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List of acronyms

ACTEMP	Bureau for Employers' Activities
ACTRAV	Bureau for Workers' Activities
BHR	Business and Human Rights
CBC	Collective Bargaining Coverage
ET	Evaluation Team
EU	European Union
EVAL	ILO Evaluation Office
HQ	ILO Headquarters (Geneva)
ILO	International Labour Organization
ILS	International Labour Standards
LAC	Latin America and the Caribbean
MULTI	Multinational Enterprises and Enterprise Engagement Unit
NAP	National Action Plan
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
PARDEV	ILO Partnership and Field Support Department
PM	Project manager
RBC	Responsible Business Conduct
RBCLAC	Responsible Business Conduct in Latin America and the Caribbean
SDG	Sustainable Development Goal
SME	Small and medium enterprise
UNEG	United Nations Evaluation Group

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Executive summary

This document provides the final evaluation report of the project "**Responsible Business Conduct in Latin America and the Caribbean**" (RBCLAC), funded by the European Union (EU) through its Partnership Instrument, and jointly implemented by the International Labour Organisation (ILO), Organisation for Economic Cooperation and Development (OECD) and the United Nations Office of the High Commissioner for Human Rights (OHCHR). Each organisation contributes to the implementation of the project through its mandate and expertise.

The project aims to promote responsible business conduct practices in line with internationally agreed principles, strengthen respect for labour rights, and facilitate sharing of good practices. The project has three components: supporting the development and implementation of National Action Plans on Business and Human Rights, increasing capacity on due diligence processes, and facilitating sharing experiences and developing joint initiatives that promote RBC practices. The implementing partners have activities in each of the project's three components, and the project is supported by Multinational Enterprises of the Enterprises Department in Headquarters.

The evaluation was carried out as an independent evaluation managed by an ILO-EVAL Official and run by an external Evaluation team (ET) from Possible Lab. This final evaluation was performed between October and December 2022, under the supervision of the ILO EVAL. The final evaluation covers the ILO component of the project and its linkages with the implementation of the project by the implementing partners at the regional level as well as in the nine target countries (Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Panama, Peru, and Mexico) from 1st January 2019 to 31st October 2022.

The RBCLAC final evaluation combines summative and formative aspects and assesses the relevance, coherence, effectiveness, efficiency, orientation towards the impact and sustainability of ILO's approach and interventions at global and country levels (**summative**) and was also forward-looking by providing findings; lessons learned and emerging good practices in order to inform future interventions (**formative**). The evaluation has a triple purpose: Accountability, Improvement and guiding future actions.

The evaluation has been conducted in line with the ILO's evaluation policy and procedures, which adhere to international standards and best practices, as stipulated in the OECD/DAC Principles for Evaluation of Development Assistance and the Norms and Standards for Evaluation in the United Nations System of the United Nations Evaluation Group (UNEG) from 2016. The evaluation complies with the UNEG ethical guidelines (2020).

The evaluation has followed a participatory Outcome-based Evaluation approach. Triangulation of evidence and information gathered has underpinned its validation and analysis and supports conclusions and recommendations. This evaluation used mix methods of qualitative and quantitative techniques.

Relevance & coherence

The evaluation confirms that the RBCLAC project is highly relevant based on all data collected. The project is seen as meeting the needs and demands of the region to some extent and is considered

more relevant now than when it was launched in 2019, due to the evolution of European regulations and the increasing importance of responsible business conduct and due diligence in the global market.

The project is also supporting national and regional processes related to responsible business conduct and due diligence and has contributed to an increase in awareness and sensitivity towards these issues in the region. The project is also considered to have a high level of adequacy to national and regional processes related to responsible business conduct and due diligence. However, it is noted that the needs of different Constituents and other stakeholders, such as governments, institutions, companies, and worker organizations, vary. The project should consider these differences to ensure its relevance to all stakeholders.

The project incorporated gender considerations but there is still room for further integration of a gender perspective in all project activities.

Coherence and validity of the design

Based on the collected evidence, this final evaluation confirms that the RBCLAC project has demonstrated adaptability and flexibility in response to changing circumstances, including the COVID-19 pandemic and economic crisis. The project quickly adapted to the pandemic context by virtualizing training and meetings, and also responded to emerging needs related to work-family reconciliation and protection mechanisms.

The project has implemented the most relevant recommendations from the Mid-Term Evaluation (MTE), including prioritizing interventions to enhance and maximise results and increasing the participation of employers' organizations and trade unions in the project.

The project has not demonstrated a gender approach in its design but in its implementation, by including gender-specific activities and integrating a gender perspective in some project activities.

However, it is noted that the project could improve its monitoring and evaluation systems and further incorporate a gender perspective in all project activities.

Overall, the coherence and validity of the project's design has been demonstrated through its adaptability to changing circumstances, implementation of MTE recommendations and gender approach.

Efficiency & effectiveness of management arrangements

The financial resources for a project have been used efficiently, with the budget being distributed appropriately and most of it being spent as planned. However, the project faced some challenges, including an increased workload and the inclusion of more countries than initially thought, which led to a resource optimization approach being developed. The project exceeded its targets, mainly due to the virtualization of events due to the pandemic. The due diligence component was identified as the weakest, and there is a need to refocus the project in the next phase of developing and implementing responsible business conduct and due diligence policies and processes.

The communication and visibility strategy for the project has been largely effective, with good internal communication among the implementing agencies and a high level of awareness of the project among the target audience. However, there are some issues with external communication, as the implementing agencies appear to work with different institutions, and there is a perception that they work in isolation.

The support provided by the ILO, both at the technical and administrative levels, has been generally deemed adequate and satisfactory. There are challenges that need to be addressed in the next phase, such as improving external communication and coordinating better with other implementing agencies.

Effectiveness

Overall, the project has achieved its specific objectives, particularly in increasing awareness about responsible business conduct (RBC) and its labour dimension. The project has supported the development or revision and strengthening of National Action Plans (NAPs) on Business and Human Rights in several countries. It has improved national capacities through training and technical support. However, it is unclear to what extent different Constituent groups' and stakeholders' capacities have been improved and enhanced.

The RBCLAC project exceeded its participation target, with over 20,000 participants in events at the regional and national levels. The business/private sector had the highest percentage of participants, followed by the government sector and trade unions. As per key informant interviews, some limitations and difficulties may have contributed to the low participation of trade unions in the project, including long-term decision-making processes within these organizations, the prioritization of regional work, and financial and technical execution pressures.

The capacity development (CD) activities provided by the RBCLAC project were generally well-received and were perceived as valuable and adequate for improving knowledge and skills on responsible business conduct practices and decent work. However, the project did not have a needs assessment or CD strategy, and there were no established objectives nor indicators of change or improvement, nor no evaluation mechanisms to measure the impact of the training events. As a result, it is unclear to what extent the project has contributed to improving capacities in RBC and due diligence issues.

The project team incorporated the gender approach during implementation to the extent possible, given the technical and financial resources available. The project has been effective in integrating the gender approach. However, there is no clear gender strategy, and it would be beneficial to include the approach in the project design in a future phase and establish at least one key directive line.

Orientation towards impact

Orientation toward the impact of the RBCLAC project is mixed. While the project has positively impacted government institutions and the employer sector and has contributed to developing policies and practices related to responsible business conduct. According to survey results, the 32.14% of respondents believe that the level of awareness and practices related to responsible business conduct in their countries has improved greatly, and the average rating for this question is 6.43 out of 10. However, the project has received high satisfaction ratings and is considered very useful for improving

regional knowledge, indicating its potential for impact. It has had a higher-level effect, such as developing national action plans and including responsible business conduct in national development plans. The project's impact on the ultimate beneficiaries should be enhanced in order to ensure that the changes brought about by the project are meaningful and lasting.

Sustainability

Based on the collected evidence, this final evaluation concluded that the sustainability of the RBCLAC has key elements supporting effects in the long term have been ensured. While the project has generated technical capacities and political interest, developing more alliances or mobilizing financial resources is required to consolidate its results. It needs a clear exit or transition strategy in order to ensure the continuation of its results after donor funding ends.

According to the ILO sustainability guide, the overall average score for sustainability is 1.93 out of 4, indicating a low to a medium orientation toward sustainability. The main categories contributing to this score are the partners' participation, the financial and political and institutional sustainability, which have medium and medium-high sustainability, respectively. However, gender sustainability has low sustainability, indicating a need for improvement in these areas. Nevertheless, it must be remarked, that during the implementation phase according to the same tool the gender sustainability was medium, which is more coherent with the efforts and sensitivity made by the project mainstreaming gender despite its basis limitations. Finally, the project should consider developing a sustainability plan in order to address these challenges and ensure the long-term sustainability of its results.

The project has generated technical capacities and political interest but needs improvement in ensuring alliances and mobilizing resources as part of a sustainability plan. Environmental sustainability is present in the project as an inherent element and has a medium score. Furthermore, the project consciously took some steps to ensure the sustainability of some of its actions. Overall, sustainability is a challenge, but the project is in good shape and can be improved in the second.

Conclusions

Relevance & coherence

- The project remains relevant to Government objectives and beneficiaries' needs. It has even become crucial for some processes that have been possible because of the constant support, insistence, and facilitation of the RBCLAC team.
- The project has been able to adjust to the needs and demands of the region, and it has been crucial in promoting responsible business conduct (RBC) at both the regional and national level.
- The project's relevance and support are also considered to be more relevant now than when it was launched in 2019, due to changes in European regulations and growing consumer concerns about RBC.

Coherence and validity of the design

- The project demonstrated flexibility and resilience in quickly adapting to the pandemic context by virtualising training and meetings, and that the relevance of the project was reinforced due to the increased importance of responsible business conduct during the pandemic.

Efficiency & effectiveness of management arrangements

- The project has been implemented and has relatively successful interventions in all countries. However, the depth of the actions has been limited. On the one hand, the project is considered ambitious in terms of geographical scope, considering the available human resources. On the other hand, in each country, opportunities related to the objectives of the project were sought, but in some cases in a dispersed and fragmented manner without a delimited or defined national strategy.
- The efficient management of human and financial resources helped to mitigate the project's ambition. However, the team maintains a high workload, with many open fronts and the perception that opportunities or important information are being lost in countries without a project presence.
- The knowledge sharing and communication strategy has effectively strengthened the project profile within the countries and among the cooperating partners; all interested parties valued good internal communication. However, the communication strategy was not always effectively transferred internally in the countries, and the three implementing agencies (OECD, OHCHR, and ILO) sometimes worked in isolation with different national actors.
- The low degree of incorporation of the gender approach in the project's design has been compensated with the team effort during the implementation. However, there is no explicit gender strategy nor a way of reporting gender outputs or outcomes.
- The support provided by different units at the ILO has added value and improved the implementation of the project. The coordination with ACTEMP at the regional and subregional levels has been key to developing many project interventions. However, it has been stated that there have been some challenges in the support provided by the ILO, such as the lack of involvement of ILO country offices in some cases, and the bureaucracy and complexity of processes that can slow down project activities.

Effectiveness

- The capacity development component has been crucial to improving RBC in the region. The project successfully increased knowledge about responsible business conduct in the region, taking the debate out of the academic sphere of RBCLAC's contribution, which is highly appreciated. Nevertheless, training has responded to Constituents and stakeholders' needs more than to a clear CD strategy that clarifies what to achieve and to what extent.
- All three components of the project have met their objectives. It has been an effective implementation facilitated by the flexibility of the project and based on windows of

opportunity and responding to specific demands. The Constituents with the most significant capacity and speed in decision-making are the ones that have benefited the most from the project's support, which is related to the executing and delivering pressure of the project.

- The main result of the RBCLAC project is to have put the RBC on the regional and national agendas (to different extents). During the last two years of the project's implementation, it focused on consolidating interventions with the most significant potential for impact and exploring new ways of collaboration. The project specifically helped establish and strengthen National Action Plans (NAPs) on Business and Human Rights in several countries in Latin America, particularly Peru and Ecuador. It is noted that the process of establishing NAPs can vary widely and the outcome depends on the timing of engagement and specific context.
- The project's success is attributed to the persistence, quality of support, and perseverance of the project's team, despite having a limited number of staff assigned to the project to cover all the demands and to give support to a vast number of stakeholders in so many countries.
- NAP processes are long, demanding, and average of 34 month from the NAP elaboration process starts until its approval. Therefore, projects that aim to support these processes should foresee the time and resources to avoid limitations or restrictions during the NAP processes accompaniment.
- The actual scope of the project exceeded its participation target, with a high percentage of participation from the business/employers' sector and lower participation from the trade union sector. Due to internal and external ILO circumstances, the support level has also been higher for employers and governments than for workers' organizations.
- The high effectiveness of the project has been facilitated by its broadly and generally defined objectives and its flexibility. The negative point is that the project has a minimum clear intervention strategy per country, which has been mitigated by its responsiveness but dilutes the focus of the project and it is not clear what is to be achieved in each country.
- Awareness about RBC issues has been raised, and new needs have emerged. Employers now need support and assistance to implement Due diligence policies and processes. Workers need support, capacities and tools to ensure that labour approach are included in those policies and processes, that should include the right to association, inequality, the collective bargaining, and the others International Labour Standards
- The ILO has provided adequate and satisfactory support for the project, both at the technical and administrative levels. However, there are still areas that need improvement in the next phase, such as better communication with external parties and increased coordination with other organizations involved in the implementation. The evaluation found that the technical support from different units of the ILO has been valuable and improved the project's implementation. The support and coordination with ACTEMP at the regional and subregional level was crucial in developing many project interventions and increasing synergies with other projects. Administrative support has been effective, but the organization's bureaucracy has made processes more complex and slowed them down.

- The project has been successful in creating synergies with other programs and projects, both from the ILO and other organizations. It has developed the ability to leverage resources to increase the reach and impact of interventions and improve their efficiency at the national and regional levels. National constituents and partners have made progress in building, improving, institutionalising, and extending coverage of RBC policies, plans, and strategies, and this progress is seen as having medium sustainability. There is no evidence as to whether or not constituents and stakeholders have formally committed financial resources to continue the results achieved by the project, especially the ILO component.

Orientation towards impact

- The RBCLAC project has positively impacted the project's beneficiaries and policies/practices, increased awareness and knowledge of ILS and RBC practices, and improved social dialogue in the region.
- The social dialogue around RBC and due diligence has improved to some extent, but not yet reflected at the national level, with differing perceptions among different sectors.
- The impact is not yet noticeable and measurable, as only project results have been measured against the PIMS indicators. The impact will likely be medium to long-term, and the increase in knowledge about ILS and RBC practices is seen as a major achievement.

Sustainability

- The final evaluation found that while the RBCLAC project has key elements in place to support its long-term sustainability, it still requires more partnerships and financial resources to secure its outcomes.
- It was rated with a low to medium level of sustainability according to the ILO guide, with the highest scores in partner participation and institutional sustainability and lower scores in gender sustainability. To address these challenges, the project should create a sustainability plan to ensure its results continue even after external funding ends.
- Technical capacities and political interest have been generated, but further efforts to sustain the project are needed. Environmental sustainability is present but requires improvement. The project has room for improvement in the second phase but is in good standing overall.

Recommendations

- 1- **The project's design must be realistic between goals, scope and resources.** Realism is important in setting goals, scope, and budget for a project or task because it helps to ensure that the expectations for the project are realistic and achievable given the available resources and constraints. The budget needs to be realistic for the project's ambition. A realistic budget ensures sufficient resources are available to complete the project as planned, and it helps to prevent workload, failure expectations and stakeholders' frustrations. It is also essential to have a budget coherent with the project's expected results. This means that the budget should

be sufficient to achieve the desired outcomes, and there should be a clear understanding of how the budget will be used to support the project's goals.

Realism and coherence include providing or planning sufficient human resources to provide support to all targeted countries.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, UE, other donors	High	Short-term	Low

- 2- **Ensure the presence of project officers in the countries within the geographical scope of the project in the next phase.** It would be crucial to have enough human resources in the next phase to cover all, or at least most, of the countries targeted. The presence of the project officers is important because it facilitates communication and coordination. Projects officers serve as a communication bridge and help to ensure that there is effective communication between the project team and stakeholders, including Constituents and other social actors. In changing complex political contexts, project officers ensure processes continuity and a national reference that enhances sustainability beyond the life of the project. Project officers at a country level would also support to establish country strategies customized to the actual national needs and aligned with a known context.

Responsible unit(s)	Priority	Recommended timeframe		Resource implications
UE, ILO	High	Next phase		Medium

- 3- **Establish individual countries' strategies aligned with the project's regional strategy.** Having a country strategy helps to ensure that the project is tailored to the specific needs and context of the individual countries where it will be implemented. This can be especially important in a region where there may be significant differences between countries regarding their economic, social, cultural, and political environments. In addition, a country strategy can help coordinate the project's activities across different countries, and it can help to ensure that the project is aligned with any national or regional policies or strategies that may be in place.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
RBCLAC team, MULTI, ILO Regional and subregional office	High	Short-term	Low

- 4- **Guarantee mechanism of workers' organisations to participate by adapting, addressing and planning activities directed to them.** Ensuring equal participation of the three Constituents

(governments, employers, and workers) in ILO projects is important because it helps to ensure that the perspectives and needs of all stakeholders are taken into account. It is crucial to protect the role of trade unions established within the RBC processes in the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC project, UE	High	Short-term	Medium

- 5- **Elaborate a capacity development needs assessment to create a CD strategy** with measurable tools which will help to ensure that the capacity development efforts are effective and can be evaluated. Measurable tools can include things like performance indicators, targets, and benchmarks that can be used to track progress and assess the impact of the capacity development activities. A capacity development strategy with measurable tools can also help to ensure that resources are being used effectively and that the capacity development efforts are aligned with the overall goals of the project.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC project, MULTI, Government, ACTRAV, ACTEMP	Medium	Short-term	Medium

- 6- **Refocus the purpose and objectives of the project's components for the next phase.** RBCLAC has represented a milestone in the region related to RBC, awareness has been raised and, consequently, new demands have emerged. To continue the project's relevance, it is essential to answer those demands that linked to the operationalisation of the RBC and due diligence.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC Project, MULTI, EU, Government, ACTRAV, ACTEMP	Medium	Short-term	Medium

- 7- **Develop an exit strategy:** A well-thought-out exit strategy can also help to minimise any negative impacts of the project ending, such as job losses or a reduction in services. An exit strategy should be developed and documented as part of the project planning process, and it should be reviewed and updated regularly throughout the course of the project.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
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ILO, RBCLAC project, MULTI, Government, ACTRAV, ACTEMP	Medium	Short-term	Medium
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- 8- **Mainstream gender approach from the project's design in the next phase:** Mainstreaming a gender approach can help to ensure that the benefits of a project are sustained over time, as it can address the underlying gender-based inequalities that should be embedded in any RBC process. The project's second phase should have outputs and outcomes gender-sensitive approach indicators and specific budget to address them.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC project, MULTI, UE	Medium	Short-term	Low

Lessons learnt and emerging good practices.

Lessons learned.

- Working in a country without a project officer present is a great challenge, it can be difficult to navigate the local context and effectively implement the project's activities. This is because there may be unique cultural, social, and political factors at play that require specific knowledge and expertise to address. Furthermore, without a project officer on the ground, it can be challenging to establish strong relationships with local stakeholders, including government officials, civil society organizations, and community members. These relationships are crucial for ensuring the success of the project and for building long-term sustainability.

However, having the support of the ILO national office can help to mitigate these challenges. This support can come in the form of providing local knowledge, resources, and connections to key stakeholders. Unfortunately, in some countries, it may not be possible to receive this support, which can make the project even more challenging to implement.

In addition, the lack of personnel in a country is a disadvantage for taking advantage of windows of opportunity. For example, in Argentina, after the elaboration and approval of a National Action Plan on Business and Human Right, the government changed and the NAP was refused, then a new NAP elaboration process started with the project support.

In order to overcome those obstacles, project officials need to have a great capacity and willingness to face challenges, as well as enough creativity to adapt to changing contexts. Additionally, the project's design, including the budget and personnel, should take into account the specific needs and challenges of each country, to ensure that the project can effectively meet its goals and objectives. The design of the project, including the budget, was intended for 5 countries. However, in the approval process the number of countries rose to 9

without an increase in budget or personnel. The presence of project officials guarantees continuity and security in national processes.

- One key lesson from the RBCLAC project is the importance of working in person to achieve effective political advocacy and gain a deeper understanding of the local context. For example, the project team in Colombia initially struggled to propose and implement their activities due to a lack of favourable political environment and communication challenges with the government. However, they eventually realized that being physically present in the country allowed them to establish stronger relationships with key stakeholders and adapt their approach to fit the local context. This highlights the critical role of in-person engagement in achieving successful outcomes, especially in complex and dynamic political environments. It is important to ensure the following conditions: Building strong relationships, Improving communication, Adapting to local contexts, and Building trust and credibility.
- Flexibility is key to the project's success. Flexibility is a key factor for the success of the project, as it allows interventions to be adapted to the changing needs and timely responses to arise. However, this flexibility can also lead to dispersion and loss of focus when prioritizing what is quickly feasible over what is important, which may affect the project's overall objectives. Therefore, it is crucial to embed flexibility in the project's design and ensure that outcomes are clearly defined with SMART indicators, so that the flexibility is related to how to achieve the expected outcomes. Flexibility is a key factor for the success of the project, as it allows interventions to be adapted to the changing needs and timely responses to arise. However, this flexibility can also lead to dispersion and loss of focus when prioritizing what is quickly feasible over what is important, which may affect the project's overall objectives. Therefore, it is crucial to embed flexibility in the project's design and ensure that outcomes are clearly defined with SMART indicators, so that the flexibility is related to how to achieve the expected outcomes.
- A more fluid and rapid interaction and relationship is required in order to respond to the needs of the trade union sector, especially at the country level. One must also know how to adapt the project activities with regard to issues in order to facilitate their participation, such as schedules, travel support, longer planning times, etc.
- In order to effectively respond to the needs of the trade union sector, particularly at the country level, a more fluid and rapid interaction and relationship is required. It is also crucial to adapt project activities to facilitate their participation, such as offering flexible schedules, travel support, and longer planning times. However, the RBCLAC team has faced challenges in responding to the requests of national trade unions in the targeted countries, which has led to disappointment and resistance towards the RBCLAC project. To overcome these challenges, it is important to ensure the flexibility and support of ACTRAV to work more directly with trade unions. Additionally, it is essential to understand the current state of the trade union sector, including its goals, priorities, and challenges. Working and coordinating with trade unions requires longer processes due to their unique and complex decision-making structures.

Therefore, donors and other stakeholders must be more open and flexible to avoid excluding or constraining the work done with and by these organizations.

A key factor for success is developing a global diagnosis of the opportunities for intervention in a local context. This approach optimizes the use and impact of global products in face of field support needs, where the products have a high degree of complementarity in the face of technical-legal or technical reform processes. This helps in building the capacity of the ILO's constituents and achieving better outcomes for the project

- Understanding and harnessing the added value of the ILO means understanding tripartism and the value of its Constituents. Advocacy work must be done to make it clear that unions are not a civil society organisation, nor an NGO. It cannot be assumed that their role and peculiarities are understandable to institutions, such as Foreign Ministries or other Ministries besides the Ministry of labour, or organisations, even within the framework of the United Nations, that do not regularly work with the trade union sector. It is important to provide more technical and precise explanations of the tripartite structure and the role of its Constituents to partners who are not familiar with the ILO. This will help partners to understand the way the ILO works, the importance of tripartism, and the value of its Constituents. By providing partners with a better understanding of the ILO's tripartite structure and its Constituents, the ILO can ensure that its unique governance structure is valued and understood by all stakeholders, leading to more effective collaboration and better outcomes for workers, employers, and governments.

Emerging good practices

- The value of the learning on how to work with other Agencies and understand and respect each other's mandates. Valuing the learning of how to work with other agencies and understanding and respecting each other's mandates is a good practice that has been demonstrated to be highly effective. When UN agencies respect each other's mandates and collaborate, they can leverage their unique expertise and resources to have a greater impact on the world's most pressing challenges. This approach fosters cooperation, trust, and mutual respect, resulting in the development of more effective policies, programs, and services that benefit the communities they serve. In addition, it allows UN agencies to work with other national stakeholders and open up new and unexpected windows of opportunity. The RBCLAC project's good practice has great potential for replication by a wide range of organizations, including UN agencies, NGOs, and government agencies. By adopting this approach, organizations can contribute to the creation of authoritative knowledge and high-impact partnerships for promoting decent work, which is a key enabling outcome of the ILO's strategic program framework. It also contributes to the specific outputs of ILO's P&B 2022-23. Overall, valuing the learning of how to work with other agencies and understanding and respecting each other's mandates is a key ingredient for creating effective and efficient policies, programs, and services that can make a positive difference in the world.
- Balance between virtual events and in-person or face-to-face events. In times of need because of the COVID restrictions, virtualisation and digitalisation has been very useful, and remains so in terms of increasing efficiency and avoiding over travelling, reduced travel costs, increased flexibility and smooth and accelerated processes. However, there are important advantages

that only real-life events have. In-person meetings can be more effective in building relationships and fostering teamwork because they allow for more personal interactions. In person-meeting are more effective in problem-solving because they allow for a more dynamic exchange of ideas and the opportunity to brainstorm together and are more effective in maintaining focus and attention because there are fewer distractions compared to virtual meetings. The II Regional Seminar on Business and Human Rights has been a good example.

- Learning and exchange of experiences among peers. One of the most appreciated activities has been the bimonthly virtual forum promoted by the project among institutions responsible for the NAPs in different countries. Good practices as well as difficulties are presented and discussed. The latter is highly valued; according to a key informant, "You learn more from mistakes than from what you make; if someone encountered a difficulty or an initiative turned out to be fatal, it helps me not to repeat mistakes." In this sense, it would be interesting to draw up a guide on what should not be done, rather than on good practices.

1 Introduction

This document provides the final evaluation report of the project "**Responsible Business Conduct in Latin America and the Caribbean**" (RBCLAC), funded by the European Union (EU) through its Partnership Instrument, and jointly implemented by the International Labour Organisation (ILO), Organisation for Economic Cooperation and Development (OECD) and the United Nations Office of the High Commissioner for Human Rights (OHCHR). Each organisation contributes to the implementation of the project through its mandate and expertise.

The evaluation was carried out as an independent evaluation managed by an ILO-EVAL Official and run by an external Evaluation team (ET) from Possible Lab. This final evaluation was performed between October and December 2022, under the supervision of the ILO EVAL.

2 Evaluation background

The project started in January 2019 and was scheduled to end in December 2022 but has been extended (non-cost extension) until May 2023. It targets nine countries (Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Panama, Peru, and Mexico) and includes a combination of regional and country-level activities.

As the United Nations specialised agency for the world of work and in the framework of this Action, ILO has been focusing on strengthening respect for labour rights in the context of national action plans on business and human rights or similar national policy frameworks, promoting social dialogue, and facilitating the sharing of good practices in the scope of the labour dimension of responsible business conduct.

The underpinning international instrument guiding ILO's activities in this area is the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration). It provides direct guidance to enterprises (multinational and national), as well as governments, employers' and workers' 20 organisations on social policy and inclusive, responsible, and sustainable workplace practices. The MNE Declaration covers general policies, employment, training, conditions of work and life, and industrial relations. The guidance is founded substantially on principles contained in international labour standards and encourages dialogue at all levels (enterprise level, sectoral, national, and between home and host countries of investment).

In recent years, awareness has grown to supply goods and services responsibly, complying with international standards in order to guarantee respect for Human Rights, dignity at work and environmental protection at global level, especially in developed countries. At the same time, the number of international standards on responsible business conduct (RBC) has been increasing, but the actual implementation of these standards still needs to be stronger.

As a tripartite organisation, ILO works with governments, businesses, employers' and workers' organisations, and other stakeholders to encourage them to strengthen the effective inclusion and implementation of labour rights in National Action Plans on Business and Human Rights, develop tools and resources on RBC, and exchange knowledge between different countries.

1.1.2 Program objectives and expected results.

The project's overarching objective is to promote innovative, sustainable, and inclusive growth in the EU and Latin America and Caribbean (LAC) by supporting responsible business conduct practices in line with internationally agreed principles in the UN ILO and OECD instruments. This will help move towards a level playing field by limiting unfair competition driven by low RBC standards.

The project has three components:

- Component 1 – Support for the development and implementation of National Action Plans on Business and Human Rights (NAP). This component has the following expected results:
 - R1.1 Staff of relevant Ministries are trained in establishing and implementing NAPs aligned with internationally agreed principles and guidelines as well as good practices.
 - R1.2 NAP processes are established and strengthened through multi-stakeholder coordination and consultation.
 - R1.3 National measures to promote RBC are strengthened, including measures to ensure access to an effective remedy for individuals and groups affected by business-related adverse RBC impacts.
-
- Component 2 – Increase capacity on due diligence processes. In this component, ILO would focus on carrying out knowledge-sharing activities on international labour standards in the due diligence framework. A series of activities were also proposed at the national level to train employers' organisations to set up and run a training service for their members in business and human rights and for workers' organisations to train their members in their effective engagement in due diligence processes with the following expected result:
 - R2.1 Awareness raised and technical capacity of stakeholders, in particular businesses, to understand RBC practices and engage in due diligence (DD) processes increased.
- Component 3 – Facilitate sharing experiences and lessons learned and developing joint initiatives that promote RBC practices. ILO would manage a fund, or implement technical assistance, in order to achieve a twofold objective in target countries: a) facilitate collaboration among RBC initiatives, b) facilitate the development of projects conceived and executed by third parties. The expected results of this component are:
 - R3.2 A raising of awareness of the positive benefits and impacts of RBC among governments, businesses (including small- and medium-sized enterprises (SME)), employers' and workers' organisations, and other civil society actors.

Each implementing partner has activities in each of the project's three components. In addition, each organisation has a project implementation team (the manager and more staff) responsible for their own activities. The project is supported by Multinational Enterprises (MULTI) of the Enterprises Department in Headquarters (HQ).

2.1 Purpose and objectives

The purpose of the RBCLACL final evaluation combines summative and formative aspects and assesses the relevance, coherence, effectiveness, efficiency, orientation towards the impact and sustainability

of ILO's approach and interventions at global and country levels (**summative**) and was also forward-looking by providing findings; lessons learned and emerging good practices in order to inform future interventions (**formative**).

