



Independent Final Evaluation: Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.

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This evaluation has been carried out following the ILO evaluation policy and procedures. It has not been professionally edited, but has been subject to quality control by the ILO Evaluation Office

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List of Acronyms

ACT/EMP	ILO Bureau for Employers' Activities
ACTRAV	ILO Bureau for Workers' Activities
COP	Conference of the Parties
CPOs	Country Programme Outcomes
CSR	Corporate Social Responsibility
DWCPs	Decent Work Country Programmes
EBMOs	Employers' and Business Membership Organizations
ESG	Environmental, Social, and Governance
ILS	International Labour Standards
ITC-ILO	International Training Centre
IUTC	International Trade Union Confederation
M&E	Monitoring and Evaluation
NDCs	Nationally Determined Contributions
OECD/DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
OSH	Occupational Safety and Health
P&B	ILO Programme and Budget
PERC	Pan-European Regional Council
PROTECT	Protecting the rights of women migrant workers and migrant children in South-East Asia
RBC	Responsible Business Conduct
RBCLAC	Responsible Business Conduct in Latin America and the Caribbean
RBSA	Regular Budget Supplementary Account
SDGs	Sustainable Development Goals
TOR	Terms of Reference
TRIANGLE	Tripartite Action to Protect Migrants within and from the Greater Mekong Subregion from Labour Exploitation
UN	United Nations
UNEG	Evaluation Quality Standards and the United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
WOs	Workers' Organizations

1. Executive Summary

Summary of project purpose, logic, and structure

The project “Enhanced capacity of workers’ organizations and employer and business membership organizations to promote and implement social and environmental policies and practices” is a global, 22-month initiative, implemented jointly by the ILO Bureau for Employers’ Activities (ACT/EMP) and the Bureau of Workers’ Activities (ACTRAV). Operating in up to 16 countries across all regions, the project aims to strengthen the institutional, technical, and representational capacities of Employers’ and Business Membership Organizations (EBMOs), and of workers’ organizations, contributing directly to Programme and Budget (P&B) Outputs 2.1 and 2.2.

For EBMOs, the programme focuses on enabling these organizations to lead national efforts on ESG and responsible business practices, by developing sustainable training offers, advisory services, evidence-based advocacy capacities, and the ability to engage effectively in multistakeholder dialogues. Interventions include developing standardized training tools, conducting market assessments, supporting EBMOs to deliver ESG-related services, establishing data systems, and fostering partnerships with financial institutions, academia, and global reporting bodies.

For workers’ organizations, the programme enhances their ability to address inequalities through two major pathways: (i) strengthening internal structures and capacities to organize and support youth, including promoting youth participation in social dialogue and collective bargaining, and (ii) enabling unions to influence climate-related policy processes, particularly the development and revision of Nationally Determined Contributions (NDCs) under the Paris Agreement. Activities include the development of youth-focused governance structures, policy briefs, communication strategies, training programmes on just transition, and tools to support engagement with national and international climate frameworks.

Purpose, scope and methodology of the evaluation

The purpose of this independent final evaluation is to assess the extent to which the project “*Enhanced capacity of workers’ organizations and employer and business membership organizations to promote and implement social and environmental policies and practices*” has achieved its intended objectives, and to generate evidence-based conclusions, lessons learned, and actionable recommendations to inform future ILO programming. In line with OECD/DAC evaluation criteria, the evaluation examines the project’s relevance, coherence, effectiveness, efficiency, and sustainability and potential impact, with particular attention to institutional capacity development of employers’ and workers’ organizations and the integration of ILO cross-cutting themes.

The scope of the evaluation covers the full implementation period of the project, from March 2024 to December 2025, and encompasses activities implemented by ACT/EMP and ACTRAV, in up to 16 countries across all ILO regions. Given the global and multi-country nature of the intervention, the evaluation adopts a differentiated approach, combining in-depth analysis of a purposive sample of five countries (Ghana, Honduras, Morocco, Philippines, and Tanzania) with a broader desk-based and survey-based assessment of the remaining countries. The evaluation addresses both project components, support to employer and business membership organizations on Environmental, Social, and Governance (ESG) issues and responsible business practices, and support to workers’ organizations on youth participation and just transition, while also examining the extent to which the project functioned as a coherent joint initiative.

The evaluation methodology is grounded in the ILO Policy Guidelines for Results-Based Evaluation and complies with UNEG norms and OECD/DAC quality standards. A mixed-methods approach is applied, combining qualitative and quantitative data collection and analysis, to ensure triangulation and robustness of findings. Data sources include a comprehensive document review, semi-structured interviews with ILO staff and national stakeholders, an online survey administered to four distinct stakeholder groups (ACT/EMP staff, ACTRAV staff, employers’ organizations, and workers’ organizations), and a remote validation workshop to discuss preliminary findings.

Main findings and conclusions

Relevance

The project was highly relevant to the evolving needs of both employers' and workers' organizations in the context of climate transition, ESG¹ issues, youth inclusion and changing labour market dynamics. The intervention responded directly to identified institutional capacity gaps: for EBMOs, the need to operationalise ESG and responsible business conduct in response to regulatory and market pressures; and for workers' organizations, the need to strengthen youth participation and enhance engagement in just transition and NDC-related processes.

The project demonstrated strong alignment with the ILO Programme and Budget 2024–25 under Outcome 2 and Outputs 2.1 and 2.2, and coherent alignment with Country Programme Outcomes (CPOs) 801 and 802 across countries. Alignment with national development priorities was thematic and contextual, particularly in relation to sustainable private sector development, climate commitments and youth inclusion. However, gender equality and non-discrimination, while conceptually acknowledged, were not systematically operationalised, limiting the depth of relevance with respect to both cross-cutting themes.

Overall, the project addressed forward-looking institutional challenges and was strategically positioned within the ILO's normative and constituent institutional capacity building mandate.

Coherence

Internal coherence within each component was strong. ACT/EMP and ACTRAV interventions were aligned with their respective mandates and delivered logically within the ILO's tripartite architecture. Complementarity with other ILO initiatives was generally evident at thematic and operational levels, particularly where ESG intersected with Responsible Business Conduct (RBC), supply chains and sustainable finance agendas, and where ACTRAV engagement complemented green jobs, climate and youth-related interventions.

However, coherence between ACT/EMP and ACTRAV components was absent in operational terms. While the project was framed as a joint Regular Budget Supplementary Account (RBSA)-funded programme, implementation largely proceeded through parallel streams with just one shared country, no joint results framework and limited structured collaboration. The intervention functioned effectively within each bureau's mandate but did not operationalise the integrated "joint programme" concept.

At system level, coherence with Decent Work Country Programmes (DWCPs) (where applicable), CPOs and Sustainable Development Goals (SDGs) priorities was strong and consistent.

Effectiveness

Effectiveness was uneven across components and strands, with stronger results where institutional maturity and leadership commitment were present.

Under the ACT/EMP component, the most tangible and verifiable achievements relate to the development, adaptation and initial delivery of ESG-related services by EBMOs. In more advanced contexts, ESG services were institutionalised, integrated into governance structures and linked to emerging policy processes. However, in several countries, evidence remains limited of broader policy influence, systematic multi-stakeholder engagement or scaling beyond pilot phases. The ambitious design, short implementation timeframe and absence of a structured results framework constrained the consolidation of higher-level outcomes.

Under the ACTRAV component, effectiveness was stronger under the just transition and NDC engagement strand, in terms of strengthened policy literacy, participation in consultations and positioning within climate governance debates. In selected cases, unions submitted formal policy inputs, participated in COP-related processes and integrated just transition language into policy or bargaining frameworks. The youth strand generated concrete institutional outcomes in some countries, including formalisation of youth representation and development of

¹ Environmental, Social and Governance

model collective bargaining provisions. However, across the portfolio, systematic integration of youth into negotiation teams and sustained bargaining outcomes remains uneven.

Overall, the project achieved meaningful institutional and capacity-building results, but the depth of structural change and policy influence varies significantly across countries.

Efficiency

Both components demonstrated reasonable efficiency in converting limited RBSA resources into visible results. Human resource efficiency was achieved by leveraging existing ACT/EMP and ACTRAV staff and integrating RBSA activities into broader portfolios. Financial resources were generally sufficient for capacity-building and catalytic interventions but remained relatively tight compared to the breadth of intended outcomes.

The intervention relied effectively on partnerships to enhance efficiency. ACT/EMP leveraged International Training Centre (ITC-ILO) training infrastructure, peer exchanges and complementarities with other ILO projects to accelerate ESG service development. ACTRAV similarly used ITC-ILO seminars, international trade union networks and alignment with COP/NDC cycles, to maximise impact without creating parallel structures. Regional and inter-regional exchanges reduced duplication and strengthened learning across countries.

However, the short implementation timeframe and modest funding envelope constrained sustained follow-up, systematic monitoring and long-term accompaniment. Efficiency was therefore strongest at output level and more limited in enabling a consolidation of outcomes.

Sustainability and Impact

Sustainability was implicitly pursued through institutional capacity strengthening, with the expectation that reinforced governance structures, service models and policy engagement capacities would endure beyond the RBSA cycle.

Under ACT/EMP, sustainability prospects are strongest where ESG services were embedded in EBMO governance structures, linked to cost-recovery mechanisms and integrated into regular training calendars. In contexts where implementation remained at pilot or early rollout stages, sustainability is less certain if no continued technical accompaniment is secured.

Under ACTRAV, sustainability is strongest where youth representation was formalised within constitutional or governance structures and where engagement in climate governance was linked to institutionalised national policy processes. In countries where outcomes remained concentrated at the level of workshops or preliminary advocacy, durability is more uncertain. Continued relevance of NDC cycles and climate policy processes provides an external incentive for sustained engagement, but momentum may weaken without follow-up support.

Overall, sustainability prospects are positive where institutional anchoring occurred and weaker where outcomes remained event-based or preparatory. Targeted follow-up support, particularly in relation to youth integration into bargaining processes and structured engagement in NDC implementation, would strengthen long-term impact.

Lessons learned, good practices and recommendations.

Lessons Learned

- 1. Institutional anchoring is more sustainable than event-based capacity building.** Results were most durable where reforms, particularly youth participation, were embedded in formal governance structures rather than limited to workshops or awareness-raising. Structural embedding through statutes or formal mandates significantly strengthens sustainability.
- 2. Differentiated institutional readiness strongly shapes results.** Country-level results varied according to existing institutional capacity, leadership commitment and openness of policy environments. Tailored approaches are more effective than uniform expectations across diverse contexts.
- 3. Realising synergies between parallel components requires explicit design features.** The project was implemented through distinct ACT/EMP and ACTRAV components, with clear potential for synergies around shared thematic areas. However, in the absence of explicit design provisions, such collaboration tends to remain informal.

This highlights the importance of incorporating simple enabling features from the design stage on, to facilitate more structured interaction between the components, where relevant.

Good Practices

- 1. Formalizing youth representation through governance reform.** Embedding youth participation in formal union governance structures proved effective in ensuring continuity and strengthening ownership beyond the project period.
- 2. Using policy windows (COP and NDC Cycles) as catalytic entry points.** Aligning activities with climate policy cycles enhanced the project's relevance, visibility, and structured engagement in just transition processes.
- 3. Integrating the youth- and just Transition agendas.** Linking youth empowerment with climate and labour transition discussions strengthened leadership development and intergenerational dialogue within unions.
- 4. Leveraging regional and inter-regional peer learning.** Peer exchanges accelerated learning, reduced duplication, and reinforced shared narratives on social dialogue and just transition across countries.
- 5. Institutionalisation of ESG services within EBMOs.** Embedding ESG/RBC services into core EBMO structures ensures ownership and continuity beyond project timelines. Such institutionalisation strengthens sustainability and enables scaling of services as part of the EBMO's regular mandate.
- 6. Development of financially sustainable, service based ESG offers.** Designing ESG interventions as revenue-generating service packages (training, advisory, tools) reduces the dependency on donor funding and enhances financial sustainability. This approach positions EBMOs as viable service providers and supports long-term continuation and expansion of services.
- 7. Integration of diagnostic tools to link training with enterprise-level change.** Embedding diagnostic tools within training programmes allows EBMOs to move from awareness-raising to concrete enterprise-level improvements. It also generates structured data that can inform tailored advisory services and broader policy dialogue.
- 8. Combining service delivery with evidence-based policy engagement.** Linking service delivery with analytical work and policy engagement strengthens the credibility and influence of EBMOs in national dialogue. This dual approach enables organisations to act as service providers and informed policy actors.

Recommendations

ACT/EMP component

- 1. Consolidate and deepen ESG service delivery in countries where services are already established.** ACTEMP should prioritise follow-up support in countries where ESG services have already been developed, focusing on institutionalisation, service quality and repeat delivery. Consolidation support, including guidance on service packaging, pricing, trainer accreditation and quality assurance, would help ensure that pilot initiatives evolve into sustainable EBMO services. More deliberate country selection and regional clustering in future initiatives could also strengthen peer learning and allow resources to be concentrated where institutional readiness and demand are strongest.
- 2. Strengthen the policy and advocacy dimension linked to ESG services.** ACTEMP should support EBMOs to translate ESG service delivery experience into evidence-based policy engagement with governments, financial institutions and other ESG actors. Lessons emerging from enterprise engagement, training activities and State of Play analyses could be synthesised into policy dialogue processes. Closer coordination with ILO country offices and related initiatives would help embed EBMO advocacy within broader national policy discussions on sustainable enterprise development and responsible business conduct.

ACTRAV Component

- 3. Consolidate youth institutional reforms into bargaining practice.** ACTRAV should prioritise follow-up support in countries where youth representation has been formalised within union governance structures, focusing on translating these reforms into active participation in collective bargaining processes. Targeted accompaniment

could help ensure that youth participation moves beyond organisational reforms to influence labour market outcomes. Strategic country selection could further support contexts where such reforms can realistically translate into bargaining practice.

4. Strengthen follow-up support for NDC implementation and monitoring. ACTRAV should build on initial union engagement in Nationally Determined Contribution (NDC) consultations by supporting workers' organizations to participate more actively in implementation and monitoring processes. Technical support related to climate finance, sectoral transition frameworks and social dialogue mechanisms would help unions maintain influence as climate policies move from consultation to implementation. Regional exchanges among unions could further support knowledge sharing and collective learning.

5. Strengthen operational complementarities with other ILO initiatives. ACTRAV should more systematically map and articulate complementarities with other ILO initiatives at country level, particularly those related to green jobs, supply chains, labour governance and skills development. Improved coordination with country offices and regional structures would help embed union engagement within broader ILO programming and enhance sustainability.

ACT/EMP–ACTRAV

6. Strengthen ACT/EMP–ACTRAV joint programming at design stage. Future initiatives should promote stronger joint programming between ACTEMP and ACTRAV from the inception stage, with clearer definition of complementary roles, shared objectives and collaboration modalities. Identifying a limited number of shared pilot countries and establishing simple coordination mechanisms, such as periodic technical meetings and joint reflection moments, would facilitate more integrated engagement with employers' and workers' organizations. PROGRAM and regional offices could support this process by helping ensure that joint initiatives include clear governance arrangements and coordination structures.

7. Systematise light-touch cross-country peer learning mechanisms. ACTEMP and ACTRAV should formalise light, cost-effective peer-learning mechanisms (e.g. communities of practice, technical exchanges, virtual sessions) to sustain and scale cross-country learning on ESG, youth and just transition. Building on existing ad hoc exchanges, more structured and regionally clustered approaches would enhance knowledge transfer, reduce duplication and strengthen follow-up with minimal additional resources.

8. Align ambition and resources. Future initiatives should match the ambition of expected outcomes with available resources, ensure clear prioritisation across intervention levels, and provide adequate project management and monitoring capacity to support effective implementation and learning.

2. Project background and description

The project builds on the ILO's commitment to strengthening employers' and workers' organizations as key actors in social dialogue and sustainable development, responding to growing ESG demands on businesses and evolving challenges for workers, including inequality, climate change, and youth labour market integration.

This 27-month global RBSA-funded initiative is implemented by ACT/EMP and ACTRAV in up to 16 countries, aiming to enhance the institutional, technical, and representational capacities of both groups.

The project supports EBMOs in delivering ESG-related services, advisory support, and policy engagement, while strengthening workers' organizations' capacities to promote youth participation, address inequalities, and influence climate and just transition policies.

3. Evaluation background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities towards learning, project management and accountability for all stakeholders. Provisions for evaluations are made in all projects, in accordance with ILO evaluation policy. These are 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 ILO procedures. This report reflects the findings of the independent, final evaluation.

In evaluations, ILO applies the evaluation criteria established by the Organisation for Economic Co-operation and Development / Development Assistance Committee (OECD/DAC) Evaluation Quality Standards and the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the United Nations (UN) System.

4. Objectives, scope, and clients of the evaluation

Objectives

The specific objectives of the evaluation are to:

- Provide an independent assessment of progress on the achievement towards the Project's development objective, assessing performance as per the established indicators vis-à-vis the strategies and implementation modalities chosen and project management arrangements as per DAC evaluation criteria;
- Provide strategic recommendations for key stakeholders, highlight good practices and lessons learned, to inform future programming.

