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Independent Thematic Evaluation of the ILO's Work in Post-conflict, Fragile and Disaster-affected Countries: Past, Present and Future

October 2015

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PREFACE

This *Thematic evaluation of ILO's interventions in post-conflict, disaster-affected and fragile states* was prepared by Maurizio Curtarelli, Valentina Patrini, Martina Diep and Vicki Donlevy with Jonathan France, Alice Gallimore, Nuha Mohamed Abdalla, Victoria Pelka of the Policy and Research Division at Ecorys UK.

The Ecorys team conducted studies in eleven countries. Because of their length, the country reports have been placed a separate document that is available on the web using the following link. http://www.ilo.org/global/docs/WCMS_441880/lang--en/index.htm.

I would like to express my appreciation to the Evaluation Advisory Committee and to the Fragile States Evaluation Advisory Group for their valuable inputs and feedback on the report. I am also grateful the Regions, particularly to Africa and to Asia-Pacific, for their financial and technical inputs.

Special recognition should go to all of the Country Offices and to their staffs that participated in the field missions for their outstanding cooperation. Finally, thanks to Craig Russon, ILO Senior Evaluation Officer, who managed the project with me.

Guy Thijs
Director
ILO Evaluation Office

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EXECUTIVE SUMMARY

Since its foundation, the ILO has contributed to state building through social reform, by promoting democratic participation, social dialogue and fundamental rights. In more recent years, it has also highlighted the role of socio-economic programmes and policies in peace building and the recovery of countries involved in conflicts, violent social unrest, natural disasters and other types of crises, such as abrupt financial and economic downturns.

Post-conflict, fragile and disaster-affected countries are characterized by instability, insecurity, poverty and inequality. The lack of employment opportunities and livelihoods, unemployment and underemployment, inequalities and lack of participation can in turn be catalysts for conflict, crises and fragility-aggravated poverty, unemployment and informality, creating a vicious circle leading to even greater fragility. Also, state fragility and the related instability may create “spill-over effects” and thus contribute to the destabilization of neighbouring states and regions.

Nevertheless, ILO experience to date demonstrates that the promotion of employment and decent work in situations of fragility plays a key role in pulling individuals and societies out of crisis, and setting them on a sustainable development path. The decent work concept was formulated at the end of the 1990s by ILO’s constituents and is based on the idea that work is a source of personal dignity, family stability, peace in the community, democracies that deliver for people, and economic growth that expands opportunities for productive jobs and enterprise development. Decent and stable jobs offer crisis-affected people income, freedom, security, dignity, self-esteem, hope, and a stake in the reconciliation and reconstruction of their communities.

For such reasons, ILO has been carrying out several technical and development cooperation interventions in fragile states mostly in cooperation with other United Nations (UN) agencies, as ILO is not generally perceived as a humanitarian agency. Initially, such interventions were carried out within the InFocus Programme on Crisis Response and Reconstruction (IFP/CRISIS). It has, however, recently been replaced by the Fragile States and Disaster Response Group (FSDR) located in the Employment Policy Department, which aims to ensure Office-wide coordination of the ILO’s engagement in post-conflict and post-disaster settings.

Within this context, the ILO’s Evaluation Office commissioned this thematic evaluation of the Organization’s work in a selected number of post-conflict, disaster-affected and fragile states to facilitate institutional learning, strengthen ILO’s action in supporting them and to establish baseline data for future work. The main purposes of the evaluation are to determine what the ILO is doing in fragile states, explore what the perception that ILO is not present has meant for programming, and determine what the ILO should be doing.

The group of 11 countries covered by this evaluation is very heterogeneous, and includes:

- The Central African Republic, the Democratic Republic of the Congo and Liberia (still recovering following the end of conflict);

- Haiti (recovering from a natural disaster);
- Rwanda and Sri Lanka (recovering very fast since the end of conflict and/or the aftermath of a natural disaster);
- Afghanistan, Somalia and South Sudan (still affected by instability and conflict);
- Lebanon (recovering fast from conflict and now facing a humanitarian crisis due to conflict and political instability in the region);
- Nepal (affected by a natural disaster when the evaluation started).

The evidence collected during the evaluation showed that ILO has worked extensively in all of the 11 countries. The work carried out is generally recognized and much appreciated by a large majority of the stakeholders consulted in these countries. The vast majority of ILO's work covered by this evaluation appears to be in line with its mandate and, in general terms, can be classified into two main groups. In the first group, ILO's interventions appear to be implemented as well as those in countries not affected by crisis. In the second group, interventions are implemented as well as in countries not affected by crisis. However, in most of these cases, they appear to be more specific to the post-crisis context or based on a bottom-up approach involving interventions tailored to the local context and to the local needs in order to promote local economic development and the empowerment of local communities.

Among all the types of interventions conducted by ILO in the post-conflict, disaster-affected and fragile countries covered by this evaluation, *upstream* interventions involving training, technical advice and other capacity-building activities, and *downstream* interventions involving just training, appear to be the most common across all the countries, followed by support to livelihoods, which has been carried out in only a few of the countries.

According to the evidence available, ILO's interventions in the post-conflict countries and those affected by disaster have in general produced the expected and desired outcomes and impacts but, in some cases, a number of factors (mostly related to the post-crisis context, such as weakness of institutions or the conflict) have limited the full achievement of the expected results.

In the countries under review, a wide range of different types of beneficiaries at different levels has been targeted including governments and public sector organizations, employers' and workers' organizations, local communities and vulnerable groups.

ILO has often worked closely with other UN agencies in the management of humanitarian crises, in some cases within the UN coordination programme 'Delivery as one', which has enabled the development of synergies and coordination of the work with all of the agencies involved. However, given that, in operational terms, ILO is not a humanitarian agency, it has often played a secondary role in the humanitarian field. This has frequently resulted in: the marginalization of topics related to employment and social dialogue in reconstruction plans; reduction in the amount of funds allocated to the topics covered by the ILO; insufficient involvement of the social partners in setting out strategies and reconstruction plans, recovery and development; and exclusion of ILO from the overall rebuilding process. The Organization could play a much more important role in the humanitarian response, given its specificity and uniqueness in comparison with other UN agencies.

The evaluation has shown that a number of aspects of interventions in the countries covered by this evaluation can be classified as opportunities, threats, strengths and weakness, all of which have been taken into account in drafting the relevant recommendations. One of the main findings of the evaluation is that ILO could play an important role in the continuum of the humanitarian response in cases of crisis related to conflicts or natural disasters. In the immediate aftermath of a crisis, ILO can support livelihoods through the generation of decent and paid employment, whilst simultaneously supporting the strengthening of tripartite constituents, and the empowerment of local communities. It can also contribute to the

drafting of a rebuilding strategy in coordination with other UN agencies on topics related to employment and decent work, in line with its mandate. At a later stage, and with a longer term perspective, the ILO can support the transition to the recovery and development phase, focusing in particular on capacity-building interventions at all levels.

RECOMMENDATIONS:

1. *ILO should develop a **comprehensive and coherent strategy** to intervene in post-conflict, disaster-affected and fragile countries, tailored to the specific socio-economic country context, the type of crisis, early on in the aftermath of the crisis so that the interventions are carried out, and aimed at maximizing efforts and resources, developing synergies between different interventions, and avoiding duplication or repetitions.*
2. *ILO should better **conceptualize and operationalize** the category of ‘post-conflict and disaster-affected and fragile’ countries’ in which to intervene in order to establish a workable definition and a set of indicators to enable the clear identification of countries that fall within this category (and the sub-categories within that category), and the types of interventions more suitable to the specificity of the country.*
3. *ILO should continue and scale up **support to and promotion of data collection and research activities** aimed at advancing knowledge development. Understanding the complexity of the context, the characteristics and type of crisis and the needs of specific target groups are essential for the formulation of specific, tailored solutions that correctly target the beneficiaries and address the specific needs.*
4. *ILO should be able to rely more on a specific **budget for interventions** in post-conflict, disaster-affected and fragile countries in order to design and implement projects that reflect priorities within the overall intervention strategy (as indicated in recommendation 1). It has been reported that the ILO Regular Budget Supplementary Account (RBSA) allows for the allocation of funds in an independent, flexible and fast way and this, or a similar fund, could therefore be suitable for this purpose.*
5. *ILO should foster a **stronger dialogue with donors**, and communicate its mandate and objectives more clearly and precisely in order to ensure the funding of projects that are coherent and aligned to the priorities set for the country, and are agreed with the tripartite constituents.*
6. *ILO should pay particular attention to the **design and planning of interventions**, which should be based on: a good logical framework or theory of change (ToC); realistic, clear and measurable objectives; reliable evidence; and correctly identified beneficiaries. It should also respond and take into account the beneficiaries’ needs, involve them and other stakeholders from the conceptualization phase, as well as embed monitoring and evaluation (M&E) mechanisms, and a set of measurable indicators to assess progress and results. The design of interventions should include sustainability plans and an exit/phasing out strategy to terminate assistance.*
7. *ILO should continue and scale up **capacity-building interventions at all levels**, mainly through technical assistance, technical advice and training activities, as such interventions have proven to be particularly effective in these contexts.*
8. *ILO should reflect on the **duration of interventions**, focusing more on long-term assistance in order to develop more in-depth, comprehensive, properly sequenced and sustained actions, which would be more likely to produce sustainable results and expected changes.*
9. *ILO should exploit all **relevant opportunities for partnerships and synergies** to enhance impact and consolidate resources from different sources. These should include: synergies with the interventions of other UN organizations; cooperation with national institutions and social partners; partnerships*

with nongovernmental organizations (NGOs) when implementing and adapting interventions to local contexts; and information exchange and cooperation with other countries. When implementing joint actions, it is essential to ensure careful coordination of efforts to avoid duplication and promote sustainability.

10. ILO should continue to actively develop and support **social dialogue** to ensure the appropriate identification of labour market needs, the harmonious development and implementation of policies and the strengthening of institutions in the area of employment. In this context, it is essential to continue establishing and developing permanent social dialogue mechanisms, and training and supporting social partners' representatives.
11. ILO should focus much more on **gender equality**, paying particular attention to mainstreaming it in all the project phases and activities, and ensuring that women and girls are properly targeted. Furthermore, sex-disaggregated data collection at project level should be ensured, and women should be better represented in ILO and local project staff.
12. ILO should develop mechanisms for engaging and obtaining the commitment of **high-level stakeholders**, as their involvement is essential in strengthening their capacity and promoting ownership of the interventions, and ensuring sustainability and effective change.
13. ILO should support the **sustainability** of its interventions by adopting progressive approaches that include: related risk assessment and response measures; different country contexts; and sustainability plans from the design stage.
14. ILO should develop a **communication strategy** related to its intervention strategy and its role in support of post-crisis contexts in order to promote its work in post-conflict, disaster-affected and fragile countries, and to build its credibility and reputation.
15. ILO should consider enforcing a **field security and risk management policy** in line with the Malticous Act Insurance Policy (MAIP) in place in other UN agencies in order to reduce risk-adverse behaviour of ILO staff and increase the chances of sourcing staff with the required skills. The Organization's ongoing work with the Centre for Conflict Development Peacebuilding (CCDP) would contribute to this effort.
16. ILO should **reconsider the label of 'fragile states'** given that a number of stakeholders in some of the countries covered by this evaluation were unhappy with the term, and even rejected it on the grounds that it represents a political stigma. Although this terminology can perhaps be used for internal ILO purposes, it should be avoided in any communication with stakeholders, in particular due to the multiplicity of types of fragile contexts. A more appropriate term has been reported to be 'transitional state'.

ABBREVIATIONS

DEVINVEST	Development and Employment Branch
EMPLOYMENT	Employment Policy Department
EVAL	Evaluation Office
FSDR	Fragile States and Disaster Response Group
IFP/CRISIS	InFocus Programme on Crisis Response and Reconstruction
ILO	International Labour Organization
M&E	Monitoring and evaluation
NGO	Nongovernmental organization
PARDEV	Partnerships and Field Support Department
REA	Rapid evidence assessment
ToC	Theory of change
ToR	Terms of reference
UN	United Nations

This report presents the results of a thematic evaluation commissioned by the ILO's Evaluation Office of the organization's work in post-conflict, disaster-affected and fragile states over a ten-year period – from 2004–2013.

Its results are based on the available evidence on ILO's interventions in the countries covered by the evaluation (evaluation reports and other relevant documentation), and also on the information collected through consultation with ILO stakeholders in the countries.

In this section, the background is set out together with a short description of the methodology applied. In the next section, an overview of ILO's interventions in post-conflict and disaster-affected fragile states, including a detailed country analysis, is presented. In particular, the main areas of intervention, the types of interventions and some of the lessons learned and recommendations are illustrated. A final section presents the conclusions and recommendations.

1.1 POLICY CONTEXT

Since its foundation, the ILO has contributed to state building through social reform, by promoting democratic participation, social dialogue and fundamental rights. In more recent years, it has highlighted the role of socio-economic programmes and policies in peace building and recovery of countries involved in conflicts, violent social unrest, natural disasters and other types of crises, such as abrupt financial and economic downturns.

Post-conflict, disaster-affected and fragile countries are characterized by instability, insecurity, poverty and inequality. The lack of employment opportunities and livelihoods, unemployment and underemployment, inequalities and lack of participation can in turn be catalysts for conflict, and conflict, crises and fragility aggravate poverty, unemployment and informality, creating a vicious circle leading to even greater fragility.¹ Also, state fragility and the related instability may create “spill-over effects” and thus contribute to the destabilization of neighbouring states and regions.

ILO's experience to date demonstrates that the promotion of employment and decent work in situations of fragility plays a key role in pulling individuals and societies out of crises and setting them on a sustainable development path. The decent work concept was formulated at the end of the 1990s by ILO's constituents and is based on the idea that work is “a source of personal dignity, family stability, peace in the community, democracies that deliver for people, and economic growth that expands opportunities for productive

¹ ILO: ILO technical cooperation in fragile states. Governing Body, 320th Session, Geneva, Mar 2014, GB/320/POL/9, www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_236057.pdf [accessed 3 December 2015].

jobs and enterprise development”, as reported on the ILO website. Decent and stable jobs offer crisis-affected people income, freedom, security, dignity, self-esteem, hope, and a stake in the reconciliation and reconstruction of their communities.

For such reasons, ILO has been carrying out several technical and development cooperation interventions in fragile states **mostly in cooperation with other United Nations (UN) agencies**, as ILO is not perceived as a humanitarian agency. Initially, such interventions were carried out within the **InFocus Programme on Crisis Response and Reconstruction (IFP/CRISIS)**. It has, however, recently been replaced by the Fragile States and Disaster Response Group (FSDR) located within the **Employment Policy Department (EMPLOYMENT)**, which aims to ensure Office-wide coordination of the ILO's engagement in post-conflict and post-disaster settings.

At present, as indicated in the GB.320/POL/9,² the work of the ILO in fragile and complex situations focuses on:

- **Strengthening labour market governance** through social dialogue by building the capacity of ILO constituents to play an enhanced role in preventing, mitigating, preparing, recovering and monitoring communities and countries affected by fragility and disasters.
- **Promoting employment opportunities and social protection** for women and men within a coherent and comprehensive policy framework for socio-economic reintegration and poverty alleviation of households and communities.
- **Addressing youth in vulnerable employment conditions** to contribute to stabilization and conflict resolution.

As indicated in the GB.320/POL/9 document, since 2004, ILO has implemented 159 projects in fragile states, and the budget allocated to this type of project has expanded nearly ten-fold since then.

It is important to point out that, in line with the decent work approach, the ILO's projects in fragile states addresses gender-specific security needs, as women are seen as driving forces in post-conflict recovery and their inclusion in state-building activities provides the foundation for inclusive development strategies.

In conclusion, it is worth mentioning that there is no agreed definition of “fragile state”, and as indicated in GB.320/POL/9, “fragility not necessarily defines a category of States; it can also refer to pockets of fragility within or across borders”.

1.2 PURPOSE AND SCOPE OF THE ASSIGNMENT

Within this context, the ILO's Evaluation Office commissioned this thematic evaluation of the Organization's work in a selected number of post-conflict, disaster-affected and fragile states to facilitate institutional learning, strengthen ILO's action in supporting them and to establish baseline data for future work. The main clients of the evaluation, as indicated in the terms of reference (ToR), are ILO's management, e.g. Evaluation Advisory Committee, the regions, the Partnerships and Field Support Department (PAR-DEV), etc., and its constituents.

The main purposes of the evaluation are as follows:

1. to determine what the ILO is doing in fragile states;
2. as far as possible, to explore what “not being present” has meant for programming (counter-factual);
3. to determine what the ILO should be doing in fragile states.