This evaluation has a threefold purpose:

1. **Accountability:** reporting on what, why and how it has been done and what effects have occurred both expected and unexpected (**summative evaluation**). Demonstrate to the EU (donor) and other stakeholders, including beneficiaries, what actions have been carried out.
2. **Improvement:** understand the types of results and achievements and what effects the implementation of the program has achieved, how it has been done and how it has worked, with what means and in what contexts and thus improve actions and adapt them to the real needs of the target population (**formative evaluation**).
3. **Guiding future actions:** elaboration of a series of lessons learned and recommendations with a dual purpose:
 - a. Provide useful information that can be used in the future for the proposal of the second phase of the project to be designed in 2023.
 - b. Strengthen the next institutional planning of RBCLAC next year in the final part of the present phase.

The independent evaluation aims to achieve the following specific objectives:

- a) Assess the continuing relevance and validity of the project's design by considering potential new/different needs or priorities of constituents and main stakeholders, as well as the recommendations of Medium -Term Evaluation (MTE) (a complete list of questions has been addressed in the MTE; see here).
- b) Assess the effectiveness of implementation strategies and the extent to which the project has achieved its stated objective, expected results and impact regarding the different target groups;
- c) Identify and assess the effectiveness of approaches and methodologies adopted by the project to mainstream gender equality, disability inclusivity, social dialogue, international labour standards, non-discrimination and environmental sustainability.
- d) Review the institutional set-up, capacity for project implementation, and coordination mechanisms;
- e) Assess the extent of efficiency in the use of project resources.
- f) Review the strategies for outcomes' sustainability and orientation to impact.
- g) Identify lessons and potential good practices for the tripartite constituents, other stakeholders, and partners (regional and national); and
- h) Provide strategic recommendations for the different tripartite constituents, stakeholders, partners (regional and national), beneficiaries and ILO towards promoting sustainability of project outcomes and learning for similar initiatives.

2.2 Scope

The scope of the evaluation is restricted to the ILO component of the RBCLAC project.

Timeframe: The final evaluation covers 1st January 2019 to 31st October 2022.

Geographic scope: The final evaluation covers the ILO component of the project and its linkages with the implementation of the project by the implementing partners at the regional level as well as in the nine target countries (Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Panama, Peru, and Mexico).

Programmatic coverage: The final evaluation covers ILO’s ongoing project activities and will assess all outputs produced since the beginning of the project and the level of achievement of the three immediate outcomes and will provide recommendations for improvements.

2.3 Evaluation criteria and questions

The evaluation followed the OECD/DAC evaluation criteria of relevance and coherence, effectiveness, efficiency, sustainability and orientation toward impact, in which shaped the following evaluation questions:

Figure 1: Evaluation questions by criteria

Criteria	Question
Relevance & coherence	1. Did the project objectives remain relevant in terms of Government objectives, National Development Frameworks, beneficiaries’ needs, in the context of pandemic recovery and changes in political scenario? To what extent were complementary actions required in order to reposition the project?
	2. To what extent were gender & non-discrimination considerations integrated in strategies/products/activities during the second stage of the project (after MTE)?
Validity of design	3. To what extent did the project respond to emerging needs during the recovery context of the COVID-19 pandemic and economic crisis as well as recommendations of the MTE? In the event that some changes were introduced to the LF, did constituents and stakeholders participate in this process?
	4. To what extent did the ILO clearly define expected improvements in order to measure the impact of capacity development (CD) results?
	5. Was CD planned with gender-specific indicators, gender disaggregated data and gender analysis?
Efficiency & effectiveness of Management arrangements	6. Are resources (human resources, time, expertise, funds etc.) allocated and used strategically in order to provide the necessary support and to achieve the project outputs and outcomes?
	7. Has the knowledge sharing, and communication strategy been effective in strengthening the profile of the project within the countries and among the cooperating partners?
	8. How effective is the support (technical and political) provided so far by the ILO (regional, country level and HQ) to the Project?

Criteria	Question
	9. To what extent have the project resources been leveraged with other related interventions to enhance the projects' effectiveness and maximise impact, if any?
Effectiveness	10. What progress has the project made towards achieving its specific objectives? What are the reasons/factors behind that progress or lack of progress? (Analyse changes observed after MTE).
	12. Regarding the CD component: Has the project contributed to the improvement capacities of constituents/beneficiaries (increased knowledge, skills, and practices)?
Orientation towards impact	13. Is there positive changes in the knowledge of the ultimate project beneficiaries and on policies and practices at regional and countries' levels?
	14. Has the project contributed to increasing awareness and knowledge of International Labour Standards (ILS) and RBC practices?
	15. To what extent did the project have any impact on: the implementation of RBC practices, improving functional and technical capacities and fostering greater collaborations among parties involved (mainly constituents)?
Sustainability	16. To what extent have national constituents/partners built, improved, institutionalised and/or extended coverage of RBC policies, plans and strategies?
	17. Have constituents/stakeholders formally committed financial resources to give continuity to the results achieved by the project, especially the ILO component?
	18. What were the project interventions' long-term effects on equitable gender relations, on reducing gaps and increasing women's empowerment?

2.4 Evaluation methodology

The evaluation has been conducted in line with the ILO's evaluation policy and procedures, which adhere to international standards and best practices, as stipulated in the OECD/DAC Principles for Evaluation of Development Assistance and the Norms and Standards for Evaluation in the United Nations System of the United Nations Evaluation Group (UNEG) from 2016. The evaluation complies with the UNEG ethical guidelines (2020).

The evaluation has followed a participatory Outcome-based Evaluation approach. Triangulation of evidence and information gathered has underpinned its validation and analysis and supports conclusions and recommendations.

This report deals differently with the central themes of the ILO. Throughout the report, as far as possible, gender analysis is incorporated, treating it in a transversal way. There are also specific evaluation questions gender and non-discrimination related. In particular, the concept of tripartism is explored in section 3.4.1, which outlines the progress made by the project in achieving its specific objectives. Additionally, social dialogue is discussed in detail in section "Orientation toward impact" 3.5.3, which focuses on improving social dialogue and also touches on tripartism. Although the issue of just transition is not a primary focus of the project, the report does mention interventions made in Chile that relate to this topic, which are discussed in various sections throughout the report.

This evaluation used mix methods of qualitative and quantitative techniques:

- Desk review of project document and literature. The Evaluation team (ET) analysed all documents provided by the ILO and other documents. During the inception phase, ILO has provided about 200 documents to the ET, including the MTE.
- Semi-structured individual or group interviews with key informants and stakeholders.
- Evaluation survey, sent to participants in events and training activities organised by the ILO's RBCLAC component, based on a database developed by the evaluation team with more than 950 people based on the training reports provided by the project.

47 people were interviewed, including staff from the ILO, OHCHR, OECD, EU, workers' and employers' representatives, and implementing partners. 59.57% of the interviewed were women, and 40.43% were men. The distribution by country was as follows:

Figure 2: Country of the interviewees

Country of the interviewees	Men	Women	Total
Argentina	2.13%	6.38%	8.51%
Brazil	2.13%	4.26%	6.38%
Chile	2.13%	4.26%	6.38%
Colombia	0.00%	8.51%	8.51%
Costa Rica	4.26%	6.38%	10.64%
Ecuador	8.51%	8.51%	17.02%
France	0.00%	2.13%	2.13%
Mexico	2.13%	0.00%	2.13%
Panama	2.13%	4.26%	6.38%
Peru	12.77%	6.38%	19.15%
Switzerland	2.13%	6.38%	8.51%
Uruguay	2.13%	2.13%	4.26%
Total	40.43%	59.57%	100.00%

Source: Evaluation team based on evaluation survey

The survey was sent to 968 people, with a response rate of 3.20% (31 responses): 41.94% women and 58.06% men.

Figure 3: Respondent Organisations

Which organisations are the respondents from?	Men	Women	Total
Government	16.13%	6.45%	22.58%
International organisations	3.23%	3.23%	6.45%
Civil society organisations	0.00%	3.23%	3.23%
Other	3.23%	12.90%	16.13%
Employer representative, and/or employer	29.03%	12.90%	41.94%
Workers' representatives and/or trade union organisations	6.45%	3.23%	9.68%
Total	58.06%	41.94%	100.00%

Source: Evaluation team based on evaluation survey

The higher number of respondents (41.94%) are representatives of employers and/or individual employers. 22.58% are members of the government and less than 10.71% are representatives of workers and/or trade union organisations.

Finally, the analysis of sustainability of the project has been done using the methodology proposed in the ILO Project Sustainability Evaluation Guide¹ prepared by the evaluation area of the ILO Regional Office for Latin America and the Caribbean. This tool aims to diagnose the level of sustainability of development cooperation projects. This methodology consists of 21 indicators, distributed in 7 sustainability categories: participation and risk management, institutional sustainability, political sustainability, financial sustainability, gender sustainability, environmental sustainability and other types of sustainability.

2.5 Limitations

The main limitations that have been highlighted are the following:

1. The project was formulated consciously with general and broad objectives and results to further adapt interventions to the context and needs. It must be remembered that by being a partnership project not a development cooperation project with very political issues, the issue it addresses is subject to the will of the countries; a design that would allow some flexibility was therefore chosen. Despite the wisdom of the option, this poses certain restrictions when evaluating, as goals and objectives with concrete and delimited indicators have not been clearly defined.
2. One of the key components of the project has been focused on capacity building, but also without establishing quantifiable indicators (apart from the number of men and women trained). It is not possible to know the increase or improvement of knowledge, skills, and abilities of the participants in the different workshops, forums and events. Therefore, the indicators adopted by this evaluation for the improvement of capacities are focused on perception without being able to have more robust data.
3. Similarly, regarding the impact produced by the products and tools developed or disseminated by the RBCLAC project, it is very difficult to demonstrate the repercussions they may have had, since neither the project nor the ILO monitor their distribution and use. As a result, the evaluation has also been limited to the perceptions of the key informants and the data provided by the survey (the response rate is 3.20%).
4. The time available for the evaluation has been very limited. Merely one month and half for data collection and report writing, which has been a challenge because all the interviews were conducted remotely and during a particularly busy period as all organisations are closing the year.
5. It was particularly challenging to interview all key informants identified, despite the efforts of the evaluation team in contacting people three times and still not receiving a response. Furthermore, some people confirmed interviews, even more than once, and then did not attend the interview. This has made it difficult to have an overview of all the actors involved in each of the countries.

¹ [Guía de evaluación de la sostenibilidad de proyectos de la OIT](#)

6. The response rate of the online survey has been low. Even so, it has been possible to obtain information from all sectors and groups participating in the Project, but no response has been obtained from all countries. The survey's results are anecdotal and by no means representative. However, in most cases they validate the information gathered from the interviews.

3 Main findings

3.1 Relevance & coherence

The evaluation confirms that the RBCLAC project is highly relevant based on all data collected. The project is seen as meeting the needs and demands of the region to some extent and is considered more relevant now than when it was launched in 2019, due to the evolution of European regulations and the increasing importance of responsible business conduct and due diligence in the global market.

The project is also supporting national and regional processes related to responsible business conduct and due diligence and has contributed to an increase in awareness and sensitivity towards these issues in the region. The project is also considered to have a high level of adequacy to national and regional processes related to responsible business conduct and due diligence. However, it is noted that the needs of different Constituents and stakeholders, such as governments, institutions, companies, and worker organizations, vary. The project should consider these differences in order to ensure its relevance to all stakeholders.

The project's implementation incorporated gender considerations but there is a room for further integration of a gender perspective in all project activities.

This section will answer the following evaluation questions:

- Were the project objectives continuing relevant to Government objectives, National Development Frameworks, beneficiaries' needs, in the context of pandemic recovery and changes in political scenario? In what extent complementary actions were needed to reposition the project?
- To what extent gender & non-discrimination considerations were integrated in strategies/products/activities in second stage of the project (after MTE)?

3.1.1. Relevance to stakeholders' needs.

67% of those interviewed consider the project highly relevant. In addition, 100% believe that the project adjusts to some extent to the needs and demands of the region. Indeed, the project's support has been crucial in incorporating and promoting the RBC in the Agenda at the regional and national levels.

The project is considered as relevant or more relevant now than when it was formulated and launched in 2019. When the project began, the 9 countries had trade agreements with the European Union. Since then, European regulations have evolved, and on 23 February 2022, the European Commission presented a legislative proposal for a Directive on Corporate Sustainability Due Diligence Directive (DD

3.1.2. Gender considerations

The degree of incorporation of the gender approach has considered the analysis of 7 dimensions that allows incorporating and operating the gender approach in development policies, programs, and projects.

These seven dimensions are summarised in the table below.

Figure 4: Dimensions of gender mainstreaming

Dimensions of gender mainstreaming	Design	Implementation
1. Women's participation	Not identified	Medium
2. Identification of and orientation toward closing gender gaps (gender-responsive diagnoses identify structural causes of gender gaps, and gender-based barriers)	No	Yes
3. Definition of strategies to overcome identified gender gaps (structured, visible and measurable affirmative actions in programming and budgeting)	No	Yes
4. Indicators of gender gap reduction	No	No
5. Generation and use of sex-disaggregated information on Project results and processes	Yes	Yes
6. Project human resources that can operate the gender approach and strategies	Not identified	Yes. Even though there is no gender expert within the team
7. Technical support for the incorporation of the gender approach in the design and execution of the project	No	Medium

Gender approach was introduced in the project document as a "crosscutting issue": "the action will ensure gender mainstreaming in all its activity". However, the project did not have a clear and defined gender approach, which several interviewees pointed out.

The most significant aspect of the project design is the requirement of the European Union to use and generate process and result indicators disaggregated by sex.

Despite not having an explicit gender mainstreaming strategy, the ILO's team has materialised and operated the gender approach to the best of its ability. Without having a gender expert, the project team has sought support both within the ILO and outside through alliances. It has also seized opportunities in order to promote this approach within the framework of responsible business conduct and the understanding of RBC as a tool to address gender gaps.

3.2 Validity of the design

Based on the collected evidence, this final evaluation confirms that the RBCLAC project has demonstrated adaptability and flexibility in response to changing circumstances, including the COVID-19 pandemic and economic crisis. The project quickly adapted to the pandemic context by virtualizing

training and meetings, and also responded to emerging needs related to work-family reconciliation and protection mechanisms.

The project has implemented the most relevant recommendations from the Mid-Term Evaluation (MTE), including prioritizing interventions in order to enhance and maximise results and increasing the participation of employers' organizations and trade unions in the project.

The project has not demonstrated a gender approach in its design but in its implementation, by including gender-specific activities and integrating a gender perspective in some project activities.

However, it is noted that the project could improve its monitoring and evaluation systems and further incorporate a gender perspective in all project activities.

Overall, the coherence and validity of the project's design has been demonstrated through its adaptability to changing circumstances, implementation of MTE recommendations and gender approach.

Concerning the Validity of the Design, this section will discuss: the project's adaptability to the post-pandemic context; the extent of the implementation of the MTE recommendations; and, finally, what the project intended in terms of capacity building and whether it was planned with a gender approach. Those topics answer the evaluation questions of the ToR and included in the Annex 3: Evaluation Matrix:

- To what extent did the project respond emerging needs during recovery context of the COVID-19 pandemic and economic crisis as well as recommendations of the MTE? In case some changes were introduced to the LF, did constituents and stakeholders participate in this process?
- To what extent did the ILO clearly define expected improvements to measure the impact of capacity development-CD results?
- Was CD planned with gender-specific indicators, gender disaggregated data, and gender analysis?

3.2.1 Adaptation to emerging needs during the recovery context of the COVID-19 pandemic and economic crisis.

One of the characteristics most appreciated by evaluation informants, both inside and outside the ILO, is the adaptability and flexibility of the RBCLAC project. This flexibility is in keeping with the spirit of the origin of the project for a reason of which all the signatory parties are aware: without being a development cooperation project but a partnership project, it works on a theme that has many political implications and which, at least for the moment, is very subject to the political inclinations of governments. This flexibility was required in order to adapt interventions to changing political contexts. For example, in the case of Ecuador, which initially had an unfavourable context, and therefore limited interventions planned, it later experienced a very favourable change to the project,

and that has been one of the milestones of the project, such as the development of the NAP on Business and Human Rights.

However, this flexibility became more relevant during the pandemic and in the context of subsequent recovery. Latin America was a region hit especially hard during the pandemic. The impact was severe for pre-existing structural reasons such as informality and inequality, both economic and gender related. According to the ILO, the region lost 49 million jobs, and in many countries, total or partial lockdowns were maintained for more than a year.

The RBCLAC project quickly adapted to the pandemic context. The three International Organisations (IOs) presented a contingency plan to the donor and began virtualising training and meetings. The project's team demonstrated adequate adaptability and resilience capacity. As expected, some processes were halted, given more immediate priorities. However, other initiatives emerged to provide support. Almost unanimously, the informants think that the project's relevance has been reinforced by the importance acquired by Responsible Business Conduct. The pandemic pushed RBC onto the list of priorities in some countries. The labour aspect of the RBC became more relevant, such as decent working conditions, work-life balance, health and safety at work, etc. RBC began to be understood beyond charity or the environmental aspect.

The needs that emerged from the pandemic also served the RBCLAC project to open new work areas, as occurred with the work to promote and advocate for work-family reconciliation policies and protection mechanisms. The project is strategically articulated with other institutions or projects for a better and more efficient result. In coordination with the "Win-win" project, also funded by the European Union, a virtual Conciliation work-family Tool was developed and launched in 2021. RBCLAC translated into Portuguese and launched the platform in Brazil. In Colombia, RBCLAC worked with the Gender Parity Initiative, and in Peru, with CONFIEP, to prepare joint actions about work-family matters. Within the framework of this line of work, it is worth mentioning the Regional Training: Work-Family Reconciliation in Times of Covid-19 - "The Economy of Care and the Reality of Working Women aimed at workers representatives" in 2022 and the Media Campaign Launched to enhance reconciliation work and family life during Covid-19 in Panama in 2021.

3.2.2 MTE recommendations implemented.

After the MTE, the RBCLAC Team held meetings with the EU delegation in the nine countries to discuss the eight recommendations issued for the RBCLAC final period implementation.

A contingency plan was drawn up in order to prioritise interventions to enhance and maximise results, following recommendations 3 and 4³.

As has been seen, the Constituents' participation in the design phase was minimal, which is why recommendation 1 is being considered for the possible next phase of the project. The project has

³ Recommendation 3- Prioritization of project activities in countries with an enabling environment.

Recommendation 4- Prioritization of actions during the remaining implementation time of the current RBCLAC Project to ensure maximum impact.

raised many expectations and demands from countries for support, especially in implementing due diligence measures and policies. The prioritisation of interventions will be a crucial component, so it will be necessary to implement this participatory approach in order to control or manage expectations. The involvement of all constituents will be significant so that they know in advance what the next phase will consist of and are on board even before it starts. This will ensure greater coherence and cohesion when approaching the project's second phase.

Recommendation 8 (design a sustainability/exit plan) has yet to be implemented because a formal plan has yet to be elaborated or developed. However, there are two factors to consider. Firstly, many of RBCLAC's interventions aim to develop capacities and install resources, products, and national capacities in order to continue the processes started through the project's implementation in the countries. Support for the NAPs and the development of policies that are validated, assumed and approved by governments are also an element of sustainability. Once they become part of the country's political-legal system, the institutions are responsible for their implementation and continuation.

On the other hand, the idea of a second phase of the project has been on the table for some time, so this second phase will serve, in a way, to consolidate an exit or sustainability strategy (see section 3.63.6).

The rest of the recommendations were not directed or under the full control of the RBCLAC team of the ILO. Even so, following recommendation 6 (creating more effective synergies within ILO), synergies have been increased, sought or consolidated with other ILO initiatives. However, it remains problematic in some countries without the presence of the project team, the interaction with other country office interventions or support for project interventions.

The systematisation of the RBCLAC fund must be a joint effort of the three IOs. However, it has not been seen as a priority. Despite being an initiative that has been well received and has interesting results, it has been a source of discontent, especially for the trade union sector, which was excluded from the awarded projects. By not considering the specificities, difficulties, and limitations of this sector, the role of the trade union sector as a constituent of the ILO is not understood or valued. It is important to remember that sometimes workers' organisations cannot compete on equal terms with much stronger organisations and more focused on research and project management, such as some of the winners. The systematisation of the fund could make the need for more understanding of the OECD and the OHCHR of the ILO's mandate and constitution even more palpable.

Overall, the most relevant recommendations and under full control of the ILO project team were implemented. However, among the others, some have been partially implemented, and others were not relevant for the last period of the project's life.

3.2.3 Expected result of capacity development interventions

One of the main objectives of the RBCLAC project, which transcends the three components in a transversal manner, is capacity development. The project aims to build and develop capacities in order to support RBC practices in order to promote sustainable and inclusive growth. Indeed, 3 out of the 6 expected results/outcomes (50%) are related to capacity development. Finally, "capacity building on

international standards and approaches in relation to RBC" is established as one category of activities to carry out.

As for ILO, from the Inception report, the second pillar is "Increase capacity on due diligence processes." Nevertheless, from the inception phase, only the number of events and the number of targeted women and men are identified. In addition to these numbers of women and men targeted, there has not yet been an attempt to determine the expected results of the training and of the capacity development interventions. Without a results indicator associated with the capacity development (CD) activities, measuring the improvements or impact at the regional or national level remains a challenge to be solved.

This evaluation did not find evidence of a defined capacity development strategy and identification of outcome and impact indicators of CD interventions. In the effectiveness section below, there has been an attempt from this evaluation to provide some analysis.

The need to have CD results indicators would allow more accuracy in measuring the impact of interventions and identifying medium and long-term outcomes and improvement strategies. But it has also created favourable and cherished circumstances, which will be discussed below. The project has shown great flexibility, which makes it highly responsive. This capacity to respond generates motivation, commitment, and confidence on the part of the stakeholders and the teams involved.

3.2.4 Capacity Development interventions and gender-specific indicators, gender-disaggregated data and gender analysis

Women's representation and participation could have been more evident in the design of the project. However, during the implementation, the project team paid particular attention to ensuring women's participation in all events, where at least half of the participants were women, and, when possible, at least half of the speakers.

Accordingly, to the data provided by the ILO team in October 2022, 61% of events participants have been women. Gender disaggregated data is a requirement of the EU that must be included within the PIMS Report.

Figure 5: Participants per year

Year	Women	Men	Non identified	Total
2019	180	201	0	381
2020	6,137	3,638	2,707	12,482
2021	2,988	1,918	583	5,489
2022	1,143	1,041	193	2,377
Total	10,448	6,798	3,483	20,729

Source: elaborated by ET based on data from RBCLAC project, October 2022 (ILO seguimiento indicadores 2019-2022)

The evaluation has found no evidence of the incorporation of gender indicators in capacity development processes nor of a systematic analysis of gender. However, the figures reflect how gender issues were addressed primarily because of the COVID pandemic, which particularly affected this group.

Neither of the existing action plans have indicators related to gender (some do not have any type of result indicator, such as Chile). However, there have been interventions to promote the incorporation of the gender approach in the NAPs, as was the case in Ecuador and Argentina, and in all of them regarding the importance of considering women as a group in risk of suffering violations in different areas related to business operations.

However, a more in-depth reflection is lacking, perhaps due to a lack of time, capacities and resources, which would enable an analysis and incorporation of the gender approach in all project interventions. Further advocacy and sensitisation should be considered in order to incorporate an explicit gender approach into NAPs with dedicated and reliable indicators. The transversality of the gender approach means that it is often diluted. It could remain as a reference in a document without the possibility of it being operationalised.

3.3 Efficiency & effectiveness of management arrangements

The financial resources for a project have been used efficiently, with the budget being distributed appropriately and most of it being spent as planned. However, the project faced some challenges, including an increased workload and the inclusion of more countries than initially thought, which led to a resource optimization approach being developed. The project exceeded its targets, mainly due to the virtualization of events due to the pandemic. The due diligence component was identified as the weakest, and there is a need to refocus the project in the next phase of developing and implementing responsible business conduct and due diligence policies and processes.

The communication and visibility strategy for the project has been largely effective, with good internal communication among the implementing agencies and a high level of awareness of the project among the target audience. However, there are some issues with external communication, as the implementing agencies appear to work with different institutions, and there is a perception that they work in isolation.

The support provided by the ILO, both at the technical and administrative levels, has been generally deemed adequate and satisfactory. There are challenges that need to be addressed in the next phase, such as improving external communication and coordinating better with other implementing agencies.

3.3.1 Strategic use of resources

The use of resources has been efficient considering the project's ambition, geographic scope and human resources available.

Financial resources have a high degree of correlation with expected outputs and results. According to most interviewees, the available economic resources were appropriate, but a model for continuing activities needed to be improved.

The total budget for the project according to the ILO Project Financial Status Report of October 2022 is 4,072,000 USD and, as of October 2022, 96.45% (3,336,647.18 USD) has been executed. See the data in the following table:

Figure 6: Percentage of budget per outcome

Outcome	% Budget	% Delivery
Staff costs	41.58%	41.66%
Component 1	25.75%	25.01%
Component 2	5.60%	5.79%
Component 3	17.20%	19.01%
Operational costs	1.88%	1.50%
Evaluation	1.45%	1.48%
Programme support cost	6.54%	5.56%
Total	100.00%	100.00%

Source: elaborated by ET based on data from the RBCLAC project, October 2022 (ILO Project Financial Status Report OCT 2022)

The distribution of expenditure has been adjusted to the budget initially indicated. Component 3 has required more financial resources than originally stipulated since it has increased its spending by 2.74%. Component 2 has also required 0.09 % more than the specified budget.

The first component has a predominant position (see Figure 7 below), which is congruent with some interviews feeling that the due diligence component was the weakest. However, there are changing global trends tending towards mandatory due diligence requirements; therefore, there is growing interest in and a need to enhance and support due diligence capacities. The next phase should consider refocusing the project: awareness has been raised, and now there is a need to start developing and implementing actual RBC and due diligence policies and processes.

Figure 7: Comparison of the distribution of activities and the budget spent by each component.

Outcome	% number of activities delivered*	Expenditure
Component 1	94,2%	50.21%
Component 2	0.7%	11.62%
Component 3	5.1%	38.17%
Total	100.00%	100.00%

Source: elaborated by ET based on data from RBCLAC project, October 2022 (ILO seguimiento indicadores 2019-2022)

* Number of activities include even and knowledge or communication products

The project has been very efficient in meeting the targeted outputs in the project's document (see Figure 8)

Figure 8: Activities target and performed.

Outcome	Target					Delivered					
	Participants			Knowledge-sharing events	Other products	Participants			Non identified	Knowledge-sharing events	Products
	Total	Women	Men			Total	Women	Men			
Component 1	17,110	8,555	8,555	386	30	19,821	9,914	6,453	3,454	506	57
Component 2	200	100	100	2	8	160	97	63	0	2	1
Component 3	130	65	65	7	5	624	363	261	0	31	1
Non identified under any component						124	74	21	29		

Total	17,440	8,720	8,720	395	43	20,729	10,448	6,798	3,483	539	59
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Source: elaborated by ET based on data from the RBCLAC project, October 2022 (2021 PIMS Report ILO OHCHR)

The targets have indeed been exceeded considerably. The principal factor has been the virtualisation of many events due to the pandemic, which substantially increased the potential recipients of training and events invitations.

The financial resources have been sufficient, and it is believed that no activity has been jeopardised during the project due to a lack of funding. Even so, it has been a challenge to give equal effective, adequate and practical support and response to the stakeholders' expectations in all targeted countries with existing human resources.

Originally, the project's funds were planned for fewer countries, but the final version included the nine countries, plus all the regional interventions with the same budget. The 3 IOs have faced the challenge of implementing such an ambitious project, and each of them dealt with it differently. For ILO's team, this meant a heavy workload and the feeling that they are missing opportunities in the countries without physical presence.

Consequently, the project's implementing agencies developed a resource optimisation approach, making as many alliances as possible among them, especially between ILO and OHCHR, and with other entities to increase efficiency and effectiveness.

Finally, initially, the distribution of budgets by sector allocated equivalent interventions for the employers' sector and the trade unions. This evaluation did not have the figures on expenditure by the Constituents group. However, based on events and participants, there is a predominance of activities with employers and business (see Figure 12).

Overall, the project efficiently allocated and managed human and financial resources. However, some areas should be revised, especially the budget allocated to due diligence support and activities aimed at workers' organisations.

3.3.2 Effectiveness of the communication strategy

The EU Agreement provides specific requirements for what is expected in terms of communication and visibility strategy. During the first two years of the project, the RBCLAC had one staff member dedicated to communication and enhancing the visibility of the project. During the inception phase, the joint efforts came out a distinctive logo for the project, combining the logos of the three agencies and the EU. In addition, each IOs has their dedicated RBCLAC section on their respective websites.

The Communications and Visibility Plan (Annex VI of the Action) was launched during the inception phase. And during the implementation of the project, communication channels among three implementing agencies have been consolidated. According to all the interested parties, they all value good internal communication, and they have learned to solve some communication difficulties or problems over time.

However, this good communication is only sometimes transferred internally in the countries. Agencies usually work with different institutions or with their natural counterparts: the OECD with the national

contact points, the OHCHR with institutions in charge of human rights and NGOs, and the ILO with the Ministry of Labour, trade unions, and employers, although in this Project, ILO has expanded counterparts by working with other Ministries. The work plans are elaborated individually, and it is reflected in the more or less generalised perception that the IOs work in isolation. Each IO implements its work plan in the country and each national actor works with its reference IO. In this sense, there are more internal communication and information mechanisms than external ones. This is despite having a communications person for the 3 IOs for the first 2 years. However, the perception is that it served more for joint coordination and reporting. During the first 2 years the RBCLAC communication officer was also responsible for joint communication products, but there is a perception that they mainly worked for ILO. The other agencies resorted to internal or external resources for their own events and products framed in the RBCLAC project, while the ILO had the communications officer. Then the same official naturally joined the full-time staff of the ILO's project.

Despite not having a joint communication strategy for the 3 IOs, besides the communication plan included in the original contract and developed during the inception phase, there have been differentiated strategies that have been highly effective. In addition to the project's website, more flexible and faster tools have been used. Most of the campaigns have been launched on Twitter with the #CERALChashtag since the project does not have its own account.

100% of those interviewed agree that in the collective imagination, the RBC is currently associated in the region with the RBCLAC project, despite not being the only intervention working on the subject. The RBCLAC project has managed to take the RBC debate out of the academic sphere, where it was most concentrated, and place it in the public sphere. The project contributed to a significant increase in knowledge at a national and regional level among the targeted audience. This entails not only more demands for support, but also greater demands and specifics regarding the issues to be addressed.

3.3.3 Support provided by the ILO to the Project

This evaluation has found that the support provided by the ILO, both at the technical and administrative levels, has been adequate and satisfactory. There are still some challenges to overcome that should be considered for the next phase.