Scope

The evaluation covers the period between March 2024 and December 2025. Thematically, the evaluation focuses on strengthening workers' and employers' organizations, which constitute the core objectives of the project. The evaluation has covered and reflected issues related to gender equality and disability inclusion in the methodology, data collection as well in its analysis of findings.

Table 1. Countries covered by the project.

Countries covered by the project	
ACT/EMP	ACTRAV
Bolivia, Eswatini, Honduras, Morocco, Mongolia, Nigeria, Philippines, Tanzania, Vietnam	Colombia, Ivory Coast , Ghana, India, Kazakhstan, Oman, Panama, Philippines

Clients

The primary clients of the evaluation will be the ILO, in particular ACT/EMP, ACTRAV, and PROGRAM, as well as the participating employers' and workers organisations. Other users of the findings will include ILO constituents global and in beneficiary countries, ILO Country offices covered, other ILO units and projects, and other interested parties. The interest of these users lies primarily, although not exclusively, in learning from experience to inform future interventions and investments in this area.

5. Evaluation criteria and questions

As per the terms of reference (TOR), the evaluation has addressed the general areas of focus (evaluation criteria) and specific questions, as detailed in Annex 2.

Evaluation Schedule

The evaluation was conducted between December 2025 and May 2026. The evaluator reviewed project documents, developed data collection instruments, and prepared for the data collection and fieldwork phase during the months of December 2025 and January 2026. Preliminary meetings with the Evaluation Manager and the Project Team were conducted during these months. Data collection and fieldwork was conducted from January to early March 2026. The evaluation report was written in March 2026. The evaluation schedule can be found in Annex 5

6. Evaluation methodology

Evaluation phases

- Inception phase

During the inception phase the evaluator reviewed the documents and relevant materials from secondary sources needed for the successful implementation of the evaluation and identified the key informants to be interviewed. In addition, the evaluator held interviews through conference calls and exchanges via e-mail with the Evaluation Manager and the Project Team.

The evaluator prepared the Inception report containing the methodological approach to the evaluation, including the main aspects of operational planning of the evaluation.

- Data collection phase

During the data collection phase, the evaluator conducted remote interviews and applied surveys with ILO staff as well as with EBMOs and Workers Organizations'.

- Report writing phase

In the report writing phase, the evaluator analysed the collected data, synthesized findings, and formulated conclusions and recommendations based on the evidence. The draft evaluation report was shared with stakeholders for feedback. After incorporating their inputs, the evaluator prepared the final evaluation report .

Methods and techniques

The evaluation used a mixed-methods approach, combining primary and secondary data to answer the evaluation questions and criteria. Data were collected from multiple sources and methods, enabling triangulation to enhance credibility, reduce bias, and support robust analysis. Primary data came from stakeholder consultations, while secondary data included relevant documentation and survey-based quantitative inputs from ILO staff and constituents.

Comprehensive document review

The evaluator reviewed a variety of documents related to the project. Examples include the RBSA Proposal and other key documents produced by the project including workshop reports and concept notes, training materials and tools developed as part of the project, records of regional and inter-regional events, policy briefs and position papers submitted to national authorities (including NDC-related inputs), as well as relevant correspondence and internal planning documents.

Key Project Informant Interviews

The evaluator conducted a series of interviews with 26 key informants (11 women and 15 men). The sampling considered representatives from all key stakeholders: ACT/EMP, ACTRAV, EBMOs (Honduras, Tanzania and the Philippines) and workers' organizations (Ivory Coast , Ghana and the Philippines). Representatives from the remaining countries were contacted through a survey.

Table 2. Categories of informants

Categories	Men	Women	Total
ILO ACT/EMP	5	3	8
ILO ACTRAV	7	4	11
EBMOs	2	1	3
Workers' organizations	1	3	4
Total	15	11	26

The evaluator used qualitative data analysis methods to categorize, triangulate, synthesize, and summarize the raw data captured through the interviews. The data analysis provided tangible blocks of information, which the evaluator used to write the evaluation report. The data analysis is consistent with the evaluation questions in the Terms of Reference for the evaluation.

Survey

The evaluation included an online survey consisting of **four differentiated questionnaires** tailored to the main stakeholder groups:

- One questionnaire targeted ILO **ACT/EMP staff at headquarters and in all participating regions**,
- A second questionnaire was directed to ILO **ACTRAV staff at headquarters and in all regions involved in the project**.
- A third questionnaire was designed for **employers' organizations in all countries**,
- A fourth addressed **workers' organizations in all countries**.

All questionnaires were administered online. Survey response rates were limited and uneven across respondent groups. Valid responses were received from ACT/EMP staff (n=1), ACTRAV staff (n=3), employers' organizations (n=1), and workers' organizations (n=3). As a result, survey findings are used as indicative evidence to triangulate interview and documentary data, rather than as a representative basis for standalone judgment.

Stakeholders' workshops for presenting results

On 14 April 2026, the evaluator conducted a stakeholders' virtual workshop to present the findings of the evaluation to key stakeholders.

Limitations of the evaluation

The evaluation faced significant limitations affecting its scope and robustness. The project functioned as two largely separate interventions (ACT/EMP and ACTRAV), with different thematic focuses and countries, limiting coherence, comparability, and outcome-level analysis.

It also lacked a joint results framework, SMART indicators, and a functional M&E system, constraining the evaluation's ability to assess effectiveness and attribute results. The absence of dedicated progress reports further weakened the evidence base, requiring greater reliance on qualitative methods and stakeholder perspectives.

Additionally, uneven implementation across countries, such as limited progress in Oman, restricted the assessment of results and sustainability in some cases.

7. Main Findings

Relevance

Relevance of the Project in Strengthening the Institutional and Operational Capacity of EBMOs and Workers' Organizations

The project was **highly relevant** for enhancing the capacity of both Employers' and Business Membership Organizations (EBMOs) and Workers' Organizations (WOs), as it was explicitly designed to respond to clearly identified, context-specific capacity gaps faced by both groups in a rapidly evolving economic, social, and environmental landscape.

For **EBMOs**, the project directly addressed emerging and pressing needs linked to the growing importance of Environmental, Social and Governance (ESG) standards, responsible business conduct, and sustainability reporting. These areas have become increasingly central to business competitiveness, access to finance, participation in global supply chains, and compliance with evolving regulatory frameworks. Based on documentary review and interviews, many EBMOs lack the institutional tools, technical expertise, and service delivery models required to support their members effectively in this domain. By focusing on strengthening EBMO capacities to deliver ESG-related services, produce evidence-based policy insights, engage in advocacy, and participate in multi-stakeholder dialogue, the project was well aligned with both EBMO members' demands and the ILO's strategic objective of strengthening employers' organizations as independent, representative, and service-oriented institutions. The relevance is further reinforced by the project's grounding in earlier consultations, which demonstrated clear demand and absorptive capacity among participating EBMOs.

For **Workers' Organizations (WOs)**, the project was equally relevant in addressing structural and emerging challenges affecting their representativeness, policy influence, and ability to respond to major labour-market transformations. The focus on youth participation and just transition in the context of climate change and Nationally Determined Contributions (NDCs) directly responded to well-documented gaps in trade union engagement with young workers, as well as limited union influence over climate-related policy processes. By strengthening WO's institutional capacity to organize and represent young workers, participate meaningfully in social dialogue, and formulate policy proposals on youth employment and just transition, the project aligned closely with ACTRAV's mandate and global priorities.

Overall, the project's relevance was strengthened by its clear alignment with constituents' priorities, its contribution to ILO Programme and Budget 2024–25 Outcome 2: *Strong, representative and influential tripartite constituents and effective social dialogue* and Outputs 2.1 and 2.2, and its focus on capacity areas where both EBMOs and WO's face concrete, forward-looking challenges. While the EBMO and WO components addressed distinct thematic agendas, both were grounded in a coherent institutional capacity-building rationale, making the project well suited to enhance the effectiveness, legitimacy, and strategic positioning of both types of social partner organizations.

Consideration of ILO Cross-cutting Themes in Project Design and Implementation

The project effectively integrated key ILO cross-cutting themes, particularly **International Labour Standards (ILS)** and **just transition**, which were strongly embedded in the project design and implementation. ILS provided a solid normative foundation, while just transition was consistently operationalised through capacity-building and policy engagement, especially with workers' organizations.

Social dialogue was clearly reflected in the design but achieved uneven results in practice, largely depending on national contexts and institutional conditions. **Gender equality**, although acknowledged and indirectly addressed (e.g. through ESG), was not systematically integrated, lacking dedicated analysis, objectives, and targeted actions, which limited its operational relevance.

Coherence

Integration between ACT/EMP and ACTRAV components

The Terms of Reference asked the evaluator to assess to what extent the project teams explored and pursued joint activities with workers' organizations and EBMOs, particularly in shared target countries.

Evidence from documentation, interviews and stakeholder feedback indicates that joint activities between workers' organizations and EBMOs were limited and largely informal. Although framed as a single RBSA programme, the intervention was effectively implemented as two distinct streams, with ACT/EMP focusing on ESG and employer services, and ACTRAV addressing youth participation, social dialogue and just transition. These differences reflected different mandates and country priorities, rather than a clear missed coordination opportunity.

Geographical overlap was minimal, with the Philippines as the only shared country, and even there no formally joint activities were identified. Coordination, where it occurred, was mostly indirect and contextual rather than based on structured planning, with no evidence of shared workplans or joint interventions. Differences in country coverage, decentralized implementation and limited resources further constrained collaboration.

Overall, the project operated as two parallel components under a common funding envelope, with coordination largely limited to information exchange and thematic awareness. Survey evidence supports this finding, indicating that the project did not pursue joint programming in a systematic manner across countries. At the same time, this separation is consistent with the ILO's Programme and Budget structure, under which each component delivered coherently within its respective mandate.

Were there any opportunities missed?

The evaluation's Terms of Reference also asked the evaluator to assess whether there were any missed opportunities. Based on the documentation and interviews, some opportunities for deeper ACT/EMP–ACTRAV collaboration were identified by the project mainly at the design level, but these were not systematically pursued. Greater alignment might have been achieved by identifying shared countries or thematic entry points, such as just transition, youth employment and ESG, where joint activities could have been piloted. In the Philippines, despite thematic convergence, this did not translate into structured joint work.

The just transition and NDC agenda also offered a natural platform for opportunities for bipartite engagement, linking employer-led ESG work with trade union climate advocacy, however this potential remained largely untapped. Similarly, global and regional events were not fully leveraged by the project to promote structured cross-bureau collaboration.

While structural constraints (different country coverage, mandates, and limited incentives for joint design) may partially explain this, the project missed opportunities to operationalise its "joint programme" ambition more fully through early planning, shared pilot contexts, and more deliberate coordination mechanisms.

What actions might be considered to better enable or support joint future work?

Future ACT/EMP–ACTRAV initiatives will require deliberate joint design and coordination efforts to enable joint work, as collaboration is unlikely to emerge organically. This includes a joint inception phase to identify shared countries, thematic intersections, and clear and complementary outcomes, ensuring structured entry points for collaboration throughout the implementation time.

Joint activities should be made explicit in planning—especially in overlapping countries, through concrete interventions (e.g. bipartite dialogues, joint training), supported by simple coordination mechanisms and dedicated resources. Overall, effective collaboration is feasible in areas of convergence (e.g. just transition, ESG, youth employment) but depends on intentional design, clearly formulated? and shared objectives, and minimal coordination structures.

Alignment with National Development Priorities

Overall, the project shows thematic alignment with national development priorities in participating countries, particularly where national strategies, sectoral policies or international commitments explicitly address sustainability and responsible business practices (ESG), youth participation, and just transition in the context of climate action. This alignment is issue-specific rather than comprehensive, and may vary by country and component (ACT/EMP vs ACTRAV).

This alignment also extends to Decent Work Country Programmes (DWCPs), which reflect priorities jointly identified by governments, employers and workers, and provide a key reference framework for ILO interventions at country level.

ACT/EMP – ESG and responsible business conduct

In several ACT/EMP countries, national development frameworks explicitly promote sustainable private sector development, environmental responsibility, and alignment with international standards, creating a policy context consistent with the project’s ESG focus.

For example, **Morocco** provides a clear example of alignment with ESG-related priorities: The New Development Model (*Nouveau Modèle de Développement*, 2021–2035) places strong emphasis on sustainable development, responsible private sector growth, environmental transition, and improved corporate governance, identifying the private sector as a key driver of sustainable and inclusive development. The National Strategy for Sustainable Development (*Stratégie Nationale de Développement Durable* - SNDD 2030) explicitly promotes corporate environmental responsibility, social inclusion, and sustainable production and consumption patterns, encouraging businesses to integrate sustainability principles into their operations. These policy frameworks create a clear entry point for interventions aimed at strengthening employers’ organizations’ capacity to support ESG practices, sustainability reporting and responsible business conduct.

Another example is the **Philippines**, where ESG-related alignment is visible through: The Philippine Development Plan 2023–2028, which includes a dedicated focus on climate resilience, sustainable economic transformation, and private sector participation in environmental and social governance reforms. Further, national policies promote sustainable finance, corporate sustainability reporting, and climate-related risk management, particularly in response to international market and regulatory pressures. This policy environment is

consistent with the project's support to EBMOs in helping companies respond to sustainability and ESG expectations, particularly those linked to global supply chains.

Tanzania also demonstrates coherence with the project's ESG focus. Under the National Development Plan 2025, Pillar I (Economic Growth and Industrial Transformation) emphasises private sector-led growth, industrialisation, and improved competitiveness, while increasingly integrating considerations related to environmental sustainability, responsible investment, and improved business governance. The plan recognises the role of private sector institutions in promoting better business practices and alignment with international standards, particularly in export-oriented sectors. This policy context provides a relevant entry point for ESG-related capacity-building interventions with employers' and business membership organisations in Tanzania, supporting the alignment of economic growth objectives with sustainability and responsible business conduct.

Honduras also presents a policy environment that is broadly consistent with the project's ESG orientation. The country's national development framework, notably the *Plan de Nación y Visión de País 2010–2038* and its medium-term operationalisation through government plans, places emphasis on inclusive economic growth, private sector development, improved governance, and environmental sustainability. These frameworks highlight the need to strengthen productive sectors, promote responsible investment, and improve compliance with environmental and social regulations, particularly in export-oriented industries integrated into global value chains. This policy context provides a relevant entry point for ESG-related capacity-building interventions with employers' and business membership organisations in Honduras, supporting enterprises in aligning competitiveness objectives with responsible business conduct- and sustainability expectations.

ACTRAV –just transition and youth participation

Overall, the ACTRAV component is thematically aligned with selected national development and policy priorities in participating countries, particularly where national frameworks address youth inclusion, climate action, and the social dimensions of environmental transition. This alignment is issue-specific and contextual, rather than systemic, and reflects the fact that in many countries the challenge lies not in the absence of policy commitments, but in the limited institutionalisation of social dialogue and the weak involvement of workers' organizations in policy formulation and implementation.

Just transition

For ACTRAV countries, alignment is most evident where national strategies or international commitments address youth inclusion in policymaking and just transition within climate frameworks.

For example, **Ghana** illustrates alignment on just transition and youth engagement through its NDC under the Paris Agreement, which recognizes the social and employment implications of climate action, including the need to address impacts on workers and vulnerable groups. Moreover, national policy discourse increasingly links climate action, green jobs and youth employment, particularly in energy transition and adaptation sectors.

While social dialogue is not always explicitly detailed in national climate policies, the emphasis on inclusive climate action provides space for trade union engagement, consistent with the

project's objective of strengthening workers' organizations' capacity to influence NDC processes through a just transition lens.

Also in Ghana, the RBSA project reinforced the implementation of the Integrated Action on Green Jobs and Skills (GHA/23/01/EUR) initiative by supporting tripartite engagement in the review of the NDCs. This collaboration helped align green skills development and job creation efforts with national climate commitments, ensuring that government, employers, and workers all contributed to shaping a just and inclusive green transition.

This also demonstrates the linkages to other projects and the integration of the RBSA project into the overall strategy and objective of the ILO and the Action Programme on Just Transition's (AP/JT) to influence the NDCs in the 2024-25 biennium. The RBSA programme benefitted from the resources and tools developed with the ILO in general, including: an internal guide to ILO staff on how to support constituents in developing the NDC3.0; and, a mapping of just transition in NDC2.0. and NDC3.0.

In **Colombia**, national climate and development policy frameworks increasingly refer to environmental transition and climate commitments, including through the country's NDC. However, the effective involvement of workers' organizations in these processes has been limited, due to long-standing weaknesses in social dialogue and tripartite engagement in the country. In this context, the project's focus on strengthening trade unions' capacity to engage on just transition and influence climate-related policy processes is thematically aligned with national priorities, while also responding to well-documented institutional gaps.