More specifically, as indicated in the ToR, the thematic evaluation focuses on the relevance of the programme to beneficiaries' needs, the programme's efficiency and effectiveness, the impact of the results

² Ibid.

and the potential for sustainability. For these reasons, this evaluation aimed to answer the following research questions in relation to the criteria indicated below.

Relevance

- Are the ILO's activities in-line with its mandate as expressed in the Strategic Policy Framework (SPF) objectives and the Programme and Budget (P&B) outcomes?
- Are the ILO's technical cooperation (TC) and Regular Budget Supplementary Account (RBSA)-funded activities relevant to decent work country programmes (DWCPs) and/or strategies in their respective countries?
- Are the ILO's TC and RBSA-funded activities relevant to the needs of constituents and other stakeholders in fragile states?
- Are the ILO's activities aligned with international and national development frameworks?
- What is the ILO's organizational interest in positioning itself as a proactive participant undertaking direct technical services in this field?

Efficiency

- What is the ILO's comparative advantage in the response continuum (rescue, relief, reconstruction and development) in relation to other UN organizations, nongovernmental organizations (NGOs) and consulting firms?
- How should the ILO position itself in relation to other UN organizations, NGOs and consulting firms?
- What value can the ILO add to the work of UN organizations, NGOs and consulting firms?
- Effectiveness (rules of engagement)
- What has the ILO done and to what extent was it different than business as usual? What should it do?
- What challenges/limitations did the ILO interventions face in fragile/conflict-affected countries?
- What is the ILO's ability for a rapid targeted response in fragile countries?
- How did the ILO incorporate institution/capacity building and how effective was it in building trusting partnerships and advancing ILO's work in fragile contexts?
- Has the ILO been effective in promoting the integration of international labour standards (ILS) in national labour laws and related legislation in post-conflict situations?

Impact

- What is the optimal scale of ILO interventions (TC projects, RBSA-funded activities) in fragile states?
- What was the effect of the ILO's interventions in fragile states on the capacity of ILO's resources (is it operating with the same resources)?

Sustainability

- How can the ILO leverage resources for its interventions?
- What does ILO leave behind in terms of lasting impact?
- What has been learned from the significant portfolio in post-crises responses of the last 5–10 years?
- Will the ILO remain only as an advocate for decent work policies in humanitarian, crisis situations?

The countries covered by this thematic evaluation are as follows.

Table 1. Regions and countries covered by the evaluation

Africa	Central Africa Republic
	Democratic Republic of Congo
	Liberia
	Rwanda
	Somalia
	South Sudan
Asia	Afghanistan
	Nepal
	Sri Lanka
Latin America/Caribbean	Haiti
Middle East/Arab States	Lebanon

All these countries are post-conflict or disaster-affected countries, and seven of them are part of the g7+ network, which includes countries identifying themselves as fragile states: Afghanistan, the Central African Republic, the Democratic Republic of the Congo, Haiti, Liberia, Somalia and South Sudan.³

The overall group of countries covered by this evaluation is, however, very heterogeneous, as it includes countries that have been recovering rapidly since the end of the conflict or the aftermath of a natural disaster (Rwanda, Sri Lanka), countries that are currently still affected by instability and conflict (Afghanistan, Somalia, South Sudan), and countries that were affected by a new natural disaster when the evaluation started (Nepal). The Central African Republic, Haiti, Liberia, Rwanda and South Sudan do not have an ILO country office.

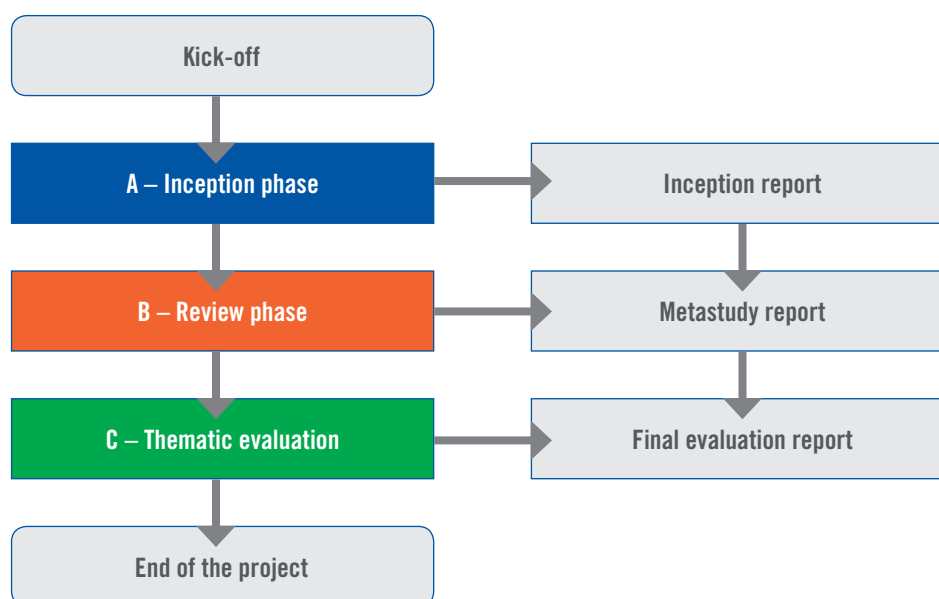
The **methodology** for undertaking the evaluation was articulated in two main tasks, preceded by an inception phase:

1. The drafting and delivery of a **meta-study report** illustrating the results of a review carried out on available project documents and evaluation reports according to the methodology called **Rapid Evidence Assessment (REA)**.
2. A **thematic evaluation report**, drafted on the basis of the meta-study report and reporting information collected through fieldwork activities (interviews with ILO's local stakeholders).

The methodology is illustrated below. The chart provides an overview of the key elements of the methodology while presenting the approach as a series of interlinked tasks.

³ www.g7plus.org/ [accessed 3 December 2015].

Figure 1. Thematic evaluation methodology



A. Inception phase

The inception phase took place from mid-April to mid-May 2015, and consisted of the following tasks.

Task 1 – Kick-off meeting

A kick-off meeting between representatives of the Evaluation Office (EVAL) and the Ecorys' project manager and project director took place on 10th April 2015. This meeting enabled agreement on the main points regarding the scope, methodology, data sources and management of the thematic evaluation, including day-to-day management.

Task 2 – Refinement of the methodological approach and research tools

Following the kick-off meeting, the core team refined the overall thematic evaluation methodology, the research and evaluation questions guiding the study, and developed draft versions of the research tools to be included in this inception report. Activities in this task were informed by the discussions of the kick-off meeting and exchanges with EVAL staff in order to gather further insight into the aims of the study.

Task 3 – Preliminary analysis of existing materials

During the inception phase, EVAL provided ECORYS UK with a disc containing ILO Governing Body documents and relevant project documents for the period 2004–2013 as identified by FSDR and the Partnerships and Field Support Department (PARDEV) and evaluation reports from EVAL's i-track database. Such materials, with the addition of other relevant documents selected by our team on the ILO website or provided by local ILO offices that could be relevant for the purposes of this study, represented the evidence base of the meta-study carried out in the review phase. All the materials included in the evidence base were carefully analysed by the team members, and information such as type of document, country of intervention, area of intervention, donor, UN agencies involved, social partners involved, etc., was recorded in order to classify and illustrate it with the support of tables and charts.

Task 4 – Inception report

The output of the inception phase was a draft Inception report, which included:

- a revised detailed workplan and timetable for implementing the study;
- a detailed description of the research methodology, including:
 - suggestions for research questions;
 - the protocols for data collection and review (including inclusion/exclusion criteria);
 - the coding strategy and related data collection grid and guidelines;
 - peer-reviewing procedures to limit bias;
 - the analytical framework and the process for analysis;
- a list of data/information sources to be consulted;
- proposed structure of the meta-study report;
- a description of the evaluation methodology, including the fieldwork planning.

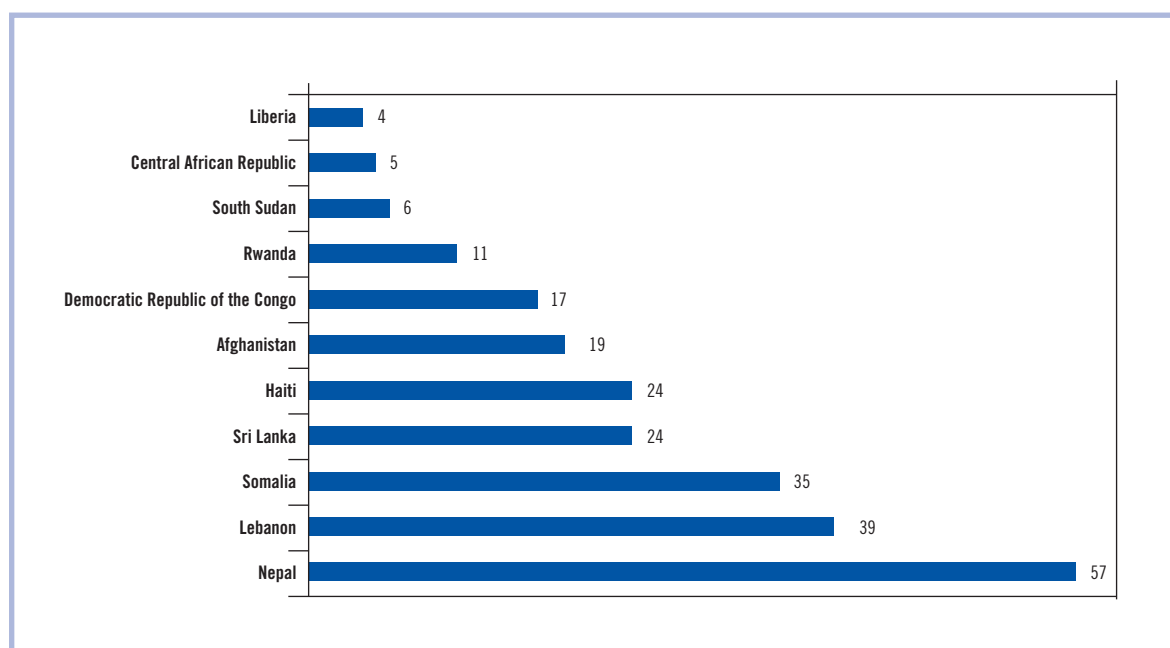
B – Review phase

The review phase was conducted prior to the fieldwork to inform the thematic evaluation phase. As already mentioned, the REA methodology was used to review the evidence provided by EVAL (see annex 2), and the results were initially presented in a draft meta-study report.

The **evidence** upon which the thematic evaluation was based consisted mostly of evaluations and studies related to ILO projects carried out in the countries covered by the thematic evaluation, collected internally from EVAL's evaluation database, but also material provided by the country offices or collected by the team.

From the 11 selected countries for review there were approximately 240 projects. The majority of the projects available for review concerned Lebanon, Nepal and Somalia, whereas the least number came from the Central African Republic, Liberia and South Sudan (figure 2).

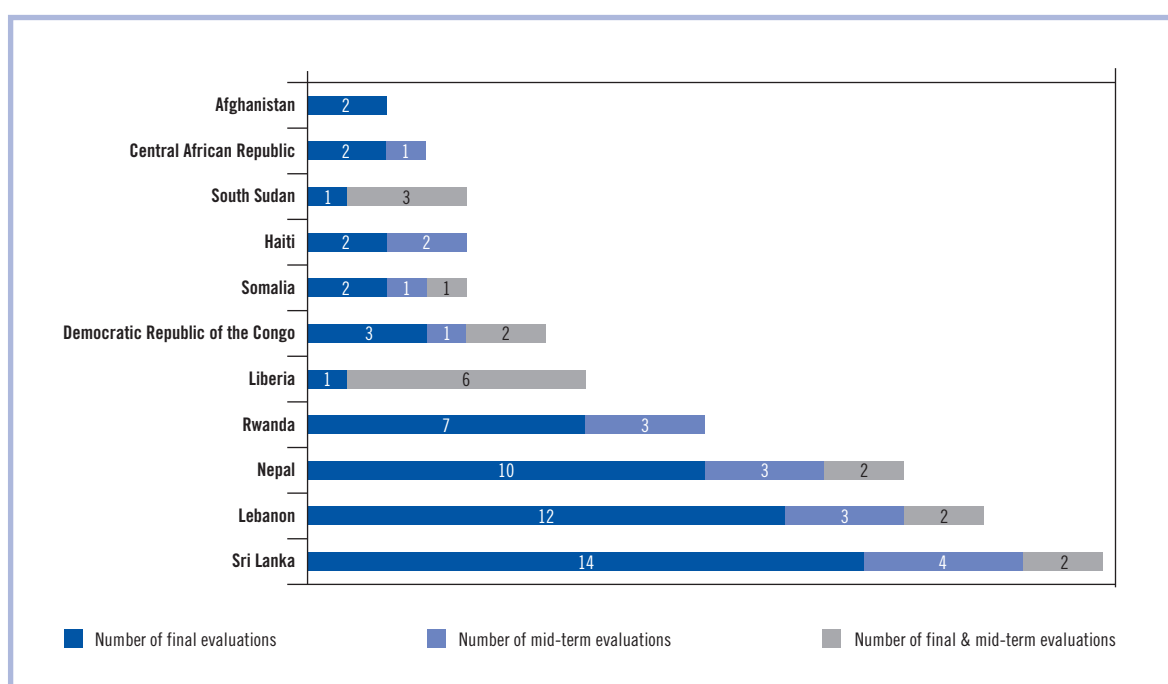
Figure 2. Distribution of projects available for review in selected countries



The documentation available varied greatly across projects and countries, with some projects well documented and a number of other projects not at all. An inventory of all documents available shows a wide range of types of documents, from annexes to activity reports. However, in terms of the most common or most useful documents for the review, there were 63 documents with summaries (executive summary or any other form of summary), 15 project documents, 10 proposals, eight checklists and seven progress reports.

Evaluation reports were available for approximately a third of the projects (90 projects). A review of these reports showed that 54 projects were final evaluations, 16 projects were mid-term evaluations and 13 projects were both final and mid-term evaluations. Final evaluations were available for a majority of the projects in Lebanon, Nepal and Sri Lanka. Both final and mid-term evaluations were available for Liberia and South Sudan.

Figure 3. Availability of evaluation reports in selected countries



Although some evaluations do not specify who had conducted the evaluation, from the available information, the majority of projects had been evaluated independently and only a limited number had been evaluated internally.

C – Thematic evaluation

In order to answer the evaluation questions set in the inception report and overall methodological proposal, findings from the meta-study have been enriched and, where possible, corroborated through primary evidence (and any additional secondary data held in-country) gathered from ILO stakeholders in the countries. Primary evidence was collected from stakeholders through face-to-face, phone and online interviews. The aim of the thematic evaluation was to test further the relevance of the projects to the beneficiaries' needs, efficiency and effectiveness, and the impact of the results and the potential for sustainability, as well as the cross-cutting issue of gender. The responsible ILO country office carefully selected the stakeholders to take part in the interviews.

Limitations

It is important to highlight the main limitations of this exercise. The most relevant is related to the availability of extensive good quality evaluative evidence during the 10 years covered by this evaluation. For some countries, only a limited number of evaluation reports (the only reliable documents useful to understand what worked, for whom and why) were available, in spite of the large number of projects carried out in the countries over the time. In others, more extensive evidence was available. In terms of fieldwork, it is worth mentioning that the high turnover of ILO staff and/or of local stakeholders meant, in a number of cases, that there was a lack of institutional memory of ILO's action in the country; 10 years was found to be too long in such contexts.

Structure of report

The results of this evaluation are presented in the following sections. Section 2 presents an overview of ILO's interventions in the countries covered by the evaluation. It is followed by 11 individual country reports, presenting detailed results of the evaluation. The final section 3 presents general conclusions and recommendations for the work of ILO in post-conflict, post-disaster and fragile countries. Finally, the annexes comprise the country reports (annex I), the meta-study methodology employed for this evaluation (annex II), the interview guidelines (annex III), and the list of projects analysed (annex IV).

ILO's work in post-conflict, disaster-affected and fragile states is widely valued in the context of the countries covered by this evaluation. The vast majority of stakeholders consulted and also the information extracted from the available evaluative evidence seemed to point to a generalized appreciation of ILO's interventions in the countries covered by this evaluation.

2.1 WHAT TYPES OF INTERVENTIONS DO WE OBSERVE?

In most of these countries, ILO carried out a wide range of interventions falling in different thematic areas, most of them common to countries not classified as 'post-conflict, disaster-affected or fragile', while some others were more specific to the context.

The vast majority of interventions in the countries covered by this evaluation can be classified in the following two groups of thematic clusters.