At a technical level, the support provided by different units has added value and improved the implementation of the project. MULTI's strategic and technical support was a turning point for the team at the beginning, while being during the rest of the implementation be very responsive and constant support for the project's team.

The support and coordination with ACTEMP at the regional and subregional level has been key to developing many project interventions. It has also served to improve synergies with other projects and interventions. The interaction with ACTRAV has been bound by three circumstances: the lack of the regional officer for most of the project duration, and ACTRAV's decision to prioritise regional activities with trade unions following the explicit request of the Trade Unions Representatives. Consequently, the project has developed more activities with employers, which were more agile and easily facilitated. The pressure to deliver promptly and at the national and regional level had made it more difficult to develop interventions aimed directly at trade unions. For example, in Ecuador, there is a high demand

to sit with the unions. Nevertheless, ACTRAV's decision to work with unions at the regional level has limited the project's capacity to respond.

One of the project's challenges has been the support of ILO Country Offices, where the RBCLAC officers were not based. It is partly understandable since the limited resources of the Offices do not favour this type of support, which is usually restricted more by lack of time than interest. However, in some countries, the lack of involvement of the ILO country office has become evident to stakeholders, while in others, such as Ecuador, it has not been perceived.

Administrative support has been effective and practical, as evidenced in this evaluation. However, the organisation's bureaucracy makes processes more complex, slowing them down, which causes opportunities to be lost. In Addition, the lack of physical presence of officials in countries where the project is implemented, correlates with challenges of administrative coordination.

3.3.4 Leveraged resources to enhance the projects' effectiveness.

Testimonies reveal many synergies with other programs and projects, from the ILO and other actors. The project has developed the capacity to leverage resources in order to increase the reach and scope of interventions and improve their efficiency at the national and regional levels. For example, in Peru, RBCLAC is working with UNDP on a co-financed decentralisation plan for the implementation of the NAP at the national level. At the internal level of the ILO, coordinated and co-financed activities have been carried out with the Win-win project,⁴ a regional project financed by the European Union, and in Argentina the MAP 16⁵ project financed by the United States Department of Labour, among others.

Both within the ILO and with other stakeholders, the involvement of regional and subregional technical officers is vital. They know the projects in the region and are in the best position to find collaboration opportunities that fill the lack or limitation of information that individual teams may have, especially in countries with no presence.

The involvement of technical departments is also crucial for leveraging funds. For example, MULTI mobilised funds to expand the regional scope of the project, subsidising other countries participants outside the nine in RBCLAC training events.

3.4 Effectiveness

Overall, the project has achieved its specific objectives, particularly in increasing awareness about responsible business conduct (RBC) and its labour dimension. The project has supported the development or revision and strengthening of National Action Plans (NAPs) on Business and Human Rights in several countries. It has improved national capacities through training and technical support. However, it is unclear to what extent different stakeholders' capacities have been improved and enhanced.

⁴ [Ganar - Ganar: la equidad de género es buena para los negocios \(ilo.org\)](http://ilo.org)

⁵ [MAP16 Argentina \(OIT Argentina\) \(ilo.org\)](http://ilo.org)

The RBCLAC project exceeded its participation target, with over 20,000 participants in events at the regional and national levels. The business/private sector had the highest percentage of participants, followed by the government sector and trade unions. As per key informant interviews, some limitations and difficulties may have contributed to the low participation of trade unions in the project, including long-term decision-making processes within these organizations, the prioritization of the regional work, and financial and technical execution pressures.

The capacity development (CD) activities provided by the RBCLAC project were generally well-received and were perceived as valuable and adequate for improving knowledge and skills on responsible business conduct practices and decent work. However, the project did not have a needs assessment or CD strategy, and there were no established objectives nor indicators of change or improvement, nor no evaluation mechanisms to measure the impact of the training events. As a result, it is unclear to what extent the project has contributed to improving capacities in RBC and due diligence issues.

The project team incorporated the gender approach during implementation to the extent possible, given the technical and financial resources available. The project has been effective in integrating the gender approach. However, there is no clear gender strategy, and it would be beneficial to include the approach in the project design in a future phase and establish at least one key directive line.

3.4.1 Progress made by the project in achieving its specific objectives.

The project's great contribution in the region has been the increase of awareness about RBC and its labour dimension. National capacities have been improved through training events and, most valued, through peer discussion spaces. The three components have met their objectives to a greater or lesser extent. The project has been quick to adapt, taking advantage of windows of opportunity and favourable contexts. In the project's last two years, it took an effective approach to consolidate some lines of action, prioritising those interventions with the most significant potential for impact and exploring new ways of collaboration and assistance. 55% of the activities⁶ were carried out in the last two years of the project.

Figure 9 percentage of activities per component per year

Year	% of activities per component			
	I	II	III	Total general
2019	3.1%	0.0%	0.0%	3.1%
2020	40.2%	0.3%	1.4%	41.9%
2021	37.8%	0.2%	1.7%	39.7%
2022	13.1%	0.2%	2.0%	15.3%
General Total	94.2%	0.7%	5.1%	100.0%

Source: elaborated by ET based on data from the RBCLAC project

⁶ Activities include Visits, exchanges, study tours, Business missions, technical meetings to discuss a specific technical subject, Group events (conferences, debates, workshops, and seminars), Training Outreach, advocacy (including networking events, and cultural collaboration activities), and knowledge production.

Main achievements per component

Under **component 1**, ILO has conducted a combination of regional and national activities to support the adopting and implementing of National Action Plans (NAPs) on Business and Human Rights. It has been also important the support for the preparation of the national baseline (in initial plans) or for the analysis of implementation (at the time of addressing a second version) and the support for other policies (apart from NAPs) in the incorporation of RBC standards. for example: energy policy and just transition in Chile. The project successfully achieved the two results in which ILO was involved.

First of all, NAPs processes have been established and strengthened. The National Action Plan for Business and Human Rights of Peru 2021-2025 is the most significant milestone, being the fourth country in Latin America to have a plan of this type. Pushed and supported by the three IO, it has been a main output of the project that accompanied the process from its beginnings, until its completion and approval in June 2021. It is important to understand that this kind of processes have a long duration and need support to do not fail in the meantime; According to the Danish Institute: *“In terms of duration of the NAP-development process, so far it has taken states on average 33.5 months between issuing a first statement of intent to develop a NAP and final publication, and 23.7 months between the date when drafting begins and publication”*⁷. The implementation has also been supported by RBCLAC, such as the agreement with UNDP to decentralise the plan at the departmental and local levels.

The elaboration process of the Ecuadorian NAP has also been influenced by RBCLAC. However, at the start of the project, there were no conducive conditions in Ecuador to develop the NAP. In fact, the ILO was the only one of the three IOs that included an activity in the country in the project document. Nevertheless, contextual changes created the opportunity that the project did not lose. In Colombia and Chile, RBCLAC supported the review processes of the existing NAP. In Panama, there was a National Plan on Social Responsibility and Human Rights 2020-2030, to which RBCLAC contributed in a crucial way concerning its reactivation and implementation.

In the last two years of the project, national contexts became more favourable. In Argentina, the project is supporting the current preparation of the baseline of the Action Plan ((the previous government produced a NAP in 2019, supported by RBCLAC, but it was not followed up upon the change of administration). In Mexico, progress is being made in this direction; and in Brazil, a NAP on Business and Human Rights is being developed by the Ministry of Women, Family and Human Rights (MWFHR), under the mandate of the Department of Human Rights Protection and Defence, within the National Secretary of Global Protection. To which is added an Action Plan on Responsible Business Conduct led by the Ministry of Economy (launched in December 2022⁸). The ILO facilitated the incorporation of the Secretary of Labour Inspection as a key stakeholder in RBC processes, in order to include the role of labour inspection in upholding fundamental rights at work in Brazilian supply chains.

⁷ <https://globalnaps.org/wp-content/uploads/2018/11/nap-analysis-full-report.pdf> , see page 9.

⁸ <https://www.gov.br/produtividade-e-comercio-exterior/pt-br/assuntos/camex/pcn/produtos/outros/pacer-8-12.pdf>)

Secondly, national capacities have been improved through training and technical support in establishing and implementing NAPs.

These two results have been achieved greatly due to the project's "insistence", as many interviewees affirm and appreciate. Persistence, the quality of the support provided, and perseverance have been key factors in the project's success. In addition, this evaluation confirms an important finding from the MTE, which most of the interviewees raised; according to the MTE report "*the level of complexity of the elaboration processes of National Action Plans on business and human rights can vary widely, per country and dependent on the timing of engagement and specific context*". There is not standardised roadmap or minimum criteria and conditions to elaborate a National Plan of Action on Business and Human Rights, but there are recommended guidelines issued by the Danish Institute of Human Rights that the RBCLAC project recommends, as it did when the processes began in Ecuador, Argentine or Peru. Therefore, the scope and content differ among them. The concern expressed by several stakeholders in different countries is that ILO and OHCHR could legitimise processes and result in plans that are not targeting improvements in the private sector regarding HR. However, the elaboration of NAP is a country's prerogative that the project can support and influence on a certain extent. After that, it is the country's decision. The strategic decision of the project has been to support the countries in whatever processes and approach they choose, rather than take a step backward and lose any opportunity to induce, encourage and promote more comprehensive and participatory processes and final products. However, the project has repeatedly encouraged and advocated for participative processes involving employers' and workers' organizations.

In addition, within this component's framework, the project undertook a bimonthly meeting among stakeholders involved in NAP processes, which is a highly successful and appreciated initiative to encourage learning among peers.

Finally, RBCLAC has undertaken many interventions regarding RBC issues, most of them at a country level, such as the following examples:

- In Colombia, with ASOCAÑA, the project supported a programme to inspect its actions to promote Human Rights and implement new initiatives directed to due diligence in specific.
- In Ecuador, RBCLAC funded a training of the SCORE⁹ programme (Sustaining Competitive and Responsible Enterprises) very successfully. As a result, two business groups, "Baguette" in the distribution sector and "Palpes" in the production sector, took the initiative to replicate the SCORE training among their employees. And a family business, Orellana factory, made changes to its processes based on the SCORE methodology.
- In Panama and Costa Rica, some initiatives were focusing on supporting the Eradication of Child Labour, which seems to have increased after the pandemic.

Under **component II**, ILO has focused on knowledge-sharing activities on international labour standards and on promoting due diligence processes. Training for companies and employers has been the most notorious element of this component. A response has been given to the extent possible to their demands both with training at the national and regional level as well as specific technical

⁹ [SCORE](#) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs)

assistance. Work was done with the sugar sector in Colombia and with the salmon sector in Chile in order to advance due diligence issues and processes from a labour rights approach throughout the value chain. There is a growing interest and need considering the global trends; more and more importing countries are requiring due diligence obligations. One of the most relevant interventions undertaken in collaboration with Global Compact in Mexico was creating a community of practice. It was carried out with a small group of companies from key sectors, large national companies, and an SME to provide personalised advice on due diligence. All have presented advances on good lessons and learning, on what to do and what not to do, although the advances have been less than expected. More commitment should have been received from the CEOs of companies to appoint someone who was at a high level since the participants from the companies did not have a general vision of the company. SOFTEC is the company that is furthest along in the process, but they continue to regard due diligence as something abstract. And with Global Compact in Chile where has been supported the working group of BHR and the elaboration of a risk matrix for due diligence processes.

A challenge that still needs to be overcome, and for which many projects apply experimental and different approaches, is the involvement of SMEs in RBC and due diligence processes. This sector accounts for more than 90% of Latin American companies and is key at some points in the value chains. Therefore, their lack of participation could jeopardise the due diligence processes.

Another challenge has been the involvement with trade unions, which has been lower than expected. Three relevant training courses addressed to these sectors were undertaken: about Due diligence, gender and DD, and one training of trainers (ToT) about DD. ACTRAV were involved during the whole process, validating the ToR and the consultants' selections, and the ToT took 9 months to materialise.

ILO focused on the **third component** in 2 lines of action. Firstly, the planning, coordination and management of Regional Seminars on Business and Decent Work for Latin America and the Caribbean. The first one was a virtual event. The second one took place in 2022 in Panama. All interviewees agree that it was a successful, enriching and rewarding event. It was attended by more than 80 people representing all the stakeholders involved, and topics such as family-work conciliation, gender, RBC and due diligence in the supply chain were discussed.

The second line of action is related to the RBCLAC Fund, which has provided direct financing opportunities for regional initiatives that contributed to the promotion and implementation of Responsible Business Conduct (RBC). The fund had the following specific objectives: facilitate collaboration between RBC initiatives; and facilitate the development of activities conceived and executed by non-profit entities that promote and strengthen the adoption of RBC practices to be implemented by Latin American, Caribbean, and European companies, including, among others, SMEs.

The distribution of the fund and the winning projects has become another additional argument for the trade union sector that reinforces their idea that the project is more focused on the employer and business sector and does not maintain the principle of tripartism. However, it must be considered that the proposals presented by workers' organisations account for 3% of the proposals submitted in the two calls (see Figure 10). On the other hand, the winning projects are selected by the three IOs in addition to the European Union, so ILO gets 1 out of 4 votes when awarding project, or setting the selection objective criteria. Finally, positive discrimination criteria were not established a priori in

order to guarantee the participation of union organisations or local or decentralised government institutions whose proposals cannot compete on equal terms with those presented by institutions with more resources. These types of measures should be considered in order to guarantee the participation of the under represented organisations.

Figure 10: Project proposal presented by type of organisation and by call

Type of Institutions	First call		Second call	
	N	%	N	%
NGO-	132	58%	63	59%
Org. Employers	35	15%	8	8%
Academia/research	26	12%	11	10%
Governments	18	8%	4	4%
Org. Workers	7	3%	3	3%
Org. Intergovernmental	5	2%	2	2%
Other	3	1%	15	14%
Total	226	100%	106	100%

Source: Elaborated by Evaluation team based on data from *El Fondo RBCLAC - RBCLAC (rbclac-fund.org)*

All the ILO's project activities are provided in Annex 5.

Overall, the project has been very effective in delivering the expected results. Nevertheless, it needs to be more strategic at the country and regional levels. Stakeholders' expectations were high, while the scope or defined goals of the project were unknown. For the next phase, countries and regional strategies would set up the boundaries and goals of the project while preserving and facilitating its valuable flexibility.

Project's reached scope

The project's participation target was exceeded in 19% (see Figure 8), with more than 20000 participants in events at the regional and national level, according to RBCLAC-ILO monitoring system.

Figure 11: Participants in ILO RBCLAC interventions by component and gender

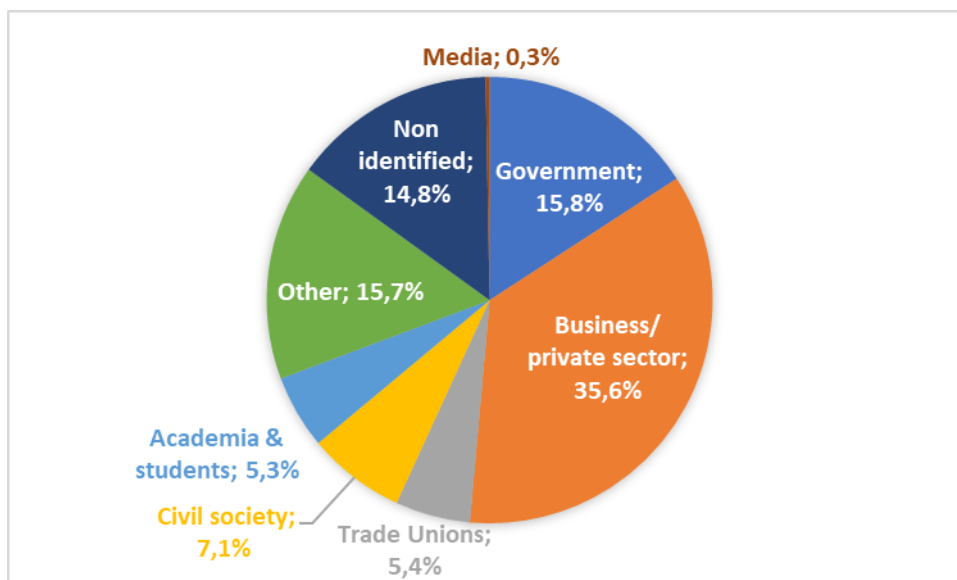
Component	Participants			
	Total	Women	Men	Non identified*
I	19821	50.0%	32.6%	17.4%
II	160	60.6%	39.4%	0.0%
III	624	58.2%	41.8%	0.0%
Total general	20729	50.4%	32.8%	16.8%

Source: elaborated by ET based on data from RBCLAC project

* In some activities, only the total number of participants is recorded without disaggregation by sex

Based on the data provided by the project team, the business/private sector has the highest percentage of participants (35.2%); 15.2% of the participants come from Government and 5.5% from Trade Unions.

Figure 12: %percentage of participants in events of component I by sector



Source: elaborated by ET based on data from RBCLAC project

As per key informant interviews, some limitations and difficulties could explain the low participation of the trade union sector. Firstly, the coordination and participation of this sector in any type of event takes more time to confirm. There are decision-making mechanisms in these institutions that, by their very nature, could be faster and, at times, more manageable. In addition, they are organisations with more limited financial and human resources. It is important to consider the reality and idiosyncrasies of these organisations that are entirely different from other organisations, such as employers or civil society organisations. On the other hand, the HQ unit responsible for coordinating the work with the union sector (ACTRAV) channelled information or invitation to participate and decided, following consulted Workers Representatives, that in this project regional work with unions was prioritised. Lastly, there were financial and technical execution pressures, which is why the project ends up prioritising what is more feasible and in a quicker way.

These restrictions have had the following consequences:

- less participation of the trade union sector and, therefore, less development of its capacities
- weariness in the project team from not being able to respond to the demands of the trade union sector at the national level and from not being able to have a truly tripartite approach.
- Discontent and concern in the trade union sector that sees this project as more employer oriented.

3.4.2 Effective operationalisation of the gender approach

The project's design did not define a gender focus. Therefore, the project's team, aware of that gap, examined the gender approach explicitly and implicitly, to the extent possible and with the technical

and financial resources available, in order to remedy or compensate during the project's implementation.

Operationalising a gender approach means putting it into practice and making it a part of your project's processes and activities. In this case, the gender approach of the RBC's labour dimension was a recurrent theme; there were many training activities on gender issues, and interventions addressing women issues. Some examples include:

- In the regional seminar, focus was placed on the gender gap and on feminised sectors, as well as on the issue of reconciliation, since women are also those who suffer the most.
- In Panama, the review of labour inspection guides with a gender focus has been supported and two new guides have been developed on the regulation of adolescents' work, which are serving as a model in other countries.
- A study was prepared in Panama on the situation of women in the country, together with CONEP. As a result of this study, a women's entrepreneurship project has been launched.
- In Brazil, the Project implemented a series of workshops for women in the garment industries in Cuiabá and Rondonópolis, aimed at fostering formalisation, entrepreneurship, access to sustainable financing, and RBC for companies which they supply.
- In Perú, there was a Gender and business webinar: “Women's rights in the National Action Plan on Business and Human Rights” and a project pilot was launched to encourage enterprises to incorporate reconciliation policies at work.
- In collaboration with UN Global Compact, ILO launched in Colombia: “Girls and Child Labour in Supply Chains”, in the context of International Women’s Day 2020-
- In collaboration with the ITCILO, online tools and resources to promote business engagement in women's equality in the workplace were adapted into the region and translated to Portuguese.

These are just some examples. All the activities can be found in Annex 5: Activities per component by country.

The project has been quite effective in incorporating the gender approach and considering strategic, human and financial resources. But some aspects can be improved, of which the project team is aware. There is no clear gender strategy, and many of the interviewees understand that it is not the project's focus. In a probable second phase, it would be important to include gender mainstreaming during its design and at least one key directive line should be established. A sex-disaggregated registry is not sufficient in any circumstances as a mainstreaming gender approach.

3.4.3 Capacities improvement

The project, as previously mentioned, did not perform a capacity development (CD), and needs assessment or to formulate a CD strategy. The training events and topics were established in three ways: at the request of one of the stakeholders, by identification of the need (like many during the COVID crisis), or by relevance to other project activities (such as training for the preparation of the NAPs). However, the lack of a clear strategy also prevented objectives or outcome indicators being identified. Mechanisms for measuring capacities improvement or change were not established at the

individual and the general level. Practically all training events lacked evaluation mechanisms, ex-ante and ex-post measurements. Therefore, based on the information collected by this evaluation, the RBCLAC project has contributed to improving capacities in RBC and due diligence issues. What cannot be assessed or assumed is the extent. The data from the evaluation survey, which confirms the testimonies of those interviewed, is below.

The capacity-development activities provided by the ILO in the framework of the RBCLAC project were generally well-received, with a high level of satisfaction among national partners (see Figure 13 below), and with an average rating of 8.

Figure 13: Level of satisfaction about training and awareness events

What is your level of satisfaction with the training or awareness received by the ILO in the framework of the RBCLAC project? (where "0" is "none" and "10" is "maximum satisfaction".)	
Average	8

Source: Evaluation survey

Most stakeholders found the training and awareness events useful and adequate for improving knowledge and skills in responsible business conduct practices and decent work.

Figure 14: Level of usefulness and adequacy of the CD activities

Rate from 0 to 10, where 0 is "not at all useful" and 10 "very useful", the level of usefulness of ILO training or awareness-raising activities, within the framework of the RBCLAC project, to improve knowledge and skills on responsible business conduct practices and decent work.	
Average	8.58

Source: Evaluation survey

Almost 97% of the respondent reported that their participation in these events had improved their knowledge of responsible business conduct and international labour standards (see Figure 15).

Figure 15: Personal perception of improvement

Do you think that due to your participation in ILO training and awareness events, within the framework of the RBCLAC project, you have improved your knowledge of responsible business conduct (RBC) and International Labour Standards (ILS)?	Yes	No
	96.77%	3.23%

Source: Evaluation survey

3.5 Orientation towards impact

Orientation toward the impact of the RBCLAC project is mixed. While the project has positively impacted government institutions and the employer sector and has contributed to developing policies and practices related to responsible business conduct. According to survey results, the 32.14% of respondents believe that the level of awareness and practices related to responsible business conduct in their countries has improved greatly, and the average rating for this question is 6.43 out of 10. However, the project has received high satisfaction ratings and is considered very useful for improving regional knowledge, indicating its potential for impact. It has had a higher-level effect, such as

developing national action plans and including responsible business conduct in national development plans. The project's impact on the ultimate beneficiaries should be enhanced in order to ensure that the changes brought about by the project are meaningful and lasting.

When asking the question "What difference does the intervention make?", the answer is, according to most of the interviewees, that there is a "before and after the project" and that without RBCLAC, most of the NAPS would not be elaborated or implemented. The following question was "could you specify which changes or differences have been made?". The answers are more varied but very generic and do not focus specifically on actual results and impacts.

However, the difficulty of measuring the results makes impact evaluation even harder. In order to gain an idea of the effects or impacts that the project could have had, the ET relies on the people perception on the improvement in the last years of responsible business conduct in their respective countries and organisations, the increase of awareness and knowledge on ILS and RBC practices, and the improvement of social dialogue. This qualitative data help to generate an image about the potential impacts of the project.

3.5.1 Positive impact in project's beneficiaries and on policies and practices

In response to the survey's question of how far the practices or the level of awareness about responsible business conduct has improved in recent years, 32.14% of those who responded to the survey think that the level is above 8 out of 10. The average rating is 6.43 out of 10 (see Figure 16). However, it is too soon to perceive or measure the real impact of the project which will take place in the following years. Key informants have confirmed this perception; the majority thinks that even though there have not been significant changes, they hope that there will be. There has been an increase in interest from medium and large companies. For example, CONEP in Panama reports an increase in requests for support to implement due diligence policies by national companies because of RBCLAC events.

Figure 16: Level of impact at country level

To what extent do you think that practices or the level of awareness of responsible business conduct in your country have improved in the last three years? (0= Not at all, 10= A lot)	
Average	6.43

Source: Evaluation survey

On the contrary, the RBCLAC project has caused changes or improvements in the direct beneficiaries, which are the government institutions and the sector of employers, and to a lesser extent, the trade union sector. When asked about the impact that participation in project events has had on their organisation, those surveyed give a rating of 7.45 out of 10, and 58.06% say that to a large extent this participation has led to changes.

Figure 17: Impact in organisations participated in RBCLAC events.

To what extent do you think that your organisation's participation in events to increase capacity and knowledge on responsible business conduct has led to changes in your organisation/company/institution, where 0 is "no, no change" and 10 "yes, a crucial change"?

Average	7.45
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Source: Evaluation survey

Analysing this result with the satisfaction rate (with an average of 8), confirms what many of the stakeholders have affirmed: that the project has done a good job in promoting the RBC. However, its impact needs to be perceptible. The average of the project's usefulness in improving regional knowledge, which is high (8.58 out of 10), also indicates the potential for impact.

On the other hand, the project has provoked a higher-level effect, such as the Ecuador NAP elaboration, the support for the revision of the NAPs in Colombia and Chile, and the push for the implementation of the Panama's NAP on Social Responsibility. These are a key element of impact, particularly as a stated main result is to influence national processes.

Overall, the project's interventions will positively impact the region. Project's results are adequate, satisfactory, valuable and useful; however, the impact is yet to be measurable, as now only projects results are measured against the PIMS indicators which are not impact indicators, or much noticeable and useful for a second phase of the project.

3.5.2 Increased awareness and knowledge of ILS and RBC practices

The increase in understanding, awareness, and knowledge about International Labour Standards, Responsible Business Conduct and the international instruments that promote it is a result that will most likely cause medium and long-term impacts in the region.

It is one of the elements that most interviewees have identified as an achievement of the project. 96.77% of surveyed also thought that they improved their knowledge in these areas due to the project. Of these, 68% have already largely put what they have learned into practice.

Figure 18: Average and percentage of maximum overall rating of increased awareness and knowledge on RBC and ILS

To what extent have you been able to put into practice what you learned during the training, where 0 is "not at all" and 10 is "a lot"?

Average	7.96
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Source: Evaluation survey

The training, therefore, was aimed at the appropriate public with the capacity to maximise training results.

3.5.3 Improvement of social dialogue

Social dialogue is at the centre of the ILO, as one of its guiding principles and a crucial instrument that every ILO project must encourage, promote and integrate into its development. RBCLAC has

maintained this essential instrument for Tripartism and has favoured social dialogue in different events and activities, especially in elaborating and revising the National Action Plans for business and Human Rights in Peru, Chile, Argentina and Ecuador. However, there are areas for improvement and discontent in both processes on the part of different actors and for various reasons, as seen above.

Based on the collected testimonials and confirmed by the survey, an improvement in the social dialogue on RBC and due diligence has not yet been reflected at the national level. Respondents value the social dialogue around CBR and due diligence improvement in the last three years with an average of 6.11 out of 10, where 28.6% believe this improvement has been obvious. Of these who think that social dialogue has highly improved, 62% belong to the business sector (6,38/10) and 12.5% to the Government. Respondents from the union sector see less improvement, with an average of 3.3 out of 10.

Figure 19: Average and percentage of maximum assessment on the processes of dialogue and collaboration between constituents on RBC issues

Do you think that social dialogue on responsible business conduct and due diligence in your country or sector has improved in the last 3 years?	
Average	6.11
Government	7,25
International organisation	7,50
Employers and/or employer's representative	6,38
Civil society organisation	6,00
Other	5,60
Workers' representative, and/or trade union organisation	3,33

Source: Evaluation survey

This result is in line with what was expressed in the interviews, where 8% of the interviewees thought that social dialogue has highly improved on RBC issues, 54% perceived a low improvement and 38% do not perceive any improvement at all. One of the main demands of the union sector is to emphasise the role of collective bargaining and freedom of association, together with the rest of labour rights, as a key factor to responsible business conduct, according to the MNE Declaration.

The promotion of the MNE Declaration and, therefore, the labour dimension of RBC still has the challenge in the region of permeating this approach in a specific context. Historically the violation of labour rights, especially in some sectors and with a very high informality rate, are still an entrenched problem, which the COVID-19 crisis has also aggravated.

3.6 Sustainability

Based on the collected evidence, this final evaluation concluded that the sustainability of the RBCLAC has key elements supporting effects in the long term have been ensured. While the project has generated technical capacities and political interest, developing more alliances or mobilizing financial

resources is required to consolidate its results. It needs a clear exit or transition strategy in order to ensure the continuation of its results after donor funding ends.

According to the ILO sustainability guide, the overall average score for sustainability is 1.93 out of 4, indicating a low to a medium orientation toward sustainability. The main categories contributing to this score are the partners' participation, the financial and political and institutional sustainability, which have medium and medium-high sustainability, respectively. However, gender sustainability has low sustainability in the evaluation phase, indicating a need for improvement in these areas. Nevertheless, it must be remarked, that during the implementation phase according to the same tool the gender sustainability was medium, which is more coherent with the efforts and sensitivity made by the project mainstreaming gender despite its basis limitations. The project should consider developing a sustainability plan in order to address these challenges and ensure the long-term sustainability of its results.

The project has generated technical capacities and political interest but needs improvement in ensuring alliances and mobilizing resources as part of a sustainability plan. Environmental sustainability is present in the project as an inherent element and has a medium score. Furthermore, the project consciously took some steps to ensure the sustainability of some of its actions. Overall, sustainability is a challenge, but the project is in good shape and can be improved in the second.

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. In this sense, in this evaluation, the analysis of the sustainability dimension is linked to the project's impact and capacity to guarantee that changes last and that the organisations have the capacity to maintain and/or to expand achieved results.

According to the [ILO sustainability guide](#), an intervention is more likely to have sustainable results when it has generated or contributed to generating:

- a) Technical and/or organisational and management capacities of the counterparts, partners and beneficiaries.
- b) Political interest or will, that is when the counterparts and partners have national, regional, or local regulations, policies, plans, programs and/or operating structures that can contribute to consolidating the results of the intervention.
- c) Alliances between partners and training institutions, between workers' organisations and training centres, between employers' organisations and universities or training centres; and
- d) financial resources (owned or mobilised from other sources such as public institutions, private companies, NGOs/associations, and international cooperation agencies) to consolidate the intervention results.

This report proves that the RBCLAC project has generated technical capacities (a) and political interest (b). However, the last sustainability factor is yet a challenge. The project should have elaborated a sustainability or exit plan. Thus, the next phase must consider ensuring alliances and supporting stakeholders, especially governments, to mobilise resources as part of a possible sustainability plan.