Youth participation and inclusion in policymaking

Across the ACTRAV target countries, youth inclusion is widely recognised in national development strategies, youth policies and employment frameworks as a key structural challenge, even though the modalities for youth participation in labour governance and social dialogue remain weak or underdeveloped in many contexts. National policy frameworks frequently acknowledge youth as a priority group, but often these do not specify how young workers should be represented within formal social dialogue mechanisms or workers' organizations.

The ACTRAV component's thematic focus on youth participation within workers' organizations and social dialogue processes is therefore broadly aligned with national policy concerns related to youth inclusion, particularly where governments identify youth unemployment, labour market transitions and social inclusion as development challenges. Rather than addressing youth employment outcomes directly, the project targets the institutional and representational dimension of youth participation, seeking to strengthen workers' organizations' capacity to include young women and men in internal governance structures, policy formulation and dialogue processes.

This focus corresponds to a recurring gap in national frameworks: while youth policies exist in most ACTRAV countries, youth voices are seldom channelled through organised labour institutions or formal tripartite mechanisms. In this sense, the ACTRAV intervention aligns with national priorities by addressing how youth participation is structured and institutionalised within labour governance systems, rather than duplicating existing youth employment or training programmes.

Overall, alignment with national youth priorities is therefore conceptual and thematic, grounded in shared recognition of youth inclusion as a development challenge. However, it is not explicitly operationalised at country level within the project design.

Coherence with other ILO activities in the target countries

The project was designed to complement other ILO interventions active in the target countries during the 2024–25 period. While the RBSA-funded intervention did not systematically establish formal coordination mechanisms with other projects at country level, its thematic focus and institutional positioning placed it within an existing ecosystem of ILO programmes related to responsible business conduct, supply chains, labour governance, youth employment and just transition.

The **ACT/EMP component** complemented a range of other ILO projects and technical cooperation activities, primarily by translating normative and policy-oriented work into concrete, employer-facing ESG services and tools, rather than duplicating existing interventions. In target countries, ACT/EMP-supported ESG activities were often implemented alongside, and built upon, ongoing ILO initiatives, positioning ESG as an operational bridge between global policy frameworks and enterprise-level practice.

Complementarities were most explicit where ESG work intersected with broader ILO agendas on responsible business conduct (RBC), business and human rights, just transition, supply chains and decent work in global value chains. For example, in **Morocco**, ACT/EMP-supported ESG training and service development complemented ILO work on green jobs and skills for the just transition, providing employers with practical instruments aligned with broader transition and sustainability objectives. In **Vietnam**, ESG service development supported under ACT/EMP complemented ILO initiatives on business and human rights, notably by informing employer inputs into the National Action Plan on Business and Human Rights. In **Honduras**, ESG-related work intersected with the RBCLAC² project, reinforcing responsible business conduct dimensions.

In **Nigeria** and **Tanzania**, interviews point to complementarities with other ILO-supported initiatives on violence and harassment at work (C190), access to sustainable finance and digital learning. In these contexts, ESG was positioned as a cross-cutting service offer that enabled employers' organizations to integrate responsible business practices into a broader portfolio of services supported by parallel ILO projects. In Tanzania in particular, the ESG State of Play assessment, related training and early advocacy were linked to ILO-supported initiatives on sustainable finance, allowing ACT/EMP interventions to leverage existing platforms and engagement with financial institutions.

Beyond individual countries, complementarities were also observed at portfolio and regional levels. ACT/EMP staff described alignment between ESG and RBC work under the RBSA project and other ILO-supported initiatives, including ITC-ILO training programmes, Japan-funded projects on responsible value chains and responsible supply chains in Asia and the Pacific, and migration-related programmes such as TRIANGLE in ASEAN and PROTECT. These linkages provided additional entry points to integrate social and governance dimensions into employer training and advisory services.

² Responsible Business Conduct in Latin America and the Caribbean

Overall, complementarities were primarily operational and thematic rather than being embedded in formally joint project designs, or shared results frameworks. Nonetheless, evidence from interviews suggests that these linkages enhanced coherence across employer-focused interventions, leveraged existing networks and platforms, and reduced duplication. The ACT/EMP component therefore functioned as a complementary layer within the broader ILO portfolio, even where such synergies were not systematically articulated or documented at design stage.

Complementarity of the **ACTRAV component** with other ILO initiatives is observable, though generally indirect and uneven across countries. In several target contexts (Philippines, Ghana, Kazakhstan), the ILO was implementing projects addressing substantive thematic areas such as supply chains, labour governance, youth employment, migration, OSH and green jobs. In these settings, the ACTRAV component did not duplicate thematic interventions but rather complemented them by strengthening the institutional and representational capacity of workers' organizations to engage in these agendas.

In practice, the RBSA-supported activities under ACTRAV often focused on enhancing trade union capacity to participate in policy processes, particularly in emerging areas such as just transition and NDC-related climate governance, where unions had limited prior engagement. For example, in countries where the ILO was supporting green jobs or climate-related policy reforms, ACTRAV activities helped position unions to articulate just transition perspectives and advocate for social dialogue mechanisms within those processes. Similarly, where ILO projects addressed youth employment or labour governance issues, ACTRAV interventions reinforced youth structures within trade unions and supported youth engagement in collective bargaining and internal governance, thereby addressing a constituent-capacity dimension not systematically covered by thematic projects.

However, complementarity was largely implicit rather than formally structured. Evidence from interviews suggests that linkages between ACTRAV-supported activities and other ILO projects were often based on contextual alignment rather than joint planning, shared results frameworks or coordinated implementation strategies. In most cases, coordination occurred informally through ILO country offices or through the broader policy environment, rather than through integrated project design.

Overall, the ACTRAV component can be considered coherent with and broadly complementary to other ILO interventions active in the target countries during the review period. Its added value lay primarily in reinforcing the institutional capacity and policy engagement role of workers' organizations in thematic areas already addressed by other ILO programmes. Nonetheless, the depth of operational coordination and documented synergy across initiatives remains variable and, in several cases, limited.

Coherence with the ILO Programme and Budget 2024–25

The project demonstrates a very high degree of coherence with the ILO Programme and Budget (**P&B**) **2024–25**, as it is not only aligned with, but explicitly embedded within, the corporate results framework under **Outcome 2**: "Strong, representative and influential tripartite constituents and effective social dialogue". Notably, the P&B 2024–25 makes a **direct and explicit reference** to "*a dedicated programme for EBMOs and workers' organizations*" under Outcome 2 (p. 32), thereby confirming that the project itself is an **integral component of the ILO's planned programme of work**, rather than a parallel or externally driven intervention.

This institutional anchoring is further reinforced by the project's direct contribution to **Output 2.1**, which focuses on *"increased institutional capacity of employer and business membership organizations to be strong, independent and representative"*, and **Output 2.2**, which targets *"increased institutional, technical, representational and policy impact capacities of workers' organizations"*. The project's dual structure, supporting EBMOs through ESG-related services, policy advocacy and multistakeholder dialogue (ACT/EMP), and strengthening workers' organizations' capacities on youth participation and just transition (ACTRAV), closely mirrors the constituent-specific logic of these two outputs.

Importantly, the RBSA proposal operationalizes Outcome 2 by framing a dedicated, time-bound programme for employers' and workers' organizations that reflects the strategic intent of the Programme and Budget 2024–25. The intervention is structured in line with Output 2.1 and Output 2.2 and is explicitly foreseen under Outcome 2 of the Programme and Budget. The proposal indicates that RBSA resources are intended to complement existing Regular Budget Technical Cooperation (RBTC) activities, rather than establish a separate or parallel intervention framework.

Overall, coherence with the P&B 2024–25 is exceptionally strong, as the project is explicitly foreseen in the Programme and Budget, fully aligned with Outcome 2 and its outputs, and clearly positioned as a core mechanism for advancing the ILO's strategic objective of strengthening tripartite constituents and effective social dialogue at national, regional and global levels.

Alignment with DWCP/CPOs

Alignment with DWCPs (where applicable)

The project demonstrates clear alignment with Decent Work Country Programmes (DWCPs) in those countries where a DWCP was in place during the implementation period, namely India, Vietnam, Eswatini, Nigeria and Honduras. Across these DWCPs, strengthening the institutional capacity, representativeness and policy influence of employers' and workers' organizations, as well as promoting effective social dialogue, are recurring priorities and core elements of the ILO's country-level engagement.

In **Eswatini**, the DWCP 2022–2025 explicitly identifies the strengthening of labour market institutions and social dialogue as a central decent work challenge, with a strong emphasis on empowering employers' and workers' organizations within tripartite governance structures. The project's focus on constituent capacity development is therefore fully consistent with the DWCP's priorities related to accountable governance, representation and institutional effectiveness.

In **Nigeria**, the DWCP III (2023–2027) places institutional strengthening of social partners at the centre of its strategy, explicitly recognising the role of employers' and workers' organizations in addressing employment, labour standards, informality and governance deficits. The project's emphasis on reinforcing organizational, technical and advocacy capacities of constituents align closely with these objectives, particularly in relation to social dialogue and labour governance reform.

In **Honduras**, the DWCP 2024–2027 underscores the importance of tripartism, strengthened employers' and workers' organizations, and inclusive social dialogue as prerequisites for advancing decent work and social justice. The project's objectives are directly coherent with

these priorities, even though the project itself does not target employment creation or labour market outcomes at scale.

Similarly, the DWCPs for **India** and **Vietnam** place strong emphasis on institutional capacity-building of social partners, social dialogue, and engagement of employers' and workers' organizations in policy processes related to labour standards, skills, migration, and transitions in the world of work. The project's constituent-focused design is therefore consistent with the strategic orientation of these DWCPs.

Overall, in countries with an active DWCP, the project aligns thematically and institutionally with national decent work priorities, particularly with respect to strengthening the role of social partners, rather than duplicating sector-specific or outcome-oriented interventions.

Alignment with Country Programme Outcomes (CPOs)

Beyond the existence of DWCPs, **all target countries** covered by the project include the following Country Programme Outcomes in their ILO country programming frameworks:

- CPO 801: Strengthened institutional capacity of employers' organizations
- CPO 802: Strengthened institutional capacity of workers' organizations

The project is directly aligned with both CPO 801 and CPO 802 across all participating countries, as these outcomes constitute the core mandate of ACT/EMP and ACTRAV, respectively. The project's objectives, intervention logic and target groups correspond explicitly to these CPOs by focusing on organizational strengthening, representativeness, service provision, advocacy capacity and engagement in social dialogue.

In this sense, even in countries **without a formal DWCP**, the project remains fully coherent with the ILO's country-level programming architecture through its contribution to these two CPOs. The absence of a DWCP therefore does not constitute a misalignment, as the project is anchored in the standard outcomes that guide ILO engagement with employers' and workers' organizations globally.

In conclusion, the project shows strong coherence with DWCPs where these exist, and systematic alignment with CPOs 801 and 802 across all target countries. Its focus on strengthening constituent organizations fits squarely within the ILO's country programming frameworks, while remaining complementary to broader decent work, employment or sectoral interventions articulated in DWCPs.

Alignment with the SDG framework

The project is broadly aligned with the **2030 Agenda**, particularly SDGs linked to decent work, sustainable business, climate action and inclusive institutions, consistent with the ILO's mandate.

Its strongest alignment is with **SDG 8 (Decent Work and Economic Growth)**, as it strengthens employers' and workers' organizations, social dialogue and institutional capacity—key enablers of decent work (notably targets 8.5 and 8.8). It also aligns with:

- **SDG 12 (Responsible Consumption and Production)** through the ACT/EMP component's support to ESG and sustainable business practices (especially target 12.6), albeit indirectly via EBMOs.
- **SDG 13 (Climate Action)** through ACTRAV's work on just transition and union engagement in climate and NDC processes (target 13.2).
- **SDG 16 (Peace, Justice and Strong Institutions)** by strengthening inclusive governance, representativeness and participatory social dialogue mechanisms.

Overall, the project contributes primarily at the institutional and governance level, reinforcing systems that enable progress across these SDGs.

Effectiveness

Overall assessment – ACT/EMP component

Overall, the ACT/EMP component partially achieved its expected results. The most tangible achievements relate to the development and initial delivery of ESG training and advisory services by EBMOs, particularly where institutional capacity was already relatively strong. However, results on policy influence, structured stakeholder dialogue and scaling beyond pilot activities were more limited, reflecting an ambitious design, short timeframe, and the absence of strong results and monitoring framework.

At country level, results were uneven but, in several cases, significant. The **Philippines** represents the most advanced case, where the **Employers Confederation of the Philippines (ECOP)** not only developed and delivered ESG training but fully institutionalised it through a dedicated sustainability unit, Board approval, financial planning, and innovative tools such as diagnostic “pulse checks” and AI-based compliance platforms. The project also strengthened ECOP's policy engagement and partnerships, positioning it as a national reference actor on ESG.

In **Vietnam**, the **Vietnam Chamber of Commerce and Industry (VCCI)** established ESG/RBC training services, adapted materials to the national context and used its provincial network to reach enterprises. It also contributed indirectly to policy processes (e.g. National Action Plan on Business and Human Rights), although policy influence remained constrained and evidence of sustained demand is still emerging.

In **Morocco**, the **General Confederation of Enterprises of Morocco (CGEM)** adapted ESG training to the national context, integrated it into its training platform and strengthened internal coordination. However, enterprise-level delivery only began late in the project, limiting evidence on uptake, scaling and policy impact.

In **Nigeria**, the **Nigeria Employers' Consultative Association (NECA)** demonstrated strong ownership, by developing training services, conducting assessments, organising enterprise sessions, and establishing an ESG Advisory Board involving major stakeholders. While this indicates progress towards institutionalisation and dialogue, policy influence and sustained service delivery remain at an early stage.

In **Tanzania**, the **Association of Tanzania Employers (ATE)** followed a structured approach combining diagnostics, training-of-trainers, enterprise training and advocacy based on an ESG “State of Play” report. This led to solid progress in capacity building and awareness, with advocacy and policy-level outcomes still emerging.

In **Honduras**, the **Honduran Council of Private Enterprise (COHEP)** developed an ESG strategy, tools and a pilot training programme, supporting enterprises in developing ESG plans and linking existing initiatives to international frameworks. However, results remain limited in scale, with further roll-out and institutional consolidation still needed.

Across countries, the project was strongest in service development and institutional capacity-building. Higher-level outcomes, such as policy influence, sustained demand and scaling, remain uneven and, in most cases, still at an early stage.

Regional-level results

At regional level, evidence of achieved results is more limited and uneven. Interviews confirm that some peer-learning activities and cross-country exchanges took place, including participation in regional ESG trainings and study visits. However, these activities were largely framed and reported as supporting mechanisms for country-level implementation, rather than as regional outputs linked to explicit objectives or indicators. As a result, regional achievements appear mainly as **by-products of country work**, rather than as distinct, structured results in their own right.

Global-level results

At global level, the project contributed to the adaptation and application of ILO tools, notably the ESG Leadership Essentials package, and supported alignment with global responsible business conduct frameworks. ACT/EMP HQ interviews confirm that the project helped position ESG as a service area within employer organizations and informed related global analytical work. However, more ambitious objectives in the project proposal, such as influencing global ESG actors, rating agencies, or financial institutions, were only partially realised within the project timeframe. Concrete global-level advocacy outcomes or systemic change remain limited, reflecting both time constraints and the project's primary focus on capacity-building.

Unexpected results

Several positive and partly unexpected results emerged, particularly in countries where ESG services proved commercially viable and were rapidly institutionalised, notably the Philippines, Vietnam, and Nigeria. Interviews also highlighted expansion into adjacent thematic areas (e.g. violence and harassment at work in Nigeria) and stronger-than-anticipated uptake of digital and e-learning tools.

Conversely, some expected results were not fully realised, including systematic production of ESG policy briefs across all countries, consistent engagement with financial institutions or ESG rating agencies, and a comparable depth of results across all ACT/EMP target countries, with the differences largely explained by variations in EBMO absorptive capacity and timing.

Complementarities with other ILO projects

The ACT/EMP component complemented a range of other ILO projects and technical cooperation activities, primarily by translating normative and policy-oriented work into concrete, employer-facing ESG services. In ACT/EMP target countries, complementarities were most explicit where ESG work intersected with ongoing ILO interventions on RBC (for example

with the RBCLAC project in Honduras), business and human rights, just transition, and supply chains.

For example, in **Morocco**, ACT/EMP-supported ESG training complemented the ILO project on *green jobs and skills for the just transition*, providing employers with practical tools aligned with broader transition and sustainability objectives. In **Vietnam**, ESG service development supported by ACT/EMP complemented ILO work on *business and human rights*, notably by informing employer inputs into the National Action Plan on Business and Human Rights. In **Nigeria** and **Tanzania**, interviews point to complementarities with other ILO-supported initiatives on *violence and harassment at work*, *access to sustainable finance*, and *digital learning*, with ESG positioned as a cross-cutting service that reinforced these parallel agendas.

