge of English required.
- Knowledge of the UN System in general and ILO's roles and mandate and its tripartite structure in particular (experience is an asset);
- Understanding of the development context of the Project Countries is key requirement
- Excellent communication and interview skills.
- Demonstrated ability to deliver quality results within strict deadlines.

22. Required Resources for the Final Independent Evaluation

The following resources are required:

- a. Consultant fees for 45 workdays for the International Evaluator
- b. DSA payment and transport for travel to selected project sites will be based on ILO Rules and Regulations
- c. Stakeholders' workshops logistics, including interpretation and translation of the final report executive summary from English to Spanish, French and Portuguese

ANNEX 1: All relevant ILO evaluation guidelines and standard templates

1. Evaluator's Code of Conduct
[Evaluators_code%20of%20conduct_Final_EVAL_7.11.18.doc \(ilo.org\)](#)
2. Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluation
[Protocol for decentralized evaluations \(ilo.org\)](#)
3. Guidance Note 3.1. Integrating gender equality in monitoring and evaluation of projects
[wcms_746716.pdf \(ilo.org\)](#)
4. Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate
[wcms_746717.pdf \(ilo.org\)](#)
5. Checklist No. 4.8 Writing and inception report
[wcms_746817.pdf \(ilo.org\)](#)
6. ILO Lessons learned Template
[wcms_746820.pdf \(ilo.org\)](#)
7. ILO Good Practices Template
[wcms_746821.pdf \(ilo.org\)](#)
8. SDGs Related References
[Evaluation & SDGs \(Evaluation Office\) \(ilo.ch\)](#)
9. Checklist No. 5 Preparing the evaluation report:
[http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf](#)
10. Writing the evaluation report summary
[http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm](#)

Annex 3: Evaluation matrix

In the evaluation matrix, we added probes to each evaluation question. The focus of the evaluation was on the lead question, the probes merely provided a lens or direction for inquiry. The probes are therefore per se not be answered in the evaluation report. We used document review (doc), interviews (int), and an online survey (sur) as source and methods for data collection. Priority source/methods indicated with ●, secondary with ○.

The following questions were prioritised: EQ1, EQ3, EQ6-9, EQ10, EQ14.

EQ #	Evaluation questions and probes	Indicators	Doc	Int	Sur	Assessment
	Relevance					
1	To what extent was the project aligned with relevant frameworks, strategies, and commitments? - Is the project aligned with DWCPs or P&Bs? - How does the project support compliance with EU trade-related commitments?	Project supports priorities in DWCPs and P&Bs Project supports GSP, GSP+, EBA commitments	●	○		References in documents, focusing on a sample of four implementation contexts
2	How well did the project respond to the needs and priorities of ILO constituents and vulnerable groups? - Does the project align with needs and priorities of governments, employers, and workers' organisations? - Were ILO and its constituents aligned in terms of the project's objectives? - How has the project addressed the priorities of women, youth, and people with disabilities?	Level of alignment of respondents Project covers relevant cross-cutting themes / groups in design and implementation	○	○	●	Synthesis of responses of survey respondents and interviewees
3	To what extent was the intervention design valid, realistic, and responsive? - Is the ToC clearly defined and logical? - Has the ToC been adapted in response to contextual changes?	Project has a ToC explaining progression from activities to results, assumptions, and risks Rationale and process of adaptation are transparent	●	○		Analysis of project design / intervention strategy
	Coherence					

4	To what extent was the project coherent with other ILO, relevant UN, and donor-led initiatives (focus: internal coherence)? - How does the project coordinate with other ILO projects? - What synergies exist with other donor activities?	Project coordinates with other initiatives		●	●	Synthesis of responses of survey respondents and interviewees
5	How has the project leveraged ILO's comparative advantage? - How effectively has the project engaged ILO's tripartite constituents? - Has the project capitalised on ILO's thematic and regional expertise?	Project coordinates with other initiatives	○	●		References in documents Synthesis of responses of interviewees
Effectiveness						
6	To what extent has the project achieved its intended results (outputs and outcomes)? - Which outcomes have been fully or partially achieved? - Which key outputs were realised?	Extent to which intended results were achieved	○	●	●	Synthesis of responses of survey respondents, interviewees, M&E data
7	What unintended results have emerged during the project? - What positive or negative unintended results have been observed? - How did the project team respond to them?	Extent to which unintended results emerged		●		Synthesis of responses of interviewees
8	What internal and external factors have influenced progress towards results? - What are the key internal and external factor pointed out by the stakeholders? - How has the project adapted to contextual shifts, including COVID-19? - What risk mitigation strategies were used for addressing these factors?	Factors that contributed to result achievement		●		Synthesis of responses of interviewees
9	Did the project implementation consider ILO cross-cutting policy issues adequately? - How was gender equality and issues of youth and persons with disabilities addressed? - To what extent were social dialogue, environmental sustainability, just transition incorporated?	Extent to which intended results were achieved	●	○		References in documents Synthesis of responses of survey respondents and interviewees
Efficiency						