Based on the assessment tool proposed in the [ILO sustainability guide](#) (see Annex 6: Sustainability evaluation matrix), the RBCLAC project has between low and medium orientation to sustainability, with an average of 1.93 (from 0 to 3).

Figure 20: Average score of sustainability categories and of the project

Sustainable project categories	Average score
I. Participation of partners and counterparties and risk management	2.00
II. Institutional sustainability	2.33
III. Financial sustainability	2.00
IV. Political sustainability	2.33
V. Gender sustainability	1.00
Total project average	1.93

However, the two main categories that are the cornerstone of sustainability, participation of partners and institutional sustainability, have medium and medium-high sustainability, respectively, accordingly to the ILO sustainability guide criteria.

In the participation of partners, the project has contributed to regulations and policies ratifications (NAP Peru, Chile, Colombia, etc) and has developed capacities to ensure the results' continuity. It has medium sustainability, despite needing a clear exit strategy to transfer responsibilities to national partners. Almost all the interviewees raised their concerns about what will happen to the approved NAPs and those under development without counting on the constant support and insistence of the project.

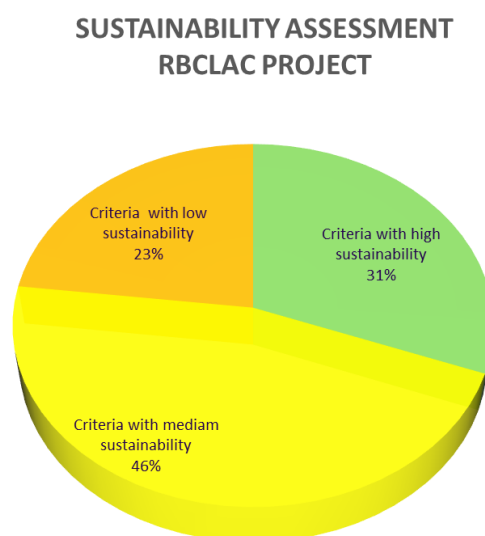
Figure 21 project sustainability evaluation matrix

INDICATORS	Criteria	SCORE
I. Participation of partners and counterparties and risk management		2.0
(I.3) The Project manages measures to ensure sustainability as well as an exit or transition strategy to promote the continuity of its results.	I.3.2.	2 - Medium sustainability
II. Institutional sustainability		2.33
(II.2) The Project carries out actions aimed at increasing the knowledge and capacities of representatives of constituents/national implementing partners.	II.2.3.	2 - Medium sustainability
(II.3) The Project develops individual capacities in the representatives of the constituents/national partners participating in the project and this projects into changes in individual performance that can contribute to consolidating the results of the intervention.	II.3.3.	1 Low sustainability
(II.4) The Project develops functional (organisational and management) and technical institutional capacities in national constituents/partners, and they develop policies, plans, programmes, strategies, institutional frameworks and/or operational structures at national regional and/or local level that can contribute to consolidating results	II.4.1.	3 - High sustainability
	II.4.2.	3 - High sustainability
	II.4.3.	3 - High sustainability
	II.4.4.	2 - Medium sustainability
III. Financial sustainability		2.0
(III.2) Constituents have committed their own financial resources and/or have succeeded in mobilising financial resources from other sources to implement the policies, plans, strategies and activities required to consolidate the results of the intervention.	III.3.1.	2 - Medium sustainability

INDICATORS	Criteria	SCORE
IV. Political sustainability		2.33
(IV.1) The enactment and/or application of national legislation and regulations, private regulatory systems and/or existing international standards favour or reinforce the continuity of the results of the project	IV.1.3.	3 Project sustainability
(IV.2) Agreements, pacts or other mechanisms derived from social dialogue, which support the social partners to meet the Project objectives; and/or the strengthening of processes, institutions and spaces for social dialogue contribute to consolidating the results of the project	IV.2.2.	2 - Medium sustainability
	IV.2.3.	2 - Medium sustainability
V. Gender sustainability		1.0
(V.4) The Project focuses on reducing inequality in power relations and participation between men and women within the household and in the community; in self-protection actions; increasing the representation of women in decision-making positions in various bodies; and in the results of the decisions that these bodies adopt in terms of greater gender equality and reduction of gaps	V.4.1.	1 Low sustainability
	V.4.2.	1 Low sustainability

Three of the six Institutional Sustainability criteria are highly sustainable. However, there is one with low sustainability, so the average falls. This has to do with what was seen previously: the project does not include nor examine the development of performance standards or tools to measure individual performance. Even so, the component of institutional sustainability has a medium level of compliance.

Figure 22: Criteria Of sustainability assessment*



*See Annex 6: Sustainability evaluation matrix

The tool that has been used in this section for the analysis of sustainability in the evaluation phase also has metrics to analyse the sustainability during the implementation phase. These parameters will be taken into account to analyse gender sustainability for two reasons. In the first place, to be coherent with what was found by this evaluation on the work done by this project on gender issues. Secondly, because despite the efforts made by the project to implement the gender approach, it had basic limitations that have prevented the interventions from having the expected sustainability. It is

necessary and fair to show the gender sustainability criteria of the implementation phase that show or demonstrate the efforts made to operationalize and integrate the gender approach, following the ILO gender policy and a general consolidated trend in the XXI century because of social justice.

According to the indicators and compliance criteria for gender sustainability during the implementation phase, they have an average of 2.33, which represents medium sustainability. The project has worked on some of its products, including a gender analysis, such as support for the baseline for the PAN of Ecuador, which was done incorporating a gender approach. In addition, the project has generated interventions or products aimed directly at responding to the needs of women. On the other hand, as previously seen, more than 60% of the beneficiaries or participants in events have been women, when the objective was at least 50%.

Apart from the gender sustainability score, it has been shown throughout the report how the project has overcome the limitations of the design, introducing as much as possible the gender approach in its interventions.

Figure 23. Gender sustainability criteria during the implementation phase

V. GENDER SUSTAINABILITY				
INDICATORS	OECD-DAC	COMPLIANCE CRITERIA	ASSIGNED SCORE	COMPLIANCE METRICS
((V.1) The Project carries out a gender analysis / diagnosis on the current situation of discrimination based on sex and inequalities between men and women in areas relevant to the intervention, meets the needs of women in the objectives, results, products, strategies, actions and / or target population of its intervention, and has a budget with a gender perspective as a tool to allocate concrete resources for gender equality and Women's empowerment.	Effectiveness	<p>V.1.2. During the implementation of the Project, the following elements are met:</p> <p>a) A gender analysis/diagnosis is carried out on the current situation of discrimination based on sex and inequalities between men and women in the workplace, social, political and other issues relevant to the intervention, as well as the structural causes that explain the results.</p> <p>(b) The needs of women are addressed in the objectives, results, outputs, strategies, actions and/or target population of their intervention.</p> <p>(c) A gender-responsive budget is implemented as a tool for earmarking specific resources for gender equality and women's empowerment</p>	2 - Medium sustainability	<p>3. During the implementation of the Project, the 3 elements mentioned (a, b and c) are met.</p> <p>2. During the implementation of the Project, 2 of the aforementioned elements are met (a, b or c)</p> <p>1. During the implementation of the Project, 1 of the aforementioned elements (a, b or c) is met.</p> <p>0. During the implementation of the Project, none of the aforementioned elements (a, b or c) are met.</p> <p>Note. If the same design document includes gender analysis in indicator V.1.1, then both element (a) of that indicator and element (a) of this indicator V.1.2 are met</p>

V. GENDER SUSTAINABILITY				
INDICATORS	OECD-DAC	COMPLIANCE CRITERIA	ASSIGNED SCORE	COMPLIANCE METRICS
(V.2) The Project has gender-inclusive indicators and targets to measure the differentiated effects of the project on women and men	Effectiveness	V.2.2. During the implementation of the Project, the goals of those indicators inclusive from the point of view of gender are achieved	3 – High sustainability	3. Project achieves targets for 75% or more of gender-inclusive indicators 2. The Project achieves targets for 50% to 74% of gender-inclusive indicators 1 Project achieves targets for 25 to 49 per cent of gender-inclusive indicators 0 Project achieves targets for less than 25% of gender-inclusive indicators
(V.3) The Project establishes a strategy for the management and dissemination of knowledge on a gender approach in the planning, execution, monitoring and implementation of the intervention	Effectiveness	V 3.2 During the implementation of the Project, the following elements are met: a) The knowledge and experience of specialist professionals (from ILO, UNWOMEN and/or other UNS agencies) and/or specialized gender institutions are used for the design and implementation of gender-responsive intervention (b) Awareness-raising and training activities are carried out on gender analysis tools and procedures and on how to incorporate the gender perspective in the planning, implementation, monitoring and evaluation of interventions. c) Follow-up and monitoring of the progress and difficulties of the implementation of the gender approach in the intervention and that the monitoring reports / reports include specific aspects related to the promotion of gender equality, with a differentiated analysis of the results obtained in the different population groups.	2 - Medium sustainability	3. During the implementation of the Project, the 3 elements mentioned (a, b and c) are met. 2. During the implementation of the Project, 2 of the aforementioned elements are met (a, b or c) 1. During the implementation of the Project, 1 of the aforementioned elements (a, b or c) is met. 0. During the implementation of the Project, none of the aforementioned elements (a, b or c) are met.

Finally, the ILO-Latam project sustainability assessment guide includes an environmental sustainability indicator linked to project implementation. Following the established criteria, RBCLAC scores with medium environmental sustainability (see Figure 24. Without being the focus of the project, environmental sustainability is present in the formulation of the project as an inherent element of CBR. In addition, especially as a result of the pandemic, the project has implemented activities in a more eco-sustainable way, reducing its carbon footprint, and moving many activities from face-to-face to virtual.

Figure 24: Environmental sustainability

INDICATORS	OECD-DAC	COMPLIANCE CRITERIA	ASSIGNED SCORE	COMPLIANCE METRICS
(VI.1) The Project responds to or reflects the expected results of the ILO's regulatory frameworks for environmental sustainability and climate change	Effectiveness	<p>VI.1.2. During the implementation of the Project, the following elements are met:</p> <p>a) The technology used favors the conservation of the environment and that it will not consume non-renewable natural resources or, if so, the Project applies measures to replace them or to limit damage</p> <p>b) Actions are carried out to generate information and training on environmental sustainability, climate change and/or biodiversity loss</p> <p>(c) Policy actions/measures are taken to integrate environmental dimensions into productive employment and decent work interventions; and/or to facilitate a just transition towards environmentally sustainable economies and societies at national, sectoral or local levels, through decent work</p>	2 - Medium sustainability	<p>3. During the implementation of the Project, policy actions/measures are adopted to integrate environmental dimensions into interventions on productive employment and decent work; and/or to facilitate a just transition towards environmentally sustainable economies and societies at the national, sectoral or local level, through decent work (complies c)</p> <p>2. During the implementation of the Project, information generation and training actions are carried out on environmental sustainability, climate change and/or biodiversity loss (complies b)</p> <p>1. During the implementation of the Project, the technology used favors the conservation of the environment and that it will not consume non-renewable natural resources (complies with)</p> <p>0. During the implementation of the Project, none of the mentioned elements is met (does not comply with a, b or c). Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (no cumple a, b ni c)</p>

It is clear that the project took some noteworthy measures to ensure the sustainability of some of its actions. For example, strategic alliances were sought so that courses or knowledge products developed by the project could be hosted on already existing pages and servers, such as those of workers' organizations to ensure their continuation and availability after the project. This has been a conscious decision to ensure the sustainability of these tools.

Overall, sustainability is a challenge but is in good shape, and can therefore be improved in the project's second phase.

4 Lessons project and emerging good practices relevant to the RBCLAC intervention.

4.1 Lessons learned.

- Working in a country without a project officer present is a great challenge, it can be difficult to navigate the local context and effectively implement the project's activities. This is because

there may be unique cultural, social, and political factors at play that require specific knowledge and expertise to address. Furthermore, without a project officer on the ground, it can be challenging to establish strong relationships with local stakeholders, including government officials, civil society organizations, and community members. These relationships are crucial for ensuring the success of the project and for building long-term sustainability.

However, having the support of the ILO national office can help to mitigate these challenges. This support can come in the form of providing local knowledge, resources, and connections to key stakeholders. Unfortunately, in some countries, it may not be possible to receive this support, which can make the project even more challenging to implement.

In addition, the lack of personnel in a country is a disadvantage for taking advantage of windows of opportunity. For example, in Argentina, after the elaboration and approval of a National Action Plan on Business and Human Right, the government changed and the NAP was refused, then a new NAP elaboration process started with the project support.

In order to overcome those obstacles, project officials need to have a great capacity and willingness to face challenges, as well as enough creativity to adapt to changing contexts. Additionally, the project's design, including the budget and personnel, should take into account the specific needs and challenges of each country, to ensure that the project can effectively meet its goals and objectives. The design of the project, including the budget, was intended for 5 countries. However, in the approval process the number of countries rose to 9 without an increase in budget or personnel. The presence of project officials guarantees continuity and security in national processes.

- One key lesson from the RBCLAC project is the importance of working in person to achieve effective political advocacy and gain a deeper understanding of the local context. For example, the project team in Colombia initially struggled to propose and implement their activities due to a lack of favourable political environment and communication challenges with the government. However, they eventually realized that being physically present in the country allowed them to establish stronger relationships with key stakeholders and adapt their approach to fit the local context. This highlights the critical role of in-person engagement in achieving successful outcomes, especially in complex and dynamic political environments. It is important to ensure the following conditions: Building strong relationships, Improving communication, Adapting to local contexts, and Building trust and credibility.
- Flexibility is key to the project's success. Flexibility is a key factor for the success of the project, as it allows interventions to be adapted to the changing needs and timely responses to arise. However, this flexibility can also lead to dispersion and loss of focus when prioritizing what is quickly feasible over what is important, which may affect the project's overall objectives. Therefore, it is crucial to embed flexibility in the project's design and ensure that outcomes are clearly defined with SMART indicators, so that the flexibility is related to how to achieve the expected outcomes. Flexibility is a key factor for the success of the project, as it allows interventions to be adapted to the changing needs and timely responses to arise. However, this flexibility can also lead to dispersion and loss of focus when prioritizing what is quickly

feasible over what is important, which may affect the project's overall objectives. Therefore, it is crucial to embed flexibility in the project's design and ensure that outcomes are clearly defined with SMART indicators, so that the flexibility is related to how to achieve the expected outcomes.

- A more fluid and rapid interaction and relationship is required in order to respond to the needs of the trade union sector, especially at the country level. One must also know how to adapt the project activities with regard to issues in order to facilitate their participation, such as schedules, travel support, longer planning times, etc.

- In order to effectively respond to the needs of the trade union sector, particularly at the country level, a more fluid and rapid interaction and relationship is required. It is also crucial to adapt project activities to facilitate their participation, such as offering flexible schedules, travel support, and longer planning times. However, the RBCLAC team has faced challenges in responding to the requests of national trade unions in the targeted countries, which has led to disappointment and resistance towards the RBCLAC project. To overcome these challenges, it is important to ensure the flexibility and support of ACTRAV to work more directly with trade unions. Additionally, it is essential to understand the current state of the trade union sector, including its goals, priorities, and challenges. Working and coordinating with trade unions requires longer processes due to their unique and complex decision-making structures. Therefore, donors and other stakeholders must be more open and flexible to avoid excluding or constraining the work done with and by these organizations.
A key factor for success is developing a global diagnosis of the opportunities for intervention in a local context. This approach optimizes the use and impact of global products in face of field support needs, where the products have a high degree of complementarity in the face of technical-legal or technical reform processes. This helps in building the capacity of the ILO's constituents and achieving better outcomes for the project

- Understanding and harnessing the added value of the ILO means understanding tripartism and the value of its Constituents. Advocacy work must be done to make it clear that unions are not a civil society organisation, nor an NGO. It cannot be assumed that their role and peculiarities are understandable to institutions, such as Foreign Ministries or other Ministries besides the Ministry of labour, or organisations, even within the framework of the United Nations, that do not regularly work with the trade union sector. It is important to provide more technical and precise explanations of the tripartite structure and the role of its Constituents to partners who are not familiar with the ILO. This will help partners to understand the way the ILO works, the importance of tripartism, and the value of its Constituents. By providing partners with a better understanding of the ILO's tripartite structure and its Constituents, the ILO can ensure that its unique governance structure is valued and understood by all stakeholders, leading to more effective collaboration and better outcomes for workers, employers, and governments.

4.2 Emerging good practices

- The value of the learning on how to work with other Agencies and understand and respect each other's mandates. Valuing the learning of how to work with other agencies and understanding and respecting each other's mandates is a good practice that has been demonstrated to be highly effective. When UN agencies respect each other's mandates and collaborate, they can leverage their unique expertise and resources to have a greater impact on the world's most pressing challenges. This approach fosters cooperation, trust, and mutual respect, resulting in the development of more effective policies, programs, and services that benefit the communities they serve. In addition, it allows UN agencies to work with other national stakeholders and open up new and unexpected windows of opportunity. The RBCLAC project's good practice has great potential for replication by a wide range of organizations, including UN agencies, NGOs, and government agencies. By adopting this approach, organizations can contribute to the creation of authoritative knowledge and high-impact partnerships for promoting decent work, which is a key enabling outcome of the ILO's strategic program framework. It also contributes to the specific outputs of ILO's P&B 2022-23. Overall, valuing the learning of how to work with other agencies and understanding and respecting each other's mandates is a key ingredient for creating effective and efficient policies, programs, and services that can make a positive difference in the world.
- Balance between virtual events and in-person or face-to-face events. In times of need because of the COVID restrictions, virtualisation and digitalisation has been very useful, and remains so in terms of increasing efficiency and avoiding over travelling, reduced travel costs, increased flexibility and smooth and accelerated processes. However, there are important advantages that only real-life events have. In-person meetings can be more effective in building relationships and fostering teamwork because they allow for more personal interactions. In person-meeting are more effective in problem-solving because they allow for a more dynamic exchange of ideas and the opportunity to brainstorm together and are more effective in maintaining focus and attention because there are fewer distractions compared to virtual meetings. The II Regional Seminar on Business and Human Rights has been a good example.
- Learning and exchange of experiences among peers. One of the most appreciated activities has been the bimonthly virtual forum promoted by the project among institutions responsible for the NAPs in different countries. Good practices as well as difficulties are presented and discussed. The latter is highly valued; according to a key informant, "You learn more from mistakes than from what you make; if someone encountered a difficulty or an initiative turned out to be fatal, it helps me not to repeat mistakes." In this sense, it would be interesting to draw up a guide on what should not be done, rather than on good practices.

5 Conclusions

Relevance & coherence

- The project remains relevant to Government objectives and beneficiaries' needs. It has even become crucial for some processes that have been possible because of the constant support, insistence, and facilitation of the RBCLAC team.

- The project has been able to adjust to the needs and demands of the region, and it has been crucial in promoting responsible business conduct (RBC) at both the regional and national level.
- The project's relevance and support are also considered to be more relevant now than when it was launched in 2019, due to changes in European regulations and growing consumer concerns about RBC.

Coherence and validity of the design

- The project demonstrated flexibility and resilience in quickly adapting to the pandemic context by virtualising training and meetings, and that the relevance of the project was reinforced due to the increased importance of responsible business conduct during the pandemic.

Efficiency & effectiveness of management arrangements

- The project has been implemented and has relatively successful interventions in all countries. However, the depth of the actions has been limited. On the one hand, the project is considered ambitious in terms of geographical scope, considering the available human resources. On the other hand, in each country, opportunities related to the objectives of the project were sought, but in some cases in a dispersed and fragmented manner without a delimited or defined national strategy.
- The efficient management of human and financial resources helped to mitigate the project's ambition. However, the team maintains a high workload, with many open fronts and the perception that opportunities or important information are being lost in countries without a project presence.
- The knowledge sharing and communication strategy has effectively strengthened the project profile within the countries and among the cooperating partners; all interested parties valued good internal communication. However, the communication strategy was not always effectively transferred internally in the countries, and the three implementing agencies (OECD, OHCHR, and ILO) sometimes worked in isolation with different national actors.
- The low degree of incorporation of the gender approach in the project's design has been compensated with the team effort during the implementation. However, there is no explicit gender strategy nor a way of reporting gender outputs or outcomes.
- The support provided by different units at the ILO has added value and improved the implementation of the project. The coordination with ACTEMP at the regional and subregional levels has been key to developing many project interventions. However, it has been stated that there have been some challenges in the support provided by the ILO, such as the lack of involvement of ILO country offices in some cases, and the bureaucracy and complexity of processes that can slow down project activities.

Effectiveness

- The capacity development component has been crucial to improving RBC in the region. The project successfully increased knowledge about responsible business conduct in the region, taking the debate out of the academic sphere of RBCLAC's contribution, which is highly appreciated. Nevertheless, training has responded to Constituents and stakeholders' needs more than to a clear CD strategy that clarifies what to achieve and to what extent.
- All three components of the project have met their objectives. It has been an effective implementation facilitated by the flexibility of the project and based on windows of opportunity and responding to specific demands. The Constituents with the most significant capacity and speed in decision-making are the ones that have benefited the most from the project's support, which is related to the executing and delivering pressure of the project.
- The main result of the RBCLAC project is to have put the RBC on the regional and national agendas (to different extents). During the last two years of the project's implementation, it focused on consolidating interventions with the most significant potential for impact and exploring new ways of collaboration. The project specifically helped establish and strengthen National Action Plans (NAPs) on Business and Human Rights in several countries in Latin America, particularly Peru and Ecuador. It is noted that the process of establishing NAPs can vary widely and the outcome depends on the timing of engagement and specific context.
- The project's success is attributed to the persistence, quality of support, and perseverance of the project's team, despite having a limited number of staff assigned to the project to cover all the demands and to give support to a vast number of stakeholders in so many countries.
- NAP processes are long, demanding, and average of 34 months from the NAP elaboration process starts until its approval. Therefore, projects that aim to support these processes should foresee the time and resources to avoid limitations or restrictions during the NAP processes accompaniment.
- The actual scope of the project exceeded its participation target, with a high percentage of participation from the business/employers' sector and lower participation from the trade union sector. Due to internal and external ILO circumstances, the support level has also been higher for employers and governments than for workers' organizations.
- The high effectiveness of the project has been facilitated by its broadly and generally defined objectives and its flexibility. The negative point is that the project has a minimum clear intervention strategy per country, which has been mitigated by its responsiveness but dilutes the focus of the project and it is not clear what is to be achieved in each country.
- Awareness about RBC issues has been raised, and new needs have emerged. Employers now need support and assistance to implement Due diligence policies and processes. Workers need support, capacities and tools to ensure that labour approach are included in those policies and processes, that should include the right to association, inequality, the collective bargaining, and the others International Labour Standards

- The ILO has provided adequate and satisfactory support for the project, both at the technical and administrative levels. However, there are still areas that need improvement in the next phase, such as better communication with external parties and increased coordination with other organizations involved in the implementation. The evaluation found that the technical support from different units of the ILO has been valuable and improved the project's implementation. The support and coordination with ACTEMP at the regional and subregional level was crucial in developing many project interventions and increasing synergies with other projects. Administrative support has been effective, but the organization's bureaucracy has made processes more complex and slowed them down.
- The project has been successful in creating synergies with other programs and projects, both from the ILO and other organizations. It has developed the ability to leverage resources to increase the reach and impact of interventions and improve their efficiency at the national and regional levels. National constituents and partners have made progress in building, improving, institutionalising, and extending coverage of RBC policies, plans, and strategies, and this progress is seen as having medium sustainability. There is no evidence as to whether or not constituents and stakeholders have formally committed financial resources to continue the results achieved by the project, especially the ILO component.

Orientation towards impact

- The RBCLAC project has positively impacted the project's beneficiaries and policies/practices, increased awareness and knowledge of ILS and RBC practices, and improved social dialogue in the region.
- The social dialogue around RBC and due diligence has improved to some extent, but not yet reflected at the national level, with differing perceptions among different sectors.
- The impact is not yet noticeable and measurable, as only project results have been measured against the PIMS indicators. The impact will likely be medium to long-term, and the increase in knowledge about ILS and RBC practices is seen as a major achievement.

Sustainability

- The final evaluation found that while the RBCLAC project has key elements in place to support its long-term sustainability, it still requires more partnerships and financial resources to secure its outcomes.
- It was rated with a low to medium level of sustainability according to the ILO guide, with the highest scores in partner participation and institutional sustainability and lower scores in gender sustainability. To address these challenges, the project should create a sustainability plan to ensure its results continue even after external funding ends.
- Technical capacities and political interest have been generated, but further efforts to sustain the project are needed. Environmental sustainability is present but requires improvement. The project has room for improvement in the second phase but is in good standing overall.

6 Recommendations

- 1- **The project's design must be realistic between goals, scope and resources.** Realism is important in setting goals, scope, and budget for a project or task because it helps to ensure that the expectations for the project are realistic and achievable given the available resources and constraints. The budget needs to be realistic for the project's ambition. A realistic budget ensures sufficient resources are available to complete the project as planned, and it helps to prevent workload, failure expectations and stakeholders' frustrations. It is also essential to have a budget coherent with the project's expected results. This means that the budget should be sufficient to achieve the desired outcomes, and there should be a clear understanding of how the budget will be used to support the project's goals.

Realism and coherence include providing or planning sufficient human resources to provide support to all targeted countries.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, UE, other donors	High	Short-term	Low

- 2- **Ensure the presence of project officers in the countries within the geographical scope of the project in the next phase.** It would be crucial to have enough human resources in the next phase to cover all, or at least most, of the countries targeted. The presence of the project officers is important because it facilitates communication and coordination. Projects officers serve as a communication bridge and help to ensure that there is effective communication between the project team and stakeholders, including Constituents and other social actors. In changing complex political contexts, project officers ensure processes continuity and a national reference that enhances sustainability beyond the life of the project. Project officers at a country level would also support to establish country strategies customized to the actual national needs and aligned with a known context.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
UE, ILO	High	Next phase	Medium

- 3- **Establish individual countries' strategies aligned with the project's regional strategy.** Having a country strategy helps to ensure that the project is tailored to the specific needs and context of the individual countries where it will be implemented. This can be especially important in a region where there may be significant differences between countries regarding their economic, social, cultural, and political environments. In addition, a country strategy can help coordinate the project's activities across different countries, and it can help to ensure that the project is aligned with any national or regional policies or strategies that may be in place.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
RBCLAC team, MULTI, ILO Regional and subregional office	High	Short-term	Low

- 4- **Guarantee mechanism of workers' organisations to participate by adapting, addressing and planning activities directed to them.** Ensuring equal participation of the three Constituents (governments, employers, and workers) in ILO projects is important because it helps to ensure that the perspectives and needs of all stakeholders are taken into account. It is crucial to protect the role of trade unions established within the RBC processes in the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC project, UE	High	Short-term	Medium

- 5- **Elaborate a capacity development needs assessment to create a CD strategy** with measurable tools which will help to ensure that the capacity development efforts are effective and can be evaluated. Measurable tools can include things like performance indicators, targets, and benchmarks that can be used to track progress and assess the impact of the capacity development activities. A capacity development strategy with measurable tools can also help to ensure that resources are being used effectively and that the capacity development efforts are aligned with the overall goals of the project.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC project, MULTI, Government, ACTRAV, ACTEMP	Medium	Short-term	Medium

- 6- **Refocus the purpose and objectives of the project's components for the next phase.** RBCLAC has represented a milestone in the region related to RBC, awareness has been raised and, consequently, new demands have emerged. To continue the project's relevance, it is essential to answer those demands that linked to the operationalisation of the RBC and due diligence.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC Project, MULTI, EU,	Medium	Short-term	Medium

Government, ACTRAV, ACTEMP			
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- 7- **Develop an exit strategy:** A well-thought-out exit strategy can also help to minimise any negative impacts of the project ending, such as job losses or a reduction in services. An exit strategy should be developed and documented as part of the project planning process, and it should be reviewed and updated regularly throughout the course of the project.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC project, MULTI, Government, ACTRAV, ACTEMP	Medium	Short-term	Medium

- 8- **Mainstream gender approach from the project's design in the next phase:** Mainstreaming a gender approach can help to ensure that the benefits of a project are sustained over time, as it can address the underlying gender-based inequalities that should be embedded in any RBC process. The project's second phase should have outputs and outcomes gender-sensitive approach indicators and specific budget to address them.