Beyond individual target countries, ACT/EMP staff described complementarities at a broader regional portfolio level, particularly in Asia and the Pacific. ESG and RBC work under the RBSA project was aligned with Japan-funded ILO projects on *responsible value chains and responsible supply chains*, as well as with migration-related projects such as *TRIANGLE* and *PROTECT*, which provided entry points to integrate social and governance dimensions into employer training. These complementarities were largely operational and thematic rather than formalised through joint project design, but interviews indicate that they enhanced coherence across ILO employer-focused interventions and reduced duplication. Overall, the evidence suggests that the ACT/EMP component functioned as a complementary layer within the ILO's broader portfolio, even though such linkages were not always systematically articulated or documented.

Success and inhibiting factors influencing achievement

Interview evidence indicates that achievement under the ACT/EMP component was shaped by a combination of strong enabling factors at EBMO level, while structural and contextual constraints limited the depth and consistency of results across countries.

Key success factors consistently highlighted by ACT/EMP representatives include, first, the relevance and timeliness of ESG for employer organizations. In many contexts, ESG responded directly to emerging regulatory requirements, supply-chain pressures, and market expectations, which facilitated EBMO buy-in and enterprise interest.

Second, results were strongly enabled where EBMOs had pre-existing institutional maturity, including established governance structures, experience in service delivery, and the ability to dedicate staff and internal resources to ESG work.

Third, the availability of adaptable ILO tools, particularly the ESG Leadership Essentials package, allowed ACT/EMP and EBMOs to contextualise global concepts efficiently and move relatively quickly from awareness-raising to service development.

Finally, ACT/EMP technical backstopping and peer learning (including exchanges across countries and with ITC-ILO) supported capacity development and accelerated implementation in more advanced contexts.

At the same time, several inhibiting factors constrained achievement. A central constraint identified across interviews was the short implementation timeframe compared to the ambition of the project. This limited opportunities to consolidate services, scale up delivery, and demonstrate outcome-level or policy-relevant results.

Closely related, the project's effectiveness was highly dependent on EBMO absorptive capacity, resulting in uneven performance across countries where institutional readiness, staffing, or financial autonomy were more limited.

In addition, policy advocacy and multi-stakeholder engagement, while envisaged in the project design, proved more difficult to operationalise within the available time and resources, particularly in contexts where EBMOs traditionally focus on service provision rather than policy influence.

Overall, the interviews suggest that achievement was strongest where favourable institutional conditions, clear market demand, and sufficient time for consolidation were present, and more constrained where these factors were absent. The balance of success and inhibiting factors helps explain why the ACT/EMP component delivered solid service-level results in several countries, while more advanced outcomes and policy-level achievements remain uneven or emergent at the time of the evaluation.

Survey responses also suggest positive prospects for continuity. Both ACT/EMP-side respondents considered it likely that ESG-related capacities and services will be sustained, and both pointed to continued or high expected demand for ESG services. However, they also indicated that additional ILO follow-up would still be required to consolidate or scale results, which is consistent with the evaluation's conclusion that institutionalisation has progressed faster than higher-level advocacy and scaling.

Overall assessment-ACTRAV Component

Overall, the ACTRAV component produced results under both the just transition/NDC strand and the youth participation strand, though unevenly distributed across countries. The just transition strand showed greater conceptual coherence, with activities focused on strengthening trade union understanding of climate governance, NDC processes and just transition principles. The youth strand generated more concrete institutional outcomes in countries where youth structures and leadership commitment were already present. Across both strands, results were generally stronger in internal capacity-building, coordination and organisational strengthening than in demonstrable policy influence.

In **Kazakhstan**, the **Federation of Trade Unions of Kazakhstan** strengthened its role in climate governance through regional and international engagement, including the Almaty conference, the Baku conference and participation in COP29. These processes improved its strategic positioning and coincided with a concrete policy-level result: the updated NDC included references to social dialogue and just transition. In **Colombia**, trade union confederations strengthened their knowledge and coordination on just transition, developed a joint position paper, created a working group, and engaged more actively with ministries during the NDC revision process. Results were strongest in terms of readiness, coordination and visibility rather than clearly attributable policy change.

In **Panama**, ACTRAV supported a sequence of workshops with young trade unionists that combined training on just transition and ILO frameworks with practical analysis of the country's NDC and climate governance system. These activities resulted in an advocacy roadmap, stronger internal coordination and some participation by youth representatives in selected consultations, although evidence of policy uptake remains limited.

In **India**, ACTRAV support contributed to stronger coordination among trade unions on climate and just transition issues and culminated in the development of a joint trade union position paper on NDCs, which was endorsed by multiple unions and formally transmitted to government authorities. India is also one of the countries where the youth strand showed concrete institutional outcomes, alongside the Philippines and Ghana, suggesting stronger youth integration than in many other contexts. However, the available documentation does not allow firm conclusions on government response or policy influence.

In **Ghana**, the youth strand produced some of the clearest institutional results. The **Ghana Trades Union Congress (TUC)** strengthened youth structures, reinforced youth participation in governance bodies, and supported the development of youth-responsive collective bargaining clauses and a draft framework. The just transition strand was less advanced, generating mainly preparatory outcomes, such as a union-to-union exchange with the **Nigeria Labour Congress**, a draft action plan and increased awareness of climate governance entry points.

In **Ivory Coast**, the **Union Générale des Travailleurs de Côte d'Ivoire (UGTCI)** combined youth inclusion and just transition work, notably through the development of a guide on just transition in the cocoa value chain. This strengthened youth engagement and sectoral advocacy, although evidence of influence on national climate policy remains limited.

In the **Philippines**, the **Trade Union Congress of the Philippines (TUCP)** presents one of the most advanced cases. The intervention revitalised and institutionalised the TUCP Youth Committee, secured formal youth representation in governance bodies, strengthened links with the **National Youth Commission**, supported TUCP participation in national just transition and NDC processes, and contributed to the inclusion of just transition provisions in at least three collective bargaining agreements.

In **Oman**, implementation remained at an earlier stage and focused mainly on a study examining how the **General Federation of Oman Workers** could strengthen its role in promoting a just transition, including through women's and youth committees. While in a preparatory stage, this provides a useful basis for future engagement.

Overall, the ACTRAV component achieved solid results in strengthening trade union capacity, internal structures, youth participation and preparedness to engage on climate issues. However, outcomes related to sustained policy influence, formal integration into national climate governance and broader systemic change remained more uneven and, in many cases, still emerging at the time of the evaluation.

Regional-level results

At regional level, the ACTRAV component generated intermediate results primarily under the just transition and NDC engagement strand. Regional and inter-regional convenings, including the meeting held in Baku in September 2024 in the lead-up to COP discussions, provided platforms for the exchange of experiences, alignment of trade union positions and strengthening of preparedness to engage in national NDC revision processes.

These events contributed to consolidating a shared narrative around social dialogue and just transition within climate governance frameworks and facilitated peer learning across countries. In some sub-regions, subsequent references to social dialogue and just transition principles in updated NDC submissions suggest a plausible contribution to policy discourse. However, the

available evidence indicates that regional results remained primarily at the level of coordination, agenda-setting and capacity strengthening, with limited evidence of sustained regional institutional mechanisms or higher-order policy outcomes.

Experiences generated through national initiatives, such as those implemented in India and the Philippines, could provide a useful basis for future regional exchanges among workers' organizations. Sharing lessons from these country-level interventions may help strengthen regional dialogue on youth participation, collective bargaining and just transition, while supporting the adaptation of similar approaches in other national contexts.

Global-level results

At global level, the ACTRAV component contributed primarily to strengthening conceptual coherence, technical preparedness and cross-regional alignment under the just transition and NDC engagement strand. A key milestone was the inter-regional seminar held at the ITC-ILO in Turin in July 2024, which brought together representatives from RBSA target countries to deepen understanding of UNFCCC processes, NDC cycles and the operationalization of just transition principles within national climate governance frameworks. The seminar functioned as a capacity-building and positioning platform, enabling trade union representatives to engage with shared analytical tools, clarify the role of social dialogue in climate transition, and exchange strategies for influencing national policy processes. Evidence from subsequent country-level engagement in NDC consultations and COP-related activities suggests that the seminar contributed to enhanced preparedness and confidence among participating unions.

Beyond the Turin seminar, global-level engagement was reinforced through linkages with COP processes and coordination with international trade union actors, including interaction with ITUC structures. These engagements helped situate national trade union efforts within broader global climate governance debates and provided visibility to labour perspectives in international fora. The global strand therefore played a convening and framing role, contributing to a more consistent articulation of just transition narratives across countries.

In contrast, the youth participation strand was less prominently institutionalized at global level during the main implementation period. Youth-related activities were largely country-driven, with limited evidence of sustained global coordination mechanisms or formalized inter-regional youth platforms. While youth representatives participated in international training and exchange opportunities, consolidation of youth experiences across countries remained more limited compared to the structured global engagement observed under the just transition strand.

Unexpected results

In terms of unexpected results, there is less evidence of the emergence of unanticipated outputs. The evidence points more to a gradual consolidation of a delivery approach that is centred on coalition-building, peer exchange and strategic alignment with external policy processes. Engagement with COP cycles, NDC revision processes and related climate policy moments functioned as catalytic opportunities for trade union positioning and visibility. This dynamic, while broadly aligned with the project's Theory of Change, appears to have become a central operational pathway through which results were pursued, particularly in the just transition strand. The use of these external policy windows structured implementation timelines and also shaped the type of outcomes that were realistically attainable within the project period.

Success and inhibiting factors influencing achievement.

The level and depth of results achieved under the ACTRAV component were shaped by a combination of enabling conditions and contextual constraints.

A key success factor was the strategic alignment of project activities with external policy windows, particularly COP cycles and NDC revision processes. By anchoring interventions to concrete moments in international and national climate governance calendars, the project enhanced relevance and created incentives for trade unions to engage. This timing effect contributed to tangible outputs, such as trade union submissions to governments, participation in COP-related discussions, and the inclusion of social dialogue language in selected updated NDCs. The use of such policy moments as entry points strengthened visibility and mobilization, especially under the just transition strand.

Another enabling factor was strong leadership commitment and pre-existing organizational capacity within participating unions. In countries where national labour centres already had functioning youth committees or designated climate focal points, the project was able to consolidate and formalize structures as it avoided having to build them from scratch. This facilitated multiple outcomes, such as constitutional recognition of youth representation, the establishment of climate committees and the development of policy frameworks. Ownership by national leadership, which was evident in active participation of union presidents and executive bodies, also contributed to institutional embedding of results.

The design choice to combine technical capacity building with peer-to-peer exchange further supported achievement. Regional and global convenings allowed unions to learn from each other's experiences and benchmark strategies for NDC engagement and collective bargaining reform. This cross-fertilization strengthened confidence and contributed to narrative coherence across countries.

However, several inhibiting factors constrained the depth and consistency of results. First, the relatively short implementation timeframe limited the extent to which structural reforms, particularly youth integration into collective bargaining processes, could be translated into demonstrable bargaining outcomes. While training and structural adjustments were initiated, evidence of sustained incorporation into sectoral agreements remains uneven.

Second, reliance on external policy processes introduced uncertainty. Government receptiveness to trade union input in NDC updates or climate governance varied considerably across countries, affecting the extent to which advocacy translated into formal policy influence. In some contexts, unions were not initially included in national climate bodies, requiring additional effort simply to secure access.

Efficiency

Efficiency of the ACT/EMP component

Adequacy of financial and human resources

The project benefited from basic coordination arrangements (allocated work months, shared Teams channel, internal updates) and relied on existing ILO monitoring systems, complemented by additional tracking tools. However, coordination and M&E functions were

largely embedded within existing staff responsibilities rather than supported by dedicated resources. While this contributed to efficiency and institutional alignment, it limited the consistency of follow-up across countries and the ability to systematically consolidate and document results.

For ACT/EMP, financial resources were generally adequate to deliver core activities, particularly ESG training development, technical assistance and pilot service delivery. However, given the project's ambition, geographical spread and multi-level objectives, resources were tight. This meant that funding was sufficient for discrete interventions (e.g. assessments, training-of-trainers, pilot delivery) but not for sustained accompaniment, systematic follow-up or large-scale rollout.

Human resources represented a more significant constraint. Implementation relied heavily on existing ACT/EMP staff at HQ and regional levels, who combined RBSA activities with broader portfolios. While this improved efficiency by leveraging expertise and relationships, it also resulted in uneven implementation intensity depending on staff availability and country context. The absence of dedicated coordination and M&E capacity further limited strategic oversight, follow-up and evidence consolidation.

Overall, the ACT/EMP component demonstrated reasonable efficiency in delivering outputs with limited resources, but the ambitious design exceeded what could realistically be achieved within the available funding, staffing and timeframe, resulting in more limited depth, continuity and outcome-level results.

Leveraging partnerships

Interview evidence indicates that the ACT/EMP component leveraged partnerships effectively as a means to enhance efficiency, primarily by building on existing ILO projects, technical platforms, and peer-learning arrangements, rather than creating parallel delivery structures.

A key efficiency gain came from collaboration with ITC-ILO, which provided training methodologies, technical inputs, and peer-learning opportunities that accelerated capacity development without requiring additional project-specific investments. For example, in Tanzania, ESG capacity-building for the Association of Tanzania Employers was reinforced through participation in ITC-ILO-supported learning activities and peer exchange with the Federation of Kenya Employers, allowing faster adaptation and rollout of ESG training with limited RBSA resources.

The ACT/EMP component also benefited from operational complementarities with other ILO projects, which provided platforms, audiences, or thematic entry points for ESG-related work. In Nigeria, ESG service development complemented parallel ILO initiatives on violence and harassment at work (C190) and digital learning, enabling NECA to integrate ESG into a broader package of employer services supported through different ILO interventions. In Tanzania, ESG training and advocacy were linked to ILO-supported work on access to sustainable finance, including engagement with the national Bankers Association, which expanded the reach and relevance of ACT/EMP activities without duplicating efforts. In Morocco, ESG training supported under ACT/EMP complemented ILO projects on just transition and green jobs, providing employer-facing tools aligned with ongoing policy- and skills-oriented interventions.

In addition, interviews highlight the efficiency gains from peer-to-peer partnerships among employers' organizations, facilitated by ACT/EMP. Cross-country exchanges and South–South

learning allowed less advanced EBMOs to draw directly on tested tools and approaches developed elsewhere, reducing development time and costs and improving the quality of service design. Cross-country exchanges also contributed to efficiency, notably through peer learning between the Association of Tanzania Employers and the Federation of Kenya Employers on ESG service development, as well as through regional knowledge sharing across Asia-Pacific and ITC-ILO-supported learning platforms, which enabled later-starting countries to build on tested approaches rather than develop services from scratch.

Overall, these partnerships were largely practical and operational rather than formalised through joint workplans or budgets, but they nonetheless contributed significantly to efficiency by maximising the use of existing ILO investments, reducing duplication, and accelerating implementation within the constraints of RBSA funding.

This is also reflected in the survey results. ACTRAV staff generally rated partnerships with national institutions, climate initiatives and related mechanisms as moderately to well leveraged, while all responding workers' organizations reported that partnerships had in fact been established through the project. Although the survey base is small, it suggests that partnership building was a real operational feature of implementation, even if its depth varied across contexts.

Efficiency of the ACTRAV Component

Adequacy of financial and human resources

Based on interviews with ACTRAV HQ staff and national focal points, the ACTRAV component was implemented with limited financial and human resources that were generally sufficient to deliver core activities, but tight relative to the ambition and geographic scope of the project. RBSA funding enabled the organization of national workshops, participation in regional and global convenings, development of policy inputs, and technical backstopping on youth participation and just transition/NDC engagement. However, the scale of intended outcomes, particularly those related to institutional reform of youth structures and policy influence in climate governance, exceeded what could realistically be consolidated within the available envelope and timeframe.

Human resource efficiency relied heavily on existing ACTRAV staff at HQ and regional levels, who integrated RBSA-supported tasks into broader portfolios. Interviews indicate that this approach enhanced efficiency by leveraging established relationships with national labour centres, familiarity with political and institutional contexts, and ongoing engagement in social dialogue processes. At the same time, it meant that implementation intensity varied across countries depending on staff availability, competing priorities and contextual readiness. In several cases, follow-up to workshops and action plans depended largely on the initiative and capacity of national unions rather than sustained technical accompaniment. This suggests that future RBSA projects of comparable scope could benefit from allocating dedicated project-specific coordination or monitoring capacity, even on a part-time basis, to strengthen follow-up, monitoring and overall coherence of implementation across countries.

Financial resources were adequate to support discrete, event-based and catalytic interventions, such as youth workshops, climate/NDC briefings, inter-regional seminars and COP-related participation, but insufficient to sustain long-term mentoring, systematic monitoring of collective bargaining outcomes, or extended policy advocacy engagement in all participating countries. As a result, the ACTRAV component focused pragmatically on awareness-building,

institutional positioning and initial structural reforms rather than long-term consolidation. This represents a reasonable use of available resources, whereas it limits the extent to which deeper institutional change or measurable policy impact can be demonstrated within the project period.

Overall, the ACTRAV component demonstrates reasonable efficiency in converting modest financial inputs into visible outputs, particularly under the just transition strand. However, the adequacy of resources must be assessed in light of the ambitious scope of expected results, especially those concerning sustained youth integration into collective bargaining processes and influence over national climate policy frameworks.