Group 1

- Child labour
- Labour migration
- Social dialogue
- Social protection
- Youth employment
- Employment generation
- Support to entrepreneurship
- HIV/AIDS
- Legislation and policy-making

Group 2

- Infrastructure improvement
- Support to indigenous groups
- Children involved in armed conflicts
- Local development
- Empowerment of local communities
- Socio-economic reintegration of returnees and displaced population
- Improving employment opportunities of refugees
- Employment generation in environmental rehabilitation and disaster mitigation

Interventions in the first group of clusters appear to be commonly implemented in a range of countries not necessarily crisis-affected. Interventions falling in the second group are also implemented in countries not in post-crisis situations, but, in most of the cases, they appear to be more specific to the post-crisis context (support to refugees, returnees and displaced populations, employment generation in sectors related to disaster mitigation, children involved in armed conflicts, and support to infrastructure improvement) or are based on a bottom-up approach (local development, and empowerment of local communities) involving tailored interventions to local contexts and needs.

Figure 4 below displays the frequency (percentages) of the thematic fields of ILO's interventions in the countries covered by this evaluation. The highest frequencies are reported in relation to child labour, youth employment and legislation and policy-making, while the lowest frequencies are reported in relation to children involved in armed conflicts, indigenous groups and support to entrepreneurship.

Figure 4. Frequency of thematic areas of interventions in selected countries (%)

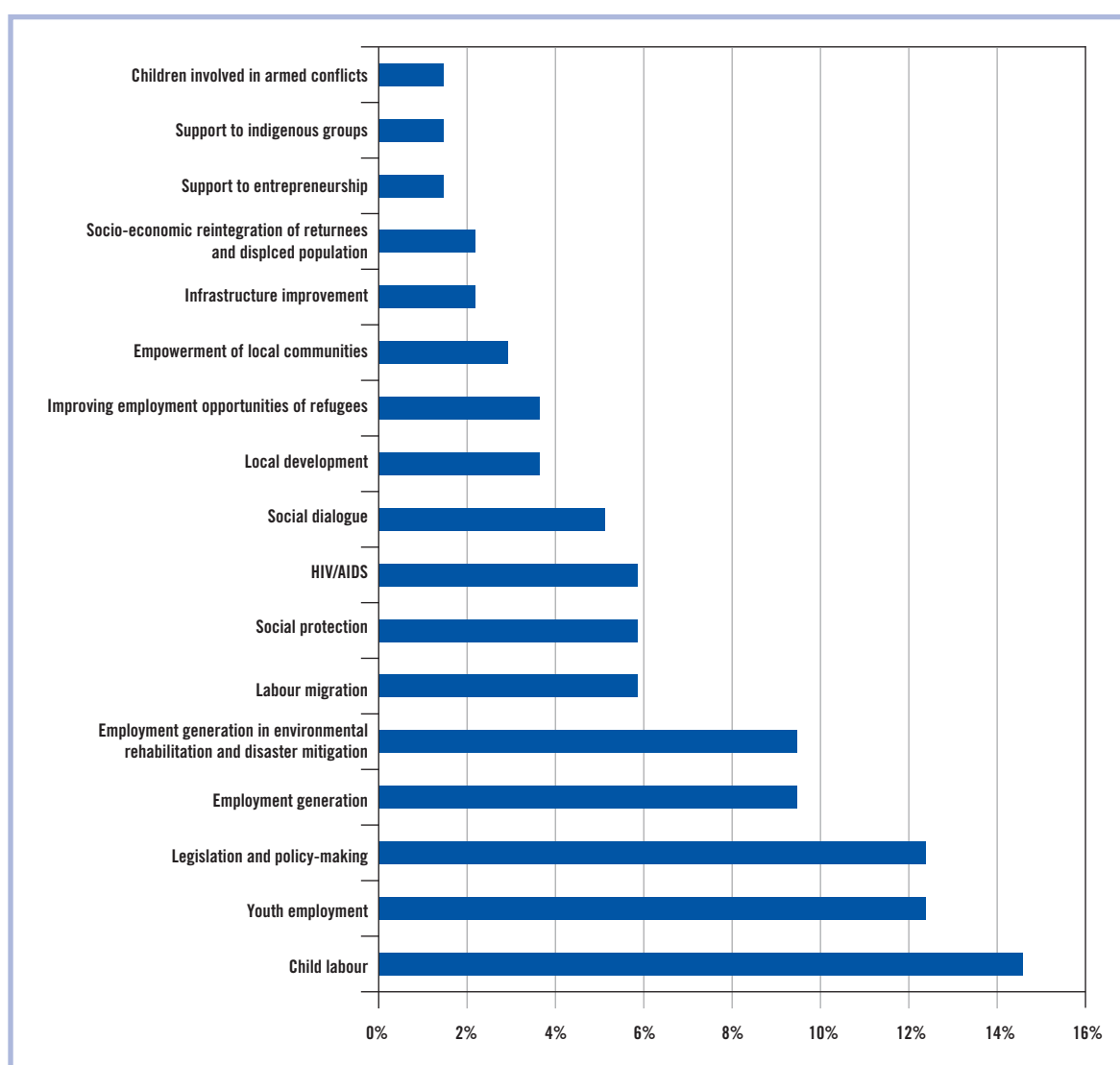
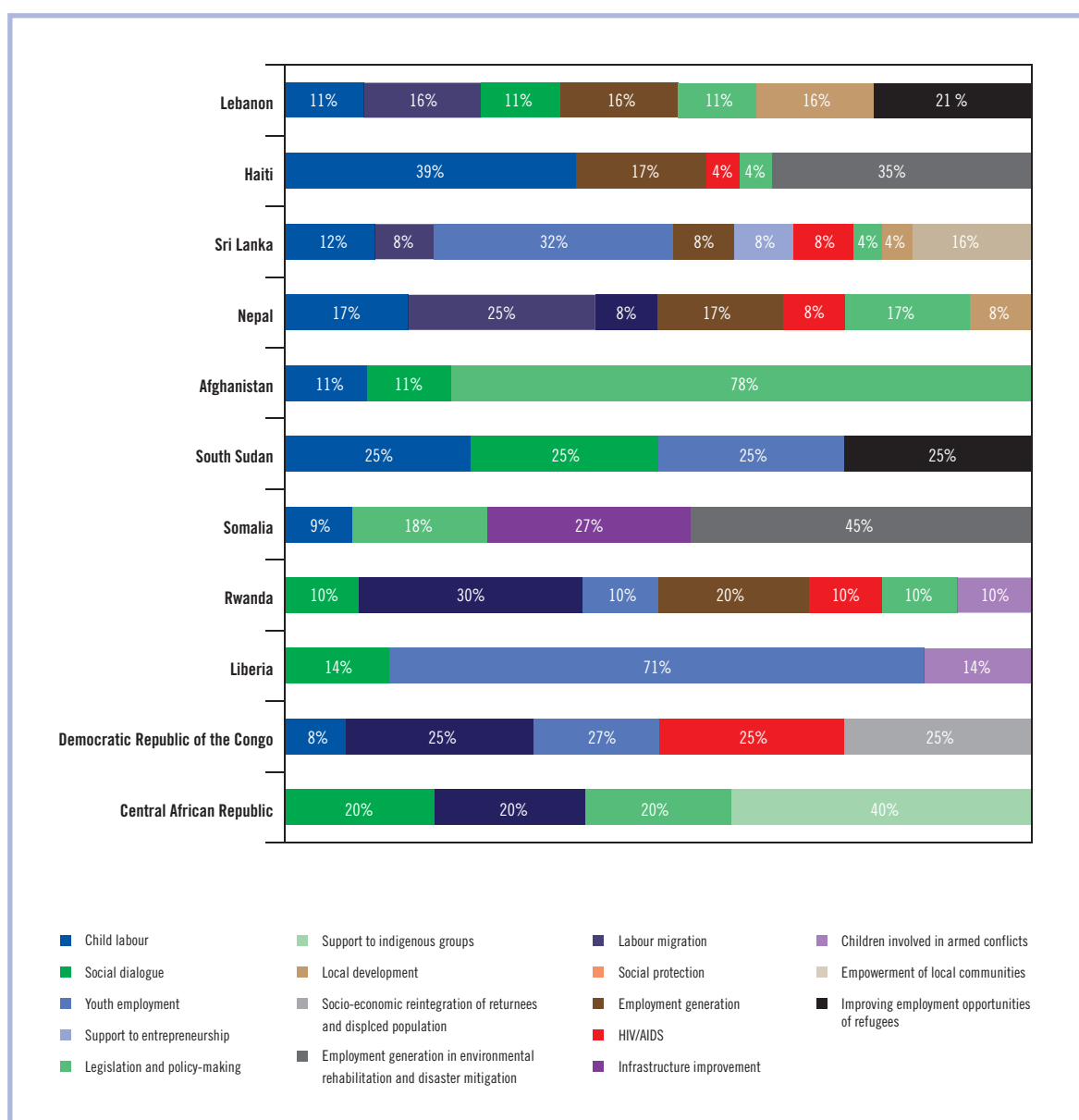


Figure 5 reports the incidence of the thematic areas within the countries. Obviously, in countries where a larger number of projects have been implemented or more evidence is available, a wider range of thematic areas appears to have been covered.

Figure 5. Frequency of thematic areas of interventions, by country



The types of interventions carried out in post-conflict, disaster-affected and fragile countries can be categorized as follows:

- training;
- awareness raising;
- studies, research and data collection activities;
- capacity building;
- technical assistance;
- technical advice;
- support to livelihood;
- support to entrepreneurship.

Among them, interventions involving training, capacity building and awareness raising appear to be the most common, as displayed in figure 6 illustrating the frequency of these types of interventions.

Figure 6. Frequency of types of interventions in selected countries

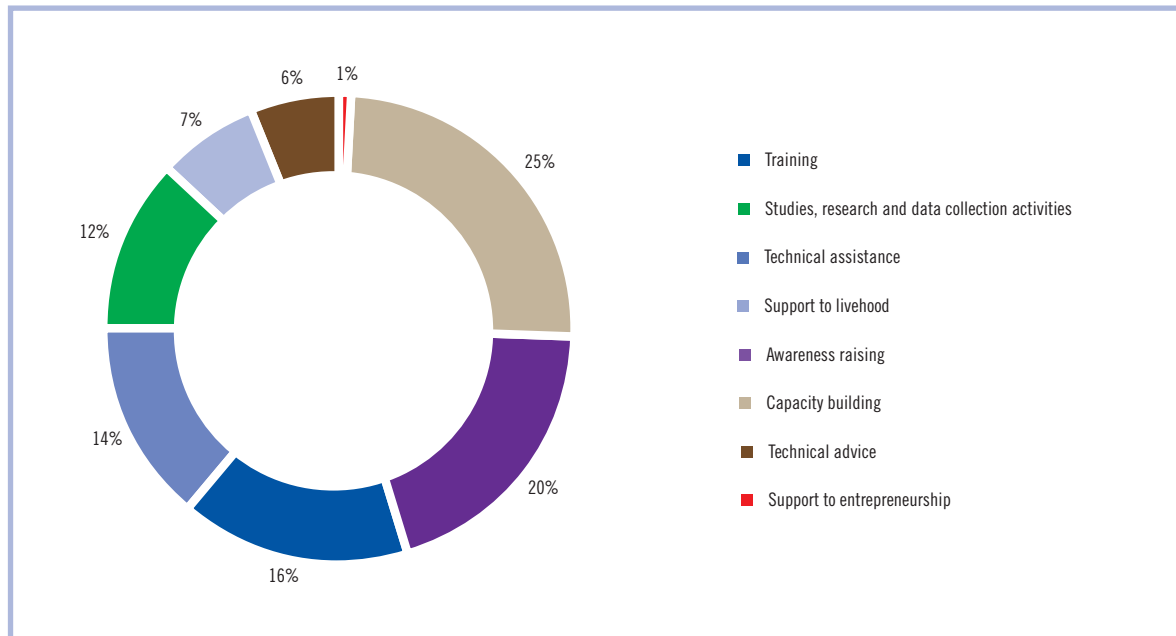


Figure 7. Frequency of types of interventions, by country

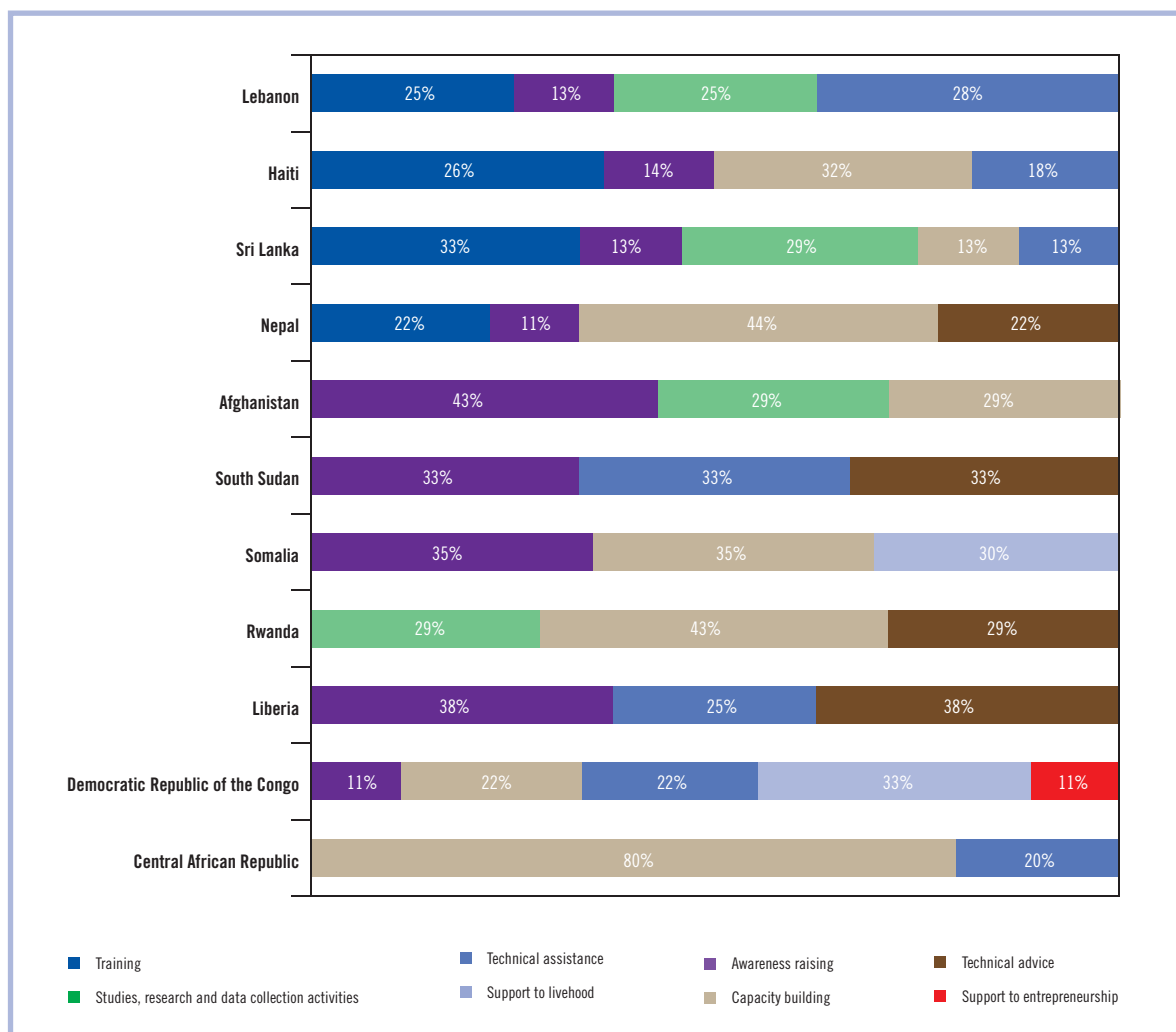


Figure 7 shows the types of interventions broken down by country.

It is worth pointing out that some of the interventions in countries not in post-crisis contexts, such as the institutional capacity-building activities or the empowerment of local communities, acquire a specific added value in post-crisis contexts, and were often reported in interviews and in the available evaluative evidence as working particularly well – especially when provided for prolonged periods of time – and able to produce an impact in terms of building resilience in the country.

2.1.1 Integration of interventions

The integration of interventions is often reported in the countries covered by this evaluation. This is due to a number of reasons. Firstly, many interventions were based on a multidimensional approach in order to address a number of different issues arising from the crisis and impacting on specific population groups (e.g. interventions to support displaced populations), whilst simultaneously covering different thematic areas and involving different types of interventions. Secondly, a number of interventions were based on a territorial approach (e.g. local development, empowerment of local communities), requiring the integration of different thematic areas and types of interventions to be implemented in a specific area of the country. Finally, interventions have also been integrated as a consequence of projects implemented and delivered jointly by ILO and other organizations, where each of the actors provided their specific expertise.