Responsible unit(s)	Priority	Recommended timeframe	Resource implications
ILO, RBCLAC project, MULTI, UE	Medium	Short-term	Low

Annex 1: Terms of Reference

(Click the image)



Final independent evaluation of the Responsible Business
Conduct in Latin America and the Caribbean project (ToR)

Annex 2: Inception report

(Click the image)



Inception Report RBCLAC Final independent evaluation

Annex 3: Evaluation Matrix

Criteria	Question	Indicator	Method of source of information
Relevance & coherence	1. Were the project objectives continuing relevant to Government objectives, National Development Frameworks, beneficiaries' needs, in the context of pandemic recovery and changes in political scenario? In what extent complementary actions were needed to reposition the project?	1.1 Perceived relevance of activities promoting CBR in the region and target countries	Interview. Desk review
		1.2. Level of adequacy of the project to national, regional or international processes related to RBC and Due diligence Perceived relevance of activities promoting CBR in the region and target countries	Desk review- Interviews
		1.3. Perception of ILO-RBCLAC programme staff and internal and external stakeholders regarding the relevance of interventions to their needs	Interviews
	2. To what extent gender & non-discrimination considerations were integrated in strategies/products/activities in second stage of the project (after MTE)?	2..1. Degree of incorporation of the gender approach, taking into account the 7 dimensions that allow incorporating and operating the gender approach in development policies, programs and projects. (1- Participation of women; 2- Identification of and orientation towards closing gender gaps; 3- Definition of strategies to overcome identified gender gaps; 4- Identification of reduction of gender gaps; 5- Generation and use of sex-disaggregated information on Project results and processes; 6- Project human resources that can operate the gender approach and strategies; and, 7-Technical accompaniment for the incorporation of the gender approach in the design and execution of the Project)	Desk review- Interviews
Validity of design	3.To what extent did the project respond emerging needs during recovery context of the COVID-19 pandemic and economic crisis as well as recommendations of the MTE? In case some changes were introduced to the LF, did constituents and stakeholders participate in this process?	3.1. Degree of adaptability and adequacy of the project to respond to the needs emerging from the COVID pandemic	Desk Review- MTE
		3.2. Extent of implementation of MTE recommendations, especially 2 to 7, taking into account feasibility and elapsed time	Desk review- Interviews
	4. To what extent did the ILO clearly define expected improvements to measure the impact of capacity development-CD results?	4.1. Evidence of a defined capacity development strategy and identification of outcome and impact indicators of CD processes	Desk review- Interviews
	5. Was CD planned with gender-specific indicators, gender disaggregated data, and gender analysis?	5.1. Degree of incorporation of gender indicators in capacity development processes 5.2 Existence of systematic sex-disaggregated data collection and analysis	Desk review- Interviews

Criteria	Question	Indicator	Method of source of information
Efficiency & effectiveness of management arrangements	6. Are resources (human resources, time, expertise, funds etc.) allocated and used strategically to provide the necessary support and to achieve the project outputs and outcomes?	6.1. % of budget spent per component in relation to the percentage of activities carried out 6.2. Level of adequacy of resources used (human, financial and time) for the level of outputs and outcomes performed	Desk review- Interviews
	7. Has the knowledge sharing, and communication strategy been effective in strengthening the profile of the project within the countries and among the cooperating partners?	7.1. Evidence of a common communication strategy 7.2. Level of knowledge at national and regional level of the project among the main target audience	Desk review- Interviews
	8. How effective is the support (technical and political) provided so far by the ILO (regional, country level and HQ) to the Project?	8.1. Level of satisfaction of the RBCLAC team and constituents with ILO support 8.2. Adequacy, relevance and periodicity of ILO technical and administrative support to the project	Desk review- Interviews
	9. To what extent have the project resources been leveraged with other related interventions to enhance the projects' effectiveness and maximize impact, if any?	9.1 Number of activities or actions carried out in coordination with other projects or interventions to enhance the projects' effectiveness and maximize impact	Desk review- Interviews
Effectiveness	10. What progress has the project made towards achieving its specific objectives? What are the reasons/factors behind that progress or lack of progress? (Analyse changes observed after MTE).	10.1. Level of expected result achieved since the MTE 10.2. Level of satisfaction of the constituents and ILO staff to the ILO responsive capacities of constituents related to RBC's needs supported by the RBCLAC project	Desk review- Interviews
	12. Regarding the CD component: Has the project contributed to the improvement capacities of constituents/beneficiaries,(increased knowledge, skills, and practices)?	12.1. Level of satisfaction of national partners with the capacity-development activities 12.2. Perceptions of national stakeholders regarding the usefulness and adequacy of tools and guidelines developed to support policy development 12.3. Type of tools and approaches fostering stronger gender mainstreaming 12.4 Average and percentage of maximum overall satisfaction rating	Desk review- Interviews- Survey
Orientation towards impact	13. Is there positive changes in the knowledge of the of the ultimate project beneficiaries and on policies and practices at regional and countries' levels?	13.1. Percentage of constituents (by type) expressing improvement in responsible business conduct practices or advocacy 13.2 Respondents' assessment of the usefulness and use of the products produced	Desk review- Interviews- Survey
	14. Has the project contribute to increase awareness and knowledge on ILS and RBC practices?	14.1. Percentage of people who report improved RBC and ILS knowledge through project training 14.2 Average and percentage of maximum overall rating of increased awareness and knowledge on RBC and ILS	Desk review- Interviews- Survey

Criteria	Question	Indicator	Method of source of information
	15. To what extent did the project have any impact on: implementation of RBC practices, improving functional and technical capacities; fostering greater collaborations among parties involved, mainly constituents?	15.1. Percentage of people who consider that there has been an improvement in social dialogue and collaboration between constituents 15.2. Average and percentage of maximum assessment on the processes of dialogue and collaboration between constituents on CBR issues	Desk review- Interviews- Survey
Sustainability	16. To what extent national constituents/partners built, improved, institutionalized and/or extent coverage of RBC policies, plans, strategies?	16.1. Evidence of improvement or development of RBC policies, plans, strategies (at national, regional or enterprise level)	Desk review- Interviews
	17. Have constituents/stakeholders formally committed financial resources to give continuity to the results achieved by the project, especially ILO component?	17.1. Number of resources committed by external stakeholders to provide continuity of project results	Desk review- Interviews
	18. What were the project interventions long-term effects on equitable gender relations, on reducing gaps and increasing women's empowerment?	18.1. Evidence of improvement or development of RBC policies, plans, strategies (at national, regional or enterprise level) with a gender mainstream and interventions, with associated indicators, for the reduction of the gender gap	Desk review- Interviews

Annex 4: People interviewed.

Name	Institution	Position	Country
ILO officials			
Andrés Yurén	ILO, Bureau for Activities with Employers (ACTEMP)	Regional Specialist	Peru
Annie Van Klaveren	ILO, Multinational Enterprises Unit	Specialist	Switzerland
Carlos Rivera	ILO, Regional Office, Lima	National Officer	Peru
Githa Roelans	ILO, Multinational Enterprises Unit	Unit Head	Switzerland
Jaime Godoy	ILO, DTW/CO, Santiago	National Officer	Chile
María Fernanda Pérez	ILO, DTW/CO, San José	National Officer	Costa Rica
Olga Orozco	ILO, Regional Office, Lima	Project manager RBCLAC	Peru
Pamela Ortega	ILO, Regional Office, Lima	Project assistant	Peru
Victor Hugo	ILO, Bureau for Activities with Workers (ACTRAV),	Senior Specialist	Switzerland
Maribel Batista	ILO, Bureau for Activities with Workers (ACTRAV), Regional Office	Senior Specialist	Peru
Implementing partners			
Alexia Ghyoot	OHCHR	Project manager	Switzerland
Froukje Boele	OECD	Project manager	France
Massimo De Luca	Unión Europea	Jefe de la Sección Comercio	Costa Rica
Ilias Tsilekzo	Unión Europea	Jefe de la Sección Comercio	Peru
Zahra Piñero	EU, EEAS	Programme manager	Brazil
Government representatives			
Ayleen Marín	Ministry of Economy, Industry and Commerce	Vice-Minister Advisor	Costa Rica
Carla Moscoso	Ministry of Justice and Human Rights	NAP Responsible Officer	Chile
Cecilia Meirovich	Ministry of Foreign Affairs	Human Rights Director	Argentina

Name	Institution	Position	Country
Douglas Sampaio Franco	Ministry of Women, Family and Human Rights	Chief coordinator	Brazil
Dulce María García Mejía	Vice ministry of Exterior Commerce	Director of Negotiations on Public Procurement, and Intellectual Property	Ecuador
Nathalie Alvares	Ministry of Production Foreign Trade Investments and Fisheries		Ecuador
Jessica Jativa	Ministry of Production Foreign Trade Investments and Fisheries		Ecuador
Edgardo Gonzalez	Ministry of Justice and Human Rights	Vice-Minister of Human Rights and Access to Justice	Peru
Emiliano Viquez	Ministry of Economy, Industry and Commerce	International Cooperation	Costa Rica
Pilar Porras	Ministry of Foreign Trade	National Contact Point OECD	Costa Rica
Irasema Colebrook	Ministry of Commerce and Industry	Social Responsibility Unit Coordinator	Panama
Luis Guillermo Arellano Jibaja	Ministry of Foreign Affairs and Human Mobility	Vice Secretary for multilateral Relations, Director of Human Rights and Peace	Ecuador
Maria Catalina Gaviria	Ministerio de Comercio Industria y Turismo	Dirección de inversión Extranjera	Colombia
Maria Victoria Ronchetti	Ministry of Labor, Employment and Social Security	CER responsible Officer	Argentina
Pablo Arboleda	Quito Tourism	Quality Chief	Ecuador
Marco Mena	Quito Tourism	Quality Auditor	Ecuador
Roderick Chaverri	Ministry of Labour	Director, Directorate against Child Labour and the protection of Adolescent Workers	Panama
Vanessa Maynou	Ministry of Foreign Affairs	NCP OECD	Chile
UNS Agency			
Kermith Morales	Global Compact	B&HR project lead	Mexico
Employers' Representatives			

Name	Institution	Position	Country
Ana Lizett Aviles	Chamber of Industries and Production	Director of Relations	Ecuador
Analisa Montenegro	CONEP	Executive Director	Panama
Emilio Gallardo	Chamber of Industries of Guayaquil	Law assessor	Ecuador
José Luis Altamiza Nieto	National Confederation of Private Entrepreneurial Institutions (CONFIEP)	Employer sector representative	Peru
María Camila Agudelo	National Association of Entrepreneurs of Colombia (ANDI)	Vicepresidencia Jurídica, Abogada	Colombia
Marianela Suarez	UIA - Argentine Industrial Union	Head of legal commission	Argentina
Workers' Representatives			
Ivan Gonzalez	CSA	Political coordinator	Uruguay
Julio Cesar Bazan	CUT Peru	Presidente	Peru
Kayra Reece	CSA	Sustainable Development Secretary	Uruguay
Nahuel Placanica	CTG-RA	CGT-RA focal point	Argentina

Annex 5: Activities per component by country

Elaborated by the evaluation team with the "ILO seguimiento indicadores 2019-2022.xlsx" provided by the project team.

Country:	Year	Narrative description of the subject of the event
COMPONENT I		
Argentina	2020	Webinar "Ciclo de formación "Empresas sostenibles las pioneras del futuro" with the Argentinean Confederation of Medium Enterprises (CAME)
Argentina	2020	Broadcast of CAME webinar "Empresas Sustentables las pioneras del futuro" through their web platforms, including YouTube Channel
Argentina	2020	Webinar with the Argentinean Business Council for Sustainable Development - CEADS - titles: 8va. Edición – Taller Inicial "Empresa y Derechos Humanos". With the participation of OECD, OHCHR and ILO
Argentina	2020	Webinar with the Argentinean Business Council for Sustainable Development - CEADS - on Human Rights and Decent Work, focusing on the ILO Convention No190
Argentina	2021	Work meeting to coordinate the program on BHR for enterprises with the Secretary of Human Rights of the City of Buenos Aires
Argentina	2021	Work meeting to coordinate the workshop on BHR with CEADS
Argentina	2021	Launch of the program on BHR for enterprises with the Secretary of Human Rights of the City of Buenos Aires
Argentina	2021	Workshop on BHR with CEADS associated enterprises
Argentina	2021	Coordination meeting to provide technical assistance from the ILO for the creation of a business's network against child labour un Santa Fe Province.
Argentina	2021	Training for enterprises on BHR with the Secretary of Human Rights of the City of Buenos Aires
Argentina	2021	Coordination meeting to provide technical assistance from the ILO for the creation of a businesses network against child labour un Santa Fe Province.
Argentina	2021	Coordination meeting to provide technical assistance from the ILO for the creation of a businesses network against child labour un Santa Fe Province.
Argentina	2021	Forum on Human Capital: ILO session on Decent Work, Human Rights and Supply chains.
Argentina	2021	Workshop for workers' organizations "Corriente Federal de Trabajadores" on Decent Work and Human Rights
Argentina	2019	Coordination meeting with EU Delegation, OHCHR, OECD and ILO to address Argentina's new political situation, the assumption of the new authorities, the NAP and the coordination among the implementing partners
Argentina	2020	Coordination meeting between OHCHR, OECD and ILO with the EU Delegation to Argentina.
Argentina	2021	Coordination meeting with the Ministry of Labour, Employment and Social Security for the development of a roadmap on the labour dimension of RBC
Argentina	2021	Coordination meeting with the UN Resident Coordinator to establish a task force for the private sector to provide support to the development of a NAP and to engage businesses.
Argentina	2021	Workshop of the City of Buenos Aires ombudsperson: "Business and Human Rights"
Argentina	2021	Coordination meeting with the Ministry of Labour, Employment and Social Security for the development of a roadmap on the labour dimension of RBC
Argentina	2021	Workshop with local governments (Salta, San Juan and CABA) on RBC and local NAPs.
Argentina	2021	Coordination meeting with the UN Task Force for the Private Sector for the assistance of RBCLAC and the UN in the process of drafting a NAP.
Argentina	2021	Coordination meeting with the Ministry of Labour, Employment and Social Security for the development of a roadmap on the labour dimension of RBC
Argentina	2021	Coordination meeting with the UN Task Force for the Private Sector for the assistance of RBCLAC and the UN in the process of drafting a NAP.
Argentina	2021	Coordination meeting with the UN Task Force for the Private Sector for the assistance of RBCLAC and the UN in the process of drafting a NAP.
Argentina	2021	Coordination meeting with the Ministry of Labour, Employment and Social Security for the development of a seminar on the labour dimension of RBC.
Argentina	2021	Seminar on the labour dimension of RBC and the legally binding treaty on BHR
Argentina	2021	Academic seminar en labour law, fundamental principles at work and human rights
Argentina	2021	Coordination meeting with the UN Task Force for the Private Sector for the assistance of RBCLAC and the UN in the process of drafting a NAP.
Argentina	2021	Workshop on Gender and Business and Human Rights and coordination space for the NAP, organized by the UNCT and RBCLAC Project.
Argentina	2022	Cordination meeting with the ILO Office in Argentina and the team
Argentina	2022	Working coordination meeting with Ombudsman Office, Foreign Affairs Ministry and IIOOs related to the NAP and baseline

Country:	Year	Narrative description of the subject of the event
Brazil	2021	Launch of the Tool Conciliation work-family in Brazil
Brazil	2021	Coordination meeting for the development of a training workshop on fundamental principles and rights at work and due diligence for enterprises.
Brazil	2021	Workmeeting with SENAI to coordinate next steps on the workshop for women in the garment industry, including formalization strategies.
Brazil	2021	Series of workshops for women in the garment and confectionery industries in Cuiabá and Rondonópolis, aimed to foster formalization, entrepreneurship, access to sustainable financing, and RBC for companies they supply to.
Brazil	2021	Training workshop for businesses on fundamental principles and rights at work, child and forced labour and due diligence.
Brazil	2020	Technical brainstorming meeting with ILO, OHCHR, OECD and the EU Delegatio to Brazil
Brazil	2021	Coordination meeting with the Ministry of Human Rights and the Secretary of Labour Inspection to coordinate actions regarding the first NAP and the labour dimension of RBC.
Brazil	2021	Coordination meeting with the Secretary of Labour Inspection to coordinate a program for enhancing the capacities of the labour inspection in selected supply chains in line with the NAP process.
Brazil	2021	Coordination meeting with the Ministry of Human Rights and the Secretary of Labour Inspection to coordinate their participation in a session on forced labour and NAPs at the Regional Forum on BHR.
Brazil	2021	Brazil Session-VI Regional Forum on Business and Human Rights with the Ministry of Human Rights and the Secretary of Labour Inspection on forced labour and NAPs.
Brazil	2022	Coordination meeting with the ILO Office in Brazil, including its Director and RBC team.
Brazil	2022	Working meeting with the Labour Inspectorate in Brazil to explore support to the Sustainable labour Program, including the Course and Training for Labour Inspector Officers on labour dimension of RBC
Brazil	2022	Work meeting with the National Service for Industrial Learning (SENAI), on training in CBR and entrepreneurship for women from Mato Grosso
Chile	2019	Training workshop and RBCLAC Project presentation for Chile's main trade unions: Central Unitaria de Trabajadores (CUT), Unión Nacional de Trabajadores (UNT) and Central Autónoma de Trabajadores (CAT)
Chile	2019	Coordination meeting with the Minsitry of Labour, Subsecretary of Human Rights and OECD NCP from the Ministry of Foreign Affairs and OHCHR, ILO and OECD.
Chile	2019	RBCLAC Project presentation for the Ministry of Labour
Chile	2020	Coordination meeting with the Ministry of Labour
Chile	2020	Meeting with Acción Empresas and its consultative council on Business and Human Rights
Chile	2020	Meeting with the European Union Delegation to Chile, jointly with OHCHR
Chile	2020	Meeting with ComunicarSE to address the media presence in the project's activities
Chile	2020	Coordination meeting with UNICEF
Chile	2020	Meeting with undersecretary of Human Rights
Chile	2020	Coordination meeting with the Global Compact Chile
Chile	2020	Meeting with the Global Compact Latinamerican network at ECLAC
Chile	2020	Meeting with the Head of the Labour Directorate of Chile
Chile	2020	Coordination meeting between the ILO, OECD, OHCHR and the Government of Chile (Ministry of Labour, Foreign Affairs and Justice)
Chile	2020	ILO and OHCHR meeting with OECD NCP to Chile and its "Comité Espejo"
Chile	2020	Coordination meeting with OHCHR, OECD and ILO with the Government of Chile for a joint event on RBC and political coherence of international instruments
Chile	2020	Technical meeting with Acción Empresas and Universidad Adolfo Ibáñez
Chile	2020	ILO participated in an online session for business on Covid-19, RBC and workers' vulnerabilities
Chile	2020	High level webinar on RBC in Chile
Chile	2020	Webinar on Business and Human Rights with Casa de la Paz
Chile	2020	Technical meeting with the consultative council of the NAP of Chile, convened by the Undersecretary of Human Rights, with the participation of the ILO and Fundación ChileMujeres. The meeting aimed to introduce the topic of RBC in teleworking, addressing the concerns of the ILO constituents in the implementation of the Teleworking Law and how to foster good corporate practices in the matter. The contributions will serve as input for a Manual on good practices in teleworking with a gender and human rights focus.
Chile	2020	The ILO, Fundación ChileMujeres and the Undersecratry of Human Rights signed a MoU in order to advance the Manual on good corporate practices.

Country:	Year	Narrative description of the subject of the event
Chile	2020	Coordination meeting between the ILO, OECD and OHCHR with the Global Compact Chile to coordinate a webinar on Business and Human Rights, with focus on the impact of business in multidimensional poverty.
Chile	2020	Second webinar with the Central Autónoma de Trabajadores de Chile on RBC
Chile	2020	Preparation meeting with the Global Compact for the webinar: "Conducta Empresarial Responsable para ayudar a combatir la pobreza multidimensional"
Chile	2020	Workshop on Responsible Business Conduct with the Central Autónoma de Trabajadores de Chile: the role of trade unions.
Chile	2020	Technical meeting between the ILO and the EU Delegation to Chile to provide some insights for the upcoming bilateral dialogue on Human Rights with the Government of Chile.
Chile	2020	Technical meeting with the Law School from Universidad Católica de Chile who will be evaluating the first NAP of Chile and proposing elements for its second version. With the participation of ILO, OECD, OHCHR and UNICEF
Chile	2020	Meeting between the RBCLAC Officials in Chile and the new Head of the Trade Section of the EU Delegation to Chile
Chile	2021	Work meeting with the Ministry of Energy to facilitate a BHR approach to the decarbonization strategy of Chile and a just transition to green economy.
Chile	2021	Launch of the report "Teleworking in Chile: workers' perspective": a study on the impact of telework from a decent work and BHR perspective
Chile	2021	Meeting with the EU Delegation in Chile and the ILO to analyze the constitutional process and the role of comparative EU social dialogue institutions.
Chile	2021	Workmeeting with the Ministry of Energy to facilitate a BHR approach to the decarbonization strategy of Chile and a just transition to green economy.
Chile	2021	Workmeeting with the Subsecretary of Human Rights to coordinate the technical assistance to be provided by RBCLAC in the process of drafting a second NAP.
Chile	2021	Workmeeting with the Ministry of Energy to facilitate a BHR approach to the decarbonization strategy of Chile and a just transition to green economy.
Chile	2021	Meeting with the Consultive Council of AcciónEmpresas to advance RBC programs and pilots.
Chile	2021	Workmeeting with "Fundación Casa de la Paz" to coordinate the implementation of the EU funded Guías Chile with trade unions and civil society organizations.
Chile	2021	Workmeeting with Universidad Diego Portales to coordinate RBCLAC assistance and participation in an academic program on Business and Human Rights.
Chile	2021	Meeting with the National Chamber of Commerce for the promotion of tools for employers on the labour dimension of RBC.
Chile	2021	Workmeeting with Universidad Alberto Hurtado to coordinate ILO assistance and participation in an academic program on Business and Human Rights and Decent Work.
Chile	2021	Workmeeting with the Subsecretary of Human Rights to coordinate the technical assistance to be provided by the ILO in the consultation process of the second NAP.
Chile	2021	Workshop and launch of the BHR academic program with Universidad Diego Portales.
Chile	2021	Coordination meeting with AcciónEmpresas to develop a workshop on responsible supply chains.
Chile	2021	Workmeeting with Universidad Alberto Hurtado to coordinate ILO assistance and participation in an academic program on Business and Human Rights and Decent Work.
Chile	2021	Coordination meeting with AcciónEmpresas to develop a workshop on responsible supply chains.
Chile	2021	Workshop on responsible supply chains for enterprises
Chile	2021	Workshop on the labour dimension of RBC and strategies for the identification of workers' needs in times of crisis
Chile	2021	Workmeeting with the Interministerial council of the NAP and the Subsecretary of Human Rights.
Chile	2021	Workmeeting with the Ministry of Energy to facilitate a BHR approach to the decarbonization strategy of Chile and a just transition to green economy.
Chile	2021	Workmeeting with the Subsecretary of Human Rights to coordinate next steps for the consultation process of the second NAP.
Chile	2021	Workmeeting with the tripartite roundtable on labour and employment of the region of Araucanía of Chile.
Chile	2021	Launch of the consultation process for the second version of the NAP.
Chile	2021	Workmeeting with the Subsecretary of Human Rights to coordinate next steps for the consultation process of the second NAP.
Chile	2021	Workshop for civil society organizations on BHR for the implementation of the EU funded Guías Chile.
Chile	2021	Workshop for trade unions on BHR for the implementation of the EU funded Guías Chile.
Chile	2021	Workshop with Chile NHRI and the Danish Institute on BHR, Decent Work and due diligence in the aquaculture and salmon industries in Chile.
Chile	2021	Workshop with the Chilean Network of Indigenous Enterprises on BHR and C.169

Country:	Year	Narrative description of the subject of the event
Chile	2021	Workmeeting with the Ministry of Energy to facilitate a decent work approach and the application of the ILO EMN Declaration in the transition of coal workers into renewable energy.
Chile	2021	Workshop with the NAP ministerial focal points on the construction of actions and commitments to be adopted in the new NAP.
Chile	2022	Workmeeting with the Ministry of Energy to facilitate a decent work approach and the application of the ILO EMN Declaration in the transition of coal workers into renewable energy.
Chile	2022	Coordination meeting between UNICEF and RBCLAC in Chile
Chile	2022	Launch of the International Diploma in BHR and RBC at the Alberto Hurtado University
Chile	2022	Working meeting with the Casa de la Paz Foundation related to the Salmon and RBC dialogues initiative
Chile	2022	Workshop of the International Diploma in BHR and RBC at the Alberto Hurtado University (first RBCLAC class: Just transition and green jobs)
Chile	2022	Workshop of the International Diploma in BHR and RBC at the Alberto Hurtado University (2nd RBCLAC class: Migration)
Chile	2022	Workshop of the International Diploma in BHR and RBC at the Alberto Hurtado University (3rd and 4th RBCLAC class: child labour and labour dimension of RBC)
Chile	2022	Working meeting with the Danish Institute for Human Rights to explore collaboration on salmon issues.
Chile	2022	Workshop of the International Diploma in BHR and RBC at the Alberto Hurtado University (5th, 6th and 7th RBCLAC class: indigenous people, gender and RBC)
Chile	2022	Workshop of the BHR academic program with Universidad Diego Portales (one RBCLAC class).
Chile	2022	Coordination meeting with the Undersecretary of Human Rights, in relation to the 2nd NAP
Chile	2022	Workshop of the International Diploma in BHR and RBC at the Alberto Hurtado University (8th RBCLAC class: employers and RBC)
Chile	2022	Coordination meeting with AcciónEmpresas to define participation in the People and Work program
Chile	2022	Coordination meeting with Falabella LAC to organize an event on RBC during the day of non-violence against women
Chile		Technical meeting with the Labour Directorate of Chile (Dirección del Trabajo Región Metropolitana Poniente) to develop a pilot program for the eradication of child and forced labour in supply chains by training and enhancing the capacity of labour inspectors.
Chile	2019	Technical meeting with the Labour Directorate of Chile (Dirección del Trabajo Región Metropolitana Poniente) to develop a pilot program for the eradication of child and forced labour in supply chains by training and enhancing the capacity of labour inspectors.
Chile	2020	Technical meeting with the Labour Directorate of Chile (Dirección del Trabajo Región Metropolitana Poniente) to develop a pilot program for the eradication of child and forced labour in supply chains by training and enhancing the capacity of labour inspectors.
Chile	2020	Coordination meeting with Dirección del Trabajo for the supply chain inspection pilot program
Chile	2020	Coordination meeting with Dirección del Trabajo for the supply chain inspection pilot program
Chile	2020	Coordination meeting for the final draft of the Manual on Fundamental Principles and Rights at Work in Supply Chains: a guide for the Labour Directorate of Chile.
Chile	2020	Coordination meeting with Dirección del Trabajo for the supply chain inspection pilot program
Chile	2020	The ILO Subregional Office for the Southern Cone hold a meeting with the Superior Labour Council to address the Covid-19 pandemic and the world of work. The RBCLAC project was addressed as a way to strengthen this tripartite instance.
Chile	2020	Under the framework of the implementation of the ILO Convention No187, the ILO developed a tripartite online train the trainers course. This course was aimed to the Labour Roundtable on Occupational Health and Safety for the port sector of Chile, and included the participation of officers from the Labour Inspection, Union leaders, employers' representatives and members of the OSH institutions.
Chile	2021	Coordination meeting with the Labour Directorate of Chile for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains
Chile	2021	Coordination meeting with the Labour Directorate of Chile for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains
Chile	2021	Coordination meeting to develop a tool for SMEs to manage their OSH strategies in line with ILO relevant conventions.
Chile	2021	Coordination meeting with the Labour Directorate of Chile for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains
Chile	2021	Coordination meeting with the Labour Directorate of Chile for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains
Chile	2021	Meeting with employers and businesses from the wine sector for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains
Chile	2021	Launch of the pilot program for the elimination of child and forced labour in wine supply chains

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Chile	2021	Coordination meeting with the Labour Directorate of Chile for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains: draft of documents and self assessment tools.
Chile	2021	Workshop for labour inspectors on supply chains and fundamental principles and rights at work.
Chile	2021	Coordination meeting with the Labour Directorate of Chile for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains: draft of documents and self assessment tools.
Chile	2021	Coordination meeting with the Labour Directorate of Chile for the implementation of the pilot program for the elimination of child and forced labour in wine supply chains: draft of documents and self assessment tools.
Chile	2021	Field visits to Chilean wineries with the labour inspection and the ILO to kick off the program on child and forced labour in wine supply chains.
Chile	2021	Launch of the pilot program with the OSH Institute of Chile for the development of a tool for SMEs to manage their OSH strategies in line with ILO relevant conventions.
Chile	2021	Coordination of a second phase of the program on good labour practices in the wine supply chain.
Chile	2022	Workshop on national jurisprudence on Human Rights and Business, organized by the Supreme Court of Chile, within the commitments assumed in the NAP
Chile	2022	Follow up meeting about the RBC program on child and forced labour in wine supply chains.
Chile	2022	Closing event of the pilot program with the OSH Institute of Chile for the development of a tool for SMEs to manage their OSH strategies in line with ILO relevant conventions
Chile	2022	Follow-up meeting about the pilot program with the OSH Institute of Chile for the development of a tool for SMEs to manage their OSH strategies in line with ILO relevant conventions
Chile	2022	Working meeting with the Ministry of Labor, the Directorate of Labor and the Superintendency of Social Security on the initiative of the RBC Program in the salmon industry
Colombia	2019	Workshop to introduce the MNE Declaration and other concepts around business and HR to ANDI members
Colombia	2020	Presentation of the RBCLAC Project to ANDI members
Colombia	2020	Coordination meeting between ILO, OECD, OHCHR and ANDI to discuss about possible joint activities and the follow-up to the NAP on businesses and human rights.
Colombia	2020	Coordination meeting with University Sergio Arboleda and Ministry of Labour of Colombia to discuss about the preparations of the webinar: the role of businesses in the COVID-19 crisis.
Colombia	2020	Webinar: The Role of businesses in the COVID-19 crisis. Organized by the Sergio Alboreda University of Barranquilla, with the participation of the Colombian Ministry of Labor, the Law Firm of the Espriella Lawyers Enterprises Firm, where the measures that companies should take during the COVID-19 crisis were discussed.
Colombia	2020	Coordination meeting with ANDI regarding the collaboration between them and the RBCLAC Project.
Colombia	2020	Working meeting with the EU Delegation in Colombia, and other diplomatic corps, regarding the preparation for the High-level Human Rights Dialogue between the European Union and Colombia
Colombia	2020	Online dialogue with Buena Ventura University on Business and Human Rights aimed at companies
Colombia	2020	Working meeting with the EU Delegation in Colombia: Introduction to the New Trade Representative, Pablo Neira.
Colombia	2020	Coordination meeting with ANDI for a training in Business and Human Rights to be held in February 2021, within the framework of the NAP
Colombia	2020	Coordination meeting with Global Compact for a training in Business and Human Rights to be held in February 2021, within the framework of the NAP
Colombia	2020	Coordination meeting with ANDI and the Presidential Council on Business and Human Rights in the context of the elaboration of the NAP
Colombia	2021	Work meeting with ANDI to coordinate an upcoming training to its members
Colombia	2021	Virtual workshop: Due Diligence, Fundamental Principles and Rights at Work in the value chain by ANDI, with the participation of ILO
Colombia	2021	Coordination meeting with ANDI regarding the support to the NAP's implementation
Colombia	2021	Meeting of the Colombia Network against child labor organized by the Global Compact
Colombia	2021	Coordination meeting with Asocaña to prepare actions related to the Employer's Guide: the Labour Dimension of RBC
Colombia	2021	Seminar about Responsible Business Conduct in the Supply Chain
Colombia	2021	Coordination meeting with the GENDER PARITY INITIATIVE in Colombia to prepare joint actions about the conciliation work-family matter
Colombia	2021	Coordination meeting with ECOPETROL for technical assistance in upcoming seminar
Colombia	2021	Meeting with Asocaña to present them the RBCLAC/ILO work proposal
Colombia	2021	Workshop: Human Rights in the supply chain, organized by ECOPETROL