Leveraging partnerships

Interview evidence indicates that the ACTRAV component leveraged partnerships as a key mechanism to enhance efficiency, primarily through collaboration with ITC-ILO, engagement with international trade union structures, and alignment with ongoing national policy processes.

A significant efficiency gain came from collaboration with ITC-ILO, notably through the inter-regional seminar held in Turin in July 2024, which strengthened technical understanding of UNFCCC and NDC processes among trade union representatives from multiple countries. By using established training infrastructure and methodologies, ACTRAV was able to deliver cross-country capacity building without creating parallel systems. Participation in COP-related events and interaction with ITUC networks further amplified national-level advocacy efforts, allowing unions to situate their demands within global climate governance discussions.

At country level, partnerships with national institutions and policy bodies enhanced relevance and reduced duplication. In the **Philippines**, engagement with the National Youth Commission created an external institutional linkage that extended youth participation beyond internal union structures. In **Ghana** and parts of **Central Asia**³, trade unions leveraged tripartite mechanisms and national climate governance bodies to position just transition demands within existing policy platforms. In these contexts, ACTRAV support functioned as a catalyst that strengthened union engagement within pre-existing institutional spaces rather than establishing new ones.

Regional and inter-regional convenings also generated efficiency gains through peer-to-peer exchange. Trade unions were able to share approaches to NDC engagement, youth structuring and climate advocacy, reducing the need for each country to develop tools and strategies independently. While these exchanges were largely event-based and not institutionalized into permanent regional mechanisms, they contributed to faster learning and strengthened coherence across countries.

Overall, partnerships under the ACTRAV component were predominantly operational and facilitative rather than formalized through joint workplans or co-financing arrangements. Nevertheless, they enhanced efficiency by leveraging existing ILO training platforms, international trade union networks and national policy processes.

³ For the purposes of this evaluation, “parts of Central Asia” refers to RBSA-supported activities in Kazakhstan and neighbouring countries in the Central Asia/South Caucasus sub-region (including, inter alia, Uzbekistan and Azerbaijan), where ACTRAV supported regional and national engagement in NDC and COP-related processes and where updated NDC submissions subsequently included references to social dialogue and just transition principles.

Sustainability and Impact

Likelihood that results will be maintained and exit strategy

From an evaluation perspective, sustainability refers to the extent to which project results are likely to continue after external support ends, including whether institutional, financial, and technical capacities are sufficiently embedded to sustain benefits over time. An exit strategy, in turn, usually implies a *deliberate and articulated approach* to phasing out external support, clarifying how responsibilities, resources, and functions will be transferred to national or local actors to ensure continuity beyond the project lifecycle.

Sustainability of the ACT/EMP component

Based on the review of project documentation and interview evidence, the ACT/EMP component did not articulate a formal or systematised exit strategy as such. There is no explicit framework setting out transition milestones, handover arrangements, or post-project follow-up mechanisms. However, interviews with ACT/EMP representatives indicate that sustainability was implicitly conceptualised through capacity strengthening of EBMOs, rather than through a standalone exit strategy.

In practice, sustainability was pursued primarily by reinforcing institutional, technical, and service-delivery capacities of employer organizations, with the expectation that once ESG-related services were developed, embedded, and financially viable, EBMOs would be able to continue delivering them independently. This approach is consistent with ACT/EMP's broader operational model, which prioritises strengthening employers' organizations as autonomous service providers rather than maintaining long-term project dependence.

Evidence from the interviews suggests that the likelihood of sustainability varies significantly across countries and is closely linked to EBMO maturity and institutionalisation of ESG services. In contexts such as the **Philippines, Vietnam, Nigeria, and Tanzania**, where ESG training and advisory services were integrated into regular training calendars, supported by dedicated staff, and in some cases approved by governing bodies or linked to cost-recovery models, results are more likely to be maintained beyond the project period. In these cases, ESG services are not perceived as project activities, but as part of the EBMO's core service offer.

By contrast, in countries where implementation remained at a pilot or early rollout stage, or where enterprise-level engagement only began towards the end of the implementation period, sustainability is less certain at the time of the evaluation. In such cases, ESG-related activities remain more dependent on continued external technical support, and evidence of sustained demand, financial viability, or long-term institutional embedding is still limited (for example, in **Morocco**, where enterprise-level ESG training was initiated late in the implementation period; in **Honduras**, where ESG support remained concentrated on a small number of affiliated organizations during a pilot phase; and in **Mongolia**, where activities were largely limited to market research and awareness-raising, with service delivery still under development).

Overall, while the project did not include a formal exit strategy, the implicit sustainability logic based on capacity reinforcement is coherent with ACT/EMP's mandate and was appropriate given the nature of the intervention. However, the absence of an explicit exit or transition framework makes it more difficult to assess systematically how and under what conditions results are expected to endure across different contexts.

The available survey responses are broadly consistent with these sustainability prospects. Both ACT/EMP-side respondents considered ESG services likely to continue beyond the project period, and the employer respondent also pointed to continued member demand for such services. At the same time, both responses stressed that additional ILO follow-up would still be important for sustainability and scaling, suggesting that prospects are positive but not yet fully self-sustaining in all contexts.

Evidence from internal reporting indicates that reported results met defined sustainability criteria. At the same time, from an evaluation perspective, sustainability varies depending on the degree of institutionalisation, resource mobilisation capacity and follow-up mechanisms across countries.

Follow-up interventions for ILO

Interview evidence points to several areas where targeted follow-up by the ILO could strengthen the sustainability and scaling of results achieved under the ACT/EMP component.

First, interviewees emphasized the need for continued technical accompaniment, particularly in countries where ESG services have been launched but not yet consolidated. Short, targeted follow-up support, such as coaching on service packaging, pricing, marketing, and quality assurance, would help EBMOs move from pilot delivery to sustained service provision.

Second, several interviews suggest that sustainability would be enhanced by stronger links between ESG services and policy or regulatory processes, including responsible business conduct frameworks, business and human rights agendas, and sustainable finance initiatives. Follow-up interventions that support EBMOs to translate service-level experience into structured policy advocacy could help deepen impact and reinforce relevance.

Third, interviewees highlighted the potential value of continued peer learning and regional exchanges, particularly between more advanced EBMOs and those at earlier stages of ESG service development. Light-touch regional platforms or communities of practice could help sustain momentum without requiring large-scale project structures.

Finally, follow-up interventions could place greater emphasis on financial sustainability, including cost-recovery models, diversification of ESG-related services, and engagement with financial institutions or value-chain actors. This would help reduce reliance on project-based support and strengthen the long-term viability of ESG services.

Sustainability of the ACTRAV Component

The ACTRAV component did not articulate a formal exit strategy. There is no evidence of a structured transition framework specifying post-project milestones, handover arrangements or dedicated follow-up mechanisms. Instead, sustainability was implicitly embedded in the capacity-strengthening logic of the intervention. The underlying assumption was that once workers' organizations had strengthened internal youth structures, improved technical understanding of just transition and NDC processes, and enhanced their policy positioning, they would continue to operate autonomously within their national institutional environments.

The likelihood of sustainability varies across strands and countries.

Under the youth strand, sustainability prospects are relatively strong in countries where institutional reforms were formalized within union governance structures. In the **Philippines**, youth representation was approved at convention level and integrated into the Executive Board, and affiliated federations were required to establish youth committees. Such constitutional or statutory anchoring increases the likelihood that youth participation mechanisms will endure beyond the project cycle. In **Ghana**, youth representatives are embedded in the General Council and Steering Committee, and model collective bargaining clauses have been developed, suggesting institutional consolidation rather than temporary project-based engagement. In these contexts, youth structures are unlikely to disappear with the end of RBSA funding, although the depth of continued engagement in collective bargaining processes will depend on leadership commitment and resource availability.

In countries where youth activities remained concentrated at the level of workshops and sensitization, sustainability is less certain (e.g. **Colombia, Panama, Oman**). Without formalized mandates, dedicated budget lines or integration into collective bargaining teams, there is a risk that youth engagement may revert to *ad hoc* participation rather than sustained structural inclusion.

Under the just transition and NDC strand, sustainability depends heavily on continued relevance of climate governance processes and union positioning within national policy spaces. In several countries, unions contributed to NDC consultations, developed position papers or participated in COP-related discussions (for example, **Kazakhstan, Philippines, Ghana, Cote d'Ivoire**). Where these engagements resulted in formal inclusion of social dialogue language in policy frameworks, establishment of climate committees within unions, or recognized roles in national climate bodies, prospects for continued engagement are positive. However, climate governance processes are cyclical and politically contingent. Without ongoing (ILO/ACTRAV) technical accompaniment or internal resource allocation, momentum generated under the project may weaken over time.

Overall, sustainability under the ACTRAV component is strongest where results were embedded in formal union governance structures or linked to institutionalized national policy processes (**Philippines, Ghana, Kazakhstan**). It is weaker where outcomes remained at the level of awareness-raising or preliminary advocacy. The absence of a formal exit strategy does not necessarily undermine sustainability, given the nature of institutional capacity-building interventions, but it limits clarity regarding follow-up pathways and responsibility for consolidation.

Indicative survey evidence supports this differentiated sustainability picture. ACTRAV staff tended to rate the sustainability of youth structures and new representation mechanisms positively, and workers' organizations also reported relatively strong readiness to engage in future NDC cycles. However, workers' organizations simultaneously indicated that further ILO support would still be needed to sustain or deepen results. This suggests that institutional anchoring has progressed, but that consolidation remains incomplete and follow-up support will be important in several settings.

Recent developments further strengthen sustainability prospects under the ACTRAV component. The project extension (five months) has enabled the organisation of bridging activities aimed at consolidating results and linking participating workers' organizations to follow-up initiatives. In particular, upcoming seminars (April 2026, Turin) will facilitate

knowledge exchange, peer learning, and connections with broader ILO initiatives (including just transition and the Global Coalition for Social Justice), thereby supporting continuity beyond the project timeframe.

In addition, the development of knowledge products, such as the guide on trade unions and Nationally Determined Contributions (NDCs), provides a concrete tool that can continue to support workers' organizations' engagement in policy processes beyond the life of the project.

Moreover, ACTRAV initiatives in the Philippines and India are serving as entry points for broader regional engagement in the Asia-Pacific region. According to ACTRAV, going forward, trade union representatives from non-target countries such as Pakistan, Bangladesh, Timor-Leste and Indonesia are expected to be more actively involved, building on the experiences and work initiated under the RBSA project in India and the Philippines. This approach contributes to the sustainability of the initiative by extending learning and collaboration beyond the original target countries.

Follow-up interventions for ILO

Interview evidence suggests that targeted follow-up support could significantly enhance the durability and scaling of results.

First, continued light-touch technical accompaniment on youth integration into collective bargaining processes would help translate structural reforms into practical bargaining outcomes. In several countries (e.g. **Ghana, Cote d'Ivoire**), youth representatives have been institutionalized within governance structures but have not yet systematically participated in negotiation teams or secured youth-responsive provisions in collective agreements. Follow-up support focused on bargaining strategy, mentoring and monitoring of youth-related clauses would strengthen consolidation.

Second, in the just transition and NDC strand, follow-up interventions could support unions in moving from participation in consultations to structured engagement in implementation and monitoring mechanisms. This may include capacity building on climate finance, sectoral transition planning and tripartite dialogue mechanisms linked to NDC implementation. As NDC cycles evolve, unions will require sustained technical support to maintain influence.

Third, regional and inter-regional exchanges could be maintained in a streamlined format to preserve peer learning gains. Short virtual stocktaking sessions or communities of practice on youth structures and just transition engagement would allow unions to share progress and challenges without requiring full project structures.

Finally, stronger articulation between ACTRAV and other ILO initiatives, particularly those related to green jobs, supply chains, labour governance and skills development, could enhance sustainability by embedding union engagement within broader programme architectures. Ensuring that strengthened union capacities are systematically linked to ongoing ILO country portfolios would reduce the risk of stand-alone project effects dissipating over time.

8. Conclusions

Based on the findings of the evaluation, the conclusions are organized under the evaluation criteria of relevance and coherence, effectiveness, efficiency, and sustainability and impact.

Relevance

1. The project was highly relevant to the institutional and policy needs of both employers' and workers' organizations in a context marked by climate transition pressures, ESG regulatory developments and the need for greater youth inclusion in labour governance. It addressed clear capacity gaps and was well aligned with the ILO Programme and Budget 2024–25 under Outcome 2, as well as with national sustainable development and climate agendas in target countries.
2. While the thematic focus was forward-looking and strategically positioned, cross-cutting dimensions, particularly gender equality and non-discrimination, were not consistently operationalised across countries. Nonetheless, the intervention responded to genuine and emerging constituent priorities and reflected the ILO's comparative advantage in strengthening representative organizations.

Coherence

3. The project demonstrated strong internal coherence within each component and logical alignment with broader ILO programming. Both ACT/EMP and ACTRAV delivered consistently within their respective mandates, complementing other ILO initiatives at thematic level.
4. However, the project did not function as an integrated joint initiative between employers' and workers' components. Implementation largely proceeded in parallel streams with limited shared countries and minimal structured joint activities. While this did not undermine delivery within each bureau, it limited the added value that might have emerged from a more operationalised bipartite approach.

Effectiveness

5. The project achieved meaningful institutional and capacity-building results, though effectiveness varied across strands and countries.
6. Under ACT/EMP, tangible progress was made in developing and piloting ESG services within EBMOS, with stronger institutionalisation in countries where governance structures and demand were mature. Under ACTRAV, the just transition and NDC strand demonstrated clearer policy positioning outcomes, including participation in consultations and contributions to climate-related debates. The youth strand produced concrete structural reforms in selected countries, notably through formalisation of youth representation in union governance bodies, but systematic integration into collective bargaining processes remains uneven.
7. Overall, the project was effective in strengthening institutional readiness and positioning, but less conclusive in demonstrating sustained policy influence or structural transformation within the project timeframe.

Efficiency

8. The intervention converted relatively modest RBSA resources into visible outputs across multiple regions and countries. Efficiency was enhanced through the use of existing staff capacities, ITC-ILO platforms, peer exchanges and alignment with policy cycles such as NDC revisions and COP processes.
9. However, the scale and ambition of intended outcomes, particularly regarding institutional reform and policy influence, exceeded what could realistically be consolidated within the available timeframe and funding envelope. Efficiency was therefore strongest at output and intermediate outcome level, with limited capacity for sustained follow-up.

Sustainability

10. Sustainability prospects are differentiated. Results are most likely to endure where they were embedded in formal governance structures (e.g., youth representation integrated into union statutes) or linked to institutionalised national policy processes (e.g., climate governance and NDC cycles). In such contexts, continuation does not depend solely on project funding.
11. Conversely, where activities remained concentrated at workshop or awareness level without structural anchoring, sustainability is less certain. The project did not articulate a formal exit strategy, and consolidation of results will depend on continued leadership commitment and, in some cases, targeted follow-up support from the ILO.
12. Survey responses also suggest that stakeholders generally see a credible basis for sustainability, particularly where capacities have been institutionally embedded. However, respondents across both components also signalled the need for continued ILO follow-up, indicating that sustainability prospects remain conditional on further consolidation in several countries.

Other

13. While the evaluation draws on evidence from a range of country contexts across Africa, Asia and Latin America, coverage of Arab States countries is comparatively more limited due to the more recent or preparatory nature of implementation in these contexts. Available evidence suggests that interventions in the region have focused primarily on analytical and capacity-building foundations (e.g. diagnostic work and initial engagement on just transition and institutional strengthening), with results still emerging. As such, findings related to this region should be interpreted with caution, and further evidence would be required to assess outcome-level changes and sustainability over time.

9. Lessons learned

1. Institutional anchoring is more sustainable than event-based capacity building

Results are most durable when activities move beyond workshops and are embedded in formal governance structures or recurring institutional processes. In countries where youth representation was formalized through constitutional resolutions or integrated into executive bodies, sustainability prospects are significantly stronger. By contrast, where youth engagement remained primarily at the level of training and sensitization, without formal mandates or integration into bargaining processes, continuity is less certain.

Future interventions should therefore prioritize structural embedding, through statutes, governance rules or formal mandates, over stand-alone awareness activities.

2. Differentiated institutional readiness strongly shapes results

Results varied significantly across countries, largely depending on pre-existing institutional capacity, leadership commitment and openness of national policy environments. Where unions already had functional youth structures or thematic focal points, project support consolidated and formalized these mechanisms. In contexts with weaker organizational bases or more restrictive environments, outcomes remained introductory or awareness-oriented.

This highlights the importance of tailoring ambition and follow-up intensity to institutional maturity rather than applying uniform expectations across contexts.