10	Were project systems, implementation mechanisms, and resources efficient to deliver project results? • Were resources utilised in a cost-effective / value for money manner? • Were administrative systems responsive to project needs? • Was the monitoring system useful, and did it include disaggregated data (by gender, youth, persons with disability)? • Were there delays or inefficiencies in project delivery – and how did the project respond to them?	Project management was flexible and responsive Monitoring systems were supportive of steering		●	●	Synthesis of responses of survey respondents
11	Did governance and coordination mechanisms function effectively? • Were roles and responsibility clear and understood by all? • Were stakeholders delivering on their respective roles and responsibilities?	Level of alignment of respondents		●	●	Synthesis of responses of survey respondents
Impact						
12	Is there evidence of early or potential positive changes among stakeholders or beneficiaries as a result of the project? • Has the project contributed to improved awareness, inclusion, or working conditions for target groups? • Are any of these changes likely to contribute to long-term impact? • Has the project contributed to progress towards achieving SDG targets?	Extent to which results were achieved	●	●	○	Synthesis of responses of survey respondents, interviewees, M&E data
13	How have the countries improved in complying with GSP+ and EU trade-related labour commitments, including through ILO Fundamental Conventions? • Has the project helped countries ratify or implement ILO Fundamental Conventions, what has been achieved? • Has it helped strengthen national systems for monitoring and reporting on labour rights, what has been achieved?	Extent to which results were achieved	●	●	○	Synthesis of responses of survey respondents, interviewees, M&E data
Sustainability						
14	What steps have been taken to enhance the sustainability and scalability of project results? • Was an exit strategy developed and implemented? • Were capacity-building and policy efforts sufficient to support continuation?	Measures taken for sustaining project results	●	●		References in documents Synthesis of responses of interviewees

15	To what extent are project results likely to be sustained? Is there evidence of national ownership and institutional integration?	Capacity, resources, and motivation to sustain results		●	●	Synthesis of responses of survey respondents and interviewees
Learnings						
16	What key lessons learned, and good practices have emerged from the project?	Lessons learned and good practices that emerged	○	●	○	Synthesis of learnings documented in progress reports Synthesis of responses of survey respondents and interviewees

Annex 4: Interviewees

Name	Organisation
ILO	
Corinne Vargha	ILO NORMES
Karen Curtis	ILO NORMES
Mara Fabra Porcar	ILO NORMES
Chittarath Phouangsavath	ILO NORMES
Miranda Farjerman	ILO FUNDAMENTALS
Githa Roelans	ILO ENTERPRISE/MULTI/RBC
Josée Laporte	ILO ENTERPRISE/MULTI/RBC
Siska Dubbert	ILO NORMES
Elena Garesimova	ILO NORMES
Jenny Horold Nahounou	ILO Office Côte d'Ivoire
Akua Ofori Asumadu	ILO Office Ghana
Nguyen Ngoc Trieu	ILO Programme Unit Viet Nam
Do Thi Thu Huong	ILO Programme Unit Viet Nam
Neeran Ramjuthan	ILO Office Bangladesh
Chayanich Thamparipattra	ILO Office Bangladesh
Ala Lipciu	ILO Office Moldova
Sobir Aminov	ILO Office Tajikistan
Marialaura Fino	ILO Office Peru
Constituents	
Bangladesh	
Chowdhury Ashiqul Alam	Trade-Union ILS Committee
Rashadul Alam Raju	Trade-Union ILS Committee
Saidul Islam	Bangladesh Employer Federation
Humayun Kabir	Ministry of Labour and Employment
Mohammad M. R. Sikder	Ministry of Labour and Employment
Côte d'Ivoire	
Leopold Bodo	Employers' focal point for the promotion of the MNE Declaration
David Bli Blé	Workers' focal point for the promotion of the MNE Declaration
Ghana	
Theodore Mawuli Amezah	Ministry of Labour, Jobs and Employment
Daniel Asiedu	Ministry of Labour, Jobs and Employment
Peter Antwi	Former Deputy Director, PPME/Child Labour Focal Person
Dawuda Ibrahim	Labour Department