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Colombia	2021	Workshop with CESA Academy about Responsible Business Conduct and Sustainability
Colombia	2021	Coordination meeting with Asocaña to prepare an upcoming training about BHR to their associates and suppliers
Colombia	2021	Coordination meeting with Colombian Chamber of Commerce about the following actions of 2022
Colombia	2021	Coordination meeting with the Chamber of Bogota and Cundinamarca about the virtual tool of work-family balance for businesses
Colombia	2021	Seminar: 5th. Committee of Social Sustainability and Human Talent of the Chamber of Commerce of Bogotá and Cundinamarca, where the tool for companies on work-family reconciliation was presented
Colombia	2021	Coordination meeting with Asocaña to prepare the actions related to the training about the labour dimension of RBC
Colombia	2021	Coordination meeting with Chamber of Commerce of Bogota to discuss the action plan with the RBCLAC Project for 2022
Colombia	2022	Coordination meeting with the Chamber of Commerce in Bogota to upcoming jointed actions in the country
Colombia	2022	Training and technical assistance program on the labour dimension of RBC aimed at companies in the agro-industrial sugarcane sector in Colombia, carried out in collaboration with ASOCAÑA.
Colombia	2022	Online group event to present the results of the ASOCAÑA/RBCLAC training programme
Colombia	2020	Coordination meeting with workers' organization of Colombia to discuss the NAP on businesses and human rights of Colombia
Colombia	2020	Webinar on Fundamental Rights at Work and their follow-up: Promotion and exercise", organized by the Office of Workers' Activities (ACTRAV) of the ILO headquarters in Geneva, the ILO Office for Andean Countries in Colombia and the Colombian Workers' Centers CTC-CUT-CGT
Colombia	2020	Coordination meeting in preparation for the NAP with the Presidential Human Rights Council on the role of unions in reviewing the plan
Colombia	2020	Working table of Unions and Presidential Council for Human Rights regarding the NAP on Business and Human Rights
Colombia	2020	Coordination meeting with the Ministry of Labor of Colombia and the Presidential Council for Human Rights to discuss the issue of the inclusion of unions in the review of the NAP
Colombia	2020	Working table: National Plan of Action for Business and Human Rights to discuss the issue of the inclusion of unions in the review of the NAP
Colombia	2021	Training International labour standards and corporate social responsibility: The labour dimension of human rights due diligence.
Colombia	2020	Meeting between the NPC-OECD and ILO to coordinate actions on the project with the OECD national contact point in Colombia
Colombia	2020	Meeting with the MINCIT of Colombia to discuss due diligence tools that could be useful for the ministry
Colombia	2020	Coordination meeting with PROCOLOMBIA to discuss about the development of a series of webinars
Colombia	2020	Coordination meeting with the government of Colombia (presidency) on the National Action Plan for Business and Human Rights in Colombia
Colombia	2020	Working meeting with the Presidential Council for Human Rights and International Affairs of Colombia, where the RBCLAC Project was presented.
Colombia	2020	Working meeting with the Colombian Attorney General to train the Attorney General's Office on the NAP issues.
Colombia	2020	Meeting with Pioneer Companies within the framework of the Human Rights and Business Roadmap for Santiago de Cali. Organized by the Government of Colombia.
Colombia	2020	Coordination meeting with vendor Sustentia for the training service for professionals of the Office of the Attorney General of the Nation of Colombia on the issue of human rights and business and in the context of implementation of National Plans of Action
Colombia	2020	Working meeting with the Colombian General Attorney and Sustentia to discuss about upcoming activities regarding the training service/collaboration
Colombia	2020	Coordination meeting with Sustentia regarding the collaboration service for the Colombian General Attorney
Colombia	2020	Coordination meeting with Sustentia and the Colombian General Attorney regarding the training service in business and human rights aimed at officials of the General Attorney
Colombia	2020	Coordination meeting with the Danish Institute for Human Rights, within the framework of the National Action Plan on Business and Human Rights
Colombia	2020	Webinar: Challenges for businesses in guaranteeing human rights in COVID-19 times organized by the Office of the Colombian Ombudsman
Colombia	2020	Course "Human Rights and Business" addressed to the staff of the Office of the Attorney General of the Nation
Colombia	2020	Launch of the National Action Plan for Business and Human Rights in Colombia (2020-2022): "Together we make it possible, resilience and solidarity"
Colombia	2021	Coordination meeting with Procuraduria General de la Nación to decide on the actions of 2021
Colombia	2021	Work meeting with Consejería de Derechos Humanos of Colombia

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Colombia	2021	Coordination meeting with SENA about the event planning for Business Consulting Sectorial Table
Colombia	2021	Seminar Responsible Enterprises - Compliance with Labour Standards in Global Supply Chains
Colombia	2021	Coordination meeting between the EU Delegation in Colombia and the RBCLAC Project
Colombia	2019	Training session was requested by ECOPEPETROL (a public enterprise and the largest oil company in Colombia). Workers from Bogotá and nine other locations have participated in this training session.
Colombia	2020	
Colombia	2020	WEBINAR with UN Global Compact Colombia Little girls and Child Labour in Supply Chains in the context of IWD 2020.
Colombia	2020	Coordination meeting with Global Compact Colombia to discuss about the collaboration between ILO and Global Compact.
Colombia	2020	WEBINAR Presentation of the RBCLAC Fund to the Global Compact and the National Network against Child Labour of Colombia
Colombia	2020	Meeting with the National Federation of Coffee Growers to coordinate the development of Child Labor and Gender materials.
Colombia	2020	Coordination meeting with Global Compact to plan upcoming activities in the framework of the collaboration ILO/Global Compact
Colombia	2020	ILO Training for Trainers on the SCORE methodology directed to SMEs
Colombia	2020	Coordination meeting with the National Federation of Coffee Growers about contents of ILO education material on child labour
Colombia	2020	
Colombia	2020	Coordination meeting with the External Child Labor Committee which includes different government institutions such as, Ministry of Energy, Ministry of Labor, Ministry of Education and the Instituto Colombiano de Bienestar Familiar and DANE
Colombia	2020	Coordination meeting with Partners of America to determine joint actions between ILO and PoA
Colombia	2020	Coordination meeting with FENALCO and Alianzas por el Desarrollo about the RBCLAC project
Colombia	2020	Coordination meeting with the National Federation of Coffee Growers and Fundacion Mejía about an upcoming training on child labour aimed to coffee growers.
Colombia	2020	Coordination meeting with the Chamber of Commerce of Bucaramanga to discuss about the training module (virtual training) on RBC for SMEs.
Colombia	2020	Coordination meeting with Global Compact regarding the upcoming webinar on child labour legislation in Colombia
Colombia	2020	Workshop: Social Responsibility as a key factor in an export process. Aimed at Colombian companies participating in the Export Training Program organized by the entity promoting Tourism, Foreign Investment, and the positive image of the country (PROCOLOMBIA)
Colombia	2020	Workshop: Tools to implement a RBC strategy in businesses. Aimed at Colombian companies participating in the Export Training Program organized by the entity promoting Tourism, Foreign Investment, and the positive image of the country (PROCOLOMBIA).
Colombia	2020	Online seminar in the context of the World Day Against Child Labour (June 12th), ILO co-organized with Global Compact, an online dialogue on the current legislation against child labour in Colombia, aimed at small, medium, and large companies.
Colombia	2020	Training module on Capacity building for SMEs, co-organized with the Bucaramanga Chamber of Commerce, through its virtual learning platform for Competitive Training (FOCO).
Colombia	2020	Coordination meeting: ILO Work Plan within the framework of the RBCLAC Project and the way in which the Presidential Council for Human Rights and International Affairs can be linked in said plan.
Colombia	2020	Coordination meeting with the National Federation of Coffee Growers, to discuss the structure of the Project and the ILO component on child labor focused on gender in the country
Colombia	2020	Guias Colombia Plenary on Business, Human Rights and IHL
Colombia	2020	Coordination meeting with RGC on Responsible Business Conduct activities in the Colombian coffee sector
Colombia	2020	Coordination meeting between ILO and Global Compact regarding child labour issues in Colombia
Colombia	2020	Coordination meeting with RGC Americas on raising awareness of child labor and gender issues in the coffee production chain, aimed at coffee growers
Colombia	2020	Coordination meeting with the National Federation of Coffee Growers and the ILO Regional Initiative Against Child Labor to carry out a communication and awareness campaign on coffee companies and their role in preventing child labour
Colombia	2020	Technical work meeting with RGC Americas on raising awareness of child labour and gender issues in the coffee production chain, aimed at coffee growers
Colombia	2020	
Colombia	2020	Coordination meeting on the pedagogical proposal for the prevention of child labor with a gender perspective in conjunction with the ILO and the Ministry of Education of Colombia
Colombia	2021	Coordination meeting with Federación Nacional Cafeteros to discuss the possible implementation of an education project in rural coffee schools

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Colombia	2021	Coordination meeting with Global Compact Colombia on activities around Child Labor issues for 2021
Colombia	2021	Coordination meeting with Coffee Cooperative from Salgado regarding the awareness campaign about child labour
Colombia	2021	Coordination meeting with RGC regarding the official launch of the campaign "Coffee Sector protecting children" on 12 June.
Colombia	2021	Coordination meeting with PactWorld Colombia to discuss the possibility of replicating the campaign "Coffee Sector protecting children" in other Colombian regions.
Colombia	2021	Launch in Colombia of the campaign "El sector café protegiendo a la niñez"
Colombia	2021	ILO-UNW MOU working session: Migration, Econ. Care, Private Sector and Standard
Colombia	2021	Coordination meeting with the National Federation of Coffee Growers of Colombia regarding the campaign: "Coffee Sector protecting children"
Costa Rica	2020	Meeting to present results of the RBC mapping in Costa Rica and define next actions
Costa Rica	2020	Support to OHCHR session with private sector on business actions during COVID 19
Costa Rica	2021	Training for journalists from the LAC region about business and human rights through the narrative of good practices.
Costa Rica	2021	Publication of the digital book: "Making a difference is good business: Journalistic chronicles on Business and Human Rights from LAC"
Costa Rica	2022	Coordination meeting with UCAEP to foster collaboration
Costa Rica	2021	Presentation of the Guide to promote employer's action in work-life balance during COVID to AED and the "Care business network"
Costa Rica	2020	Coordination with MTSS, Ministry of Labour in Costa Rica to present the project and identify key support areas for Business network against Child Labour
Costa Rica	2020	Support to Interagency Gender Working Group in Costa Rica with other UN agencies to address gender issues in COVID-19
Costa Rica	2020	Support to Interministerial group to begin discussions on design and implementation on RBC Policies
Costa Rica	2020	Support to Government session on Due Diligence t addressed to all national sectors. https://www.youtube.com/watch?v=dCbO-dzxw8U
Costa Rica	2020	Support to Government session on Responsible Business Conduct international instrument addressed to all national sectors. https://www.youtube.com/watch?v=IAH6wgKJWyA&t=3s
Costa Rica	2020	Follow up on tripartite meeting on Just Transition with Vice minister of Youth and Vice minister of Labour to define following steps
Costa Rica	2020	Meeting with Committee on Sustainable Public Procurement to discuss possible support from the project to improve their influence on business practices
Costa Rica	2021	Meeting with Committee on Sustainable Public Procurement to discuss possible support from the project to improve their influence on business practices
Costa Rica	2021	Training based on the Guide Business for the prevention of child labour in Costa Rica
Costa Rica	2021	Celebration of "world day against child labour" and launching of Business Guide for child labour prevention
Costa Rica	2021	Meeting with Committee on Sustainable Public Procurement and the Interamerican network of government procurement to create synergy and contribute in the national processes to impact the RBC environment in the country
Costa Rica	2021	Meeting with Committee on Sustainable Public Procurement with OECD and OHCHR to explore possibilities of collaboration with the 3 IOs.
Costa Rica	2021	Follow up on tripartite meeting on Just Transition with Climate Change Unit in the Ministry of Environment
Costa Rica	2021	Validation workshops with procurement offices in the public administration and providers for the State about responsible business criteria in public procurement.
Costa Rica	2021	Coordination meeting with the Ministry of Economy, Industries and Commerce of Costa Rica to explain the RBCLAC Project and create a plan for RBC to SME's
Costa Rica	2021	Training process to SME's in Costa Rica on RBC self-guided course in collaboration with Turin training Center
Costa Rica	2021	Technical meeting with the new authorities of UCCAEP to create an action plan to support them in the creation of their Human Rights Policy, and RBC Guidance to the prevention of corruption in the private sector and the future web center on RBC to the private sector in Costa Rica supported by RBCLAC Project.
Costa Rica	2022	National Network Against Child Labour / Red de Empresas Contra el Trabajo Infantil training
Costa Rica	2022	Launch of the Sustainable Public Procurement Guidelines, in alliance with the Ministry of Treasury, Ministry of Labour, Ministry of Economy, Industry and Commerce and Ministry of Environment
Costa Rica	2022	Launch of the RBC SMEs Guideline in alliance with the Ministry of Economy, Industry and Commerce
Costa Rica	2022	Coordination meeting with ACTEMP, UCCAEP and Jorge Calderon (consultant) Anticorruption index
Costa Rica	2022	Coordination meeting with Lourdes Xirinachs ILO and Goretti D (consultant) Child Labour Regional Initiative.

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Dominican Republic	2021	Coordination meeting with the DR Gender Parity Initiative about the tool for businesses on work-family balance
Ecuador	2020	Planning and coordination meeting for ILO RBCLAC 2021 activities in Ecuador with the Chamber of Small Industry of Guayas (CAPIG)
Ecuador	2020	Meeting with officials of the government of Ecuador and the European Union to officially present the RBCLAC project.
Ecuador	2020	Coordination meeting with the Ecuadorian government to discuss about the RBCLAC ILO's component in the country. ILO presented its activities in Ecuador. and the sector to be prioritize was discussed with the government.
Ecuador	2020	Coordination meeting with the government of Ecuador in order to deepen the possibilities of work regarding the ILO component in the framework of the implementation in Ecuador of the RBCLAC Project.
Ecuador	2020	Coordination meeting with the government of Ecuador (Ministry of Commerce, Industry and Tourism and Chancellery) in order to decide the activities of the ILO component of the RBCLAC Project
Ecuador	2020	Coordination meeting with The Ministry of Production in order to discuss the activities of the SMEs course
Ecuador	2020	Coordination meeting with the government of Ecuador (Chancellery) in order to discuss the activities of the SMEs course
Ecuador	2020	Official launch of the process of the elaboration of the National Action Plan on Business and Human Rights by the Foreign Minister of Ecuador, Luis Gallegos Chiriboga
Ecuador	2021	Coordination meeting with the Ministry of External Relations and Human Mobility regarding the NAP
Ecuador	2021	Coordination meeting with Ecuadorian government entities regarding the NAP
Ecuador	2021	Coordination meeting with the Chambers of Industries of Guayaquil and Quito for an upcoming training
Ecuador	2021	1st Inter-institutional (state) round-table for the preparation of the NAP on Business and Human Rights in Ecuador
Ecuador	2021	Coordination meeting with the Ministry of Labor to carry out an upcoming training on business and human rights within the framework of the National Plan of Action on Business and Human Rights
Ecuador	2021	1st Multi-Stakeholder roundtable of the National Action Plan on BHR
Ecuador	2021	Coordination meeting with the Ministry of Labour and Sustentia for the training of government officials in the framework of the NAP
Ecuador	2021	Technical meeting with the EU Delegation about the outcomes of the RBCLAC Project and a future second phase
Ecuador	2021	2nd Inter-institutional (state) round-table for the preparation of the NAP on Business and Human Rights in Ecuador
Ecuador	2021	Coordination meeting with the Chambers of Industries of Guayaquil and Quito for an upcoming training
Ecuador	2021	2nd Multi-Stakeholder roundtable of the National Action Plan on BHR
Ecuador	2021	Seminar: The implementation of ILO Convention 190 on the Elimination of Violence and Harassment in the World of Work: achievements and challenges in the Region by the Ministry of External Relations and Human Mobility
Ecuador	2021	Inter-institutional coordination meeting for the preparation of the NAP on Business and Human Rights in Ecuador
Ecuador	2021	Coordination meeting with the EU in Brussels. Geneva and Delegation in Ecuador regarding the project activities in the country
Ecuador	2021	Seminar with businesses in the framework of the National Action Plan on Business and Human Rights
Ecuador	2021	Seminar with CSOs in the framework of the National Action Plan on Business and Human Rights
Ecuador	2022	Training for representatives of the Chambers of Industries of Ecuador about Responsible Business Conduct and Human Rights
Ecuador	2022	Coordination meeting with Ministry of Employment and External Relations to discuss an upcoming training aimed at government officials related to the labour dimension of RBC in the context of the NAP elaboration process
Ecuador	2022	Official meeting with the new Director of Human Rightht withing the Ecuadorian Ministry of External Relations and Mobility to foster collaboration on ILO actions to support the elaboration process of the NAP on BHR
Ecuador	2022	Training about the labour dimension of RBC aimed at government officials of the Ecuadorian National Action Plan on BHR Multistakeholder Roundtable in the context of the elaboration process of the NAP
Ecuador	2022	Coordination meeting about an upcoming workshop to exchange experiences from the employers' perspective within the elaboration process of a BHR Nap (Peru - Ecuador)
Ecuador	2022	Bilateral meeting on RBC and the elaboration of NAPs between employers from Ecuador and Peru
Ecuador	2020	

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Ecuador	2020	Tripartite meeting to review the implementation of activities in Ecuador, within the framework of the ILO Component of the RBCLAC Project
Ecuador	2020	
Ecuador	2020	Operational meeting with Ecuadorian government to articulate the call for the 2 programs offered by the ILO
Ecuador	2020	
Ecuador	2020	Coordination meeting with the Ministry of External Relations and Human Mobility and its Communication Directorate to discuss the upcoming steps for the training for SMEs.
Ecuador	2020	ILO Training Module for SMEs and other companies on International labour standards in global supply chains: How to meet them to be more competitive and sustainable (Group 1). In coordination with the Ministry of External Relations and Human Mobility and Ministry of Production.
Ecuador	2020	ILO Training Module for SMEs and other companies on International labour standards in global supply chains: How to meet them to be more competitive and sustainable (Group 2). In coordination with the Ministry of Labour and the Ministry of External Relations and Human Mobility.
Ecuador	2020	Coordination meeting with the Ministry of External Relations and Human Mobility and The Ministry of Agriculture to discuss the upcoming steps for the training for SMEs.
Ecuador	2020	ILO Training Module for SMEs and other companies on International labour standards in global supply chains: How to meet them to be more competitive and sustainable (Group 3). In coordination with the Ministry of Agriculture and the Ministry of External Relations and Human Mobility.
Ecuador	2021	Coordination meeting with Ecuadorian Chamber of Industries and ACTEMP regarding the RBCLAC activities in the country for 2021
Ecuador	2021	Coordination meeting with the Ministry of External Relations and Human Mobility and The Secretariat of Productive Development of the Municipality of Quito regarding possible 2021 activities in the country
Ecuador	2021	Trainers of Trainers: SCORE Methodology
Ecuador	2022	Presentation event of the results of the ILO/SCORE Programme 1st Phase in Ecuador
Ecuador	2022	Presentation event of the ILO/SCORE Programme 2nd Phase in Ecuador
México	2019	This training was agreed upon with Mexico's biggest Employers Organizations CONCAMIN and COPARMEX. The intention was to prepare businesses specifically from the region of Chihuahua in Business and Human Rights general topics. The activity was coordinated with COPARMEX Chihuahua, ACTEMP and Labor Competitiveness Committee of Ciudad Juarez. The activity took place in a Hotel Lounge from 9 to 14:30, it began with a presentation of the RBCLAC project followed by a 3 hour training covering: main international guiding instruments in Business and Human Rights, guidelines in developing a Business and Human Rights strategy and sharing of good practices in the topic. Participants were asked to fill an online evaluation form after the training. All aspects for the training were considered Good or Very Good. The most relevant aspect to improve is the previous communication related to the sharing of logistical details (67% rated it as Very Good, 33% as Good). 78% of participants evaluated the facilitator, the usefulness of the contents and the event in general as "Very Good", 22% as Good. More than 88% considered the food and location as "Very Good". As general conclusion, from the great assistance rate it can be deduced that there is great interest for the RBC topic in the business sector. Collaboration with Employers Organization is vital to accomplish the assistance of the target audience. Basic event information should be sent with more anticipation. There is an opportunity to develop a big scale and long term offer for Employers Organization's in Mexico to promote RBC management.
México	2020	Workshop addressed to companies on Due Diligence as part of the Business and Human Rights Initiative, jointly organized by Global Compact, OECD and OHCHR
Mexico	2020	Support to Global Compact webinar on Health and Safety measures during COVID 19
Mexico	2020	TOT for Employers organizations on the management of the labour self assessment tool
Mexico	2020	Workshop addressed to companies on Stakeholder Engagement as part of the Business and Human Rights Initiative, jointly organized by Global Compact, OECD and OHCHR
Mexico	2020	Workshop addressed to companies on Impact Evaluation as part of the Business and Human Rights Initiative, jointly organized by Global Compact, OECD and OHCHR
Mexico	2020	Collaboration with UNICEF México on Work-Life balance for parents during COVID 19 crisis.
Mexico	2020	Meeting to define next actions with employers in north of México.
Mexico	2020	Facilitate participation of a person from Desarrollo Laboral a business organization in México in the one weeks' course "International labour standards and corporate social responsibility: the labour dimension of human rights due diligence" dictated by the International Learning Centre funded by ILO.
Mexico	2021	Participation in meeting and sessions organized by AEROMEXICO as head of the "decent work" working group organized by Global Compact
Mexico	2021	Coordination meetings with CONCAMIN to define approach on the 2030 agenda from the RBC perspective

Country:	Year	Narrative description of the subject of the event
Mexico	2021	Coordination meeting with the Ministry of the Interior to create collaboration among their Human rights plan and the RBC project specialized on the Labour Dimension of RBC. Also, to create an action plan.
Mexico	2021	Coordination workshop to create the ToR's to conduct the study on Mexican normative about RBC and human rights to strengthen the Government strategy on Business and Human Rights.
Mexico	2021	Workshop with enterprises representatives members of the Practice Community on Business and Human Rights to teach how to create a business and human rights policy.
Mexico	2022	Technical meeting with PetStar as part of the Community of Practice organized by Global Compact
Panama	2020	3 day training coordinated with CONEP (Panama's main business organization) developed for Human Resources Specialists on practices to prevent and manage discrimination. 3 guides previously developed by ILO were given to every participant to ensure application of learnings. The Ministry of Labour was present and gave the opening remarks. The event received great media coverage.
Panama	2020	Coordination meeting with CONEP to discuss about the project and the activities regarding the NAP on businesses and human rights of Panama
Panama	2020	Support to OHCHR session with private sector on business actions during COVID 19
Panama	2020	10h training course for business advisors on implementation of good practices in coordination with CONEP
Panama	2021	Participation in meeting and sessions organized by SUMARSE as head of the "alliance for youth" working group organized by Nestlé
Panama	2019	Facilitate participation of a person from the Ministry of Labour from Panamá in the one weeks' course "International labour standards and corporate social responsibility: the labour dimension of human rights due diligence" dictated by the International Learning Centre funded by ILO.
Panama	2020	Coordination with Commerce and Industry Ministry (MICI) to discuss about the project and the activities regarding the NAP on businesses and human rights of Panama
Panama	2020	Working meeting with directives from Ministry of Labour to review the NAP proposal and the actions assigned to MITRADEL.
Panama	2020	Working meeting with directive on Gender from MITRADEL to discuss potential joint initiatives to tackle COVID impact on working women from RBC perspective
Panama	2020	Working meeting with directive on Child Labour from MITRADEL to discuss potential joint initiatives to tackle Child Labour during and post crisis through RBC.
Panama	2021	Follow up meeting with directive on Gender from MITRADEL to discuss potential joint initiatives to tackle COVID impact on working women from RBC perspective
Panama	2021	Follow up meeting with directive on Gender from MITRADEL and UNDPs officials to discuss potential joint initiatives to tackle COVID impact on working women from RBC perspective
Panama	2021	Coordination meeting with Ministry of labour to develop the ToR to evaluate "Yo Si Cumpló" programme, which is a tool to bring public recognition to companies that respect Human rights and International Labour Standards in Panamá
Panama	2021	Technical meeting with the Ministry of Labour and Private sector, CONEP, to analyze the possibilities to reactivate the national network against Child Labour in Panamá.
Panama	2021	Media Campaign Launched to enhance reconciliation work and family life during Covid-19 in Panama
Panama	2021	Workshop with CONEP to coordinate and strengthen their skills for implementing the WED study in Panamá.
Panama	2021	Public event to present the agreement among the Ministry of Labour (MITRADEL) and the National Council of Private Sector of Panamá (CONEP) to establish the National Network against Child Labour in Panamá
Panama	2022	National Network Against Child Labour / Red de Empresas Contra el Trabajo Infantil training
Panama	2022	Coordination with the Ministry of Labor and CoNEP on actions for a campaign on child labor, within the framework of the Network of companies against child labor.
Panama	2022	Launch National Network Against Child Labour in Panamá/ Red de Empresas Contra el Trabajo Infantil, Panamá. Public event with the Ministry of Labour (MITRADEL) and the National Council of Private Sector of Panamá (CONEP).
Panama	2022	Coordination meeting with Ministry of Labour Panamá to re-schedule the delivery products of the evaluation of "Yo Si Cumpló" programme, which is a tool to bring public recognition to companies that respect Human rights and International Labour Standards in Panamá
Panama	2022	Technical meeting to organize the launch of WED study in Panamá. Meeting between ACT-EMP Randall Arias, RBCLAC Nat. Coordinator María Fernanda P and CoNEP Rep. Analisa Montenegro.
Panama	2022	Coordination meeting with the Ministry of Labour Panamá, MITRADEL and the chamber of employers, CoNEP and the consultant Goretta Dañobeitia to organize the following steps of the National Network Against Child Labour/ Red de Empresas Contra el Trabajo Infantil.
Panama	2022	B&HR training for public servants involved in the implementation of the CSR Policy. ILO presents the MNE Declaration
Panama	2022	Coordination meeting with Lourdes Xirinachs ILO and Jacqueline Candanedo (consultant) Labour Inspection Guidelines with Gender focus.
Panama	2022	Child Labour and Due Diligence Training National Network Against Child Labour Panama

Country:	Year	Narrative description of the subject of the event
Panama	2022	Coordination meeting with ACTEMP, CONEP and Gorette D National Network Against Child Labour Panama
Panama	2022	Coordination meeting with Ministry of Labour Panamá to re-schedule the delivery products of the evaluation of "Yo Sí Cumpló" programme, which is a tool to bring public recognition to companies that respect Human rights and International Labour Standards in Panamá
Panama	2022	Best practices exchange National Network Against Child Labour Panama
Panama	2022	Coordination meeting with OECD, OHCHR and Panama public servants involved in the implementation of the CSR National Policy for discussing next steps and synergies.
Panama	2022	Technical meeting with BDS consultants to organize final steps on the Yo Sí Cumpló Evaluation
Panama	2022	Technical meeting to discuss the Child Labour category as part of Yo Sí Cumpló certification. MITRADEL, CONEP and Gorette D
Peru	2020	Meeting with Minera Hoeschild to discuss about the project and the component of illegal mining within the NAP on businesses and human rights of Peru
Peru	2020	Coordination meeting with Global Compact Peru, CONFIEP and EU to discuss about the project and the activities regarding the NAP on businesses and human rights of Peru
Peru	2020	Coordination meeting with Sociedad Nacional de Industrias of Peru to discuss about the project and the activities of the NAP on businesses and human rights of Peru
Peru	2020	Coordination meeting with the Lima Chamber of Commerce, in order to discuss the responsible business conduct component within the NAP on businesses and human rights of Peru
Peru	2020	Coordination meeting with CONFIEP in order to discuss how to make visible more the role of enterprises and their good practices within the NAP on businesses and human rights of Peru
Peru	2020	Meeting with the EU in Lima to promote the project among the diplomatic corps in Lima.
Peru	2020	Coordination meeting with the Spanish Chamber of Commerce, CONFIEP, EU and RESPONDE to discuss about the RBLAC Project and the NAP on businesses and human rights of Peru.
Peru	2020	Coordination meeting to discuss a possible collaboration with the Nordic Chamber of Commerce in Peru
Peru	2020	Coordination meeting with the Sociedad Nacional de Industrias to discuss about the NAP on businesses and human rights of Peru
Peru	2020	Coordination meeting with CONFIEP to discuss the following points: key messages developed around human rights and businesses for the NAP on businesses and human rights of Peru. Assemble these messages in a scalable, recreational and scalable tool.
Peru	2020	Coordination meeting with CONFIEP to discuss about the work plan for the 2020 year
Peru	2020	Coordination meeting with the EU Delegation in Lima about the development of the NAP on businesses and Human Rights, and the involvement of employer's organizations on the process
Peru	2020	Coordination meeting with Camara de Comercio de España to discuss about carrying out work with SMEs.
Peru	2020	Webinar: Key messages of the international instruments on responsible business conduct: challenges and opportunities for their implementation in Peru. Organized by CONFIEP and ILO.
Peru	2020	Coordination meeting with Global Compact and CONFIEP to discuss upcoming events
Peru	2020	Webinar on the National Framework on Human Rights and Business of Peru. Organized by Global Compact Peru and CONFIEP.
Peru	2020	Coordination meeting with CONFIEP and the ILO Department of Employers (ACTEMP) to discuss about the activity regarding the communication campaign aimed at Peruvian SMEs
Peru	2020	Meeting to present the ILO COVID-19 tool for the mining sector to the National Society of Mining and Petroleum of Peru within the framework of the preparation of the NAP
Peru	2020	Coordination meeting with the National Mining and Petroleum Society regarding the preparation of the NAP
Peru	2020	Training sessions for SMEs and Chambers of Commerce to strengthen knowledge around the relationship between Business and Human Rights, as well as on Responsible Business Conduct, with the aim of organizing the Network of Trade Unions and Regional Chambers of Commerce SMEs.
Peru	2020	Conference: Human Rights linked to the development of the company organized by the Chamber of Commerce and Production of Cajamarca
Peru	2021	Work meeting with CONFIEP to decide on the 2021 RBCLAC/CONFIEP actions
Peru	2021	Coordination meeting with CONFIEP regarding upcoming joint activities and possible MOU
Peru	2021	Coordination meeting with CONFIEP regarding the actions to come within the framework of the NAP
Peru	2021	Presentation to the RBCLAC Project of the document: "Business Proposal for the National Action Plan on Business and Human Rights" elaborated by CONFIEP
Peru	2021	Coordination meeting with the Peruvian Institute of Business and Human Rights to address future training activities on the subject of RBC in the country
Peru	2021	Coordination meeting with the Spanish Chamber of Commerce to carry out actions regarding family-work conciliation matters
Peru	2021	Coordination meeting with CONFIEP and Spanish Chamber of Commerce in Peru about the joint work related to the work-family conciliation issue