3. Realising synergies between parallel components requires explicit design features

While the project was implemented through distinct ACT/EMP and ACTRAV components, there was potential for synergies around shared thematic areas (e.g. ESG, just transition). The experience suggests that, in the absence of explicit design provisions, collaboration between components tends to remain informal, *ad hoc*, and dependent on individual initiative, rather than systematically operationalised. This points to the importance, in similar multi-component initiatives, of incorporating simple enabling features at design stage, such as identification of common entry points (e.g. selected countries or themes), articulation of complementary outcomes, and light coordination mechanisms, to facilitate more structured interaction where relevant.

10. Emerging Good Practices

1. Formalizing youth representation through constitutional or governance reform

A notable good practice was the institutionalization of youth participation through formal governance reforms within national labour centres. In some countries, youth representation was approved at congress or convention level and integrated into executive bodies, with mandates requiring affiliated unions to establish youth committees. This approach moved beyond *ad hoc* participation and embedded youth engagement within statutory structures.

By anchoring youth inclusion in formal governance rules rather than project-based arrangements, the intervention strengthened ownership and enhanced prospects for long-term sustainability.

2. Using policy windows (COP and NDC Cycles) as catalytic entry points

The strategic alignment of activities with COP processes and NDC revision cycles proved effective in mobilizing unions and strengthening policy engagement. By linking national-level capacity building to concrete global and national climate governance moments, the project created relevance, urgency and visibility for trade union engagement in just transition debates.

This approach enhanced the practical application of technical knowledge and facilitated structured contributions to policy consultations.

3. Integrating youth and just transition agendas

In several contexts, youth structures were used as an entry point for advancing just transition engagement. Rather than treating youth and climate as separate tracks, the intervention empowered young trade unionists to lead discussions on environmental transition, employment impacts and social dialogue mechanisms.

This integration strengthened leadership development, increased youth ownership of emerging policy agendas and ensured that climate governance discussions incorporated intergenerational perspectives.

4. Leveraging regional and inter-regional peer learning

Regional and inter-regional exchanges provided a platform for unions to share approaches, tools and advocacy strategies related to youth participation and NDC engagement. Peer learning reduced duplication of effort, accelerated institutional learning and strengthened narrative coherence across countries.

Although largely event-based, these exchanges functioned as catalysts for national-level action and contributed to building a common understanding of just transition and social dialogue principles across regions.

5. Institutionalisation of ESG services within EBMOs

Embedding ESG/RBC services into the core organisational structures of EBMOs significantly enhances sustainability and ownership. For example, in the Philippines, ESG was integrated into ECOP's governance through the creation of a dedicated sustainability unit, allocation of staff, and formal Board approval. This approach moves beyond project-based delivery towards long-term institutional capacity, ensuring that services continue beyond the project lifecycle and can be further scaled. It also strengthens internal accountability and prioritisation of ESG within the organisation.

6. Development of financially sustainable, service-based ESG offers

Designing ESG interventions as structured, revenue-generating service packages (training, advisory services, tools) strengthens financial sustainability and reduces dependence on donor funding. As in the previous case, ECOP complemented training with advisory services, risk assessment tools and digital compliance solutions, supported by a prior financial feasibility analysis. This model aligns with ACT/EMP's strategic approach of strengthening EBMOs as service providers and enhances the likelihood of continued delivery and scaling.

7. Integration of diagnostic tools to link training with enterprise-level change

The use of diagnostic tools embedded within training programmes enables EBMOs to move from awareness-raising to actionable change at enterprise level. Participating companies complete structured assessments as part of the training process, generating data that can be used to tailor advisory services and identify systemic gaps. This approach strengthens the effectiveness of capacity-building by linking it to concrete organisational improvements and creates an evidence base for both service refinement and policy dialogue.

8. Combining service delivery with evidence-based policy engagement

Linking ESG service delivery with analytical work and policy engagement enhances the strategic positioning of EBMOs. For example, in both the Philippines and Viet Nam, project-supported activities generated evidence (e.g. ESG assessments, analytical reports) that informed contributions to national policy processes, including discussions on responsible business conduct and related regulatory frameworks. This dual approach strengthens the role of EBMOs not only as service providers but also as credible policy actors, increasing their visibility and influence in national dialogue.

11. Recommendations

ACT/EMP component

1. Consolidate and deepen ESG service delivery in countries where services are already established

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACT/EMP, EBMOs	High	Mid-term	Medium	Effectiveness Sustainability

ACT/EMP should prioritise post-pilot consolidation of ESG services by supporting quality, repeat delivery, and institutional embedding. As many services remain at pilot stage, targeted follow-up is needed to ensure sustainability. Future programming should also focus on carefully selecting pilot countries to maximise institutional readiness, demand, and cross-country learning.

2. Strengthen the policy and advocacy dimension linked to ESG services

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACT/EMP, EBMOs	Medium	Mid-term	Medium	Effectiveness Sustainability

ACT/EMP should more systematically support EBMOs to translate ESG service delivery experience into evidence-based policy engagement, including dialogue with governments, financial institutions, and other ESG actors. Supporting EBMOs to synthesize lessons from training, State of Play analyses, and enterprise engagement into policy briefs or structured dialogue would strengthen outcome-level results and align more closely with the ambitions set out in the project proposal.

While ESG training and advisory services were effectively developed, policy advocacy and engagement with broader ESG actors remain uneven across countries. Strengthening this dimension would enhance outcome-level impact but depends on prior consolidation of EBMO service capacity.

ACTRAV Component

3. Consolidate youth institutional reforms into bargaining practice

Addressed to		Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACTRAV, Organizations	Workers	High	Mid-term	Medium	Effectiveness Sustainability

ACTRAV should prioritise follow-up support in countries where youth representation has been formalised within union governance structures, with a focus on translating structural reforms into systematic participation in collective bargaining processes. Targeted accompaniment, such as mentoring on negotiation strategy, integration of youth into bargaining teams, and monitoring of youth-responsive clauses, would help move from governance-level recognition to demonstrable bargaining outcomes.

The evaluation shows that youth institutionalisation has progressed in selected countries, but integration into collective bargaining remains uneven. Without targeted consolidation, there is a risk that youth engagement remains symbolic or confined to internal governance rather than influencing labour market outcomes.

Future initiatives could also benefit from more strategic country selection and sequencing, prioritising contexts where unions have both organisational readiness and access to collective bargaining arenas, in which youth participation can realistically translate into labour market outcomes.

4. Strengthen follow-up support for NDC implementation and monitoring

Addressed to		Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACTRAV, Organizations	Workers	High	Mid-term	Medium	Effectiveness Sustainability

ACTRAV should build on initial engagement in NDC consultations, by supporting workers' organizations to participate more systematically in implementation, monitoring and sectoral transition planning processes. This may include technical support on climate finance, sectoral just transition frameworks and tripartite dialogue mechanisms linked to NDC execution.

While unions have strengthened their positioning and policy literacy, engagement has often focused on consultation stages. Sustained influence requires structured follow-up beyond policy drafting cycles, particularly as NDCs move into implementation phases.

Regional coordination mechanisms and exchanges among unions engaged in NDC processes could further strengthen capacity and allow trade unions to share strategies, tools and experiences in influencing climate governance processes across countries.

5. Strengthen operational complementarities with other ILO initiatives

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACTRAV	Medium	Mid-term	Medium	Coherence Effectiveness Sustainability

ACTRAV should more systematically map and document complementarities with other ILO projects at country level, particularly in areas such as green jobs, supply chains, labour governance and skills development. Where feasible, joint planning moments or shared reporting notes could enhance visibility and coherence.

While complementarities were evident in practice, they were largely implicit and insufficiently documented. More structured articulation would enhance coherence and strengthen sustainability by embedding union engagement within broader ILO programming architectures.

ACT/EMP-ACTRAV

6. Strengthen ACT/EMP–ACTRAV joint programming at design stage

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACTRAV, ACT/EMP and PROGRAM	Medium	Mid-term	Medium	Coherence Effectiveness Sustainability LL #3

Future ILO interventions should strengthen ACT/EMP–ACTRAV joint programming from the design phase by defining clear complementary roles, shared objectives, and dedicated resources. Current limitations in joint work stem mainly from structural and design factors—despite institutional efforts—highlighting a gap between intended integration and implementation realities.

More explicit joint design, including shared pilot countries, coordination mechanisms, and clear governance and monitoring arrangements, would enable more coherent, integrated, and mutually reinforcing results beyond parallel implementation.

7. Systematise light-touch cross-country peer learning mechanisms

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACTRAV and ACTEMP, Workers Organizations and Employers' organizations	Medium	Mid-term	Medium	Effectiveness Sustainability

ACTEMP and ACTRAV should institutionalise light-touch, cost-effective peer-learning mechanisms to support cross-country exchange among EBMOs and workers' organizations on

ESG service development, youth participation and just transition. Building on successful but largely ad hoc and event-based exchanges, these mechanisms could include short technical clinics, communities of practice, curated learning modules and periodic virtual stocktaking sessions.

Peer learning has proven to be an efficient way to transfer knowledge, reduce duplication and accelerate implementation. Formalising these exchanges would help consolidate knowledge gains and sustain collaboration beyond project activities, without requiring significant additional resources.

Where feasible, peer-learning platforms should be organised along regional or thematic clusters, allowing actors operating in similar contexts to share practical experiences, strengthen coordination and support more sustained follow-up after training or workshops.

8. Align ambition, prioritisation, and project management capacity with available resources

Future initiatives should ensure that the scope and ambition of expected results, particularly in relation to structural institutional reform, policy influence, and areas such as national climate governance and youth participation in collective bargaining, are realistically aligned with the available financial, human, and managerial resources. This requires clear prioritisation between awareness-building, structural reform, and policy advocacy, alongside adequately resourced project management arrangements (including coordination and monitoring capacity) to support effective implementation, strengthen efficiency, and improve the documentation of results and learning across countries.

Addressed to	Priority	Implementation	Level of resources	Related conclusion, LL or GP
ILO-ACTRAV and ACT/EMP	High	Mid-term	Medium	Coherence Effectiveness Sustainability

12. Annexes

Annex 1 Terms of Reference of the evaluation

► ILO External Collaboration Contract Terms of Reference

I. Background and purpose

ILO/EVAL is searching for an independent international consultant to undertake the final evaluation of the project “Enhanced capacity of workers’ organizations and employer and business membership organizations to promote and implement social and environmental policies and practices”.

The project aims to harness the full potential of ILO social partners and enable them to ensure the policy and institutional environment necessary for the pursuit of economic, social and sustainable development.

Under outcome 1, the project seeks to enhance Employer and Business Membership Organizations (EBMOs) capacity to promote responsible business practices through membership services and policy engagement on environmental, social, and governance (ESG) and resilience factors.

Under outcome 2, the project seeks to enhance the capacity of Workers’ organizations (WO)s to promote inclusive and effective governance of work and policy coherence through an integrated approach.

The project is global, with activities covering, to different degrees, the following 14 countries: Colombia (outcome 1), Côte d’Ivoire (1), Eswatini (2), Ghana (2), Honduras (2), India (1), Kazakhstan (1), Morocco (2), Nigeria (2), Oman (1), Panama (1), Philippines (both outcomes), Tanzania (2), Viet Nam (2). The total budget of the project is USD 2 million, and it has a duration of 22 months.

The target groups’ are EBMOs and their members (sectoral associations, regional associations, and direct member companies) and national WOs and their members in eight target countries. The project provides mainly training workshops and advice from ILO officials.

The Evaluation will serve to:

- Provide an independent assessment of progress on the achievement towards the Project’s development objective, assessing performance as per the established indicators vis-à-vis the strategies and implementation modalities chosen and project management arrangements as per DAC evaluation criteria;
- Provide strategic recommendations for key stakeholders, highlight good practices and lessons learned, to inform future programming.

II. Scope of work

The evaluation will cover the period between March 2024 and December 2025.

Thematically, the evaluation will focus on strengthening workers' and employers' organizations, which constitute the core objectives of the project. The evaluation should cover and reflect gender and disability inclusion related issues in the methodology, data collection as well in its analysis of findings. The primary clients of the evaluation will be the ILO, in particular ACT/EMP, ACTRAV, and PROGRAM, as well as the participating employers' and workers organisations.

Other users of the findings will include ILO constituents global and in beneficiary countries, ILO Country offices covered, other ILO units and projects, and other interested parties. These users interest lies primarily, although not exclusively, in learning from experience to inform future interventions and investments in this area.

The evaluation will develop a methodology prioritizing 5-6 countries to carry out online in-depth interviews with trainees and relevant stakeholders. For the rest of the project countries (a total of 14) data collection will be limited to desk review, a survey to trainees, and/or interviews with ILO officials. EVAL is open to alternative methodologies to be approved at the inception phase.

The evaluation will comprise an exhaustive desk review of relevant project-related documentation; individual and/or group interviews with, *inter alia*, project staff in ILO Headquarters and field offices, technical backstopping officials, implementing partners, and direct beneficiaries (i.e. trainees).

The evaluation will apply a mixed methodology analysing both quantitative and qualitative data and ensuring triangulation of information. It will integrate analysis of ILO cross-cutting issues. The evaluators will ensure that views and perceptions of both women and men are reflected in the interviews and that gender-specific questions are included.

III. Detailed tasks

- 1) Desk Review of documents
- 2) Inception meeting with the project team, technical backstopping unit and relevant stakeholders
- 3) Development and submission of Inception Report
- 4) Additional documents review and analysis;
- 5) Evaluation interviews, survey, etc.
- 6) Drafting report
- 7) Presentation to the ILO project team and key stakeholders
- 8) Finalization of the report

Possible evaluation questions

Relevance:

1. Was the project relevant to enhance the capacity of EBMOs and WOs, and increasing their effectiveness and ability to provide services to members?
2. Have the project design and implementation considered ILO crosscutting themes ?

Coherence:

3. Did the project function as an integrated initiative rather than as two separate components between ACT/EMP & ACTRAV? Were there opportunities for greater synergy? What internal and external factors facilitated or hindered integration?
4. Is the project complementing other activities of ILO in the target countries with similar objectives?
5. Was the project in line with the national development priorities, the ILO Countries Programme Outcomes and the SDGs?

Effectiveness:

6. Did the project achieve the expected results at global, regional and country level? Where there any unexpected positive or negative results?
7. Which key success factors, mechanisms and circumstances were key to the project achievements? Which key inhibiting factors can be identified that could be addressed in future projects?

Efficiency:

8. Were the financial and human resources implementation mechanism and knowledge at global, regional, and country levels adequate to achieve the expected results?
9. Did the intervention leverage partnerships to support constituents?

Sustainability and impact:

10. To what extent are the results likely to be maintained in the different target countries? Does the project include an implemented an exit strategy?
11. Considering results and potential impact, what interventions should ILO follow up with?

IV. Expected deliverables

Deliverable 1: An inception report (cf. ILO Policy Guidelines for Evaluation Checklist 3)

- Describe the conceptual framework that will be used to undertake the evaluation;
- Elaborate the methodology proposed in the Terms of Reference with any changes as required;
- Set out the data required to answer the evaluation questions, data sources by specific evaluation questions, data collection methods, sampling and selection criteria of respondents for interviews;
- Detail the work plan, indicating the phases in the evaluation, key deliverables and milestones;
- Identify key stakeholders to be interviewed and present the tools to be used for interviews and discussions; Present the workshop outline to present preliminary findings
- Provide an outline for the final evaluation report.

Deliverable 2: A draft evaluation report (cf. Checklist 5)

The draft of the evaluation report will be circulated for comments by the Evaluation Manager to all concerned stakeholders. The final report shall make all necessary adjustments to integrate comments received.

The final report, excluding annexes but including the executive summary (as per the template provided in ILO Policy Guidelines for Evaluation) should not exceed 35 pages.

The quality of the final report will be assessed against the standards set out in the EVAL Checklist 4.1. and 4.7 . The report will ultimately be approved by the ILO Evaluation Office.

Deliverable 3: A final evaluation report

Deliverable 4: An Evaluation Summary

An Evaluation Summary shall also be prepared, adhering to the template provided in ILO Policy Guidelines for Evaluation Template 4.3. The Evaluation Summary shall only be prepared once the final evaluation report has been approved.

Ownership of the data from the evaluation rests jointly between ILO and the evaluator. The copyright of the evaluation report rests exclusively with ILO. Key stakeholders may make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

V. Reporting arrangements

A designated ILO staff who has no prior involvement in the project will manage this independent evaluation with oversight provided by the ILO Evaluation Office. The Evaluation Manager will work and report to ACT/EMP and ACTRAV Evaluation Focal Points, and in close collaboration with the ILO EVAL. EVAL sign off on the final evaluation report before dissemination among stakeholders.

An international consultant will be commissioned to conduct the evaluation. He/she will report to the Evaluation Manager and be responsible for the timely submission of deliverables, including the final evaluation report, which should comply with [ILO's Evaluation Policy Guidelines and related checklists and templates](#).

The evaluator will be selected through a competitive process from amongst qualified consultants.

The evaluation budget will cover the daily fees of the evaluator. The whole process is expected to take place virtually (i.e. home-based).