2.1.2 Geographical scope of interventions

ILO's interventions in the countries covered by this evaluation are carried out at different levels:

- national level (e.g. interventions aiming at supporting government or national-level stakeholders);
- local level in the areas directly affected by the conflict or the natural disaster (this is the case for interventions designed and implemented to deal with the crisis);
- local level in areas not directly affected by the conflict (this is the case for interventions not implemented as a response to the crisis).

2.2 WHAT WORKS, FOR WHOM AND WHY?

2.2.1 Outcomes and impact

According to the available evidence, ILO's interventions in the post-conflict and disaster-affected countries have in general produced the expected and desired outcomes and impacts, but in some cases a number of factors (mostly related to the post-crisis context, such as institutional weakness or conflict) have limited the full achievement of expected results. Outcomes and impacts more often reported include the following:

- approval of legislation, ratification of labour standard;
- development of social dialogue;
- strengthening of ILO tripartite stakeholders;
- improved governance;
- strengthening of local actors;
- increased employability of individuals through skills development;
- job creation.

It is worth mentioning that the results and achievements are often presented in a non-quantified way, and the outcomes and impacts are often based on the evaluator's judgement (e.g. 'social dialogue has improved').

2.2.2 Synergies

ILO has collaborated with several UN agencies in most of the countries covered by this evaluation and in an extensive number of projects. However, despite a certain degree of coordination between agencies and with no major issues having been reported, the information collected suggests that no real synergies have been developed among the UN partners. On numerous occasions, the level of collaboration and complementarity between partners remained rather limited due to the very 'compartmentalized' division of activities based on the mandate/mission of each of the organizations involved or agreed at the start of the activities. Collaboration between UN agencies has also been described in terms of occasional/punctual common actions, and not as part of formal or stable cooperation frameworks or protocols, the absence of which meant that the professional and personal relationships between staff from different organizations has played a relevant role in supporting smooth collaboration.

Related to the cooperation with other UN agencies, the ILO's role in the continuum of humanitarian aid is often seen as especially relevant in the transition period from the humanitarian crisis to the development phase. This is particularly the case when support to public institutions and other relevant stakeholders and actors is required to strengthen their capacity and ability to undertake an active role in promoting processes that guide the country towards sustainable growth. However, it is recommended that the ILO provide support and guidance early on in the aftermath of the crisis in order to strengthen institutional capacity to coordinate aid or to map needs at local level.

2.2.3 Sustainability of interventions

The sustainability of ILO's interventions in the countries covered by this evaluation is often reported as not easy to assess. On the one hand, the evaluations have been carried out at the end of the intervention, when sustainability can be only predicted based on a number of elements that could ensure sustainability over time of that specific intervention. On the other hand, evaluations do not rely on specific indicators of sustainability, and the assessment of this aspect is left to the evaluator's judgement. Anyway, the main factors reported as supporting the sustainability of the interventions (predictors of sustainability) include: strengthening the capacity of institutional actors and stakeholders; ownership of the project; the empowerment of beneficiaries and strengthening of local actors' capacity; strong relevance of interventions; the involvement of beneficiaries; the development of social dialogue; and good project design. Conversely, the main factors limiting sustainability include: lack of sustainability plans; lack of technical and financial resources; and lack of follow-up systems.

2.2.4 Gender equality

Gender equality has been mainstreamed in the majority of ILO's interventions in the countries covered by this evaluation, although to varying degrees. While in most cases gender equality has clearly been a main concern not only in the conceptualization and design phase of the interventions, but also in the implementation and delivery phases. In other cases, the gender dimension has been simply neglected or not given the needed importance. This has occasionally been related to the country context, e.g. low female participation for cultural or religious reasons, the way ILO delivers interventions in a country, and the low presence of female ILO staff.

2.3 FOR WHOM?

Different types of activity are typically linked to target groups at different levels. Three main clusters of beneficiaries of ILO's interventions can be distinguished in all the countries, as presented below.

2.3.1 High-level stakeholders

Target groups are ILO constituents at the level of member States and policy-makers. Interventions targeting these stakeholders mainly consist of capacity building and policy advice aimed at producing legislation and policy.

2.3.2 Intermediate stakeholders

Intermediate stakeholders include communities active in the areas of employment such as professionals and practitioners, workers' and employers' organizations, NGOs and technical staff. The interventions include the provision of advice and support to develop and apply strategies and programmes, and the delivery of training courses.

2.3.3 Local level

Target groups include actors at a local level, including local governments, employers and local communities. However, interventions in countries covered by this evaluation appear to focus on specific typologies of final beneficiaries and disadvantaged groups, such as populations affected by conflict or disaster, refugees and displaced populations, former combatants, etc.

2.4 WHY?

2.4.1 Success factors

The most effective factors and mechanisms most frequently identified as successful in ILO's interventions include the following:

- Participatory approaches in the conceptualization, design and implementation of interventions, which enables the interventions to be tailored to local needs and also to engage beneficiaries and other actors.
- Working in close cooperation with key local stakeholders to understand their needs and local specificities.
- Working in close cooperation with key national stakeholders and support/involve tripartite constituents in order to develop social dialogue.
- Interventions based on research results, which provide accurate information on the context/beneficiaries and their needs.
- Longer duration of projects to ensure prolonged action/support more likely to deliver sustainable results.
- Good project conceptualization and design, with clear and realistic objectives and relevant activities.

2.4.2 Challenges and barriers

- A number of aspects are often reported in the evaluative evidence and by stakeholders as being factors that inhibit ILO's interventions in the countries covered by this evaluation. They include:
- Lack of political will and commitment of policy-makers and government.
- Insecurity due to ongoing conflict limiting the geographical scope of interventions and the proper skilling of projects, which, in some cases, has halted interventions.
- Lack of skilled individuals available at local level for ILO to recruit, which impacts negatively on the delivery of quality interventions, and is sometimes related to the conflict/insecurity context.
- Lack of financial resources limiting the type and scope of the interventions.
- Lack of a continued ILO support in countries where it does not have a local office.

3.1 CONCLUSIONS

In this final section, conclusions and recommendations **based on the evidence collected** for this thematic evaluation are illustrated (e.g. review of existing evaluation reports and relevant documents, information collected through the interviews, analysis of documents, material provided by the local offices, and visits to project sites). After a short overview of ILO's interventions in post-conflict, disaster-affected and fragile countries, strengths, weaknesses, opportunities and threats related to the Organization's actions in these contexts are highlighted. They inform the recommendations for developing an intervention strategy in the context of post-conflict, disaster-affected and fragile countries presented at the end of the section.

3.1.1 What is ILO doing in post-conflict, disaster-affected and fragile countries?

The evidence collected reveals that ILO has worked extensively in all of the 11 countries covered by the evaluation. The work carried out is generally recognized, much appreciated and highly considered by the vast majority of the stakeholders consulted.

Thematic areas of intervention

The vast majority of ILO's work in these countries appears in line with ILO's mandate and can, in general terms, be classified in two main groups (see section 2.1). ILO's interventions falling in the first group appear to be implemented in countries not affected by crisis. Interventions falling in the second group are also implemented in countries not in post-crisis situations. However, in most cases, they appear to be more specific to the post-crisis context or are based on a bottom-up approach involving tailored interventions to the local context and needs in order to promote economic development and empowerment of local communities.

It is worth mentioning that the thematic areas in which ILO's interventions are carried out are often associated with the type and intensity of the crisis, and also with the context in which they are carried out, in addition to the moment in time in the aftermath of the crisis.

Types of interventions

Among all the types of interventions conducted by ILO in the post-conflict, disaster-affected and fragile countries covered by this evaluation, *upstream* interventions involving **training, technical advice** and other **capacity building** activities and *downstream* interventions involving **training**, appear to be the

most common across the countries covered by this evaluation, followed by *downstream* interventions of support to livelihood, which have only been carried out in some countries.

Outcomes

According to the evidence available, ILO's interventions in the post-conflict and disaster-affected countries have in general produced the expected and desired outcomes and impacts. However, in some cases, a number of factors (mostly related to the post-crisis context, such as institutional weakness or the conflict) have limited the full achievement of expected results.

Outcomes and impacts more often reported include the following:

- approval of legislation, ratification of labour standard;
- development of social dialogue;
- strengthening of ILO tripartite stakeholders;
- improved governance;
- strengthening of local actors;
- increased employability of individuals through skills development;
- job creation.

Beneficiaries

A wide range of different types of beneficiaries at different levels has been targeted in the post-conflict, disaster-affected and fragile states. Governments and public sector organizations, employers' and workers' organizations, local communities and vulnerable groups are the main targets of ILO's interventions in these countries.

Strengths, weaknesses, opportunities and threats

A number of strengths, weaknesses, opportunities and threats have been identified. Such aspects, reported synthetically in the table below, have been used to identify strategic issues and recommendations illustrated in conclusion of this section, as requested in the ToR.

Table 2. Strengths, weaknesses, opportunities and threats

Strengths	Weaknesses
<ul style="list-style-type: none"> ■ Participatory and community-based approaches ■ Comprehensive and integrated approaches ■ Synergies with UN agencies, NGOs, local organizations, local stakeholders ■ Professionalism of ILO staff and human resources 	<ul style="list-style-type: none"> ■ Design and planning of interventions ■ Monitoring and evaluation mechanisms ■ Evidence availability ■ Funding of interventions ■ Duration of interventions ■ Lack of required skills and professionalism ■ Sustainability of interventions
Opportunities	Threats
<ul style="list-style-type: none"> ■ Specificity of ILO as a tripartite organization ■ Expertise in supporting social dialogue ■ Expertise in decent work and employment generation interventions ■ Capacity building at all levels ■ UN coordination programme 'Delivery as one' 	<ul style="list-style-type: none"> ■ Marginalization for being a non-humanitarian agency ■ Role foreseen only in the long term, recovery and development phase ■ Lack of 'one strategy' and 'one voice'

3.1.2 ILO's role in the humanitarian response

The ILO has often worked closely with other UN agencies in the management of humanitarian crises, in some cases within the UN coordination programme 'Delivery as one', which has enabled the development of synergies and good coordination of the work of all the agencies involved. However, as the ILO is not a humanitarian agency, it has often played, in operational terms, a secondary role. This has frequently resulted in the marginalization of the topics related to employment and social dialogue in the rebuilding plans, a reduced amount of funds allocated to the topics covered by the ILO, a lack of involvement of social partners in setting out strategies and reconstruction plans, recovery and development, and the exclusion of the ILO from the overall rebuilding process.

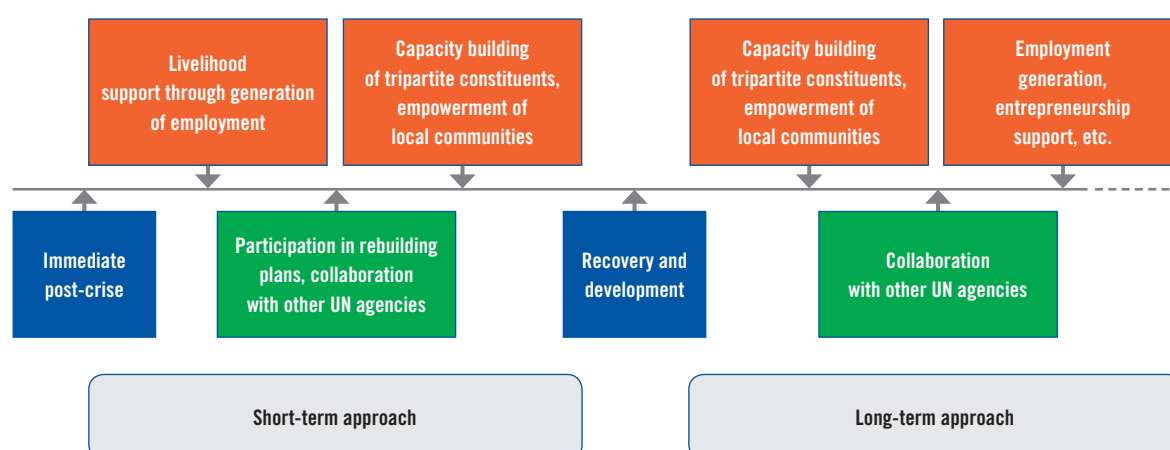
Nevertheless, the ILO could play a much more important role in the humanitarian response, given its specificity and uniqueness in comparison with other UN agencies.

In terms of **opportunities**, the interviewees recognized almost unanimously the specificity of the ILO as a tripartite organization supporting decent work through the development of social dialogue. Tripartism is seen as an added value and a significant opportunity. It is considered that it provides the ILO with its own specific identity compared to other UN agencies. UN agencies are often reported to be too sectorial and technical and, unlike the ILO, not fully fit to support the processes of transformation and strengthening of institutions and social partners; processes recognized as essential in the transition from a humanitarian crisis to the recovery and development phase.

Interventions in building the capacity of institutions and constituents, in particular at local and grassroots levels are mentioned as particularly needed and appreciated in supporting the transition from the post-crisis to the recovery and sustainable development phase. These types of interventions are reported to be particularly effective in post-crisis contexts, as they seem to contribute to strengthening capacity, developing skills and, therefore, building resilience. However, the stakeholders were of the opinion that the ILO's role in the humanitarian assistance continuum is of primary importance during in the immediate aftermath of a crisis for supporting decent employment generation for livelihood purposes.

The ILO could, therefore, play an important role in the continuum of humanitarian response. In the immediate aftermath of the crisis, the ILO could support livelihood by generating decent and paid employment, whilst simultaneously supporting the strengthening of tripartite constituents and the empowerment of local communities. It could also contribute to the drafting of a rebuilding strategy in coordination with other UN agencies for the topics related to employment and decent work, in line with its mandate. At a later stage, and with a longer term perspective, the ILO could support the transition to the recovery and development phase, focusing in particular on capacity-building interventions at all levels.

Figure 8. ILO's role in the continuum of humanitarian response



However it is also worth mentioning a couple of the most relevant **threats**.

In terms of **threats**, there is a lack of strategy for ILO's interventions in post-conflict, disaster-affected and fragile countries, which makes it difficult for the ILO to enhance the credibility around its interventions in post-crisis settings, and to speak with one voice in order to clearly communicate its role.

Some agencies, such as the United Nations Development Programme (UNDP), see ILO's role in supporting post-crisis situations as complementary to their own and, therefore, have a positive view of ILO's interventions. However, a threat identified by the evaluation team is the opinion of several stakeholders that ILO should keep within its mandate, which seems to suggest that a leading or more important role for ILO would not be particularly welcome. Thus, a more significant role for ILO in humanitarian response could be seen as an incursion into the work of humanitarian agencies. This should be kept in mind when reflecting on an intervention strategy for ILO in post-crisis contexts.

3.1.3 What the ILO should be doing

The ILO's current approach to post-conflict, disaster-affected and fragile countries appears to be very complex, partly reflecting the nature of the contexts analysed for this evaluation, but possibly also due to a lack of a clear strategy for interventions in such contexts.

The work carried out so far by the ILO in the countries covered by this evaluation is highly appreciated, and the results are in most of the cases very good. However, as already noted in the previous sections of this report, a number of strengths and weaknesses can be identified, which should be taken into consideration with a view to designing a more effective intervention strategy in post-conflict, disaster-affected and fragile countries.

The **strengths** can be illustrated as follows.

Participatory and community-based approaches

The use of participatory and community-based approaches by involving stakeholders in a consultation process for the conceptualization, design and implementation of interventions are considered extremely positive for the successful implementation and sustainability of the project. In a number of cases, it was reported that they enabled the interventions to be tailored to local needs, and that the engagement of beneficiaries and other actors helped build ownership of the interventions. In addition, working in close cooperation with key local stakeholders is seen as a way of understanding needs and local specificities, whilst working in close cooperation with key national stakeholders and supporting/involving tripartite constituents is seen as a means of developing social dialogue.

Comprehensive and integrated approaches

Post-conflict, disaster-affected and fragile contexts are extremely complex and affected by a number of simultaneous problems and weaknesses, which could require a combined approach and integrated action. Therefore, a combination of methodological approaches and thematic integration of different policy dimensions and spheres of social inclusion is often reported as crucial and particularly relevant in ILO's interventions in these contexts. Such complexity should, therefore, be addressed at the design stage, although over-complex projects should be avoided.