Country:	Year	Narrative description of the subject of the event
Peru	2021	Virtual Conference on Responsible Business Conduct organized by the Peruvian Institute of Businesses and Human Rights
Peru	2021	Introductory session with the Spanish Chamber of Commerce in Peru about an upcoming training on business and productivity with a gender focus
Peru	2021	Technical meeting with the SNMPE about the project actions in the country
Peru	2021	Training aimed at Human Rights Committees of regional chambers of commerce of Peru
Peru	2021	Training aimed at Peruvian companies: Business productivity through the promotion of the well-being of working people with a gender focus
Peru	2022	Working meeting with AVON to foster collaboration in 2022
Peru	2022	Preparation meeting for the 1st Trade and Economic Forum, organized by the EU Delegation in Peru in the context of the 10th anniversary of the FTA
Peru	2022	Session about Decent Work and its relation with Trade and Commerce during the 1st Trade and Economic Forum, organized by the EU Delegation in Peru in the context of the 10th anniversary of the FTA
Peru	2022	Working meeting with Global Compact new representative in Peru to foster collaboration
Peru	2019	Activity organized by the Ministry of Justice for trade union leaders on the central aspects of the relationship between business and human rights, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on Multinational Enterprises. The activity seeks to raise awareness on the process of formulation and approval of the National Plan of Action on Business and Human Rights in Peru.
Peru	2020	Coordination meeting with workers' organizations and the Ministry of Justice and Human Rights regarding the issues regarding the NAP and the upcoming workshops
Peru	2020	Workshop: Managing the link between the UN Guiding Principles on Business and Human Rights and the rights of workers. Aimed at Trade Unions, within the framework of the development of the Business and Human Rights NAP
Peru	2020	Workshop: Managing the link between the UN Guiding Principles on Business and Human Rights and the rights of workers. Aimed at Trade Unions, within the framework of the development of the Business and Human Rights NAP
Peru	2022	Training session on the benefits that corporate responsibility brings to workers and the increase in their productivity within the framework of the implementation of the NAP on Business and Human Rights.
Peru	2019	What can we learn from the European experience with NAP of Business and Human Rights. Activity organized by the Ministry of Justice with ILO support. The focus is the experience of design and development of National Action Plans in European countries and challenges for Latinamerican countries
Peru	2020	Labour Rights Event of Working Mothers in the COVID -19 context organized by the Ministry of Labor of Peru
Peru	2020	Webinar about Informality and Human Rights: tracing routes for a common agenda organized by the Institute of Democracy and Human Rights of the Catholic University of Peru
Peru	2020	Coordination meeting with UNDP regarding the topic of EQUIPARES, Companies for Equality, within the framework of the global alliance of ILO and UNDP
Peru	2020	Coordination meeting with the Ministry of Justice and Human Rights regarding the National Plan of Action for Business and Human Rights
Peru	2020	Conversation "Businesses and Human Rights: safety and health at work", organized by the Center for Studies in Justice and Human Rights and the General Directorate of Human Rights of the MINJUSDH, to reflect on the importance of the fundamental right of workers to safety and occupational health, to prevent damage to physical and mental integrity, as a consequence of accidents and occupational diseases, within the framework of the National Action Plan for Business and Human Rights of Peru
Peru	2020	Meeting with Peru 2021, the Spanish Chamber of Commerce and the EU Mission in Lima. The role of Peru 2021 in the elaboration of the NAP in Peru was discussed.
Peru	2020	Open Dialogue on Older Adults and their access to work and pension, within the framework of the National Action Plan for Business and Human Rights of Peru.
Peru	2020	Coordination meeting with Ministry of Justice and Human Rights of Peru and OHCHR to discuss about the upcoming events within the framework of the NAP on businesses and human rights of Peru
Peru	2020	Presentation of the RBCLAC project to the new Ministry of Justice and Human Rights of Peru, Mr. Fernando Castañeda, in order to discuss about the activities to come within the framework of the NAP on businesses and human rights of Peru
Peru	2020	Discussion "Good practices in human rights in the business sector", in order to strengthen a social dialogue that allows all the actors participating in the process of preparing the National Plan of Action on Business and Human Rights, to learn about important aspects such as good human rights practices promoted by the business sector.
Peru	2020	Meeting with the Ministry of Justice and Human Rights to resume talks on the National Plan of Action for Business and Human Rights

Country:	Year	Narrative description of the subject of the event
Peru	2020	Coordination meeting with EU Delegation in Lima to discuss about the actions to take regarding the NAP
Peru	2020	Coordination meeting with Ministry of Justice and Human Rights to coordinate next steps of the RBCLAC project activities in the context of the NAP.
Peru	2020	Coordination meeting with Ministry of Justice and Human Rights to coordinate next steps of the NAP on business and human rights.
Peru	2020	Coordination meeting with Lima Chamber of Commerce regarding the NAP.
Peru	2020	Coordination meeting with Ministry of Justice and Human Rights to prepare the first virtual session of the Multi-stakeholder of the NAP on Business and Human Rights
Peru	2020	ILO co-organized with the Ministry of Justice and Human Rights, the first virtual session of the Multi-stakeholder Table of the National Plan of Action on Business and Human Rights. During this meeting, the steps to resume the activities of the Plan were discussed among government, employers, workers, academia, civil society, and international organizations.
Peru	2020	Coordination meeting with the Ministry of Justice and Human Rights to follow up on the activities within the framework of the development of the National Plan of Action on Business and Human Rights
Peru	2020	On-line Dialogue: The response to COVID-19 in the National Plan of Action on Business and Human Rights of Peru. Organized by Ministry of Justice and Human Rights and RBCLAC Project.
Peru	2020	Official presentation of the RBCLAC project to the Ministry of Foreign Affairs of Peru.
Peru	2020	1st Working table on labor informality within the framework of the NAP on Business and Human Rights
Peru	2020	Virtual Dialogue: The problem of informality in the National Action Plan on Business and Human Rights
Peru	2020	Gender and Business Webinar: women's rights in the National Action Plan on Business and Human Rights
Peru	2020	2nd Working table on labour informality within the framework of the NAP on Business and Human Rights
Peru	2020	Virtual Dialogue: Rights of Indigenous Peoples in the National Plan of Action on Business and Human Rights
Peru	2020	3rd Working table on labour informality within the framework of the NAP on Business and Human Rights
Peru	2020	Webinar: Protection of human rights defenders in the National Plan of Action on Business and Human Rights, organized by the Ministry of Justice and Human Rights.
Peru	2020	Session of the Multi-stakeholder Table of the National Plan of Action on Business and Human Rights, to present diagnoses and the baseline
Peru	2020	Session of the Multi-stakeholder Table of the National Plan of Action on Business and Human Rights, to present diagnoses and the baseline
Peru	2019	The event, entitled "THE RIGHTS OF PERSONS WITH DISABILITIES AND THE COMPANY" was organized in collaboration with the Direction of Human Rights at the Ministry of
Peru	2019	Seminar on UNGPS, MNE Declaration and NAP in Cajamarca ; participation in the multi-stakeholder roundtable; Open dialogue
Peru	2019	Workshop on the UN Guiding Principles on Business and Human Rights and the process of preparing the National Plan of Action on Business and Human Rights of Peru: the trade union point of view. Organized by Ministry of Justice with the collaboration of ILO
Peru	2021	Presentation of the RBCLAC Project to the Minister of Justice and Human Rights
Peru	2021	Coordination meeting with Ministry of Justice and Human Rights to discuss NAP progress and possible critical points with constituents that need to be addressed
Peru	2021	Multi-stakeholder Table of the National Action Plan on Business and Human Rights
Peru	2021	Roundtable on Human Rights Defenders within the framework of the NAP
Peru	2021	Roundtable on Agriculture within the framework of the NAP
Peru	2021	Roundtable on OECD business survey results in Peru within the framework of the NAP
Peru	2021	Multi-stakeholder Table of the National Action Plan on Business and Human Rights
Peru	2021	Multi-stakeholder table of the National Action Plan on Business and Human Rights
Peru	2021	Multi-stakeholder table of the National Action Plan on Business and Human Rights
Peru	2021	Multi-stakeholder table of the National Action Plan on Business and Human Rights
Peru	2021	Civil Society Platform Working Meeting
Peru	2021	Multi-stakeholder table of the National Action Plan on Business and Human Rights
Peru	2021	Roundtable on Trade Unions within the framework of the NAP
Peru	2021	Multi-stakeholder table of the National Action Plan on Business and Human Rights
Peru	2021	International Forum: BHR Public Policies and the 1st National Action Plan on BHR of Peru

Country:	Year	Narrative description of the subject of the event
Peru	2021	Coordinating meeting with the Minsitry of the Women and Vulnerable Populations in order to carry out actions regarding the work-family conciliation issues in the NAP
Peru	2021	Coordinating meeting with the Minsitry of the Women and Vulnerable Populations in order to carry out actions regarding the work-family conciliation tool
Peru	2021	Coordination meeting with the Ministry of Justice and Human Rights and the RBCLAC Project regarding the follow up actions of the NAP
Peru	2021	Coordination meeting with the Ministry of Justice and Human Rights and the RBCLAC Project regarding the follow up actions of the NAP
Peru	2021	Coordination meeting with the Ministry of Justice and Human Rights and the RBCLAC Project regarding the follow up actions of the NAP
Peru	2021	Official presentation of the RBCLAC Project to the new Minister of Justice and Human Rights
Peru	2021	1st session of the Multi-stakeholder round-table for the implementation of the National Plan of Action on Business and Human Rights (NAP) 2021-2025
Peru	2021	Launch of the implementation process of the National Plan of Action on Business and Human Rights (NAP) 2021-2025
Peru	2021	Seminar on Business productivity through the promotion of the well-being of working people in Peru
Peru	2021	2nd session of the Multi-stakeholder round-table for the implementation of the National Plan of Action on Business and Human Rights (NAP) 2021-2025
Peru	2022	3rd Multi-Stakeholder roundtable for the implementation of the National Action Plan on BHR
Peru	2022	Coordination meetings with UNDP (BHR Project) and the Ministry of Justice and Human Rights to foster collaboration regarding the implementation of the National Decentralization Strategy of the Peruvian NAP on Business and Human Rights
Peru	2022	Coordination meeting with the Ministry of Justice and Human Rights about a possible Focal Point for the ILO's Declaration MNE
Peru	2022	Decentralization Strategy of the Peruvian National Action Plan on Business and Human Rights in the region of Ica
Peru	2022	Decentralization Strategy of the Peruvian National Action Plan on Business and Human Rights in the region of Cusco
Peru	2022	Decentralization Strategy of the Peruvian National Action Plan on Business and Human Rights in the region of Ucayali
Peru	2022	Decentralization Strategy of the Peruvian National Action Plan on Business and Human Rights in the region of Cajamarca
Peru	2022	Decentralization Strategy of the Peruvian National Action Plan on Business and Human Rights in the region of Piura
Regional	2020	Coordination meeting with UNICEF and Global Compact about the upcoming series of webinars regarding family care during the COVID-19 crisis
Regional	2020	Webinar organized between UNICEF, Global Compact and ILO, to discuss with CEOs of Latin America about: Family friendly and work places in time of COVID-19
Regional	2020	Coordination meeting with UNICEF about the upcoming series of webinars regarding family care during the COVID-19 crisis
Regional	2020	Webinar organized between UNICEF, Global Compact and ILO, to discuss with CEOs of Latin America about: Back to work, no back to school. Space for reflection for businesses to share good cases of models of adaptation to this new reality that will come in the coming days until nurseries, garden cribs and schools reopen
Regional	2020	Coordination meeting with Global Compact Colombia, Partners of the Americas and the Ecuadorian government regarding the upcoming online seminar on child labour during the COVID-19 pandemic
Regional	2020	Online seminar "PANDEMIC COVID-19":Challenges for the fight against child labor in Colombia and Ecuador. Event was organized with Global Compact Colombia and EU Delegation in Ecuador
Regional	2020	Business Roundtable: Incorporating and RBC approach in business responses to COVID-19 in Latin America and the Caribbean. Organized by RBCLAC Project and IOE.
Regional	2021	Regional Seminar ILO: Responsible Business Conduct: Business Resilience, and Decent Work: Advances and best practices in the Americas
Regional	2021	Coordination meeting with IOE about possible future jointed actions
Regional	2021	Follow up coordination meeting with IOE about possible future jointed actions
Regional	2021	Launch of the virtual tool for companies: Work-family conciliation in Covid-19 times
Regional	2021	Launch of the virtual tool for companies: Coordination meeting with ChileMujeres for a regional research on gender gap in boards of directors and CEO and the spillover effect.
Regional	2022	Coordination meeting with Sistema B to discuss the possibilities of jointed actions around the law for the recognition of the Collective Benefit and Interest Societies in South America

Country:	Year	Narrative description of the subject of the event
Regional	2022	Coordination meeting with UNICEF LACRO to foster collaboration and jointed actions regarding the conciliation work-family subject in 2022
Regional	2020	Regional 4 week course addressed to selected national union officials. The objective is to facilitate the understanding of the labour issues in the context of RBC and international frameworks and instrument for action. Facilitated by Almudena Gonzalez with invited speakers
Regional	2022	Regional Training: Work-Family Reconciliation in Times of Covid-19: "The Economy of Care and the Reality of Working Women aimed at workers representatives
Regional	2020	Regional course facilitated by the International Training Centre from ILO addressed to selected Government officials. The objective is to facilitate the understanding of the labour issues in the context of RBC and ILO's Tripartite Declaration as a framework for action.
Regional	2020	ITCILO carries out the course: Masterclass series on Investment promotion, sustainable development and recovery
Regional	2020	Regional course addressed to selected Employers and Workers Organizations from 8 countries in order to contribute to addressing the disproportionate impact of the COVID 19 crisis. The course's objective is to create awareness and strengthen the capacity of Employers 'and Workers' Organizations on equal opportunities and treatment in workplaces, specifically on these topics.
Regional	2021	Under the intergovernmental community of practice developed by OHCHR, the ILO conducted a workshop on SMEs and the role of NAPs in advancing the transition towards formalization.
Regional	2021	Regional essay contest on BHR and RBC addressed to under grad and graduate students, as well as academics and university professors.
Regional	2022	Forum: "The Labour Dimension of Due Diligence: A view from Mesoamerica", based on the EU proposal guideline
Regional	2022	Launch Ethos Indicators
Regional	2022	Coordination meeting for preparatory session Employers sector at the B&HR Forum
Regional	2022	RBC virtual training for Employers sector.
COMPONENT II		
Regional	2020	Coordination meeting with the ILO International Training Center regarding the development of on-line courses directed to employer's organizations
Regional	2020	Online course for employers organization on OSH and RBC, including due diligence and the labour dimension of RBC
Regional	2021	Regional Training: Decent Work for Platform Workers: A Sectoral Approach on Social Dialogue, Due Diligence and Collective Bargaining
Regional	2021-2022	Workings meetings to review the development of the Online learning module about ILO's C169
COMPONENT III		
Argentina	2020	Meeting with the Ministry of Labour of Argentina to present the call for proposals to the RBCLAC fund
Argentina	2020	Meeting with the Subsecretary of Human Rights to guide them on the application for the call for proposals of the RBCLAC Fund
Chile	2020	Meeting with the European Union Delegation and the Undersecretary of Human Rights to present and explain the call for proposals for the RBCLAC Fund
Colombia	2021	Accompaniment to FIP event (winning project of the first call of the RBCLAC Fund)
Colombia	2021	Accompaniment to AHK Colombia final event (winning project of the first call of the RBCLAC Fund)
Colombia-Peru	2021	Accompaniment to Danish Institute of Human Rights event (winning project of the second call of the RBCLAC Fund): Exchange of non-judicial state mechanisms of reparation, companies and human rights / Topic: Non-judicial mechanisms of reparation: labor rights and human rights
Costa Rica	2022	Child labour training
Costa Rica	2022	Public presentation of SME Guidelines on RBC
Costa Rica	2022	Public presentation of Public procurement protocol on RBC
Costa Rica	2022	Coordination meeting with UCCAEP Human Rights Policy
Costa Rica	2022	Public presentation of RBC Protocol on Insurance Industries for CR
Costa Rica-Panamá	2021	Training with insurance stakeholders to create knowledge about RBC and international instruments.
Costa Rica-Panamá	2021	Co-creation workshops with insurance stakeholders to create the first RBC sectorial protocol financed by the RBCLAC found
Peru	2022	Accompaniment to Danish Institute of Human Rights event (winning project of the second call of the RBCLAC Fund): final project event in Peru
Regional	2022	Coordination meeting with the Panamanian Ministry of Labour to foster collaboration on the upcoming II Regional Seminar of Businesses and Decent Work to take place in Panama
Regional	2022	Coordination meeting about a session on Business and Gender for the upcoming II Regional Seminar of Businesses and Decent Work for Latin America and the Caribbean

Country:	Year	Narrative description of the subject of the event
Regional	2022	II Regional Seminar on Business and Decent Work for Latin America and the Caribbean
Regional	2020	Training communications session with AHK Colombia and Holland House (winners of the 1st call for proposals of the RBCLAC Fund) before the start of their activities
Regional	2020	Training communications session with Fundación Ideas para la Paz (FIP), winners of the 1st call for proposals of the RBCLAC Fund, before the start of their activities
Regional	2020	Public presentation of the winners of the 1st call for proposals of the RBCLAC Fund in the context of the V Regional Forum on Business and Human Rights for Latin America and the Caribbean
Regional	2020	Working meeting with FIP, (one of the winner organizations from the 1st call for proposals) regarding the update of their project
Regional	2021	Workshop for the start of activities of the RBCLAC Fund 2nd call winners, with the participation of the Ethos Institute and the Danish Institute
Regional	2021	Workshop for the start of activities of the RBCLAC Fund 2nd call winners, with the participation of Alianza por el Desarrollo (AED)
Regional	2021	1st meeting to monitor the progress of the winning projects of the 2nd call of the RBCLAC Fund
Regional	2021	2nd meeting to monitor the progress of the winning projects of the 2nd call of the RBCLAC Fund
Regional	2021	3rd meeting to monitor the progress of the winning projects of the 2nd call of the RBCLAC Fund
Regional	2022	4th meeting to monitor the progress of the winning projects - 2nd call for proposals RBCLAC Fund
Regional	2022	5th meeting to monitor the progress of the winning projects - 2nd call for proposals RBCLAC Fund
Regional	2022	6th meeting to monitor the progress of the winning projects - 2nd call for proposals RBCLAC Fund

Annex 6: Sustainability evaluation matrix

INDICADORES	Criterio CAD-OCDE	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO	EVIDENCIAS / Comentarios
I. Participación de socios y contrapartes y gestión de riesgos					
(1.3) El Proyecto gestiona medidas para garantizar la sostenibilidad así como una estrategia de salida o transición para favorecer la continuidad de sus resultados	Sostenibilidad	<p>Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) Se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos para la sostenibilidad de la intervención</p> <p>b) Se pone en práctica una estrategia de salida para transferir responsabilidades a los socios nacionales</p> <p>c) Se lograron acuerdos (o están en negociación) que revelan el compromiso de los socios con ratificaciones de normativas, adopción de políticas, realización de acciones de formación y/o provisión de recursos financieros o humanos para asegurar la continuidad de los resultados alcanzados</p>	2 - Sostenibilidad media	<p>3. Durante la implementación del Proyecto se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad, se pone en práctica una estrategia de salida y se logran (o están en negociación) acuerdos que revelan el compromiso de los socios nacionales para asegurar la continuidad de los resultados alcanzados (cumple a, b y c)</p> <p>2. Durante la implementación del Proyecto se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad y se pone en práctica una estrategia de salida pero no se logran acuerdos que revelan el compromiso de los socios nacionales para asegurar la continuidad de</p>	<p>Se han organizado foros y sesiones para poder debatir y compartir experiencias, participando actores de los diferentes sectores y de todos los países implicados en el proyecto (Foro Regional en Panamá de Empresa y DDHH, foro de empresas y DDHH en Bogotá...). Los 3 componentes están formulados para poder mejorar las capacidades de los diferentes sectores para mejorar sus prácticas en RBC. Esto en sí mismo es una propuesta de sostenibilidad de mejora de las capacidades y de conocimiento, estableciendo se las funciones en cada</p>

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				<p>los resultados alcanzados (cumple a y b)</p> <p>1. Durante la implementación del Proyecto se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad, pero no se pone en práctica una estrategia de salida y tampoco se logran acuerdos que revelan el compromiso de los socios nacionales para asegurar la continuidad de los resultados alcanzados (cumple a)</p> <p>0. Durante la implementación del Proyecto no se desarrollan las estrategias previstas para contribuir al cumplimiento de los supuestos de la sostenibilidad, no se pone en práctica una estrategia de salida ni se logran acuerdos que revelen el compromiso de los socios nacionales (no cumple a, b ni c)</p>	<p>mandante en cada componente para saber cómo se ha trabajado. Aun así, no se han establecido mecanismos para que se prolongue en el tiempo y se puedan implicar a nuevos actores que participen en los procesos una vez finalice el proyecto (a excepción de algunas capacitaciones).</p>
II. Sostenibilidad institucional					

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(II.2) El Proyecto lleva a cabo acciones dirigidas a incrementar los conocimientos y capacidades de representantes de los mandantes / socios nacionales implementadores	Sostenibilidad	<p>La continuidad de las acciones de formación una vez finalizado el Proyecto, sin depender de proyectos o fondos de otras instituciones, está garantizada por el cumplimiento de los siguientes elementos:</p> <p>a) Los mandantes / socios nacionales incorporan el contenido de la formación recibida como parte de su oferta formativa regular</p> <p>b) Los mandantes / socios nacionales que cuentan con una plataforma virtual, sistema web o sistema informático para brindar formación, han comprometido recursos humanos y financieros para el mantenimiento</p> <p>c) Los mandantes / socios nacionales actualizan el contenido de la plataforma / sistema en consulta / coordinación con la OIT</p> <p>d) El personal formado, como parte de la estrategia de "formación de formadores", se compromete,</p>	2 - Sostenibilidad media	<p>3. Para garantizar la continuidad de las acciones de formación una vez finalizado el Proyecto, se han cumplido al menos 3 de los elementos mencionados (a, b, c o d)</p> <p>2. Para garantizar la continuidad de las acciones de formación una vez finalizado el Proyecto, se han cumplido 2 de los elementos mencionados (a, b, c o d)</p> <p>1. Para garantizar la continuidad de las acciones de formación una vez finalizado el Proyecto, se han cumplido 1 de los elementos mencionados (a, b, c o d)</p> <p>0. No se han cumplido ninguno de los elementos mencionados (a, b, c ni d)</p>	<p>En Panamá, las formaciones están subidas en la plataforma de CONEP para que quien esté interesado pueda completar la formación.</p> <p>Los recursos económicos para poder mantener las formaciones en algunas plataformas es mínimo. Esto ha fomentado que muchos actores implicados hayan decidido mantener las formaciones en sus webs para que puedan realizarlo y esa entidad u organización tenga una promoción sobre sus servicios y sean más conocidos.</p>

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		mediante convenio o acuerdo con la OIT, a replicar lo aprendido con otros profesionales, sin desvirtuar el modelo de intervención, las temáticas, herramientas y metodologías recibidas.			
(II.3) El Proyecto desarrolla capacidades individuales en los representantes de los mandantes / socios nacionales que participan en el Proyecto y esto se traduce en cambios en el desempeño individual que pueden contribuir a consolidar los resultados de la intervención.	Orientación hacia el impacto	<p>El desarrollo de capacidades se refleja en cambios en el desempeño individual</p> <p>a) Se identifican las condiciones bajo las cuales se debe observar el desempeño individual, los estándares que deben cumplirse para que el desempeño se considere aceptable y los instrumentos / herramientas que deben aplicarse (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)</p> <p>b) Se aplican los instrumentos / herramientas para medir el desempeño individual</p> <p>c) Producto de la medición se han detectado mejoras en el desempeño individual</p>	1 - Sostenibilidad baja	<p>3.Se encontró evidencia de que se han producido mejoras en el desempeño individual de quienes recibieron formación del Proyecto</p> <p>2. Se aplican instrumentos / herramientas para medir el desempeño individual de quienes recibieron formación del Proyecto pero no se encontró evidencia de que se han producido mejoras en el desempeño</p> <p>1. Se contempla la medición del desempeño individual de quienes recibieron formación del Proyecto pero no se han aplicado los instrumentos / herramientas</p>	<p>Desde la red de empresas de Panamá se crearon los módulos de capacitación. La fase 3 consiste sobre buenas prácticas a nivel nacional e internacional en materia de trabajo infantil. En Ecuador, mediante las Cámaras, se ha pretendido fomentar el debate de buenas prácticas. Esto ha llegado, en su mayoría, a empresas grandes pero no a las pequeñas. A pesar de que muchos de los actores que han recibido la formación han</p>

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				para medir dicho desempeño 0. No se contempla la medición del desempeño individual de quienes recibieron formación del Proyecto	manifestado una mejora de su desempeño individual, no existen instrumentos o herramientas que permitan medir dicho desempeño. Aun así, se han realizado sesiones grupales para conocer buenas prácticas y compartir experiencias.
(II.4) El Proyecto desarrolla capacidades institucionales funcionales (de organización y gestión) y técnicas en los mandantes / socios nacionales y éstos desarrollan políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento de alcance nacional regional y/o local que pueden contribuir a consolidar los resultados	Orientación hacia el impacto	Los mandantes / socios nacionales desarrollan capacidades institucionales funcionales y técnicas como consecuencia de las acciones del Proyecto a) Los mandantes / socios nacionales desarrollan capacidades institucionales funcionales de organización y gestión: son capacidades transversales no asociadas a un tema o sector en particular, sino al funcionamiento más amplio de la organización (Ver ejemplos en la pestaña "Definiciones-Ejemplos") b) Los mandantes	3 - Sostenibilidad alta	3. Los 3 mandantes desarrollan al menos una capacidad institucional funcional y/o técnica 2. 2 mandantes desarrollan al menos una capacidad institucional funcional y/o técnica 1. 1 mandante desarrolla al menos una capacidad institucional funcional y/o técnica 0. Ningún mandante desarrolla capacidades institucionales funcionales ni técnicas	La CONEP de Panamá ha precisado de ayuda de los mandantes, sobre todo de María Fernanda (OIT) para poder avanzar en el proceso del PNA, sobre todo para establecer líneas de acción. Han permitido apoyar líneas de acción y brindar soporte a los actores para que pudieran continuar en las actividades.