VI. Detailed qualifications, experience and skills required

It is expected that the international evaluator will have:

- Contextual knowledge of the UN system in general and the ILO specifically;
- At least 7 years' of international experience evaluating policies, programmes and projects including for UN organizations;
- Demonstrated experience in evaluating initiatives that engage employers' and workers' organizations, with a strong focus on institutional strengthening and/or capacity development will be an asset;
- A good understanding of the ILO's mandate and cross-cutting issues (international labour standards, social dialogue and tripartism, gender equality and non-discrimination, environmental sustainability);
- Expertise in qualitative and quantitative evaluation methods;
- Excellent analytical and communication skills;
- Fluency in written and spoken English. Working knowledge of Spanish, French, Russian and/or Arabic will be advantage. The evaluator may consider at his/her own cost use of interpreters/software for interviews.

The evaluator must have no previous involvement in the delivery of the project “Enhanced capacity of workers’ organizations and employer and business membership organizations to promote and implement social and environmental policies and practices”.

VII. Indicators for evaluation of outputs

The evaluator will be identified and recruited in December 2025, with an expected starting date for the evaluation in February 2026. It is envisaged that a final report will be submitted to the evaluation manager in May 2026.

A detailed timeline for the evaluation is proposed as follows:

1. Recruitment of the evaluator: November 2025.
2. Launch of evaluation⁴: December 2025
 - a. Submission of inception report: 31 January 2026
 - b. Presentation of the preliminary findings and recommendations to the ILO project team and the key stakeholders: 31 March 2026
 - c. Submission of draft evaluation report: 10 April 2026
 - d. Submission of comments to the final report from the ILO project team and the key stakeholders: 30 April 2026
 - e. Submission of final evaluation report: 15 May 2026
3. Completion of the evaluation: 15 May 2026

VIII. Payment terms

⁴ Estimated dates.

Progress payments shall be based on the number of days corresponding to the deliverables.

Payment 1: Following submission and approval of deliverable 1: inception report, equivalent to 6 days of work

Payment 2: Following submission and approval of deliverable 2 draft evaluation report, equivalent to 9 days of work

Payment 3: Following submission and approval of deliverables 3: final report and 4: evaluation summary, equivalent to 15 days for work

Travel arrangements (if applicable)

Not applicable. This consultancy will be home-based.

Annex 2 Evaluation Criteria and Questions

Evaluation criteria and questions	
Criteria	Questions
Relevance	1. Was the project relevant to enhance the capacity of EBMOs and Wos? 2. Did the project design and implementation consider ILO crosscutting themes?
Coherence	3. To what extent did the project teams explore and pursue joint activities with workers' organizations and EBMOs, particularly in shared target countries? Were any opportunities missed? What actions could be taken in the future to better enable or support joint work, as relevant? 4. Is the project complementing other ILO activities in the target countries? 5. Was the project aligned with national development priorities, CPOs, SDGs?
Effectiveness	6. Did the project achieve expected results at global, regional, and country levels? Were there unexpected results? 7. Which success and inhibiting factors influenced achievement?
Efficiency	8. Were financial and human resources adequate? 9. Did the intervention leverage partnerships effectively?
Sustainability and impact	10. To what extent are results likely to be maintained? Was there an exit strategy? 11. What interventions should ILO follow up with?

Annex 3 Documents Reviewed

- RBSA Proposal: Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.
- i-EVAL Think Piece #24: Assessing strengths and challenges of RBSA-funded interventions. Joint publication by EVAL and Ariane Agnes Corradi. June 2023
- i-EVAL Think Piece #24: Drivers of decent work results and ILO effectiveness: A meta-analysis of ILO RBSA interventions 2013-2017. Dr. Magali Bonne-Moreau. International Labour Organization. Evaluation Office. December 2019
- ACTRAV Report 01.07.25. Excel file
- ACT/EMP Plantilla 1: Información sobre los resultados a nivel país HONDURAS. HND801. Capacidad institucional de las organizaciones de empleadores fortalecida [In Spanish olí]
- ACT/EMP Template: Information on country results MALAYSIA. MYS801. Increased institutional capacity of employer and business membership organizations (EBMOs)
- ACT/EMP Template: Information on country results PHILIPPINES. PHL801. Increased institutional capacity of employer and business membership organizations (EBMOs)
- ACT/EMP Template: Information on country results VIETNAM. VNM801. Increased institutional capacity of employer and business membership organizations (EBMOs)
- ACT/EMP Template: Information on country results MOROCCO. MAR801. Strong, representative and influential EBMO in Morocco and effective social dialogue
- ACT/EMP Template: Information on country results NIGERIA. NGA801. Strengthened institutional capacity of employers' organizations
- ACT/EMP Template: Information on country results UGANDA. UGA801. Strengthened institutional capacity of employers' organizations
- ACT/EMP Template: Information on country results TANZANIA. TZA801. Strengthened institutional capacity of employers' organizations
- ILO. ESG Leadership Essentials Training Package for Employer and Business Membership Organizations (EBMOs)
- ILO. Global Project on Environmental, Social and Governance (ESG) for Sustainable Enterprises
- Association of Tanzania Employers (ATE). ESG State of Play in Tanzania
- Federation of Uganda Employers (FUE). ESG State of Play in Uganda
- Nigeria Employers' Consultative Association (NECA). ESG State of Play Report – Nigeria
- Employers Confederation of the Philippines (ECOP). ESG State of Play Report
- Malaysian Employers Federation (MEF). Baseline Assessment of Responsible Business Conduct in the Electrical and Electronics and Automotive Sectors
- Confederation of Danish Industry (DI) and ILO. ESG Training Materials for Employer Organizations

- ILO and ITCILO. ESG Leadership Essentials Training Programme (Course Materials)
- Vietnam Chamber of Commerce and Industry (VCCI). Responsible Business Conduct Training Package and Risk Assessment Tool
- Draft Joint Communiqué of the Union-to-Union Cooperation Exchange
- Informe Técnico Taller OIT Transición Justa 28–29.03.25 [In Spines only]
- Introductory Remarks – ACTRAV Director (16.05.24)
- ITC Just Transition Workshop Report (v3)
- Just Transition Concept Note (11.03.24)
- Just Transition Information Session (16.05.24)
- Just Transition – L. Olsen Presentation (16.05.24)
- MIRAR ILO-ACTRAV Team Report – Just Transition (10.07.25)
- RAPPORT RBSA ACTRAV – Ivory Coast (November 2024)
- Report of NLC–Ghana TUC Union-to-Union Exchange in Accra
- RAPPORT RBSA ACTRAV – Côte d'Ivoire (Novembre 2024)
- Report of NLC–Ghana TUC Union-to-Union Exchange in Accra
- Letter to Minister – Government of India
- Narrative Report N PO40474149 (activities including country interventions)
- ILO–ACTRAV Team Report – Just Transition (10.07.25)
- Transmission File – Climate Change and Just Transition
- Summary Baku Sep 2024 (regional discussions including Central Asia/Kazakhstan context)
- ITC Just Transition Workshop Report (v3)
- Informe Técnico Taller OIT Transición Justa (28–29 March 2025) [in Spanish only]
- Plan de Action – Taller OIT Transición Justa (28–29 March 2025) [In Spanish only]

Annex 4 List of participants

Organization	Name	Gender	Position
ILO ACT/EMP	Deborah France Massin	F	ACT/EMP Director
ILO ACT/EMP	Laura Greene	F	Senior Programme and Operations Officer
ILO ACT/EMP	Randall Arias	M	ACT/EMP specialist (Lima/San Jose) Honduras
ILO ACT/EMP	Farid Hegazy	M	ACT/EMP specialist (Cairo)
ILO ACT/EMP	Julie Kasugai	F	ACT/EMP specialist (Dakar)
ILO ACT/EMP	Sam Asfaha	M	ACT/EMP specialist (Pretoria/Geneva – desk officer) Tanzania
ILO ACT/EMP	Gary Rinehart	M	ACT/EMP specialist (Bangkok) Philippines
ILO ACT/EMP	Wade Bromley	M	ACT/EMP specialist (Bangkok)
COHEP Honduras	Armando Urtecho	M	Executive Director
ATE Tanzania	Albert Rukeyser	M	Head of Learning and Development
ECOP Philippines	Dani Reyes	F	Head of Sustainability and Innovation Unit

Organization	Name	Gender	Position
ILO/ACTRAV	Oliver Ropke	M	Director
ILO/ACTRAV	Lene Olsen	F	Senior Programme and Operations Specialist
ILO/ACTRAV	Michael Watt	M	Specialist, Workers' Activities
ILO/ACTRAV	Ms Inviolata Chinyangarara	F	Specialist, Workers' Activities, Abuja Ghana
ILO/ACTRAV	Ms Monica Quesada	F	Specialist, Workers' Activities, DWT/CO-Lima
ILO/ACTRAV	Ms Maribel Batista	F	Sr Specialist, Workers' Activities, DWT/CO-San Jose

ILO/ACTRAV	Mr Mustapha Said	M	Sr Specialist, Workers' Activities, RO-Arab States/DWT-Beirut
ILO/ACTRAV	Mr Ariel Castro	M	Desk Officer, Asia and Pacific Philippines
ILO/ACTRAV	Mr Ravi Samithadasa	M	Senior Specialist, Workers' Activities, DWT Bangkok
ILO/ACTRAV	Mr Sergeyus Glovackas	M	Desk Officer, Central and Eastern Europe
ILO/ACTRAV	Mr Gocha Aleksandria	M	Senior Specialist, Workers' Activities, DWT/CO-Moscow
Union Générale des Travailleurs de Côte d'Ivoire (UGTCI)	Mr Jean-Roch Yomi	M	Président du Comité Intersyndical des Jeunes de Côte d'Ivoire
The Ghana Trades Union Congress	Ms Mary Akosua Karimu	F	Director, International Affairs Department
Trade Union Congress of the Philippines (TUCP)	Laya Borjal Ferrer Shirley Vicoy-Yorong	F	National Education and Information Director - Associated Labour Union (ALU-TUCP) Assistant General Secretary Trade Union Congress of the Philippines (TUCP)

Annex 5 Evaluation schedule

Phase	Tasks	Dates
Desk review and Inception Report	Desk review. Initial briefing and consultations with the evaluation manager. Elaboration of the Inception report (i.e. evaluation methodology, questions, instruments, etc.)	Mid-December 2025
Final Inception report	Finalization of inception report incorporating ILO's comments	End-December 2025
Data collection	Logistic arrangements Remote interviews Honduras, Tanzania, Philippines, Cote d'Ivoire, Ghana	Mid January to early march 2026
Preliminary presentation	Workshop	April 14th
First draft	Development and submission of draft evaluation report with all annexures	March 2026
Stakeholders' Feedback	Circulate draft report to key stakeholders Consolidate comments of stakeholders and send to ET	Early-May 2026
Final report	Finalize the report after receiving comments	Mid-May 2026



Annex 5 Lessons Learned Template

Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.

Project code: GLO/24/05/RBS

Evaluator Name: Rafael Munoz

Date: 01 March 2026

The following lesson learned has been identified in the evaluation process. More explanatory text of the lesson can be included in the full evaluation report.

ELEMENT OF LESSON LEARNED	TEXT
Brief description of the lesson learned (relation to a specific action or task)	Capacity-building activities are more sustainable when they are accompanied by formal institutional reforms. In the project, youth participation initiatives that were embedded in union statutes, constitutional provisions or executive governance structures proved more durable than stand-alone workshops or sensitization sessions. The lesson relates specifically to the design and follow-up of youth participation and governance reform interventions.
Context and any related preconditions	The project aimed to strengthen youth participation within workers' organizations across diverse institutional contexts. In several countries, youth engagement was initially addressed through training and awareness-raising. Where unions already had some degree of organizational maturity and leadership openness to reform, it was possible to translate these activities into formal governance changes. In contexts with weaker institutional foundations or limited reform space, activities remained primarily event-based.
Users / Beneficiaries addressed	Workers' organizations, particularly national labour centres and affiliated unions; youth structures and young trade unionists; ACTRAV technical staff responsible for programme design and implementation.
Negative challenges/lessons – Causal factors	Where youth engagement was limited to workshops without formal mandates or integration into governance and bargaining processes, sustainability prospects were weaker. Short project timeframes, limited follow-up mechanisms and the absence of explicit requirements to institutionalize youth roles contributed to uneven consolidation. In some contexts, competing priorities or limited leadership buy-in constrained structural reform.
Achievements / Positive aspects - Causal factors	In countries where youth representation was formalized through constitutional amendments, governance rules or executive body integration, sustainability prospects are significantly stronger. Embedding youth participation within statutory frameworks reduced dependency on project funding and increased ownership. Leadership commitment and alignment with broader organizational reform agendas were key enabling factors.
Administrative aspects of the ILO (personnel, resources, design, implementation)	The project design emphasized capacity-building but did not systematically require institutional reform milestones or consolidation plans. Limited financial resources and short implementation timelines constrained extended accompaniment. Greater emphasis at design stage on structural embedding, through explicit reform benchmarks, follow-up mentoring and integration into workplans, would strengthen durability of results in future interventions.



Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.

Project code: GLO/24/05/RBS

Evaluator Name: Rafael Munoz

Date: 01 March 2026

The following lesson learned has been identified in the evaluation process. More explanatory text of the lesson can be included in the full evaluation report.

ELEMENT OF LESSON LEARNED	TEXT
Brief description of the lesson learned (relation to a specific action or task)	Project outcomes were strongly influenced by the level of pre-existing institutional readiness of participating workers' organizations. The lesson relates to programme design, country selection and calibration of expected results. Interventions that assumed similar starting conditions across countries produced uneven results, whereas contexts with stronger institutional foundations were able to consolidate deeper reforms.
Context and any related preconditions	The ACTRAV component was implemented across countries with diverse institutional maturity, governance traditions and policy environments. Some unions already had functioning youth structures, thematic focal points or established engagement in policy dialogue. Others had limited internal structures, constrained organizational resources or operated in more restrictive environments. These differing starting points significantly shaped the depth and speed of achievable outcomes.
Users / Beneficiaries addressed	Workers' organizations, particularly national labour centres and their youth structures; ACTRAV technical staff; ILO programme designers and managers responsible for country selection and results planning.
Negative challenges/lessons - Causal factors	Applying uniform expectations and similar intervention intensity across heterogeneous contexts led to uneven consolidation of results. In countries with weaker institutional bases or limited leadership commitment, activities often remained at awareness or introductory level. Short timeframes and limited resources further constrained the ability to provide differentiated follow-up support. More restrictive political or policy environments also limited opportunities for policy engagement.
Achievements / Positive aspects - Causal factors	In countries with stronger institutional readiness—characterised by functional youth structures, committed leadership and open policy dialogue mechanisms—project support was able to formalize governance reforms and strengthen policy engagement. Tailored engagement in such contexts produced more durable and higher-level outcomes, demonstrating the value of building on existing institutional assets.
Administrative aspects of the ILO (personnel, resources, design, implementation)	The project design did not systematically differentiate intervention models based on institutional maturity. A more explicit diagnostic phase at inception, combined with tiered ambition levels and differentiated follow-up intensity, would enhance effectiveness. Flexible allocation of technical support and clearer prioritisation of countries with higher reform readiness could improve consolidation of results within limited resource envelopes.



Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.

Project code: GLO/24/05/RBS

Evaluator Name: Rafael Munoz

Date: 01 March 2026

The following lesson learned has been identified in the evaluation process. More explanatory text of the lesson can be included in the full evaluation report.

ELEMENT OF LESSON LEARNED	TEXT
Brief description of the lesson learned (relation to a specific action or task)	Framing a project as a joint ACT/EMP–ACTRAV initiative does not automatically generate operational integration. The lesson relates to programme design and coordination arrangements. Effective joint work between employers' and workers' components requires explicit structural design features at inception, including shared country selection, complementary outcomes and defined coordination mechanisms.
Context and any related preconditions	The RBSA intervention was presented as a single programme covering both employers' and workers' organizations. However, the two components were designed with largely distinct thematic focuses and geographic coverage. There were limited shared countries and no formal joint results framework. Collaboration depended primarily on informal coordination and contextual alignment rather than structured joint planning.
Users / Beneficiaries addressed	ILO ACT/EMP and ACTRAV departments; programme designers and managers; employers' and workers' organizations in shared or potentially shared contexts; RBSA funding governance structures.
Negative challenges/lessons – Causal factors	In the absence of explicit joint objectives, shared results indicators and earmarked resources, implementation proceeded largely in parallel streams. Mandate differentiation, separate reporting lines and pre-defined budgets reduced incentives and opportunities for structured collaboration. Once projects were operational, it became difficult to introduce joint activities retrospectively. As a result, thematic convergence did not translate into systematic bipartite engagement.
Achievements / Positive aspects - Causal factors	Despite limited formal integration, each component delivered coherently within its mandate and responded effectively to constituency-specific priorities. Where informal exchanges occurred, they demonstrated that thematic convergence, particularly on issues such as just transition and ESG, can provide a basis for collaboration when supported by enabling design conditions.
Administrative aspects of the ILO (personnel, resources, design, implementation)	The project design did not include a joint results framework, shared accountability mechanisms or dedicated budget lines for collaboration. Separate management structures and outcome areas reinforced parallel implementation. Future joint initiatives would benefit from explicit design provisions at inception stage, including shared planning sessions, defined complementary roles, joint reporting elements and modest earmarked resources to operationalize collaboration.