Synergies

A significant number of ILO's interventions in the post-conflict, disaster-affected and fragile countries covered by this evaluation have been implemented in close cooperation with a number of different ac-

tors, such as other UN agencies, NGOs, and local organizations and stakeholders. Cooperation has often worked well and is seen as a positive factor. However, lack of coordination and cooperation, and related issues of overlapping, duplication of interventions, etc., have been reported in particular in relation to the joint work of ILO with other UN agencies. In this respect, the ‘Delivery as one’ approach promoted by the UN in some of the countries analysed seems to be able to foster synergies and the relevance of the actions in the bigger picture of UN interventions in a country.

Professionalism of ILO staff and human resources

ILO staff is reported to be highly professional in the majority of the analysed contexts, although issues relating to a lack of skills and capacity have been reported, as illustrated below.

In terms of **weaknesses**, it is worth mentioning the following.

Design and planning of interventions

The design of interventions is reported to be poor in several cases. Some of the issues more frequently reported include: over-ambitious objectives; lack of a clearly defined logical framework; lack of focus in the definition and selection of interventions; approach too broad and not focused enough; unclear priorities; limited coverage of target populations; interventions not tailored to the context and its needs; and the lack of a participatory approach.

Monitoring and evaluations (M&E) mechanisms

M&E mechanisms are reported to be poor or lacking in the majority of interventions. This is often associated to a lack of a result-oriented approach to the implementation of the project. In projects where M&E mechanisms are in place, poor, unrealistic and unmeasurable sets of indicators are often reported. The lack of data and research to support measurement of the results achieved is often reported as a major issue.

Evidence availability

Availability of empirical evidence, research and data, is reported as an important aspect related to ILO’s interventions in post-conflict, disaster-affected and fragile states. ILO has carried out a number of interventions aimed at supporting the development of local research and data collection capacity. However, in a very significant number of cases, the lack of evidence directly affected interventions because the project’s design was not based on research results that would have provided accurate data on the context/beneficiaries and their needs. Conversely, for those interventions where design had been based on evidence and research, findings have produced good results.

Funding of interventions

The funding of interventions is often reported to be insufficient or, at least, not fully reflecting the project’s objectives. In addition, sometimes funding seems to reflect donors’ priorities rather than context priorities.

Duration of interventions

The duration of the interventions is often reported to be too short to allow the intervention to produce sustainable results. Projects with longer durations to ensure prolonged action/support are more likely to deliver sustainable results and are frequently reported as relevant to the post-conflict, disaster-affected and fragile contexts. Also, interventions are sometimes reported to end ‘abruptly’ without a phasing-out

or follow-on plan, or a sustainability plan. On the other hand, capitalization of previous experience, that is, building on previous projects in order to extend and intensify the intervention in a specific area or for a type of beneficiary in order to 'create a critical mass' in terms of financial and human resources, is seen as more likely to generate sustainable results. In a few cases, the continuation of projects was reportedly related to the lack of an ILO country office. In addition, insecurity due to ongoing conflicts halted interventions in certain countries.

Lack of required skills

As indicated above, ILO staff is reported to be highly professional in the majority of the analysed contexts, although issues related to a lack of skills and capacity have been reported. This is mostly related to, on the one hand, the lack of skilled individuals recruited by ILO at local level, which obviously impacts on the possibility of delivering at the required level of quality and is sometimes reported to be related to the conflict/insecurity context, and, on the other hand, the high turnover or the non-continuous presence of ILO staff in more unstable or insecure contexts.

Sustainability

While a number of interventions in post-conflict, disaster-affected and fragile contexts have displayed sustainability over time, several ILO projects have not included a sustainability plan or have under-estimated or neglected specific aspects that could have ensured sustainability (e.g. building ownership).

3.1.4 A strategy for ILO's interventions

Based on the elements illustrated above, and bearing in mind what the ILO currently does and the role it could have in the humanitarian response continuum, a general intervention strategy can be developed to guide ILO's work in these countries. Within this strategy, country-specific strategies should be developed.

The complexity of post-conflict, disaster-affected and fragile contexts, and the related complexity of ILO's interventions covering several thematic areas and types of interventions, and involving numerous departments and offices in Geneva, and in country and regional offices is such that office-wide coordination of such a strategy should take place across the various departments and offices involved. In other words, in order to ensure a balanced approach, a strategy should preferably be managed by an autonomous office. The existing **Fragile States and Disaster Response Group (FSDR)**, currently located within the Employment Policy Department, would be the most suitable structure to coordinate such a comprehensive and coherent intervention strategy, although a more autonomy could be needed to assume such a coordinating role.

As far as possible, this strategy should rely on a specific **budget** for interventions in such contexts, in order to design and implement projects which reflect ILO's priorities within the strategy and to allow for the allocation of funds in an independent, flexible and rapid way. A stronger dialogue with donors to ensure funding of projects in line with the priorities set would be highly desirable.

A more detailed and accurate **conceptualization and operationalization** of 'post-conflict, disaster-affected and fragile' countries would enable the identification of the types of crises and probable impacts, and could guide ILO in deciding on the most appropriate interventions in specific contexts.

A strategy should be comprehensive enough to cover all types of crises that might be identified and should include the following elements:

- Accurate assessment of the specific contexts, and analyses and mapping of needs.
- Identification of the mechanisms of coordination with other UN agencies.
- Specific design and planning of interventions within a good logical framework or ToC, and realistic, clear and measurable objectives.

- Identification of a mechanism for M&E, including sets of indicators.
- In the immediate aftermath of the crisis, focus on employment generation interventions and support to livelihood interventions, combined with capacity building of tripartite constituents and local communities.
- In the transition to the recovery and development phase and beyond, focus on capacity building of tripartite constituents and local communities, in combination with other types of interventions.
- Allow for long-term interventions or, at the very least, for adequate duration.
- Define follow-on and phasing-out plans.
- Define sustainability plans and mechanisms at the design stage.
- Contain a communication strategy.

A possible theory of change (ToC) behind this intervention strategy is illustrated below (figure 9). The global objective of the strategy would be economic recovery, stability and resilience for sustainable development.

Figure 9. ToC for an intervention strategy



In order to address some of the issues identified, and to guide the drafting of ILO's interventions in post-conflict, disaster-affected and fragile countries, 16 recommendations have been formulated. These recommendations do not presume to be suitable for all contexts, but aim to provide general guidance for improvement.

3.2 RECOMMENDATIONS

1. ILO should develop a **comprehensive and coherent strategy** to intervene in post-conflict, disaster-affected and fragile countries, tailored to the specific socio-economic country context, the type of crisis, early on in the aftermath of the crisis so that the interventions are carried out, and aimed at maximizing efforts and resources, developing synergies between different interventions, and avoiding duplication or repetitions.
2. ILO should better **conceptualize and operationalize** the category of 'post-conflict and disaster-affected and fragile' countries' in which to intervene in order to establish a workable definition and a set of indicators to enable the clear identification of countries that fall within this category (and the sub-categories within that category), and the types of interventions more suitable to the specificity of the country.
3. ILO should continue and scale up **support to and promotion of data collection and research activities** aimed at advancing knowledge development. Understanding the complexity of the context, the characteristics and type of crisis and the needs of specific target groups are essential for the formulation of specific, tailored solutions that correctly target the beneficiaries and address the specific needs.
4. ILO should be able to rely more on a specific **budget for interventions** in post-conflict, disaster-affected and fragile countries in order to design and implement projects that reflect priorities within the overall intervention strategy (as indicated in recommendation 1). It has been reported that the ILO Regular Budget Supplementary Account (RBSA) allows for the allocation of funds in an independent, flexible and fast way and this, or a similar fund, could therefore be suitable for this purpose.
5. ILO should foster a **stronger dialogue with donors**, and communicate its mandate and objectives more clearly and precisely in order to ensure the funding of projects that are coherent and aligned to the priorities set for the country, and are agreed with the tripartite constituents.
6. ILO should pay particular attention to the **design and planning of interventions**, which should be based on: a good logical framework or ToC; realistic, clear and measurable objectives; reliable evidence; and correctly identified beneficiaries. It should also respond and take into account the beneficiaries' needs, involve them and other stakeholders from the conceptualization phase, as well as embed monitoring and evaluation (M&E) mechanisms, and a set of measurable indicators to assess progress and results. The design of interventions should include sustainability plans and an exit/phasing out strategy to terminate assistance.
7. ILO should continue and scale up **capacity-building interventions at all levels**, mainly through technical assistance, technical advice and training activities, as such interventions have proven to be particularly effective in these contexts.
8. ILO should reflect on the **duration of interventions**, focusing more on long-term assistance in order to develop more in-depth, comprehensive, properly sequenced and sustained actions, which would be more likely to produce sustainable results and expected changes.
9. ILO should exploit all **relevant opportunities for partnerships and synergies** to enhance impact and consolidate resources from different sources. These should include: synergies with the interventions of other UN organizations; cooperation with national institutions and social partners; partnerships with nongovernmental organizations (NGOs) when implementing and adapting interventions to local contexts; and information exchange and cooperation with other countries. When implementing joint actions, it is essential to ensure careful coordination of efforts to avoid duplication and promote sustainability.

10. ILO should continue to actively develop and support **social dialogue** to ensure the appropriate identification of labour market needs, the harmonious development and implementation of policies and the strengthening of institutions in the area of employment. In this context, it is essential to continue establishing and developing permanent social dialogue mechanisms, and training and supporting social partners' representatives.
11. ILO should focus much more on **gender equality**, paying particular attention to mainstreaming it in all the project phases and activities, and ensuring that women and girls are properly targeted. Furthermore, sex-disaggregated data collection at project level should be ensured, and women should be better represented in ILO and local project staff.
12. ILO should develop mechanisms for engaging and obtaining the commitment of **high-level stakeholders**, as their involvement is essential in strengthening their capacity and promoting ownership of the interventions, and ensuring sustainability and effective change.
13. ILO should support the **sustainability** of its interventions by adopting progressive approaches that include: related risk assessment and response measures; different country contexts; and sustainability plans from the design stage.
14. ILO should develop a **communication strategy** related to its intervention strategy and its role in support of post-crisis contexts in order to promote its work in post-conflict, disaster-affected and fragile countries, and to build its credibility and reputation.
15. ILO should consider enforcing a **field security and risk management policy** in line with the Malicious Act Insurance Policy (MAIP) in place in other UN agencies in order to reduce risk-adverse behaviour of ILO staff and increase the chances of sourcing staff with the required skills. The Organization's ongoing work with the Centre for Conflict Development Peacebuilding (CCDP) would contribute to this effort.
16. ILO should reconsider **the label of 'fragile states'** given that a number of stakeholders in some of the countries covered by this evaluation were unhappy with the term, and even rejected it on the grounds that it represents a political stigma. Although this terminology can perhaps be used for internal ILO purposes, it should be avoided in any communication with stakeholders, in particular due to the multiplicity of types of fragile contexts. A more appropriate term has been reported to be 'transitional state'.

ANNEX II. META-STUDY METHODOLOGY

The review phase took place on conclusion of the inception report and preceded the fieldwork. The **Rapid Evidence Assessment (REA) methodology** was used for the review to inform the meta-study. The transparency of the review processes and decisions ensured a rigorous and systematic analysis and appraisal of the existing evaluations and research on the subject (instead of, for example, ‘cherry picking’ literature), while also taking into account the limited time and budget for this task. Key elements of this approach are set out below.

- The development of clearly defined REA research questions (based on the key questions already outlined in the ToR and illustrated above, and developed in consultation with the ILO EVAL team).
- The definition of a search strategy (including key sources) and protocol, parameters for inclusion, such as publication date, geographical scope, language, study type and research question.
- The screening and inclusion of the collected documents according to a set of defined parameters relating to the quality of the evidence. Criteria could include the degree of relevance of the document to the REA questions, the reputation of the sources (if other than ILO), the robustness of research methods used (including considerations of sample sizes, and experimental and quasi-experimental methods) and the country of origin.
- The detailed appraisal, analysis and synthesis of the filtered literature, using a detailed recording grid, before summarizing the consolidated evidence base.

REA is a feasible methodology to be applied within the time and budget constraints of this study as it limits the breadth and depth of the process and focuses on specific research questions. Additionally, the methodology outlined below addresses two key challenges of synthesizing evidence on development interventions, namely the context heterogeneity and limited availability of primary evaluations with robust evaluation designs.

Task 1 – Defining the research questions

The formulation of relevant REA questions is crucial to the subsequent assessment, as they are the driver for all REA processes and determine the relevance of the conclusions. REA questions are clear and answerable questions in contrast to more broadly defined subject areas of interest. Given the importance of the REA questions for the review, these were developed in consultation with the EVAL team before the meta-study. Based on the ToR, we anticipated the following questions.

What types of interventions do we observe?	<ul style="list-style-type: none"> ■ How does the ILO conceptualize fragile states? ■ Do we observe trends and good practices in ILO interventions in fragile states? ■ Are different areas integrated in specific interventions? ■ What are the ILO's strengths, weaknesses, opportunities and threats vis-à-vis fragile states? ■ What Theories of Change (ToC) have driven ILO interventions in fragile states? ■ What strategies has the ILO formulated to address these ToC? ■ How have the ILO's interventions supported its strategies?
What works?	<ul style="list-style-type: none"> ■ Are there external and contextual factors that can determine success or failure of the fragile states interventions? ■ Which outcomes and impacts are observed as a consequence of the intervention? ■ Is there evidence that the interventions are sustainable? ■ Is there evidence that interventions contribute to and include growth and gender mainstreaming? ■ Is there evidence of positive synergies when interventions address different areas? ■ Is there evidence of positive synergies between UN agencies involved in the interventions? ■ What is the evidence for the contribution of fragile states to development cooperation?
For whom?	<ul style="list-style-type: none"> ■ What is the context of the observed outcomes and impacts? ■ What are the main beneficiaries of ILO interventions in fragile states? ■ Are there certain groups that benefit from the intervention more than others?
And why?	<ul style="list-style-type: none"> ■ Which key success factors and mechanisms can be identified? ■ Which key inhibiting factors can be identified (e.g. fragile states, economic crises, other changes in context, implementation challenges)? ■ Under which conditions do ILO interventions in fragile states contribute most to strengthening the institutional capacities of ILO constituents?

Task 2 – Defining a search strategy and protocol

Following the definition of the REA questions, the core team devised a comprehensive strategy to identify evidence related to the REA questions, including a number of search criteria, such as those below.

- The **time period** in which the study was conducted: 2004–2013.
- The **geographical scope** of the evaluation/study – primarily interventions in the following countries: Afghanistan, Central Africa Republic, Democratic Republic of Congo, Haiti, Lebanon, Liberia, Nepal, Rwanda, Somalia, South Sudan and Sri Lanka.
- The **languages of the evaluation/study**: English, French, Spanish and Portuguese.

Ecorys UK carried out the document search for the REA by identifying a list of relevant evaluations and studies. Additionally, publicly available documents related to the interventions in fragile states in the countries covered by this thematic evaluation were included in the review for this meta-study, as well as those carried out by other organizations. The resulting list of documents is reported in section 3 and is set out below.

Task 3 – Data screening

Once the search was completed, and following the directions of the project director and project manager, the research team used a three-stage process to filter the search results, so that only the most relevant and best quality data were included in the review, namely screening, coding and appraising. These are explained below.

1. **Screening** based on an analysis of the abstracts/executive summary provided for each item, and excluding all sources that did not meet the evaluation team's inclusion criteria. Only documents which met the following parameters were included in the review.

Date:	Documents finalized/circulated/published from the year 2004 (10-year time period)
Geographical scope:	Fragile states (Afghanistan, Central Africa Republic, Democratic Republic of Congo, Haiti, Lebanon, Liberia, Nepal, Rwanda, Somalia, South Sudan, Sri Lanka)
Language:	English, French, Spanish and Portuguese
Study type:	Empirical research and/or evaluation reports; published and non-published literature (peer and non-peer reviewed)
Study topic:	In line with the REA questions and in the subject area of decent work, employment, gender in fragile states

2. **Coding** of the data proceeded, once the screening process was complete. The research team developed a coding framework, which helped to identify items that provided the best available evidence to meet the requirements of the review. Reading the executive summaries and abstracts, the researchers extracted data on the relevance of the studies to the review topic, the reliability of the sources, the research methods used, the sample size (where relevant) and the country of origin. On the basis of the coding, the review team selected the most relevant and best quality items to appraise and synthesize within the time period for the production of the review.
3. The **appraisal** of the selected items was also conducted using a systematic approach. It built on the coding template and expanded this to include information on the quality of the methodological approach of each research or evaluation report, and the key findings extracted from each study, including the key outcomes achieved and key success/inhibiting factors.