Esther Ofori-Agyemang	Labour Department
Joyce Abdulai	Ghana Investment Promotion Council, MNE Focal Point
Hamidu Adakrugu	Ministry of Labour, Jobs and Employment
Gloria Noi	Ministry of Labour, Jobs and Employment
Carolyn Kuuzegh	Ministry of Labour, Jobs and Employment
Francis Bibuksi Esq	Labour Department
Nadia Adjeisawh	Labour Department, MNE Focal Point
Mary Karimu	Trades Union Congress of Ghana, MNE Focal Point
Frank Rockson	Judicial Service of Ghana
Kingsley Laar	Ghana Employers Association, MNE Focal Point
Viet Nam	
Pham Thi Chung	MoLISA International Coordination Department (former staff)
Tran Thi Hong Lien	VCCI Bureau for Employers' Activities
Nguyen Vinh Quang	VGCL Industrial Relations Department
Donor	
Jana Hoeffken	EC Directorate General Trade
Kent Wilska	Finland

Annex 5: Participant data

The following tables present disaggregated data on interviewees and survey participants, broken down by stakeholder group, country, and gender.

Table 5: Interviewee data

Interviewees	
Stakeholder group	
Constituents	22
ILO	18
Donors	2
Other	2
Country	
Global facility	20
Ghana	14
Bangladesh	5
Viet Nam	3
Côte d'Ivoire	2
Gender	
Female	23
Male	21
Total	44

Table 6: Survey participant data

Survey participants	
Stakeholder group	
Constituents	60
ILO	27
Donors	8
Other	2
Country	
Global facility	21
Mongolia	16
Mozambique	12
Philippines	10

Cabo Verde	7
Côte d'Ivoire	6
Ghana	5
Bangladesh	5
Madagascar	4
Viet Nam	2
Moldova	2
Pakistan	2
Ecuador	1
Global	1
Guatemala y Honduras	1
Myanmar	1
Tajikistan	1
Gender	
Female	51
Male	45
NA	1
Total	97

Annex 6: Lessons learned

Trade for Decent Work Project

Project DC/SYMBOL: GLO/18/30/EUR; RAF/21/08/FIN; GLO/23/51/FIN

Name of Evaluator: orange & teal, Basel, Switzerland

Date: 27 June 2025

Lesson learned element		Trust-building, technical engagement, stakeholder inclusion, and a long-term view support progress on sensitive reforms
Brief description of lessons learned (link to specific action or task)		Tackling complex and politically sensitive reforms – such as amendments to labour law in response to ILS supervisory mechanisms – requires a long-term, phased approach involving trust-building, sustained technical engagement, and inclusive dialogue with constituents and other national counterparts. Short project timelines do not necessarily need to limit the ambition to take steps that contribute towards achieving longer-term goals. Early neutral activities can create entry points for more complex reforms, especially in contexts with low awareness of international labour standards or resistance to change.
Context and related preconditions		This lesson stems from work in Bangladesh under the Trade for Decent Work project, in the context of the Article 26 that was filed against Bangladesh in 2019 by several workers' organisations on the alleged non-observance of three core ILO Conventions: Convention No. 81 (labour inspection), Convention No. 87 (freedom of association and right to organise), and Convention No. 98 (right to organise and collective bargaining). One of the project's aims was to support the government in addressing comments from the Committee of Experts on the Application of Conventions and Recommendations (CEACR), particularly concerning freedom of association. Initial resistance and limited understanding of ILO standards made direct engagement on legislative reform difficult.
Targeted users / Beneficiaries		This learning can be relevant for: ILO project teams working on legislative or policy reform in complex contexts, tripartite constituents and national decision-makers, as well as development cooperation partners supporting ILS-related projects.
Challenges / negative lessons-Causal factors		There were several challenges to address, including: • Limited national understanding of ILS and CEACR recommendations slowed progress and created misunderstandings. • Staff turnover within government required repeated engagement and knowledge reinforcement. • Initial hesitation from both the ILO country office and national authorities to address a challenging topic (related to the Article 26 complaint).
Success / positive Issues-Causal factors		Central to the lesson learned is that once the government understood the rationale behind the Committee of Experts' requests and the underlying legal foundation, openness to reform increased. This shift led to the government inviting the ILO to present amendment options. Over time, this built trust, demonstrated technical credibility, and showed that the ILO's proposals were grounded thorough analysis. As trust and cooperation deepened, the government developed draft legislation and sought the ILO's input for review and guidance. The following factors were identified in the project:

	• A clear, long-term plan guided the sequencing of the activities – the ILO team envisioned what the overall outcome of its support should be, even beyond the project’s duration. • Initial neutral activities (e.g., ILS reporting support) helped build trust and credibility and improve understanding of ILS – reconfirming and positioning ILO’s neutral and supportive role. • A detailed technical note elaborated CEACR comments into an informative document explaining rationale and reform options, accessible language, building understanding and confidence among constituents, especially the government’s representatives. • Regular dialogue at both political and technical levels helped to create commitment (especially in context in which operational levels will not execute tasks unless approved by senior executives) – and align different viewpoints. • Internal advocacy within the ILO helped shift perspectives and encouraged a more proactive role on sensitive issues. In addition, beyond the remit of the project, other essential factors were a change in the country’s political leadership and continued pressure from international community, including trade partners.
ILO Administrative Issues (staff, resources, design, implementation)	Some initial hesitation within the ILO was addressed through internal dialogue. It shows the need for clear communication and shared understanding when working on sensitive reforms.

Annex 7: Good practice

Trade for Decent Work Project

Project DC/SYMBOL: GLO/18/30/EUR; RAF/21/08/FIN; GLO/23/51/FIN

Name of Evaluator: orange & teal, Basel, Switzerland

Date: 27 June 2025

Good practice element	Adjusting project activities to support ILO supervisory processes
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project strategically adjusted its work plan and activities in the Philippines to align with and support national compliance with ILO Fundamental Conventions, particularly on Freedom of Association (C.87). The project could leverage its previous work in the Philippines, which included the creation of the Digital Self-Assessment Checklist (DSAC) for employers, the FOA Digital Monitoring Tool for trade unions, the National Tripartite FOA Roadmap, policy papers integrating previous Committee of Experts on the Application of Conventions and Recommendations (CEACR) comments and recommendations and Committee on the Application of Standards (CAS) conclusions, and Strategic Compliance Plans (SCPs) for key export sectors – supplying relevant information to the 2023 ILO High-Level Tripartite Mission (HLTM). It reinforced the linkage between operational activities and the ILO's normative supervisory system, thereby strengthening both project relevance and national ownership of labour standards compliance.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The adjustment was made in the context of the ILO High-Level Tripartite Mission (HLTM) visit in January 2023, which was organised in response to longstanding and serious concerns about violations of core labour standards – specifically the right to organise and freedom of association as guaranteed by ILO Convention 87, which the Philippines ratified in 1953. Successful replication depends on close coordination between the ILO project team, the Country office, and CEACR secretariat, to ensure that relevant support is provided for the HLTM's fact-finding, investigation, and dialogue activities. This good practice is applicable in practically all contexts in which ongoing ILO programmes and projects coincide with core labour standard supervisory activities. In the context of the Trade for Decent Work Project, the nexus to the trade agreements between the Philippines and the European Union (EU) provided additional leverage to call for improved compliance. Potential limitations and risk to be considered include delays due to the political sensitivities and related negative consequences to the project delivery.
Establish a clear cause-effect relationship	The adjustment of project activities allowed to enhance support during the HLTM mission, which improved the understanding of compliance gaps leading to core labour standards' violations. Conversely, the HLTM mission provided an incentive for national authorities to engage with the project, apply tools and services provided by the project. (<i>Excerpt from the Trade for Decent Work Project 2023 Annual Report: "... The mission provided crucial insights and recommendations that stakeholders of the project addressed in collaboration with tripartite constituents and social partners ..."</i>)