Annex 6 Emerging Good Practices Template

Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.

Project code: GLO/24/05/RBS

Name of evaluator: Rafael Munoz

Date: 01 March 2026

The following emerging good practice has been identified in the evaluation process. More content can be found in the full evaluation report.

COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	The institutionalization of youth participation through constitutional or governance reform within national labour centres represents a strong good practice aligned with the project objective of strengthening youth engagement in social dialogue and collective bargaining. Rather than limiting youth participation to project-based workshops, the intervention supported formal recognition of youth representation in executive bodies and mandated the establishment of youth committees within affiliated unions. This shifted youth inclusion from ad hoc participation to structurally embedded governance reform.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This good practice proved most effective in contexts where union leadership demonstrated commitment to reform and where governance structures allowed for statutory amendments or congress-level resolutions. It may be more difficult to replicate in settings with rigid organizational rules, limited internal consensus or restrictive operating environments. Replicability therefore depends on leadership buy-in, organizational maturity and alignment with broader union reform agendas.
Establish a clear cause-effect relationship	Formal adoption of youth representation through constitutional or governance provisions led to increased legitimacy, continuity and accountability of youth participation. By embedding youth roles within statutory frameworks, participation no longer depended solely on project funding or individual leadership initiatives. This structural anchoring directly strengthened sustainability prospects and institutional ownership.
Indicate measurable impact and intended beneficiaries	In countries where this reform was adopted, youth representatives were integrated into executive bodies or governing councils, and affiliated unions were required to establish youth committees. Intended beneficiaries include young trade unionists, who gained formal representation and voice in decision-making processes, as well as the broader membership of workers' organizations, which benefits from more inclusive governance structures.
Replication potential and by whom	The practice can be replicated by national labour centres and sectoral unions seeking to institutionalize youth participation. ACTRAV and ILO country offices can facilitate replication by providing technical guidance on governance reform processes, model statutes and peer-learning opportunities among unions.



Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)

This good practice directly supports ILO Outcome 2 under the Programme and Budget 2024–25, particularly Output 2.2 on strengthening workers' organizations. It contributes to DWCP priorities related to social dialogue and inclusive governance, and aligns with the ILO Strategic Plan's emphasis on strengthening representative institutions and promoting intergenerational inclusion in labour governance.

Other relevant documents or comments



Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.

Project code GLO/24/05/RBS

Name of evaluator: Rafael Munoz

Date: 01 March 2026

The following emerging good practice has been identified in the evaluation process. More content can be found in the full evaluation report.

COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	Aligning project activities with international and national climate policy cycles, particularly COP processes and Nationally Determined Contribution (NDC) revision periods, proved to be an effective catalytic strategy. This practice directly supported the project objective of strengthening workers' organizations' engagement in just transition and climate governance processes. By linking capacity-building activities to concrete and time-bound policy moments, the intervention increased the strategic relevance and practical orientation of technical support.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This approach is most effective in contexts where NDC revision processes are active, governments conduct consultations, and trade unions have at least minimal access to policy dialogue platforms. Its applicability may be limited in environments with restricted civic space or where climate governance processes are closed or highly centralized. Replication requires timely planning aligned with policy calendars and sufficient technical preparedness of unions to engage substantively in consultations.
Establish a clear cause-effect relationship	By synchronizing training and technical support with upcoming COP events or NDC consultations, unions were better prepared to articulate evidence-based positions and participate in policy discussions. The alignment created urgency and focus, transforming abstract climate governance concepts into actionable advocacy opportunities. This strategic timing enhanced both participation and visibility in climate-related policy processes.
Indicate measurable impact and intended beneficiaries	In several countries, unions submitted position papers, participated in NDC consultations, engaged in COP-related discussions and contributed to policy debates incorporating social dialogue and just transition language. Intended beneficiaries include workers' organizations, which strengthened their policy engagement capacity, and their membership, whose interests were more visibly represented in climate transition discussions.
Replication potential and by whom	This practice can be replicated by ACTRAV, ILO country offices and workers' organizations in other contexts where climate policy cycles are active. It can also be adapted to other thematic areas that involve recurring policy processes, such as labour law reform or national employment strategies.
Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)	The practice aligns with ILO Outcome 2 on strengthening constituents and supports Outcome 3 on just transition and environmental sustainability within the ILO Strategic Plan. It reinforces DWCP priorities related to social dialogue and policy influence and contributes to the integration of decent work considerations into national climate governance frameworks.
Other relevant documents or comments	



Enhanced capacity of workers' organizations and employer and business membership organizations to promote and implement social and environmental policies and practices.

Project code: GLO/24/05/RBS

Name of evaluator: Rafael Munoz

Date: 01 March 2026

The following emerging good practice has been identified in the evaluation process. More content can be found in the full evaluation report.

COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	The integration of youth participation and just transition agendas represents a strategic good practice that directly supported two core objectives of the ACTRAV component: strengthening youth engagement in social dialogue and enhancing trade union involvement in climate governance processes. By using youth structures as an entry point for discussions on environmental transition and employment impacts, the intervention avoided siloed programming and positioned young trade unionists as active contributors to emerging policy debates.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This approach is most effective in contexts where youth structures already exist or where leadership is open to expanding youth roles beyond traditional organizational functions. It requires thematic coherence between youth priorities and climate-related challenges affecting workers. In contexts where youth structures are weak or climate debates are politically sensitive, additional groundwork may be required. Replication should ensure adequate technical support to youth representatives to engage credibly in complex policy discussions.
Establish a clear cause-effect relationship	By linking youth empowerment activities to concrete just transition and climate policy processes, young trade unionists gained practical opportunities to apply technical knowledge and engage in structured dialogue. This dual focus increased youth ownership of policy agendas and strengthened leadership development, while also broadening the constituency base of just transition advocacy within unions.
Indicate measurable impact and intended beneficiaries	In some countries, youth representatives participated in climate-related workshops, policy consultations and union governance discussions on just transition. Intended beneficiaries include young trade unionists, who gained enhanced leadership roles and policy engagement experience, as well as workers' organizations, which benefited from renewed internal dynamism and broader representation in climate governance debates.
Replication potential and by whom	The practice can be replicated by ACTRAV, ILO country offices and workers' organizations seeking to modernize youth engagement strategies. It can also be adapted to other cross-cutting themes, such as digital transformation or skills development, where youth perspectives are particularly relevant.
Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)	This practice aligns with ILO Outcome 2 on strengthening workers' organizations and contributes to Outcome 3 on just transition and environmental sustainability. It supports DWCP objectives related to inclusive social dialogue and promotes intergenerational participation within labour governance frameworks.
Other relevant documents or comments	



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Project code: GLO/24/05/RBS

Name of evaluator: Rafael Munoz

Date: 01 March 2026

The following emerging good practice has been identified in the evaluation process. More content can be found in the full evaluation report.

COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	Leveraging regional and inter-regional peer learning platforms was an effective practice that supported the project's objectives of strengthening youth participation and enhancing trade union engagement in just transition and NDC processes. Through regional seminars and inter-regional exchanges, unions shared tools, experiences and advocacy strategies, fostering cross-country learning and reinforcing common approaches to social dialogue and climate governance.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This approach is most effective when participating organizations have reached a minimum level of institutional readiness, allowing them to both contribute to and benefit from peer exchange. While event-based formats proved catalytic, sustainability would benefit from lighter, ongoing mechanisms such as communities of practice or periodic virtual exchanges. Replicability depends on coordination capacity and modest financial resources for convening and facilitation.
Establish a clear cause-effect relationship	Exposure to peer experiences enabled unions to adapt tested approaches rather than develop tools independently, reducing duplication and accelerating institutional learning. Regional alignment of narratives around just transition and social dialogue strengthened confidence and preparedness to engage in national policy processes, including NDC consultations and climate dialogues.
Indicate measurable impact and intended beneficiaries	In several countries, participation in regional exchanges was followed by strengthened national positioning on just transition, submission of policy inputs, or consolidation of youth structures. Intended beneficiaries include workers' organizations, which enhanced their technical capacity and strategic orientation, and ultimately their members, whose interests were more effectively represented in policy debates.
Replication potential and by whom	This practice can be replicated by ACTRAV, ILO regional offices and workers' organizations in other thematic areas. It can also be applied across employer and worker constituencies where structured peer learning can accelerate reform and policy engagement.
Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)	The practice aligns with ILO Outcome 2 on strengthening representative organizations and contributes to Outcome 3 on just transition and sustainable development. It reinforces DWCP priorities on social dialogue and enhances regional coherence in the application of ILO normative frameworks.
Other relevant documents or comments	



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COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	Embedding ESG/RBC services into the core organisational structures of EBMOs represents an effective approach to achieving sustainable capacity development under the project's objective of strengthening EBMOs' ability to promote responsible business practices. In the Philippines, this was operationalised through the integration of ESG into ECOP's governance, including the establishment of a dedicated sustainability unit, allocation of staff, and formal Board approval. The purpose was to move from project-based support to a permanent, institutionally anchored service offer.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This practice is most applicable in contexts where EBMOs have a minimum level of institutional maturity, leadership commitment, and administrative capacity to absorb new functions. Its replicability may be limited in weaker organisations where governance structures are less developed or where demand for ESG services is still emerging. Early-stage support (e.g. technical assistance, financial planning, and market assessment) is recommended to enable similar institutionalisation processes.
Establish a clear cause-effect relationship	The integration of ESG services into formal governance structures (cause) led to increased organisational ownership, dedicated resource allocation, and continuity of service provision (effect). This institutional anchoring reduced reliance on project funding and enabled ESG services to become part of the EBMO's core mandate and operational model.
Indicate measurable impact and intended beneficiaries	The practice resulted in the establishment of a dedicated ESG unit, the development of structured ESG service offerings, and continued delivery of training and advisory services beyond initial project activities. Intended beneficiaries include EBMO staff (through strengthened institutional capacity), member companies (through access to ESG services), and, indirectly, workers and communities benefiting from improved corporate practices.
Replication potential and by whom	This practice has strong replication potential among EBMOs in similar contexts, particularly those engaged in service provision to member companies. Replication could be led by ACT/EMP, in collaboration with national EBMOs, through targeted capacity-building, technical assistance, and peer learning
Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)	The practice directly contributes to Country Programme Outcomes related to strengthening the institutional capacity of employers' organizations (CPO 801) and aligns with Decent Work Country Programmes (DWCPs) that prioritise private sector development, responsible business conduct, and strengthened social partners. It also supports the ILO's broader strategic objectives on promoting sustainable enterprises and advancing environmental, social and governance (ESG) practices within the framework of decent work and inclusive development.
Other relevant documents or comments	



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COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	Designing ESG/RBC interventions as structured, revenue-generating service packages (including training, advisory services, diagnostic tools and digital solutions) represents an effective approach to achieving the project's objective of strengthening EBMOs' capacity to promote responsible business practices. In the Philippines, ECOP operationalised this model by complementing training with advisory services, risk assessment tools and digital compliance solutions, supported by a financial feasibility analysis. The purpose was to transition from donor-funded activities to a sustainable, market-oriented service model embedded within the organisation.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This practice is most applicable in contexts where there is sufficient demand from member companies for ESG-related services and where EBMOs have the capacity to design, package and deliver fee-based services. Its replicability may be constrained in contexts with low awareness of ESG, limited private sector demand, or weak EBMO service delivery capacity. Initial support in market assessment, pricing strategies and product development is recommended to ensure viability.
Establish a clear cause-effect relationship	The development of structured, fee-based ESG service packages supported by financial feasibility analysis (cause) led to increased financial sustainability, reduced reliance on donor funding, and strengthened incentives for continued service delivery and expansion (effect).
Indicate measurable impact and intended beneficiaries	The practice resulted in the establishment of diversified ESG service offerings, including training, advisory and digital tools, with potential for revenue generation and continued delivery beyond the project period. Intended beneficiaries include EBMOs (through strengthened financial and institutional sustainability) and member companies (through access to tailored ESG services), with indirect benefits for workers and broader society through improved business practices.
Replication potential and by whom	This practice has strong replication potential among EBMOs with an existing or emerging service delivery mandate. Replication could be facilitated by ACT/EMP through technical assistance, development of standardised service packages, and peer learning mechanisms, including exchanges with EBMOs
Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)	The practice contributes directly to Country Programme Outcomes related to strengthening the institutional and service delivery capacity of employers' organizations (CPO 801). It aligns with DWCP priorities on private sector development, sustainable enterprises and responsible business conduct, and supports the ILO Strategic Programme Framework on promoting sustainable enterprises and advancing ESG practices within the broader decent work agenda.
Other relevant documents or comments	



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COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	Integrating diagnostic tools within ESG/RBC training programmes represents an effective approach to strengthening the project's objective of enhancing EBMOs' capacity to deliver impactful services to enterprises. Under this model, participating companies complete structured assessments during the training process, generating data on their ESG practices and gaps. The purpose is to move beyond awareness-raising towards actionable change, enabling EBMOs to provide tailored advisory services and support continuous improvement at enterprise level.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This approach is most applicable where EBMOs have the technical capacity to design or deploy diagnostic tools and to analyse and use the resulting data. Its effectiveness may be limited in contexts where companies are reluctant to share information or where data management capacities are weak. Ensuring confidentiality, providing clear value to participating enterprises, and strengthening EBMO analytical capacities are key conditions for successful replication.
Establish a clear cause-effect relationship	The integration of diagnostic assessments into training (cause) enables the generation of enterprise-level data on ESG performance, which in turn informs tailored advisory services and targeted interventions (effect). This linkage increases the effectiveness of capacity-building by translating knowledge into concrete organisational improvements.
Indicate measurable impact and intended beneficiaries	The practice leads to the collection of structured data on enterprise ESG performance, improved targeting of advisory services, and enhanced relevance of training programmes. Intended beneficiaries include member companies (through more tailored and actionable support), EBMOs (through strengthened service delivery and data-driven approaches), and indirectly workers and communities through improved business practices.
Replication potential and by whom	This practice has strong replication potential across EBMOs delivering ESG/RBC training services. Replication can be supported by ACT/EMP through the development of standardised diagnostic tools, guidance on data use, and capacity-building on data analysis and service integration.
Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)	The practice contributes to Country Programme Outcomes related to strengthening employers' organizations' service delivery and institutional capacity (CPO 801). It aligns with DWCP priorities on sustainable enterprises and responsible business conduct and supports the ILO Strategic Programme Framework by promoting evidence-based approaches to improving enterprise practices within the decent work agenda.
Other relevant documents or comments	



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COMPONENT OF GOOD PRACTICE	CONTENT
Brief description of the good practice (relation to the project objective or specific result, background, purpose, etc.)	Linking ESG/RBC service delivery with analytical work and policy engagement represents an effective approach to advancing the project's objective of strengthening EBMOs' institutional role in promoting responsible business practices. In countries such as the Philippines and Viet Nam, project-supported ESG assessments and analytical outputs were used to inform national policy discussions, including on responsible business conduct and related regulatory frameworks. The purpose was to position EBMOs not only as service providers to enterprises but also as credible contributors to policy dialogue.
Relevant conditions and context: limitations or recommendations in terms of applicability and replicability	This practice is most applicable where EBMOs have both service delivery functions and some degree of engagement in policy dialogue. Its replicability may be constrained in contexts where EBMOs have limited recognition as policy actors or where institutional channels for dialogue are weak. Strengthening analytical capacities, ensuring credibility of data, and facilitating access to policy platforms are key enabling conditions.
Establish a clear cause-effect relationship	The generation of evidence through ESG service delivery and analytical work (cause) enables EBMOs to contribute substantively to policy discussions and regulatory processes (effect). This, in turn, strengthens their institutional positioning, visibility, and influence within national tripartite and policy dialogue mechanisms.
Indicate measurable impact and intended beneficiaries	The practice resulted in the production and use of ESG-related evidence (e.g. assessments, reports) to inform national policy discussions and processes. Intended beneficiaries include EBMOs (through enhanced institutional credibility and influence), member companies (through improved representation of business perspectives in policy), and policymakers (through access to evidence-based inputs), with indirect benefits for workers and society.
Replication potential and by whom	This practice has strong replication potential among EBMOs engaged in both service provision and advocacy. Replication can be supported by ACT/EMP through technical assistance in analytical work, facilitation of policy engagement, and promotion of evidence-based dialogue, including through regional knowledge-sharing platforms.
Upward linkage with ILO global objectives (DWCPs , Country Program Results or ILO Strategic Program Framework)	The practice contributes to Country Programme Outcomes related to strengthening the role and capacity of employers' organizations in policy dialogue and labour market governance (including CPO 801 and related governance outcomes). It aligns with DWCP priorities on social dialogue, responsible business conduct, and sustainable enterprise development, and supports the ILO Strategic Programme Framework by reinforcing the role of social partners in shaping inclusive and evidence-based policy processes.
Other relevant documents or comments	