Task 4 – Synthesis: Answering the REA questions

Having appraised the key literature items, the research team synthesized the documents structured around summarizing the evidence base to answer each of the overarching REA questions. It also discussed any gaps in the existing evidence on the topic under review.

The information was summarized in the form of a qualitative thematic synthesis, and related to topic area of information (e.g. decent work), type of intervention (e.g. capacity building of local stakeholders), and beneficiaries. In this way, the key research questions were summarized for different subsets of relevance for further ILO work in post-conflict, disaster-affected and fragile contexts, and justice was paid to the issue of context heterogeneity.

The results of the meta-study were presented to EVAL in a draft report, which was further enriched and extended with data and information collected during the fieldwork phase in order to produce a final report. The coding frame template used for this task is illustrated below.

Coding frame template

1. Basic information
Source of document:
Title of document:
Authorship:
Year of publication:
Language: <input type="checkbox"/> EN <input type="checkbox"/> FR <input type="checkbox"/> ES <input type="checkbox"/> PT <input type="checkbox"/> IT

Type of document:	<input type="checkbox"/> Evaluation report <input type="checkbox"/> External/independent evaluation report <input type="checkbox"/> Other type of document:
Methodology used:	<input type="checkbox"/> Quantitative survey <input type="checkbox"/> Qualitative interviews/focus groups <input type="checkbox"/> Use of quantitative secondary data <input type="checkbox"/> Document review <input type="checkbox"/> Other
Short description of methodology:	
The document contains:	<input type="checkbox"/> Indication of good practices <input type="checkbox"/> Lessons learnt <input type="checkbox"/> Recommendations
2. Intervention's characteristics	
Geographical scope:	<input type="checkbox"/> Global <input type="checkbox"/> Asia <input type="checkbox"/> Africa <input type="checkbox"/> Americas <input type="checkbox"/> Europe <input type="checkbox"/> Middle East and Arab countries
Country/countries:	
Area(s) of intervention:	(Select from the list of keywords)
Sector(s):	
Type of intervention:	<input type="checkbox"/> Training <input type="checkbox"/> Technical advice (e.g. capacity building) <input type="checkbox"/> Policy advice <input type="checkbox"/> Regulation <input type="checkbox"/> Other:
Short description of intervention:	
Beneficiaries:	<input type="checkbox"/> Government/government bodies <input type="checkbox"/> Social partners <input type="checkbox"/> NGOs/associations <input type="checkbox"/> Individual beneficiaries
Year of reference:	

3. Relevance of document for review

Links to REA questions:

- 1) What type of interventions?
 - ☐ Interventions are well described
 - ☐ Interventions described are in relevant areas
- 2) What works?
 - ☐ Outcomes and impacts are reported
- 3) For whom?
 - ☐ Beneficiaries and stakeholders are clearly identified
- 4) And why?
 - ☐ Success factors, obstacles, conditions for success are reported

ANNEX III. INTERVIEW GUIDELINES

The questions below should be asked to the stakeholders to guide the interview, some of the questions could become redundant as the respondent could anticipate the answer under a different question. The interview should be carried out as a conversation.

What type of interventions?

- ☐ Are you aware of ILO activities in the country?
- ☐ Can you describe the overall context of the country in which such activities are carried out?
- ☐ In what role have you been involved in ILO activities in the country?
- ☐ Do you think that ILO activities in the country are in line with its mandate?
- ☐ Can you describe the areas in which ILO interventions take place?
- ☐ Is there evidence of positive synergies when interventions address different areas?
- ☐ Are there other areas that should be covered by ILO? Which ones, for example?

For whom?

- ☐ What are the main beneficiaries of ILO interventions in the country?
- ☐ Are there certain groups that benefit from ILO interventions more than others?
- ☐ Do you think that ILO activities in the country are relevant to the needs of social partners, the government and other relevant stakeholders the country?

What works? *Key aspects of the functioning and results of ILO interventions*

- ☐ Which outcomes and impacts are observed in the country as a consequence of ILO interventions?
- ☐ Do you think that ILO interventions have contributed to strengthen the institutions in the country and have contributed to create more employment opportunities for everyone? How?
- ☐ How did the ILO incorporate institution/capacity building and how effective was it in building trusting partnerships in the country?
- ☐ Are there external and contextual factors that can determine success or failure of the fragile states interventions?
- ☐ What is the optimal scale of ILO interventions in the country, in your opinion?
- ☐ What challenges/limitations did the ILO interventions face in the country?
- ☐ Are ILO activities in the country aligned with national development frameworks?

- ☐ Are ILO activities in the country aligned with national policies in the field of employment, gender equality or other relevant areas? Please give details
- ☐ Are ILO activities in the country supporting the achievement of national goals?
- ☐ Has the ILO been effective in promoting the integration of international labour standards in the national labour law and related legislation?
- ☐ Have you observed a change in the pace of ILO intervention over the time? Please focus on the last 10 years
- ☐ Thinking about ILO interventions in the country, do you think that ILO has a comparative advantage in the response continuum (rescue, relief, reconstruction and development) compared to other UN organisations, NGOs and consulting firms? Please give details
- ☐ How should ILO position itself, compared to other UN organisations, NGOs and consulting firms? E.g. a leading organisation, a follower, an independent role?
- ☐ What value can the ILO add to the work of UN organisations, NGOs and consulting firms?
- ☐ Is there evidence of positive synergies between UN agencies involved in the interventions?
- ☐ What does ILO leave behind in terms of lasting impact?
- ☐ Is there evidence that the interventions are sustainable over the time?
- ☐ How can the ILO leverage resources for its interventions?
- ☐ Will the ILO remain only as an advocate for decent work policies in humanitarian, crises situations?

Why? *Lessons learned, key success factors and the most common challenges of ILO interventions*

- ☐ What lessons can be learned from ILO interventions in the country in the last 5-10 years?
- ☐ Which key success factors and mechanisms can be identified?
- ☐ Which key inhibiting factors can be identified (e.g. economic issues, implementation challenges)
- ☐ What has the ILO done and to what extent was it different than business as usual? What should it do?
- ☐ Under which conditions do ILO interventions in fragile states contribute most to strengthening the institutional capacities of ILO constituents?

ANNEX IV. LIST OF PROJECTS

Below is the complete list of projects considered for this review.

Country	Agreement start date	Agreement end date	Title	Symbol
CAR	01-Jan-00	31-Mar-06	Micro Finance (Appui au Programme de lutte contre la pauvreté)	CAF/00/006/01
	2010	2011	Evaluation thematique independante du support du compte supplementaire du budget ordinaire (CSBO/RBSA) aux CPO des pays selectionnes relatifs a la protection sociale durant le biennium 2010-2011	INT/00/00/0000
	Sep-08	14-Jul-11	Promotion of indigenous and tribal peoples' rights through legal advice, capacity-building and dialogue	INT/08/15/EEC
	Jul-08	Dec-10	Programme de promotion du dialogue social en Afrique BIT-PRODIAF – Phase III	RAF/08/12M/BEL
	02-Apr-12	30-May-14	Appui a la promotion des droits des peuples autochtones en Centrafrique (APPACA)	CAF/12/01/UND
DRC	17-Jun-00	31-Mar-06	Post-Conflict Fund Grant for Preparing a Demobilization and Rehabilitation Project (ZAI/00/M01/IBR)	DRC/00/01/IBR
	12-Feb-07	30-Sep-09	Améliorer la gouvernance dans les mines du Katanga par la promotion du travail décent	DRC/05/01/BEL
	01-Jul-06	31-Mar-10	Projet d'appui à la réinsertion économique durable des démobilisés (ARED)	DRC/06/01/DRC
	15-May-09	30-Sep-12	Projet d'appui à la réinsertion économique durable des démobilisés en République Démocratique du Congo	DRC/09/01/DRC
	06-Apr-09	31-Dec-12	Transporting hope joint programme: Training of the Union leaders of the road transport sector	DRC/09/01/WFP
	01-Jan-11	30-Sep-12	Appui à la réinsertion économique durable des démobilisés en RDC – Phase 2011-2014	DRC/11/01/DRC
	19-Apr-12	18-Apr-15	Programme d'activités pour l'emploi des jeunes dans la province du Katanga (PAEJK)	DRC/11/02/BEL
	01-Jul-12	30-Nov-13	Réintégration économique d'enfants sortis des forces et groupes armés et autres enfants vulnérables en RDC	DRC/12/01/CEF
	19-Apr-12	18-Apr-15	Programme d'activités pour l'emploi des jeunes dans la province du Katanga (Kinshasa)	DRC/12/50/BEL
	Jun-12	31-Mar-14	Independent end of project evaluation of project countries and global programmes respond effectively to HIV and AIDS in the world of work, including social protection coverage in the informal economy	GLO/12/63/NOR

Country	Agreement start date	Agreement end date	Title	Symbol
	2010	2011	Evaluation thematique independante du support du compte supplementaire du budget ordinaire (CSBO/RBSA) aux CPO des pays selectionnes relatifs a la protection sociale durant le biennium 2010-2011	n.a.
	Sep-03	May-07	Prevention and Reintegration of Children Involved in Armed Conflict	INT/03/P52/USA
	Jan-06	Dec-10	HIV/AIDS Prevention and Impact Mitigation in the World of Work in Sub-Saharan Africa	INT/05/08/SID
	Oct-07	Mar-09	Prevention of Recruitment and Reintegration of Children Affected by Armed Conflict (in particular children associated to armed forces and groups and children involved in the worst forms of child labour as a result of conflict) in Burundi and DRC	RAF/07/04/NOR
	Jul-08	Dec-10	Programme de promotion du dialogue social en Afrique BIT-PRODIAF – Phase III	RAF/08/12M/BEL
	Jan-11	Dec-14	Appui à la Promotion de l'Emploi et la Réduction de la Pauvreté (APERP)	RAF/10/58/FRA
	22-Oct-07	31-Dec-08	Programme d'appui à l'emploi des jeunes	DRC/56/280/11
Liberia	01-Jul-07	31-Jul-08	ILO/UNIFEM proposal on gender and employment generation: Contributing to lasting peace	LIR/06/01/NOR
	01-Jun-06	30-Apr-10	Poverty Reduction through Decent Employment Creation in Liberia	LIR/06/50/NET
	01-Jun-09	31-Dec-14	Labour-based public works	LIR/09/01/LIR
	28-Aug-09	31-Aug-12	UN joint programme for employment and empowerment of young women and men in Liberia	LIR/09/02/CEF
	01-Sep-09	15-Jun-12	Strengthening the world of work response on HIV/AIDS – AIDS Capacity building and Technical Support (ACTS)	LIR/09/50/OPE
	22-Dec-10	31-Aug-13	Agricultural Sector Rehabilitation Project	LIR/10/01/BAD
	01-Nov-11	31-Dec-13	Agriculture and infrastructure development project (AIDP)	LIR/10/03/IDA
Rwanda	01-Oct-2008	30-Jun-2012	MIGSEC: Extending social security to African migrant workers and their families – RBSA Evaluation	RAF/08/02/RBS
	01-Jan-2011	31-Dec-2011	ILO participation in Rwanda One UN Fund – Interim Joint Review	RWA/11/01/OUF
	01-Jul-2008	30-Jun-2012	Quatrain Africa: Strengthening financial governance of social security in Africa – RBSA Evaluation	RAF/10/02/RBS
	01-Mar-2008	31-Ago-2010	The law-growth nexus: A mapping of labour law and MSE development in Sub-Saharan Africa	RAF/08/01/NAD
	01-Oct-2007	31-Dec-2010	Cooperative facility for Africa (COOPAfrica)	RAF/06/53/UKM
	Mid 2006	Mid 2009	Youth employment Network YEN / SIDA Project	INT/06/06/SID
	2002	2005	SYNDICOOP – Poverty Alleviation for Unprotected Informal Economy Workers through Trade Union – Cooperative Joint Action	RAF/04/52/NET
	01-Jun-2012	31-Dec-2013	Responding effectively to the HIV/AIDS epidemic in the world of work: Country programmes	GLO/12/63/NOR
	01-Jan-2010	31-Dec-2011	Support of the Regular Budget Supplementary Account (RBSA) to the CPO of selected countries relative to social protection during the biennium 2010-2011	RWA127
	01-Jul-2008	31-Dec-2010	Programme to promote social dialogue in francophone Africa BIT-PRODIAF-Phase III	RAF/08/12M/BEL
	Sep-03	May-07	Prevention and Reintegration of Children Involved in Armed Conflict	INT/03/P52/USA

Country	Agreement start date	Agreement end date	Title	Symbol
Somalia	01-Nov-01	31-Dec-07	Promotion of Economic Recovery, Employment Creation and Support to Decentralisation in Somalia	SOM/01/01/ITA
	01-Oct-03	31-Dec-07	Promotion of Economic Recovery, Employment Creation and Support to Decentralisation in Somalia (2nd phase)	SOM/03/01/ITA
	31-Dec-03	31-Mar-06	Training in the Road Sector in Northern Somalia	SOM/03/03/DAN
	01-Mar-04	31-Jul-07	Community based cash for employment support of food security in Somalia	SOM/03/05/EEC
	14-Sep-05	31-Jul-08	Public/private partnership for waste management entrepreneurship under the Somalia urban development programme	SOM/05/01/HAB
	01-Dec-05	31-Mar-07	Community Employment Intensive Infrastructure Programme Somalia	SOM/05/02/EEC
	01-Dec-05	31-Aug-08	Employment-Intensive Programme in Support of Peace, Mogadishu, South and Central Somalia	SOM/05/03/NOR
	16-Feb-06	30-Jun-09	Support to the Somali Employment, Enterprise and Livelihood (EEL) Programme 2006-2008	SOM/05/04/DAN
	01-May-06	30-Sep-09	Somali Employment, Enterprise & Livelihoods (EEL) Programme 2006-08	SOM/06/01/UKM
	01-Jan-08	31-Jul-08	Promoting Peace through Learning and Knowledge Sharing in Somalia	SOM/07/01/NOR
	01-Jun-08	30-Sep-10	Employment for Peace: Promoting Gender Equity	SOM/07/02/NOR
	01-Jan-08	30-Apr-10	Improvement of Living Conditions of IDPs/Returnees in Jowhar and Baidoa, Somalia	SOM/08/01/HAB
	01-Jul-08	31-Dec-10	Employment for Peace and Development in South and Central Somalia	SOM/08/02/USA
	10-Nov-08	31-Dec-09	Programme of support on local governance and decentralised service delivery (bridging phase)	SOM/08/03/UND
	20-Apr-09	31-Dec-12	Joint programme on local governance and service delivery	SOM/08/04/UND
	01-Oct-09	31-Dec-12	UN joint programme for local governance and decentralized service delivery	SOM/09/01/UND
	15-Oct-09	30-Jun-10	Creating Opportunities for Productive and Decent Work for Out of School Young People	SOM/09/02/CEF
	01-Jul-10	30-Jun-12	Employment generation for early recovery in South Central Somalia	SOM/10/01/UND
	01-Oct-10	31-Dec-12	Joint programme on local governance and service delivery (Norwegian contribution)	SOM/10/02/UND
	01-Aug-11	31-Jul-14	Improvement of Livelihoods of Vulnerable Households in Urban and Peri-Urban Areas of Galkayo	SOM/10/03/EEC
	01-Jan-11	31-Dec-11	Joint programme on local governance and service delivery (Joint Programme) DANIDA funding	SOM/10/04/UND
	18-Mar-11	31-Aug-12	Sustainable employment and economic development programme (SEED)	SOM/11/01/FAO
	15-May-11	31-Dec-12	Joint programme on local governance and service delivery (SIDA contribution)	SOM/11/03/UND
	01-Mar-12	31-May-12	HIV and AIDS in the workplace	SOM/11/04/CEF
	01-Mar-12	15-Dec-14	UN Joint programme on local governance and decentralised service delivery-DANIDA contribution	SOM/12/01/UND
	01-Aug-12	31-Jan-14	The promotion of gender equality and women's economic empowerment in Somalia	SOM/12/03/EEC
	01-Oct-12	31-Mar-14	Prevention of child recruitment and reintegration of children associated with armed forces and groups in south central Somalia	SOM/12/06/EEC