Indicate measurable impact and targeted beneficiaries	Linking the tripartite mission to project activities strengthened the project's relevance and increased national engagement in following up on CEACR recommendations and CAS conclusions. While causality cannot be confirmed, this connection likely contributed to other results, including: • Adoption of National Tripartite FOA Roadmap and Executive Order 23, creating inter-agency bodies. • New alliances formed with All-Philippine Trade Unions (APTU) and Women Workers United (WWU). • Suspension of problematic policies (JIPCO/AIPPO) and creation of new advisory mechanisms. Beneficiaries: employers, workers and trade unions, government agencies.
Potential for replication and by whom	Potential: High. This model can be replicated in contexts where programme and project activities coincide with ILO's supervisory mechanisms. The targeted users of this practice are ILO, its constituents, and partners.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice contributes directly to: • Decent Work Country Programmes (DWCPs) – strengthening labour rights, social dialogue, and institutional frameworks. • ILO's Strategic Programme Framework – advancing fundamental principles and rights at work. • Achievement of Sustainable Development Goals (SDGs) 8 (Decent Work and Economic Growth) and 16 (Peace, Justice, and Strong Institutions).
Other documents or relevant comments	Information on the ILO's supervisory system/mechanism: Download.

Trade for Decent Work Project

Project DC/SYMBOL: GLO/18/30/EUR; RAF/21/08/FIN; GLO/23/51/FIN

Name of Evaluator: orange & teal, Basel, Switzerland

Date: 27 June 2025

Good practice element	Leveraging the cluster approach for improved coordination and better labour reform outcomes
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The cluster approach in Bangladesh brings together ILO projects and programmes (interventions) with shared thematic focus – such as labour law, labour administration, social dialogue, and decent work in supply chains – under a single management and coordination structure. The approach was developed to strengthen coordination, enhance internal and external coherence across interventions, reduce overlap in stakeholder and constituent engagement, share resources, better align interventions with national priorities and ILO strategic outcomes, and ultimately achieve higher impact. Under the cluster, interventions coordinated and aligned their technical work, shared administrative and personnel resources, and approached constituents as a single coordinated team. In 2023, the Trade for Decent Work project was integrated into the Labour Administration and Working Conditions (LAWC) Cluster one of the two current clusters of ILO Bangladesh, enabling closer collaboration and synergies with related initiatives. It focused on supporting legal reform, strengthening institutional capacity of tripartite constituents, and contributing to the development of the international labour standards (ILS) roadmap.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The cluster approach was introduced in a context where multiple interventions, funded by various development partners, shared similar objectives related to advancing decent work, including the promotion and application of international labour standards. The partners included Canada, Denmark, the Netherlands, Sweden, as well as the European Union (EU). With the EU- and EU member state-funded projects and a relatively large ILO office, Bangladesh provided a good context for the approach. Replicability may generally depend on the presence of multiple interventions with overlapping themes, shared (development partner) interests and objectives, willingness among partners to coordinate planning and delivery, as well as the resource envelop of all interventions in the cluster. In Bangladesh, these resources amounted to approximately USD 30 million for three projects/programmes] interventions for the period 2023-2028. Some challenges were encountered. Despite the cluster approach, financial management and development partner reporting remained project and donor-specific, impacting on the efficiency of the approach. Additionally, during the initial phase, there was some ambiguity regarding thematic responsibilities and accountability, which required time and active coordination to resolve.
Establish a clear cause-effect relationship	Experience of the ILO team in Bangladesh suggests that the clustering of thematically similar interventions led to: • Enhanced internal coherence across thematic interventions • Stronger, unified ILO voice to national constituents • Better use of administrative support (shared procurement, M&E, drivers, finance) • Reduced duplication in stakeholder engagement

	Improved potential for joint policy and institutional reform (e.g., Bangladesh Labour Act revisions) The Trade for Decent Work Project, which had a relatively small budget and minimal staffing, has drawn on the expertise and operational support of other interventions in the cluster. The value is roughly estimated at 50% of the project's own budget. In turn the project contributed with its broad technical expertise in areas such as international labour standards.
Indicate measurable impact and targeted beneficiaries	Whereas the cluster has a common monitoring and evaluation framework and theory of change, measurable indicators for the cluster approach per se are unavailable. Notwithstanding, based on the experience and insights of the ILO team in Bangladesh, the approach contributed to creating impact by: - Unified engagement model minimised confusion, increased ILO credibility, and aligned interventions with national reform priorities - Joint influence on the amendment of the Bangladesh Labour Act, integrating inputs from several ILO projects and programmes - Created synergies by pooling various technical expertise available in the respective project and programme teams (effectiveness) and sharing costs (efficiency) Overall, the results achieved through the cluster exceeded what individual projects and programmes could have delivered separately, according to the ILO team in Bangladesh. ILO, constituents, and development partners can benefit from the approach.
Potential for replication and by whom	Potential for replication: Medium to high. Other ILO offices managing multiple, thematically related interventions, particularly where interventions address common priorities may consider adopting a similar approach where conditions allow. As stated above, replication may be influenced by the degree of thematic overlap, donor requirements, and available resources.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The Decent Work Country Programme (DWCP) for Bangladesh 2022-2026 notes that the cluster <i>"aligns to the structure of the DWCP Results Matrix and aims to maximize programme /project synergies, mutual reinforcement, and longer-term impact by bringing together work-streams into more unified and coherent groupings."</i>
Other documents or relevant comments	Decent Work Country Programme for Bangladesh 2022-2026: Download The SIRAYE Programme in Ethiopia (here), which integrates multiple interventions to promote decent work and support industrial development, might offer insights from a similar, yet distinct approach.