INDICADORES	Criterio CAD-OCDE	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO	EVIDENCIAS / Comentarios
		/ socios nacionales desarrollan capacidades institucionales técnicas: son capacidades específicas asociadas con áreas particulares de especialización y estrechamente relacionadas con un tema o sector en particular (<i>Ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>)			
	Orientación hacia el impacto	Las capacidades institucionales funcionales y técnicas también se han generado a nivel regional y local (por ejemplo, Direcciones Regionales de Trabajo, Federaciones, Cámaras, Asociaciones, gremios, sindicatos)	3 - Sostenibilidad alta	3. Los 3 mandantes desarrollan a nivel regional o local al menos una capacidad institucional funcional y/o técnica 2. 2 mandantes desarrollan a nivel regional o local al menos una capacidad institucional funcional y/o técnica 1. 1 mandante desarrolla a nivel regional o local al menos una capacidad institucional funcional y/o técnica 0. Ningún mandante desarrolla a nivel regional o local capacidades institucionales funcionales ni técnicas	El Proyecto ha contemplado realizar actividad desde capacitación a nivel regional y/o local, trabajando con las oficinas de estos territorios. Aun así, se han establecido diferencias entre entidades que querían trabajar en diferentes niveles (ACTRAV pretendía trabajar más a nivel local, mientras que la OIT predominaba por el trabajo nacional para

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				<p><i>Nota. Si en el indicador II.4.1 el puntaje es "0", automáticamente e en este indicador II.4.2 el puntaje también será "0"</i></p>	llegar a lo local).
	Sostenibilidad	<p>Los mandantes / socios nacionales desarrollan, mejoran, institucionalizan y/o amplían la cobertura (en el período en el que se implementa el Proyecto) políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento, de alcance nacional, regional o local, que pueden contribuir a consolidar los resultados de la intervención</p>	3 - Sostenibilidad alta	<p>3. Los 3 mandantes desarrollan, mejoran, institucionalizan y/o amplían la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento que pueden contribuir a consolidar los resultados de la intervención</p> <p>2. 2 mandantes desarrollan, mejoran, institucionalizan y/o amplían la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento pertinentes que pueden contribuir a consolidar los resultados de la intervención</p> <p>1. 1 mandante</p>	<p>La CONEP de Panamá ha precisado de ayuda de los mandantes, sobre todo de María Fernanda (OIT) para poder avanzar en el proceso del PNA, sobre todo para establecer líneas de acción. En Argentina se ha llevado a cabo una consultoría para establecer esas líneas de base. ACNUDH ha sido quien más ha trabajado el componente 1 de desarrollo del PNA, pero la OIT ha tenido un papel importante en Perú. Se ha requerido gran ayuda para</p>

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				desarrolla, mejora, institucionaliza y/o amplía la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento pertinentes que pueden contribuir a consolidar los resultados de la intervención 0. Ningún mandante desarrolla, mejora, institucionaliza y/o amplía la cobertura de políticas, planes, programas, estrategias, marcos institucionales y/o estructuras de funcionamiento pertinentes que pueden contribuir a consolidar los resultados de la intervención	establecer líneas de acción para llevar a cabo el PNA, y los modelos de abordarlo han sido diferentes. Aun así, ha sido ACNUDH quien más ha participado en el desarrollo del componente 1 salvo en el caso de Perú, que ha predominado la actuación de la OIT
	Sostenibilidad	Se han identificado, con la debida justificación técnica, áreas geográficas, sectores de actividad, niveles de gobierno, organizaciones, donde existen mejores condiciones para	2 - Sostenibilidad media	3 Se han identificado áreas geográficas y/o sectores de actividad donde la intervención podría ser replicada, así como niveles de gobierno y socios nacionales para	La plataforma Yo Respeto de Perú se está replicando en Ecuador y se está intentando en Colombia. En la plataforma de la CONEP

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		<p>que la réplica de la intervención tenga, a priori, más posibilidades de éxito.</p> <p>a) Se han identificado áreas geográficas y/o sectores de actividad donde la intervención podría ser replicada (ver ejemplos en la pestaña "Definiciones-Ejemplos")</p> <p>b) Se han identificado niveles de gobierno y socios nacionales para poder replicar la intervención</p> <p>c) Se han concretado acuerdos o pre acuerdos verbales o escritos con estos socios nacionales para llevar a cabo la réplica de la intervención</p>		<p>poder replicarla y además se han concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (cumple a, b, c)</p> <p>2 Se han identificado áreas geográficas y/o sectores de actividad donde la intervención podría ser replicada, así como niveles de gobierno y socios nacionales para poder replicarla, pero aún no han concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (cumple a y b)</p> <p>1 Se han identificado áreas geográficas y/o sectores de actividad donde la intervención podría ser replicada pero no se han identificado niveles de gobierno y socios nacionales para poder replicarla ni concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (cumple a)</p>	<p>(Panamá) están subidas las capacitaciones elaboradas para que todas las empresas tengan acceso para conocer la normativa nacional e internacional sobre la normativa de radicación.</p> <p>Algunas de las capacitaciones se están replicando en otros países y adaptándose al contexto del país al que se quiere llevar.</p>

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				0 No se han identificado áreas geográficas y/o sectores de actividad donde la intervención podría ser replicada intervención pueda ser replicada, ni niveles de gobierno y socios nacionales para poder replicarla y tampoco se han concretado acuerdos o pre acuerdos con estos socios para llevarla a cabo (no cumple a, b ni c)	
III. Sostenibilidad financiera					
(III.2) Los mandantes han comprometido recursos financieros propios y/o han logrado movilizar recursos financieros de otras fuentes para llevar a cabo las políticas, planes, estrategias y actividades necesarias para consolidar los resultados de la intervención.	Sostenibilidad	<p>Los mandantes han comprometido oficialmente recursos financieros propios y/o provenientes de otras fuentes para dar continuidad a los resultados alcanzados, a través del escalamiento o réplica de los productos/actividades del Proyecto una vez que éste culmine.</p> <p><i>Nota. El compromiso oficial significa que existe una resolución u otro documento oficial</i></p>	1 - Sostenibilidad baja	<p>3. Los 3 mandantes han comprometido oficialmente recursos financieros para dar continuidad a los resultados alcanzados</p> <p>2.2 mandantes han comprometido oficialmente recursos financieros para dar continuidad a los resultados alcanzados</p> <p>1.1 mandante ha comprometido oficialmente recursos financieros para dar continuidad a los resultados</p>	<p>En Ecuador, desde la OIT, se ha hecho una reserva de dinero para apoyar las líneas de base y seguir apoyando durante 3-4 meses, pero una vez finalice, será responsabilidad del Ministerio de Relaciones Exteriores para que continúe. Desde CONEP (Panamá) destinaron parte de su presupuesto al tema de la</p>

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		<i>que explicita el compromiso de la institución; que dicho compromiso está incluido en el Presupuesto Operativo o Anual Institucional futuro de la institución; y/o (en el caso de instituciones del gobierno) que está incluido en el Sistema Integrado de Administración o Información Financiera</i>		alcanzados 0. Ningún mandante ha comprometido oficialmente recursos financieros para dar continuidad a los resultados alcanzados	erradicación del trabajo infantil. Aun así, sin el apoyo del proyecto es difícil que puedan continuar, sobre todo ante la falta de soporte técnico. Muchos de los recursos, a raíz de la pandemia, se destinaron en apoyar problemas que surgieron con esta situación. Aun así, el apoyo económico finaliza una vez el proyecto termine y no todos los actores cuentan con recursos para dar continuidad a las actividades.
IV. Sostenibilidad política					
(IV.1) La promulgación y/o aplicación de la legislación y normativa nacional, los sistemas normativos privados y/o las normas internacionales existentes favorecen o refuerzan la continuidad de los resultados del Proyecto	Coherencia	Los siguientes elementos dan cuenta de la sostenibilidad de la intervención desde el punto de vista normativo: a) Si el Proyecto contempla el <u>desarrollo o integración de las normas</u> , entonces	3 - Sostenibilidad alta	<u>Si el Proyecto contempla el desarrollo o integración de las normas</u> 3 Se promulgaron o ratificaron las leyes o convenios que se tenían previstos	<u>Se elaboró el PNA de Perú, se ha revisado 2 veces el de Chile y una el de Colombia, se está elaborando el de Argentina. Además, se elaboraron guías (Guía de</u>

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		<p>se puede observar que:</p> <p>a1) se realizaron discusiones tripartitas para desarrollar o integrar las normas</p> <p>a2) se elaboró un proyecto o anteproyecto de ley</p> <p>a3) se promulgaron o ratificaron las leyes o convenios que se tenían previstos</p> <p>b) Si el Proyecto contempla la <u>aplicación de las normas</u>, entonces se puede observar que:</p> <p>b1) se elaboró un diagnóstico / estudio sobre la problemática de la no aplicación de las normas así como propuestas para revertir la situación</p> <p>b2) existe algún avance en la aplicación de las normas</p> <p>b3) se están produciendo cambios en la situación práctica de los objetivos de las normas (puede ser las instituciones, las políticas, las condiciones de trabajo; de aplicación general o específicos a determinados grupos</p>		<p>(cumple a3)</p> <p>2. Se elaboró un proyecto o ante proyecto de ley (cumple a2)</p> <p>1. Se realizaron discusiones tripartitas para desarrollar o integrar las normas (cumple a1)</p> <p>0. No se cumplen con ninguno de los elementos mencionados (no cumple a1, a2 ni a3)</p> <p><u>Si el Proyecto contempla la aplicación de las normas</u></p> <p>3 Se están produciendo cambios en la situación práctica de los objetivos de las normas como consecuencia de la aplicación de estas (cumple b3)</p> <p>2. Existe algún avance en la aplicación de las normas (cumple b2)</p> <p>1. Se elaboró un diagnóstico / estudio sobre la problemática de la no aplicación de las normas así como propuestas para revertir la situación (cumple b1)</p> <p>0. No se</p>	<p><u>debida diligencia en materia de CER en Brasil</u>). En Colombia se han realizado <u>líneas de acción para continuar con la revisión del PNA</u></p> <p>e han elaborado guías y líneas de acción para poder continuar con los procesos de revisión o implementación del PNA. Algunos de ellos, como Perú, han podido realizar el PNA y Colombia y Chile han realizado revisiones.</p>

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		<p>económicos) como consecuencia de la aplicación de las mismas</p> <p>c. Si las normas <u>están implícitas en la intervención</u>, entonces se puede observar que:</p> <p>c1) la legislación y normativa nacional (leyes, reglamentos, ordenanzas, decretos) refuerzan el cumplimiento de los resultados de la intervención</p> <p>c2) los sistemas normativos privados (códigos de conducta, normas industriales) refuerzan el cumplimiento de los resultados de la intervención</p> <p>c3) las normas internacionales existentes (como guía para las prácticas o normas nacionales o como base para la promoción) refuerzan el cumplimiento los resultados de la intervención</p>		<p>cumplen con ninguno de los elementos mencionados (no cumple b1, b2 ni b3)</p> <p><u>Si las normas están implícitas en la intervención</u></p> <p>3 El cumplimiento de los resultados de la intervención se refuerza por los 3 elementos mencionados (c1, c2 y c3)</p> <p>2 El cumplimiento de los resultados de la intervención se refuerza por 2 de los 3 elementos mencionados (c1, c2 o c3)</p> <p>1 El cumplimiento de los resultados de la intervención se refuerza por 1 de los 3 elementos mencionados (c1, c2 o c3)</p> <p>0 El cumplimiento de los resultados de la intervención no se refuerza por ninguno de los elementos mencionados (no cumple c1, c2, c3)</p>	

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				NA. Si El Proyecto plantea una intervención sin referencia a las normas (es decir, puntaje "1" o "0" en el indicador IV.1.1)	
(IV.2) Los acuerdos, pactos u otros mecanismos derivados del diálogo social, que apoyan a los interlocutores sociales a cumplir los objetivos Proyecto; y/o el fortalecimiento de los procesos, instituciones y espacios de diálogo social contribuyen a consolidar los resultados del Proyecto	Coherencia	<p>Los siguientes elementos dan cuenta de la sostenibilidad de la intervención desde el punto de vista del diálogo social:</p> <p>a) Si en el Proyecto <u>el diálogo social se contempla como una herramienta que contribuye a la efectividad de la intervención, entonces se puede observar que:</u> a1) existen espacios de diálogo tripartito ad hoc del Proyecto donde se discuten periódicamente los avances y dificultades de la intervención</p> <p>a2) existen acuerdos, pactos u otros mecanismos / herramientas derivadas del diálogo social, que apoyan la realización de actividades y/o la concreción de productos del Proyecto</p> <p>a3) existen espacios institucionalizados</p>	2 - Sostenibilidad media	<p><u>Si el Proyecto contempla el diálogo social como herramienta que contribuye a la efectividad de la intervención</u></p> <p>3 Existen espacios institucionalizados de diálogo tripartito donde se trabajan temas que contribuyen a consolidar los resultados de la intervención (cumple a3)</p> <p>2. Existen acuerdos, pactos u otros mecanismos / herramientas derivadas del diálogo social, que apoyan la realización de actividades y/o la concreción de productos del Proyecto (cumple a2)</p> <p>1. Existen espacios de diálogo tripartito ad hoc del Proyecto donde se discuten periódicamente</p>	<p>En el caso de los sindicatos, la CUT de Perú formó parte en las actividades, pero en otros países no se ha dado esto: en Argentina la Confederación de Trabajadores decidieron que no iban a participar. Se ha destacado el Seminario Regional de Empleo sobre trabajo decente y conducta responsable en Panamá, donde participaron muchos de los actores entrevistados y manifestaron que pudieron hablar con Olga para mostrar su punto de vista del proyecto, así como a los pares de otros países</p>

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		<p>de diálogo tripartito donde se trabajan temas que contribuyen a consolidar los resultados de la intervención.</p> <p>b) Si en el Proyecto la mejora del <u>diálogo social es un resultado de la intervención, entonces se puede observar que:</u></p> <p>b1) existe una participación más activa de las partes en los espacios de diálogo social</p> <p>b2) los acuerdos que se toman en los espacios de diálogo social son más relevantes para consolidar los resultados de la intervención y se realiza seguimiento al cumplimiento de estos acuerdos</p> <p>b3) los espacios de diálogo social promueven la negociación colectiva, la cooperación en el lugar de trabajo, la solución de los conflictos laborales por la vía del diálogo y la concertación u otros aspectos que contribuyen a consolidar los resultados de la intervención</p>	<p></p>	<p>los avances y dificultades de la intervención (cumple a1)</p> <p>0. No se cumplen con ninguno de los elementos mencionados (no cumple a1, a2 ni a3)</p> <p><u>Si en el Proyecto la mejora del diálogo social es un resultado de la intervención, entonces se puede observar que:</u></p> <p>3. Los espacios de diálogo social promueven la negociación colectiva, la cooperación en el lugar de trabajo, la solución de los conflictos laborales por la vía del diálogo y la concertación u otros aspectos que contribuyen a consolidar los resultados de la intervención (cumple b3)</p> <p>2. Los acuerdos que se toman en los espacios de diálogo social son más relevantes para consolidar los resultados de la intervención y se realiza seguimiento al cumplimiento de estos</p>	<p><u>para compartir experiencias.</u></p> <p>Se han creado espacios de diálogo, y los foros regionales han fomentado la interacción entre los diferentes actores. La presencialidad en estos eventos ha sido muy importante para poder conocerse entre todas las naciones y conocer las actividades que han realizado cada una de ellas. Además, se han puesto en contacto con Olga como directora del proyecto y han debatido sobre qué han avanzado y han dado su punto de vista. Aun así, en algunos de estos eventos se ha visto una participación de todos los grupos, ya que los sindicatos manifiestan que no han</p>

INDICADORES	Criterio CAD-OCDE	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO	EVIDENCIAS / Comentarios
				acuerdos (cumple b2) 1. Existe una participación más activa de las partes en los espacios de diálogo social (cumple b1) 0. No se cumplen con ninguno de los elementos mencionados (no cumple b1, b2 ni b3)	sido integrados. Mientras, los representantes de empleadores que participaban en estos foros eran miembros de departamentos jurídicos que no formaban parte del mando que tomaba las decisiones.
	Sostenibilidad	La actuación de la OIT a nivel descentralizado (regional o local) brinda la oportunidad de potenciar el diálogo con otros actores cercanos a los beneficiarios finales (<i>ver ejemplos en la pestaña "Definiciones-Ejemplos"</i>) y permite apoyar la construcción de políticas locales mucho más alineada a las necesidades y problemática de las personas	2 - Sostenibilidad media	3. Se ha potenciado el diálogo social a nivel regional o local y ello ha permitido apoyar la construcción de políticas locales 2. Se ha potenciado el diálogo social a nivel local. 1. Se ha potenciado el diálogo social a nivel regional 0. No se ha potenciado el diálogo social a nivel regional o local.	En Panamá se creó la red de empresas, en Argentina la mesa multiactor, donde se reúnen los diferentes grupos del país para discutir sobre los avances que deben continuar, basándose en las líneas de acción (apoyadas por la OIT).
V. Sostenibilidad de género					
(V.4) El Proyecto incide en la reducción de la desigualdad de las relaciones de poder y participación entre hombres y mujeres dentro del hogar y en la	Orientación hacia el impacto	La intervención del Proyecto: a) elaboró una estrategia de sostenibilidad que permita potenciar los cambios positivos que	1 – Sostenibilidad baja	3 El Proyecto elaboró a), desarrolló capacidades en los términos expresados en b) y promovió políticas/normat	

INDICADORES	Criterio CAD-OCDE	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO	EVIDENCIAS / Comentarios
<p>comunidad; en las acciones de autoprotección; en el incremento de la representación de la mujer en cargos de toma de decisiones en diversas instancias; y en los resultados de las decisiones que estas instancias adoptan en términos de mayor igualdad de género y reducción de brechas</p>		<p>contribuyen a eliminar las desigualdades entre mujeres y hombres, y promover el ejercicio de los derechos de las mujeres</p> <p>b) generó capacidades individuales y colectivas (mecanismos gubernamentales para la promoción de la igualdad de género, organizacionales de las mujeres, etc.) para apoyar el incremento de las oportunidades en el proceso de toma decisión, la igualdad de trato y la garantía de los derechos de las mujeres</p> <p>c) promovió políticas y normativas dirigidas a mejorar la situación de exclusión y discriminación de género.</p>		<p>ivas para mejorar la situación de exclusión y discriminación de género c)</p> <p>2. El Proyecto elaboró a) y desarrolló capacidades en los términos expresados en b)</p> <p>1. El Proyecto elaboró a)</p> <p>0. El Proyecto no realizó ninguna de las acciones mencionadas en los puntos a, b o c.</p>	
	Orientación hacia el impacto	<p>La intervención del Proyecto incide en uno o más de los siguientes aspectos vinculados a la reducción de brechas y empoderamiento de las mujeres:</p> <p>a) La reducción de la desigualdad de las relaciones de poder y participación</p>	<p>1 – Sostenibilidad baja</p>	<p>3 El Proyecto incide en la reducción de brechas y empoderamiento de las mujeres, en más de 2 de los elementos mencionados (a, b, c o d)</p> <p>2. El Proyecto incide en la reducción de brechas y empoderamiento</p>	

INDICADORES	Criterio CAD-OCDE	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO	EVIDENCIAS / Comentarios
		<p>entre hombres y mujeres dentro del hogar y en la comunidad</p> <p>b) El incremento de las acciones de autoprotección: conformación de grupos de apoyo, redes de ayuda mutua.</p> <p>c) El incremento de la representación de la mujer en cargos de toma de decisiones en diversas instancias: parlamentos, juntas directivas de empresas, dirigencia sindical</p> <p>d) Los resultados de las decisiones que estas instancias adoptan en términos de mayor igualdad de género y reducción de brechas en ámbitos de salud, educación, ingresos, empleo y otros.</p>		<p>o de las mujeres, en 2 de los elementos mencionados (a, b, c o d)</p> <p>1. El Proyecto incide en la reducción de brechas y empoderamiento de las mujeres, en 1 de los elementos mencionados(a, b, c o d)</p> <p>0. El Proyecto no incide en la reducción de brechas y empoderamiento de las mujeres (a, b, c ni d)</p>	
VI. Sostenibilidad ambiental					
(VI.1) El Proyecto responde o refleja los resultados previstos de los marcos normativos de la OIT para la sostenibilidad ambiental y el cambio climático	Efectividad	<p>Durante la implementación del Proyecto se cumplen con los siguientes elementos:</p> <p>a) La tecnología utilizada favorece la conservación del ambiente y que no consumirá recursos naturales no renovables o, de ser así, el</p>	2 - Sostenibilidad media	3. Durante la implementación del Proyecto se adoptan acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo	El proyecto fomenta la inclusión de consideraciones ambientales de CER en políticas públicas y programas, especialmente en el segundo componente

INDICADORES	Criterio CAD-OCDE	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO	EVIDENCIAS / Comentarios
		<p>Proyecto aplica medidas para reemplazarlos o para limitar los daños</p> <p>b) Se llevan a cabo acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad</p> <p>c) Se adoptan acciones / medidas de política para integrar las dimensiones ambientales en las intervenciones en materia de empleo productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente</p>		<p>productivo y trabajo decente; y/o para facilitar una transición justa hacia economías y sociedades ambientalmente sostenibles a nivel nacional, sectorial o local, mediante el trabajo decente (cumple c)</p> <p>2. Durante la implementación del Proyecto se llevan a cabo acciones de generación de información y de formación sobre sostenibilidad ambiental, cambio climático y/o pérdida de biodiversidad (cumple b)</p> <p>1. Durante la implementación del Proyecto la tecnología utilizada favorece la conservación del ambiente y que no consumirá recursos naturales no renovables (cumple a)</p> <p>0. Durante la implementación del Proyecto no se cumple ninguno de los elementos mencionados (no cumple a, b ni c)</p>	<p>como se establece en el documento de proyecto, con diferentes actividades como los siguientes ejemplos. El VI Foro Regional ofreció al menos una sesión sobre transición verde justa. El Fondo RELAC ha financiado el proyecto propuesto e implementado o gracias a este fondo, "Gestión y transparencia de aspectos ambientales, sociales y de gobernanza en Chile, Argentina y Brasil", propuesto por el Instituto Ethos de Empresas y Responsabilidad Social. En Chile, durante 2021, el Proyecto también brindó asistencia técnica clave al Ministerio de Energía, para avanzar en su 'Estrategia</p>

INDICADORES	Criterio CAD-OCDE	CRITERIOS DE CUMPLIMIENTO	PUNTAJE ASIGNADO	MÉTRICA DE CUMPLIMIENTO	EVIDENCIAS / Comentarios
					<p>para una Transición Justa', que tiene como objetivo proteger los derechos de los más vulnerables en la descarbonización de la matriz energética. Etc..</p>

Annex 7: Bibliography

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Annex 8: Lessons Learned

[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Working in a country without a project officer present is a great challenge, which can be mitigated if the ILO national office supports the project. However, there are countries where this support is not possible, for different reasons. Sometimes it needs to be clarified among stakeholders.
Context and any related preconditions	The design of the project, including the budget, was intended for 5 countries. However, in the approval process the number of countries rose to 9 without an increase in budget or personnel. The presence of project officials guarantees continuity and security in national processes.
Targeted users /Beneficiaries	RBCLAC project team ILO Constituents/RBCLAC stakeholders
Challenges /negative lessons - Causal factors	To have available funds without enough resource to cover all countries targeted. One of the main challenges has been the project's ability to react to the changing contexts of countries in which it does not have a presence. In addition, the lack of personnel in a country is a disadvantage for taking advantage of windows of opportunity. For example, in Argentina, after the elaboration and approval of a National Action Plan on Business and Human Rights, the government changed and the NAP was refused, then a new NAP elaboration process started with the project support.
Success / Positive Issues - Causal factors	The principal success factor has been that ILO's team has a great capacity and willingness to face challenges and enough creativity to adapt to changing contexts.
ILO Administrative Issues (staff, resources, design, implementation)	



[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Working in person is essential for quality political advocacy and a better understanding of the context.
Context and any related preconditions	It is important to ensure the following conditions: <ul style="list-style-type: none"> - Building strong relationships: Developing strong relationships with key stakeholders, such as government officials, civil society organizations, and community leaders, is crucial for effective political advocacy. This involves meeting with them in person and listening to their perspectives and concerns. - Improving communication: good communication is essential for understanding the political landscape and identifying opportunities for advocacy. Face-to-face meetings and regular updates help to build trust and ensure that stakeholders are kept informed of project progress. - Adapting to local contexts: Each country has its unique political, social, and cultural context, which affects how advocacy should be conducted. Working in person enables project teams to adapt their approach to the local context and better understand the nuances of the political environment. - Building trust and credibility: Working in person helps to build trust and credibility with stakeholders, particularly government officials. This is important for gaining support and securing resources for advocacy activities.
Targeted users /Beneficiaries	RBCLAC project team ILO Constituents/RBCLAC stakeholders
Challenges /negative lessons - Causal factors	For example in Colombia, it took them a while to realize that there was no favourable political environment in which to propose their activities because communication with the Government was challenging.
Success / Positive Issues - Causal factors	The high level of RBCLAC team to adapt and to research new mechanisms and methodology to respond Constituents needs.
ILO Administrative Issues (staff, resources, design, implementation)	



[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Flexibility is key to the project's success. To ensure the project's success, the flexibility should be related to the processes, with clear objectives and parameters to keep team members focused and aligned with the project's goals. This will enable team members to make the most of the project's flexibility to develop innovative solutions to problems and adapt to changing circumstances.
Context and any related preconditions	<ul style="list-style-type: none"> To ensure the project's success, the flexibility should be related to the processes, with clear objectives and parameters to keep team members focused and aligned with the project's goals. This will enable team members to make the most of the project's flexibility to develop innovative solutions to problems and adapt to changing circumstances.
Targeted users /Beneficiaries	ILO Donors Projects or programs designer
Challenges /negative lessons - Causal factors	Lack of clear objectives and parameters can make it challenging for team members to stay focused and aligned on the project goals.
Success / Positive Issues - Causal factors	The flexibility in project design encourages team members to think creatively and come up with innovative solutions to problems. Team members are better able to pivot their approach or adjust their goals based on new information, and they may feel more engaged and invested in the work. Additionally, the flexibility encourages collaboration and teamwork, leading to better communication and stronger relationships.
ILO Administrative Issues (staff, resources, design, implementation)	



[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
<p>Brief description of lessons learned (link to specific action or task)</p>	<p>A more fluid and rapid interaction and relationship is required in order to respond to the needs of the trade union sector, especially at the country level.</p> <p>One must also know how to adapt the project activities with regard to issues in order to facilitate their participation, such as schedules, travel support, longer planning times, etc.</p>
<p>Context and any related preconditions</p>	<p>It is important to ensure the flexibility and support of ACTRAV to work more directly with trade unions</p> <p>The trade union sector is a key player in this context; therefore, it is important to understand the current state of the trade union sector, including its goals, priorities, and challenges.</p>
<p>Targeted users /Beneficiaries</p>	<p>ILO technical teams in the field</p> <p>ACTRAV, Trade Unions Constituents</p>
<p>Challenges /negative lessons - Causal factors</p>	<p>RBCLAC Team has not been able to answer the request of national trade unions within the targeted countries, which has created some disappointments and resistances toward the RBCLAC project.</p> <p>Working and coordinating with Trade Unions requires longer processes, as their decision-making structures are unique and complex. Therefore, projects' donors and other stakeholders need to take these circumstances into consideration and be more open and flexible to avoid exclude or constraint the work don with and by these organizations.</p>
<p>Success / Positive Issues - Causal factors</p>	<p>Developing a global diagnosis of the opportunities for intervention in a local context makes it possible to optimize from the beginning the use and impact of global products in the face of field support needs, where the products have a high degree of complementarity in the face of technical-legal or technical reform processes. capacity building of the ILO's Constituents.</p>
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	



▶ Template 4.1: Lessons Learned



[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Understanding and harnessing the added value of the ILO means understanding tripartism and the value of its Constituents.
Context and any related preconditions	Advocacy work must be done to make it clear that unions are not a civil society organisation, nor an NGO. It cannot be assumed that their role and peculiarities are understandable to institutions, such as Foreign Ministries or other Ministries besides the Ministry of labour, or organisations, even within the framework of the United Nations, that do not regularly work with the trade union sector.
Targeted users / Beneficiaries	ILO, Donors, Other implementing partners of ILO
Challenges /negative lessons - Causal factors	ILO is a complex and unique organisations because of its Tripartite Structure, a complex governance structure, with three different groups of constituents (governments, employers, and workers) who have equal representation and decision-making power. Understanding the role and influence of each group, as well as their interactions with one another, can be challenging to others UN or international organisation that might not understand the importance and scope of the tripartism. Even though, the other partners (OECD and UNHCHR). Despite the fact that the other partner organizations ended up understanding the tripartite structure, even at the end of 4 years of joint work it is difficult for them to understand who these Constituents really are or their level of representation. Not any employer or national union can be considered "Constituent". It is necessary that the awareness work also include more technical and precise explanations that allow partners to understand the way the ILO works.
Success / Positive Issues -Causal factors	ILO is a complex and unique organisation because of its Tripartite Structure, a complex governance structure, with three different groups of constituents (governments, employers, and workers) who have equal representation and decision-making power. Understanding the role and influence of each group, as well as their interactions with one another, can be challenging to others UN or international organisation that might not understand the importance and scope of the tripartism. Even though, the other partners (OECD and UNHCHR). Despite the fact that the other partner organizations ended up understanding the tripartite structure, even at the end of 4 years of joint work it is difficult for them to understand who these Constituents really are or their level of representation. Not any employer or national union can be considered "Constituent". By



▶ Template 4.1: Lessons Learned

understanding and harnessing the added value of tripartism and its constituents, the ILO and its partners can achieve better outcomes for workers, employers, and governments. This can include improvements in working conditions, greater protection of workers' rights, and more sustainable economic growth.

**ILO Administrative
Issues**
(staff, resources,
design,
implementation)



Annex 9: Emerging good practices

[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>The value of the learning on how to work with other Agencies and understand and respect each other's mandates. By respecting each other's mandate and working together, UN agencies are able to leverage their unique expertise and resources in order to have a greater impact and make a positive difference in the world.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Effective communication is essential for collaboration between UN agencies. This includes clear and transparent communication of each agency's mandates, expertise, and resources, as well as open and honest dialogue around potential challenges or conflicts.</p>
Establish a clear cause- effect relationship	<p>Cause: By valuing the learning of how to work with other agencies and understanding and respecting each other's mandates, UN agencies are able to create a collaborative environment that promotes cooperation, trust, and mutual respect.</p> <p>This collaboration between agencies allows them to leverage their unique expertise and resources to achieve a greater impact in addressing complex social and economic challenges faced by the countries in the region. This results in the development of more effective and efficient policies, programs, and services that benefit the communities they serve. In addition, allows UN Agencies to work with other national stakeholders and open new and unexpected windows of opportunity.</p>
Indicate measurable impact and targeted beneficiaries	
Potential for replication and by whom	<p>The RBCLAC project's good practice of valuing the learning of how to work with other agencies and understanding and respecting each other's mandates has great potential for replication by a wide range of organizations, including UN agencies, NGOs, and government agencies. By adopting this approach, organizations can leverage their expertise and resources to have a greater impact on the world's most pressing challenges.</p>



Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)

This good practice is contributing to the “Enabling outcome A: Authoritative knowledge and high-impact partnerships for promoting decent work” of the [ILO P&B 2020-2021](#), and to the Output A.2 and A,4 of [ILO's P&B 2022-23](#)

Other documents or relevant comments



[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>Balance between virtual events and in-person or face-to-face events. In times of need because of the COVID restrictions, virtualisation and digitalisation has been very useful, and remains so in terms of increasing efficiency and avoiding over travelling, reduced travel costs, increased flexibility and smooth and accelerated processes. However, there are important advantages that only real-life events have. In-person meetings can be more effective in building relationships and fostering teamwork because they allow for more personal interactions. In person-meeting are more effective in problem-solving because they allow for a more dynamic exchange of ideas and the opportunity to brainstorm together and are more effective in maintaining focus and attention because there are fewer distractions compared to virtual meetings. The II Regional Seminar on Business and Human Rights has been a good example.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>It is important to note that the applicability and replicability of balancing virtual events and in-person events may depend on several factors, such as the purpose of the event, the type of audience, and the availability of technology. Virtual events are more economical and could have bigger scope however the impact and</p>
Establish a clear cause- effect relationship	<p>Effects: In-person meetings can be more effective: in building relationships and fostering teamwork because they allow for more personal interactions; in problem-solving because they allow for a more dynamic exchange of ideas and the opportunity to brainstorm together, and in maintaining focus and attention because there are fewer distractions compared to virtual meetings.</p>
Indicate measurable impact and targeted beneficiaries	
Potential for replication and by whom	
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	



Other documents or relevant comments

[Title]

Project DC/SYMBOL: RLA/18/04/EUR

Name of Evaluator: Raquel Cabello, Miguel Galbis, Sergio Lopez

Date: 01 February 2023

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>Learning and exchange of experiences among peers. One of the most appreciated activities has been the bimonthly virtual forum promoted by the project among institutions responsible for the NAPs in different countries. Good practices as well as difficulties are presented and discussed. The latter is highly valued; according to a key informant, "You learn more from mistakes than from what you make; if someone encountered a difficulty or an initiative turned out to be fatal, it helps me not to repeat mistakes." In this sense, it would be interesting to draw up a guide on what should not be done, rather than on good practices.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>To ensure the success and replicability of such peer-to-peer exchanges, it is important to provide adequate training and support for facilitators, encourage active participation, and foster an environment of openness and trust among participants. It is also important to recognize that the effectiveness of such forums or sharing opportunities may vary depending on the context and the specific issues being addressed. Therefore, it may be necessary to adapt the format and content of the forums to suit the needs and interests of the participants.</p>
Establish a clear cause- effect relationship	
Indicate measurable impact and targeted beneficiaries	
Potential for replication and by whom	<p>Any project might replicate this kind of forums or peer to peer communications and sharing spaces in any kind of common issues.</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or	<p>This good practice is contributing to the Output 1.3. "Increased institutional capacity of labour administrations" and Output 1.4. "Strengthened social dialogue and labour relations laws, processes and institutions" of the P&B 2020-21; and</p>



ILO's Strategic Programme Framework)

Outcome 5: "Skills and lifelong learning to facilitate access to and transitions in the labour market" of P&B 2022-23.

Other documents or relevant comments