Country	Agreement start date	Agreement end date	Title	Symbol
	01-Nov-12	15-Apr-13	The promotion of economic empowerment for young women and girls in IDP settings	SOM/12/07/UNW
	01-Jan-13	31-Dec-17	Joint programme on local governance and decentralised service delivery, UN-JPLG (Phase II)	SOM/13/01/UND
	01-Jul-13	30-Jun-18	Joint Programme on Local Governance and Service Delivery Phase II	SOM/13/02/UND
	24-May-13	24-Nov-15	UN Joint Programme on Local Governance and Decentralized Service Delivery (UN-JPLG)-EC funding	SOM/13/03/UND
	01-Jul-11	30-Jun-12	Promotion of Community Security Through Engagement with Youth at Risk	SOM/78/475/34
	01-Mar-13	28-Feb-14	Promoting community security through engagement with youth at risk (Youth for change, Somali Regions)	SOM/83/857/11
			The East African Decent Work Programme 2010-2015	n.a.
	2010	2011	Independent thematic evaluation of rbsa support to selected country programme outcomes concerning promotion of employment during 2010-2011 biennium	n.a.
South Sudan	01-Jul-12	30-Jun-13	Stabilization and Early Reintegration Support for Returnees in South Sudan.	SUD/11/03/UND
	01-Jan-10	31-Dec-11	Independent Evaluation of African Country Programme Outcomes (CPOs) Funded from RBSA in the Thematic Area of Social Dialogue	n.a.
			Independent evaluation of the ILO's Decent Work Country Programme Strategies and Activities in North-Africa: 2010-2013	n.a.
	01-Mar-08	31-Aug-13	Independent Final Evaluation Tackling Child Labour through Education (TACKLE) project of ILO (2008-2013)	INT/05/24/EEC
	Sep-09	31-Dec-12	Creating opportunities for youth employment in South Sudan	n.a.
	Dec-09	Dec-12	Sustained Peace for Development: Conflict Prevention and Peace-Building in Sudan through targeted interventions in selected communities along the 1-1-1956 border	n.a.
Haiti	01-Jun-01	31-Mar-06	Appui au Développement d'un partenariat national pour l'intégration économique et sociale	HAI/01/001/01
	30-Mar-03	31-Dec-05	Preventing the Exploitation of Child Domestic Workers in Haiti (Phase I)	HAI/03/01/CAN
	30-Jun-04	31-Jul-07	Prevention and elimination of the worst forms of child labour in Haiti (Phase II)	HAI/04/50/CAN
	01-Feb-06	30-Jun-06	Addendum to the Project Proposal for expanding project "Eradication and prevention of the worst forms of child labour in Haiti"	HAI/06/50/CAN
	01-Jan-08	31-Dec-10	Eradication and prevention of the Worst Forms of Child Labour in Haiti	HAI/07/02/BRA
	30-Sep-08	31-Dec-13	Enhancing Workers' Access to Labour Rights and Jobs in Haiti (should be: Increasing Decent Employment in the Apparel Sector in Haiti – Preparatory Phase?)	HAI/08/01/USA
	01-Apr-10	25-Feb-12	Recovery through employment generation, environmental rehabilitation and disaster mitigation	HAI/10/01/UND
	28-Mar-11	28-Feb-14	Haiti: Protecting Children from Child Labour during the Early Recovery Phase (USDOS Contribution)	HAI/10/02/USA
	01-Jan-11	30-Jun-13	Supporting the reform of Haiti's labor administration and the revision of its national labor code within the framework of the Better Work Haiti program	HAI/10/03/CAN
	13-Jan-11	30-Jun-13	Debris management in support to the return of the earthquake affected population to their communities in Port au Prince (Haiti)	HAI/10/50/UND

Country	Agreement start date	Agreement end date	Title	Symbol
	01-May-11	31-Jul-11	Recovery through employment generation, environmental rehabilitation and disaster mitigation 2011	HAI/11/01/WFP
	01-Aug-11	08-Jan-14	Protecting Children from Child Labour During the Early Recovery Phase (Part funded by Brazil)	HAI/11/02/BRA
	01-Jul-11	30-Jun-13	Debris management in support to the return of the earthquake affected population to their communities in Port au Prince (Haiti) – Phase II	HAI/11/50/UND
	30-Sep-11	31-Dec-13	Réhabilitation de 16 quartiers et retour volontaire des familles de 6 camps associés	HAI/11/51/UND
	23-Dec-11	31-Mar-14	Réhabilitation de la zone du Champs de Mars – Haïti	HAI/12/01/UND
	16-Nov-12	31-Dec-16	Enhancing Workers' Access to Labour Rights and Jobs in Haiti - Decentralized	HAI/12/01/USA
	16-Nov-12	31-Dec-13	Increasing Decent Employment in the Apparel Sector in Haiti - Decentralized	HAI/12/51/USA
	09-Nov-06	31-May-07	Relance économique favorisant la création d'emplois aux Gonaïves	HAI/47/717/99
	01-Jul-07	31-Dec-09	Programme de prévention des désastres naturels par la réhabilitation de l'environnement à travers la création d'emplois	HAI/56/791/99
	30-Sep-99	31-Mar-06	Haiti working conditions project	HAI/99/01/USA
	01-Jan-99	04-Oct-04	Combating the exploitation of child domestic workers in Haiti	HAI/99/05/050
	14-Feb-11	13-Feb-14	Gender sensitive labor market migration policies in the Nicaragua Costa Rica, Panamá, and Haiti, Dominican Republic corridors	RLA/09/05/EEC
	01-Aug-12	01-Feb-13	Better Work Haiti: Garment Industry 6th Biannual Synthesis Report Under the HOPE II Legislation	n.a.
	02-Dec-09	31-Dec-11	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan	INT/09/09/UNA
Afghanistan	24-Jun-03	31-Mar-06	Entrepreneurship Development and Handicraft for Women in Afghanistan	AFG/03/02/ITA
	01-Jan-04	31-Dec-05	Exp of empl service centres in Afghanistan	AFG/03/03/FRG
	11-Dec-03	31-Dec-06	Technical Advisory Services for the National Emergency Employment Programme: The Joint Programme Management Unit	AFG/03/04/IDA
	01-Jul-04	30-Jun-06	Afghan Micro-Finance for Employment Programme through the Micro-Finance Investment and Support Facility (MISFA)	AFG/04/03/MSF
	18-Aug-04	31-Dec-05	ILO-UNHCR Cooperation towards comprehensive solutions for afghan displacement -research phase-	AFG/04/04/HCR
	01-Aug-05	31-Dec-06	Employment Services Centre for Returned Refugees and IDPs in Kabul	AFG/05/01/HCR
	01-Apr-06	31-Mar-07	Expansion of Employment Service Centres to Nine Provinces in Afghanistan, 3rd phase	AFG/06/01/GTZ
	15-Jul-06	25-Sep-07	Technical advisory services for the national skills development and market linkages programme	AFG/06/02/AFG
	29-May-06	31-Mar-08	Capacity building for return, reintegration and temporary migration of Afghan workers and their protection	AFG/06/03/HCR
	10-Apr-07	31-Dec-07	Local economic development and employment project in Herat	AFG/07/01/HCR
	01-Feb-07	31-Jul-08	Expansion of ESC to Nine Provinces in Afghanistan 4th phase	AFG/07/02/FRG
	30-Sep-10	30-Jun-14	Strengthening Labour Administration in Afghanistan	AFG/10/01/USA
	06-Dec-11		Preparatory work for an LFS	AFG/11/01/UKM
	27-May-12	28-Feb-13	Livelihood Assessment of 22 Priority UNHCR Sites in Afghanistan	AFG/12/01/HCR

Country	Agreement start date	Agreement end date	Title	Symbol
	05-Nov-12	04-May-13	Rapid Assessment on Health Conditions on Child Brick Workers in Kabul and Nangarhar Provinces (All forms of child labour progressively eliminated)	AFG/12/02/CEF
	29-Jan-13	30-Oct-13	Studies on Afghan Competitiveness for Job Creation – Agricultural Value Chains	AFG/12/04/JCA
	30-Apr-07	31-Mar-09	Reintegration Support project for ex-combatants (RSPE) and ESC	AFG/52/259/34
	01-Jan-13	31-Mar-14	National Employment Strategy	AFG/68/011/34
			Afghanistan Decent Work Programme 2010-2015	n.a.
Nepal	01-Jun-06	30-Apr-10	Mainstreaming tripartism and social dialogue.	INT/06/63/NET
	01-Jun-06	30-Apr-10	Mainstreaming tripartism and social dialogue.	INT/06/63/NET
	02-Dec-09	31-Dec-11	The ILO Programme in the 2010 – 2011 UNAIDS Unified Budget and Workplan	INT/09/09/UNA
		31-Dec-10	Advancing Tripartite Action to Tackle Child Labour (ACTRAV)	INT/09/51/NOR
	31-Mar-09	31-Dec-10	Strengthening Social Dialogue, phase II (ACTRAV)	INT/09/53/NOR
		31-Dec-10	Strengthening Social Dialogue phase II (ACT/EMP)	INT/09/54/NOR
	01-Apr-09	31-Dec-10	Promoting Freedom of Association and the Effective Recognition of the Right to Collective Bargaining (ACTRAV)	INT/09/56/NOR
	01-Jan-00	30-Jun-06	Elimination of child bonded labour Nepal	NEP/00/03/050
	01-Jan-96	31-Dec-09	COUNTRY PROGRAMMES NEPAL – NEP/00/11/150	NEP/00/11/150
	01-Dec-00	31-Aug-05	Nepal bonded labour project (phase 2)	NEP/00/50/USA
	01-Dec-99	31-Mar-06	Bonded labour in Nepal project	NEP/00/51/USA
	01-Sep-01	31-Dec-06	Supporting the Time-Bound Programme in Nepal – The IPEC Core Time-Bound Programme Project (INT/01/P04/USA) (see also NEP/02/P01/NEP)	NEP/01/50/USA
	01-May-04	30-Jun-08	HIV/AIDS Prevention Education Programmes in the Workplace in Nepal (INT/03/M19/USA)	NEP/03/50/USA
	15-Sep-06	31-Dec-10	Sustainable elimination of child bonded labour in Nepal – Phase II	NEP/06/50/USA
	01-Jun-06	30-Apr-10	Employment Creation and Peace Building based on Local Economic Development (EMPLED)	NEP/06/51/NET
	01-Dec-08	31-Dec-11	Skills Enhancement for Employment	NEP/07/02/IFA
	01-Jul-09	30-Sep-11	Protection of migrant workers through better regulation and monitoring of private recruitment agencies	NEP/08/01/AGF
	22-Oct-08	28-Feb-11	Promotion of Indigenous Peoples' Rights in the constitution-making and state-reform process in Nepal	NEP/08/02/MUL
	19-May-08	31-Dec-09	Labour Force survey II	NEP/08/02/UND
	01-Aug-08	15-Dec-09	Employment creation for people living with HIV and AIDS (PLHA)	NEP/08/03/UNA
	01-Aug-08	30-Nov-09	Support to national HIV/AIDS programme	NEP/08/04/UND
	30-Sep-09	30-Sep-10	Labour Market reform in Nepal	NEP/09/02/UKM
	30-Mar-09	31-Dec-11	ILO-FAO Jobs for peace: 12,500 youth employed and empowered through an integrated approach	NEP/09/01M/UND
	15-Sep-10	30-Sep-11	Preventing trafficking of Nepalese migrant workers	NEP/10/01/IRL
	01-Apr-11	30-Jun-12	Assess HIV vulnerability of sex worker returnee from India to design HIV prevention, treatment and care services	NEP/10/02/UNA
	01-Jan-11	30-Jun-12	HIV and TB risk assessment and prevention among street vendors	NEP/10/03/UNA

Country	Agreement start date	Agreement end date	Title	Symbol
	15-Jul-10	30-May-12	Support to the rehabilitation of verified minors and late recruits	NEP/10/50/UND
	01-Aug-11	31-Dec-12	Support to the Implementation of Nepal's National Master Plan on the Elimination of Child Labour	NEP/11/01/DAN
	01-Sep-12	30-Jun-14	Gender Responsive Recovery for Sustainable Peace (GRRSP)	NEP/12/02/UND
	02-Apr-12	31-May-14	Implementation of indigenous peoples' rights in Nepal	NEP/12/03/UND
	01-Jun-12	31-Dec-13	Gender Mainstreaming in the ILO Norway Partnership Agreement in Nepal	NEP/12/50/NOR
	01-Jun-13	31-May-16	Towards Achieving the Elimination of the Worst Forms of Child Labour as Priority (ACHIEVE)	NEP/13/01/DAN
	28-May-12	31-Aug-15	Occupational Safety and Health Development in Nepal (SHIELD) Project	NEP/13/50/JPN
	01-Jan-96	31-Dec-02	Setting national strategies to combat trafficking in Nepal - NEP/97/05/070	NEP/97/05/070
	01-Jan-96	31-Dec-03	Setting national strategies to combat trafficking in Nepal - NEP/97/05/071	NEP/97/05/071
	01-Jan-96	31-Dec-03	Setting national strategies to combat trafficking in Nepal - NEP/97/05/072	NEP/97/05/072
	01-Aug-98	30-Jun-05	Towards elimination of child bonded labour	NEP/98/01/080
	01-Aug-98	31-Dec-08	Towards elimination of child labour	NEP/98/01/082
	01-Jan-96	31-Dec-09	Towards child labour free area Baglund	NEP/98/11/253
	01-Jan-96	31-Dec-09	Non-formal education for child labour	NEP/98/11/258
Nepal	01-Jan-96	31-Dec-09	Providing legal aid	NEP/98/11/260
	28-Nov-11	30-Jun-12	Preventing the Trafficking of Women and Girls for Domestic Work	RAS/11/10/UKM
	Aug-10	Aug-12	Green Jobs in Asia	RAS/10/50/AUS
	Beyond 2009		Promoting the Rights and Reducing Poverty of Indigenous and Tribal Peoples	INT/08/57M/DAN
	Sep-08	14-Jul-11	Promotion of indigenous and tribal peoples' rights through legal advice, capacity-building and dialogue	INT/08/15/EEC
	2004	2007	Capacity Building for Employers' Organization on Productivity and Competitiveness	INT/04/39/NOR
	2005	2009	The ILO's Strategy to Extend Social Security An Independent Evaluation Report EVALUATION	n.a.
			Delivering decent work results: A meta-analysis of 15 ILO Decent Work Country Programme reviews	n.a.
	2008	2012	Review of the Decent Work Country Programme Nepal 2008–12	n.a.
	2006	2007	Nepal biennial country programme review (2006-2007) report	n.a.
		31-Mar-14	"ILO-Norway and ILO-Sweden Partnership Programmes' contribution towards Outcome 9 – Employers have strong, independent and representative organization"	GLO/12/60/SID – GLO/12/56/NOR
	May-11	May-16	Improving decent work opportunities for youth through knowledge and action (Work4Youth)	GLO/11/01/MCF
			"Strengthening Employers' Organizations for Effective Social Dialogue"	GLO/10/56/NOR
	2006	2009	Evaluation of the ILO special action programme to combat forced labour	GLO0659NET
	Sep-02	Mar-06	Combating Child Trafficking for Labour and Sexual Exploitation	RAS/02/51/USA

Country	Agreement start date	Agreement end date	Title	Symbol
	Jan-09	Mar-12	Equality and Decent Work Promotion for Asian Women through Prevention of Human Trafficking, Protection of Domestic Workers and Gender Capacity Building (RBSA –Decent work, Gender equality and Safe migration)	RAS/08/04/RBS
	2004	2007	Social dialogue and youth employment (INT/06/54/NOR)	INT/06/54/NOR
	2013	2017	Decent Work Country Programme Nepal	n.a.
Sri Lanka	Sep-03	May-07	Prevention and Reintegration of Children Involved in Armed Conflict	INT/03/P52/USA
	Jun-12	31-Mar-14	Independent end of project evaluation of project countries and global programmes respond effectively to HIV and AIDS in the world of work, including social protection coverage in the informal economy	GLO/12/63/NOR
	2008	2012	Review of the Decent Work Country Programme: Sri Lanka 2008–12	n.a.
		2014	Social Protection for PLHIV in Sri Lanka by Building Capacity and Enhancing Networking among PLHIV NGOs	n.a.
	26-May-10	30-Jun-13	Local Empowerment Through Economic Development/ Community-based confidence building among different ethnic and religious groups for SME development for the most vulnerable in Sri Lanka – Midterm Evaluation	SRL/10/04/AUS
	2010	2013	Mid-term Review of the 'Integrated Programme for Empowering Conflict Affected Communities to Rebuild their Lives in North and East Sri Lanka' (ECAC)	UDP-AS-09-078
	2009	2011	Midterm Evaluation of the Promoting the Fundamental Principles and Rights at Work in Sri Lanka	SRL/09/05/USA
	30-Sep-09	31-Jan-13	Prevention of Trafficking in Persons through Improved Management of Labour Migration	SRL/09/01/USA
	Mar-07	Dec-10	Enhancement of employment possibilities in Sri Lanka's Sabaragamuwa Province and its two Districts of Ratnapura and Kegalle, Sri Lanka	SRL/07/01/JPN; SRL/07/04/JPN; SRL/08/01/JPN; SRL/08/02/JPN; SRL/08/04/JPN; SRL/09/02/JPN; SRL/09/03/JPN
	Oct-05	Aug-07	Evaluation of the outputs and the impact of the technical assistance provided to the government through the Reconstruction And Development Agency (RADA) for planning and co-ordination of the livelihood recovery process in the tsunami affected division in Sri Lanka	n.a.
	Sep-05	Dec-08	Capacity Building for Employment Services and JOBSNET (CABNET) (ILO Accelerated Employment Services Project (AES), Sri Lanka	SRL/03/01M/SID
	Jun-05	30-Sep-09	Micro and small enterprise development for pro-poor growth in Sri Lanka	SRL/05/03/SID
	Feb-02	May-05	Start and Improve Your Business Project in Sri Lanka	SRL/01/M01/SID
	Aug-10	Aug-12	Green Jobs in Asia	RAS/10/50/AUS
	Jan-05	Dec-08	Independent Evaluation of Support to Sustainable Rural Infrastructure Development Services for Poverty Reduction in the Asia Pacific Region	RAS/04/12/SID
	Sep-02	Mar-06	Combating Child Trafficking for Labour and Sexual Exploitation	RAS/02/51/USA
	Jul-06	Jun-09	Mid-Term Review of the Youth Employment Network YEN/Sida PROJECT: "Promoting decent and productive work for young women and men through support to the UN Secretary-General's Youth Employment Network Secretariat"	n.a.
			Independent evaluation of the ILO's strategies on fundamental principles and rights at work	n.a.
	Oct-07	31-May-11	Creating youth employment through improving youth entrepreneurship	INT/07/09/SDC