Annex 8: M&E data overview

Table 7 shows information taken from the summary outcome tables contained in the annual reports 2019-2023 for Bangladesh, Côte d'Ivoire, Ghana, Viet Nam, which were in the focus for this evaluation. We used this data to produce the overview of the project's performance assessment in the effectiveness chapter, differentiating the following outcomes:

- GEN_IO1: Capacity of constituents is strengthened to actively participate in national processes to comply with ILS.
- GEN_IO2: Institutional capacity of the governments and social partners is consolidated for effectively fulfilling reporting obligations regarding ILS.
- GEN_IO3: Institutional frameworks to facilitate social dialogue, conflict resolution and industrial relations are developed / strengthened with a view to enhancing ILS implementation.
- GEN_IO4: Capacity of tripartite constituents and other stakeholders (judiciary, parliamentarians, civil society organisations, human rights institutions) is enhanced to advocate on the promotion/implementation of ILS, in particular of Fundamental Conventions.

Table 7: Overview of summary outcome table data

		Bangladesh	Côte d'Ivoire	Ghana	Viet Nam
2019	GEN_IO1	IO1 On track: most milestones met			VN1 On track: most milestones met
	GEN_IO2				VN2 On track: most milestones met
	GEN_IO3				
	GEN_IO4				VN3 On track: most milestones met
2020	GEN_IO1	IO1 Not on track: milestones missed			VN1 On track: most milestones met
	GEN_IO2				VN2 On track: most milestones met
	GEN_IO3				
	GEN_IO4				VN3 On track: most milestones met
2021	GEN_IO1	IO1.2 Result achieved: target met	IO2 On track: most milestones met	GHA 1 No summary just output list	VN1 On track: most milestones met
		IO2.1, IO2.2 On track: most milestones met			
	GEN_IO2	IO1.1 Result achieved: target met	IO1 On track		VN2 On track: most milestones met

	GEN_I03	IO 4.1 Not on track: milestones missed	IO3 On track: most milestones met	GHA 3 No summary just output list	
	GEN_I04	IO3.1 Not on track: milestones missed		GHA 2 No summary just output list	VN3 On track: most milestones met
		IO3.2 Fully on track: all milestones met			
2022	GEN_I01	IO1.1 Result achieved: Not on track. Milestone missed.	IO2 On track	GHA 1 No summary just output list	VN1 Result achieved: On Track: Most milestones met
		IO1.2, IO2.1 Result achieved: On Track: Most milestones met	IO3 On track: most milestones met		
		IO1.7, IO2.2 Result achieved: target met			
	GEN_I02	IO1.3, IO1.5, IO1.6, Result achieved: target met	IO1 On track		VN2 Result achieved: On Track: Most milestones met
	GEN_I03	IO4.1 Result achieved: target met	IO4 On track: most milestones met	GHA 3 No summary just output list	
	GEN_I04	IO1.4, IO3.2 Result achieved: target met	IO5 Achieved	GHA 2 No summary just output list	VN3 Result achieved: On Track: Most milestones met
		IO3.1 Result achieved: On Track: Most milestones met			
2023	GEN_I01	BD1.1, BD1.2, BD1.3 Result achieved: Target met.	1.1 On track: most milestones met	IO2 No summary, just output list	IO1 On track: most milestones met
	GEN_I02	BD1.4 Result achieved: Targets met.	1.2 On track: most milestones met		IO2 On track: most milestones met
	GEN_I03	BD3.1Result achieved: Targets met.	1.4 On track: most milestones met	IO4 No summary, just output list	
	GEN_I04	BD2.1 Result achieved: Targets met BD2.2 No summary, just output list	1.3 Not on track. Milestones missed.	IO5 On track- milestones met	IO3 On track: most milestones met