Country	Agreement start date	Agreement end date	Title	Symbol
	15-Dec-10	14-Dec-12	Promoting decent work through good governance, protection and empowerment of migrant workers: Ensuring the effective implementation of the Sri Lanka National Labour Migration Policy	SRL/10/08/SDC
	15-Mar-13	15-Sep-15	Promoting decent work through good governance, protection and empowerment of migrant workers: Ensuring the effective implementation of the Sri Lanka National Labour Migration Policy – Phase 2 (LM Phase 2)	SRL/12/03/SDC
	27-Apr-07	30-Sep-08	Sri Lanka: Integrated Rural Accessibility Planning Project (IRAP) – A Component of UNOPS' Community Access Programming	SRL/07/02M/ONU
		2006 midterm	Emergency response to child labour in selected Tsunami affected areas in Sri Lanka	SRL/05/50/USA
	2004	2007	JobsNet – the National Employment Sourcing & Delivery System	n.a.
Lebanon	Apr-09	Dec-10	Evaluation of the ILO Project, "Enhancing labour inspection effectiveness"	GLO/09/50/NOR (RER/09/50/NOR, RAB/09/50/NO)
	Jan-11	Dec-11	Internal Evaluation – ILO/Norway Project "Strengthening labour administration and labour inspection services in selected countries"	GLO/10/59/NOR
	Apr-09	Dec-10	"Promoting good governance and decent work in the Mediterranean through improved labour administration and social dialogue"	INT/08/11/ITA
	Aug-07	Mar-08	Report of the independent final evaluation of the project Local Socio-Economic Recovery in War-Affected Areas of South Lebanon	LEB/07/01M/UND
	Apr-08	Apr-11	Skills development, employment services and local economic recovery for the construction sector in South Lebanon	LEB/07/03M/ITA
	Dec-08	Jun-12	Support to Public Employment Services in Lebanon: Strengthening the Capacity of the National Employment Authority	LEB/08/01M/CAN
	Aug-08	Jun-10	Enhancing Local Employment, Skills and Enterprises in Nahr El Bared	LEB/08/05M/UNR
		2011	Project of Support Action to Combat the Worst Forms of Child Labour in Lebanon	LEB0806PITA
	May-09	Mar-11	Independent Evaluation of 'Supporting Local Socio-Economic Recovery and Development in War-Affected Areas of South Lebanon (Phase II)'	LEB/09/01M/UND
	Jul-10	Jun-12	Strengthening Information and Access to Employment for Palestinian Refugees in Lebanon	LEB/09/02/CAN
	Sep-09	Aug-12	Conflict Prevention and Peace Building in North Lebanon	LEB/09/50/UND
	May-11	May-14	Action Programme for Protecting the Rights of Women Migrant Domestic Workers in Lebanon	LEB/10/04/EEC
	Sep-04	Mar-08	Supporting the National Policy and Programme Framework for the Elimination of Worst Forms of Child Labour in Lebanon and Yemen: Consolidating Action Against Worst Forms of Child Labour	RAB/04/P51/USA
	Jan-09	Apr-10	Sub Regional Initiative on Promoting Gender Equality in the World of Work in Lebanon, Syria and Jordan	n.a.
	Sep-11	May-15	Mid-Term Evaluation for the Regional Workers' Literacy Project: "Strengthening of Workers' Organizations in the Arab Countries through Economic, Social and Legal Literacy".	RAB/11/02/USA
	Jun-12	Expected until end 2015 (date of extension tbd)	Developing the capacity of Employers' Organizations in the Arab Region to contribute to job rich growth through effective policy and social dialogue.	RAB.12.50.NOR
			Proposal for activities under the Norway-ILO co-operation agreement 2008-09 labour inspection	RAB/09/50/NOR

Country	Agreement start date	Agreement end date	Title	Symbol
Lebanon	24 months duration		Improving access to employment and social protection for Palestinian refugees living in Lebanon	n.a.
	36 months duration		Action Programme for Protecting the Rights of Women Migrant Domestic Workers (WMDWs) in Lebanon	n.a.
	Jul-12	Dec-12	Supporting National Action to Combat the Worst Forms of Child Labour in Lebanon	n.a.
	01-Sep-08	01-Aug-10	Strengthening National Action to Combat the Worst Forms of Child Labour in Lebanon	n.a.
	Jul-07	Jul-08	Integrated support to the rehabilitation of NBC adjacent area	n.a.
	Oct-10	Oct-12	Palestinian Women Economic Empowerment Initiative	LEB/10/03M/SDC
	18 months duration		Supporting Local Socio-Economic Development in War-Affected Areas of South Lebanon	n.a.
	17 months duration (change)		Supporting Local Socio-Economic Development in War-Affected Areas of South Lebanon (bridge phase)	n.a.
	Sep-09	Sep-11	Conflict Prevention and Peace Building in North Lebanon	n.a.
	n.a.	n.a.	Nahr El Bared Camp (NBC) emergency programme enhancing local employment, skills and enterprises	n.a.
	2010	2011	Towards Counting As Workers: Protecting the Rights of Women Migrant Domestic Workers (WMDWs) in Lebanon Through a Participatory Policy Dialogue and Action Process	LEB/10/05/SDC
	Jun-11	May-13	"Employment Services For Palestinian Refugees in South Lebanon"	n.a.
	n.a.	n.a.	Support to public Employment Services in Lebanon	n.a.
	Mar-08	Feb-10	Skills development, employment services and local economic recovery for the construction sector	LEB/07/03M/ITA
	18 months duration		Empowerment of youth at risk through job creation programme in areas of tension	n.a.
	2009		Early Recovery of Nahr el Bared surrounding Lebanese communities affected by 2006 and 2007 conflicts	n.a.
	Jan-12		Effective labour inspection and labour administration system strengthened in line with the principles of the ratified labour administration convention	n.a.
	2010		Lebanon Labour Inspection Audit	n.a.
	2012	31-Mar-14	Final Evaluation of the ILO Project on Good Governance through Labour Administration and Labour Inspection	GLO/12/02/NOR

ANNEX V. LIST OF INTERVIEWEES

■ AFRICA

Central African Republic

Name	Organisation	Role
Justin Bruno Sambia Bamingo	Ministry of Labour	-
Bienvenu Hervé Kovoungbo	Ministry of Economy, Planning and International Cooperation	Director of Multilateral Cooperation and Head of Department of the “Public Investment Budget Development” at the National Focal Point g7+/New Deal
Anonymous	Union Nationale du Patronat Centrafricain	-

Democratic Republic of the Congo

Name	Organisation	Role
Roger Mavinga Nkambu	ILO Subregional Office, Kinshasa	Chargé de programme
Angélique Okomba	Ministère de l'emploi, du Travail et de la Prévoyance Sociale	Secretary General
Henriette Tshimuanga Minchiabo	Ministère de l'emploi, du Travail et de la Prévoyance Sociale – Direction d'Etudes et Planification	Directeur Chef de Service
Robert Kuzitisa	Ministère de l'emploi, du Travail et de la Prévoyance Sociale – Direction d'Etudes et Planification	Coordinateur Adjoint
Socrate Celestin Nsiku	Confédération des Petites et Moyennes entreprises Congolaises – COPEMECO	Administrateur
Marc Atibu Saleh Mwekee	Fédération des Entreprises du Congo	Secrétaire General

Name	Organisation	Role
Marcel Ndoko	FAO	Consultant National Agronome
Roger Tambwe Musombo	Ministère de la Défense Nationale, Anciens Combattants et Réinsertion – Unité d'Exécution du Programme National de Désarmement, Démobilisation et Réinsertion	Chargé de Réintégration
Grevisse Ditend Yav	Ministère de la Défense Nationale, Anciens Combattants et Réinsertion – Unité d'Exécution du Programme National de Désarmement, Démobilisation et Réinsertion	Administrateur du Programme DDR
Polycarpe Kapwadi,	UNDP	Community Recovery Expert
Francis Kikongi Maswama	Confédération Syndicale du Congo	Vice-president
Guillaume Kuku	Radio Télévision Nationale Congolaise – RTNC	Journalist
Johnson-Robert Mulaganire Namegabe	Project level	TDR et Ir en Gestion de l'Environnement
Frank Mayundo Muyumba	ILO	National expert in entrepreneurship

Liberia

Name	Organisation	Role
Toni Haj	Liberia Chamber of Commerce	Vice President
David Sackoh	Liberia Labour Congress	Secretary General
Gabriel Fernandez	Ministry of Gender, Children and Social Protection	National Social Security Coordinator
Jame Yekeh	Winrock.ARCH	Country Director
Dennis Zulu	ILO	Director a.i.
George Saah	Ministry of Labour	Bureau of Employment Coordinator
Ina Christensen	UNICEF	Gender Officer

Rwanda

Name	Organisation	Role
Anna Mugabo	Ministry of Public Services and Labour	Director of Labour and Administration
Lamech Nambajimana	WINROCK INTERNATIONAL	Project Director
Eric MANZI	CESTRAR	Secretary General
Dominique BICAMUMPAKA	COTRAF	President

Name	Organisation	Role
Sylvestre	COSYLI	Programme Officer
Emmanuel BIGENIMANA	One stop youth Center	National Coordinator
Antoine RUTAYISIRE MANZI	Private Sector Federation (PSF)	Director of Advocacy and Labour relations
Justus KAMWESIGE	UNAIDS	Strategic Information Advisor
Erin	UNICEF	Chief of Social Protection Unit
Chantal RWAKAZINA	UNRCO	Coordination Analyst
Eugene	UNWOMEN	Agaseke Project Coordinator
Francine KANEZA	ILO	Staff
Jude Muzale		Staff
Julie Uwamahoro		Staff

Somalia

Name	Organisation	Role
Paul Crook	ILO	Chief Technical Adviser
Angela Kabiru		Project Manager, JPLG
Abdulkadir Ali		Technical Officer and Programme Manager
Najma Hassan		Technical Officer
Omar Sheikh	Havoyoco (Horn of Africa Voluntary Youth Committee) in Somaliland	Executive Director
Abdalla Rashid Abdalla	Modern Management Company International	Programme Director
Yassen Ali Aden	Roads Development Agency, Somaliland	-
Ibrahim Ismael	Chamber of Commerce of Somaliland	-
Omar Faruk	FESTU	Representative until 2012
Mohammed Barre	Danida	(ex-UNDP employee)
Abduba Mollu Ido	UN JPLG	Programme Specialist (ex-Danida employee)

South Sudan

Name	Organisation	Role
Hon. Hellen Achiro Lotara	Ministry of Labour and Public Service and Human Resources Development	Undersecretary of Labor
Hon. Bol Deng Bol Jack Deng (Simon Deng)	South Sudan Workers Trade Union Federation	Chairperson
Morris Shogwa		
Aurelio Ayunc Deng		Secretary for Foreign Affairs
Kacoul Majuang Kacoul		Secretary General
Joy Gire Loda		Secretary of Finance
Saikam James Kai		Secretary of Information
Antoineit Benjamin Buba		Secretary for Women and Child Affairs
Wany Gomo Wany		Deputy Chair Person
George Paulu Baba		Secretary of Organization and Work Relations
Faulino Apolo Faulino		Secretary of Culture and Training
Waigo Ben Tawga	Directorate of the Vocational Training	Deputy Director of Policy and Institutional Development
Ohide J. Hulo		Director of Administration and Vocational Training
Mr. Bol Andrew Wieu Riak	Employers Association of South Sudan	Chairperon
Mr Ndole Kumana		Secretary General

ASIA

Nepal

Name	Organisation	Role
Bhesh Bahadur Karki	Ministry of Labour and Employment, International Labour Relation Association Monitoring Section	Under Secretary
Badri Kumar Karki	Department of Foreign Employment	Director
Govinda Mani Bhurtel	Vocational and Skill Development Training Centre	Executive Director
Raghu Raj Kaphle	Foreign Employment Promotion Board	Executive Director

Name	Organisation	Role
Laxman Basnet	South Asian Regional Trade Union Council (SARTUC)	General Secretary
Rammani Pokharel	Nepal Trade Union Congress (NTUC)	Office Administration and Manager
Youbaraj Luitel	All Nepal Federation of Trade Unions (ANTUF)	Central Committee Member, Lawyer and Senior Trainer
Ramesh Badal	General Federation of Nepalese Trade Unions (GEFONT)	Secretary, Department of Foreign Affairs
Yagyaman Shakya	Federation of Nepalese Chambers of Commerce and Industry (FNCCI)	Deputy Director, Employers' Council
Neill Wilkins	Institute for Human Rights and Business	Project Manager Migrant Workers and Work With Dignity

Sri Lanka

Name	Organisation	Role
Kanishka Weerasinghe	Employers' Federation of Ceylon	Director General
Vajira Ellepola		Deputy Director General
Donglin Li	ILO	Country Director
Nihal Devagiri		National Programme Coordinator LEED project
Mahamed Farzan		Programme Assistant Cooperative Development, LEED project
S. Thabesan		Field Coordinator, LEED project
Rukshan Lovell		Programme Officer
Gemunu Wijesena		National Project Coordinator, LED through Tourism Project
Rajendrakumar Ganesarajah	UNDP	Policy Specialist
Sonali Dayaratne		Policy Specialist
Krishanti Weerakoon	OCHA Office, Humanitarian Advisory Team	Humanitarian Affairs Specialist
Watsala Jayamanna		Humanitarian Affairs Specialist
Herath Yapa	Ministry of Labour, Labour Secretariat	Secretary
W. Wimalaweera		Senior Assistant Secretary
Fernando Kodd	Foreign Employment Bureau	General Manager
W.M.V. Wansekara		General Manager

Name	Organisation	Role
Keerthi L.M. Muthukumarana		Deputy General Manager Legal, Investigation, Licence
Hemantha Wijeratne		Deputy General Manager Welfare and Social Development
Libuse Soukupova	EU	Head of Operations
Lesley Devendra	Sri Lanka Nidhas Sevaka Sangamaya (SLNSS)	Secretary General
Steven Wawrzonek	AusAID	First Secretary, Development Cooperation
Dulani Sirisena		Program Manager

LATIN AMERICA AND THE CARRIBEAN

Haiti

Name	Organisation	Role
Julien MAGNAT	ILO	ILO Coordinator in Haiti
Carmell-Rose JANN		National Coordinator – Prevention of HIV in the Workplace
Patrice LAVENTURE		National Project Coordinator – Reinforcement of Capacities of Labour Inspectors
Joseph Charles MAUDE		Programme Assistant – Employment
Claudine FRANCOIS		Country Programme Manager – Better Work
Eunice SEIGNON		Programme Assistant – Employment and Elimination & Prevention of Child Poverty
Charles Henri BAKER II	One World Appareil (garment producer)	Factory Manager & Representative of Employer Federation (ADIH)
Jean AUBERT		Human Resource Manager
Mr DOMINIQUE		Safety and Security Manager
Dr Jean Thomas NOUBOUSSI	UNDP	Coordinator – Global Fund Programmes
Kim SASSINE	Chamber of Commerce and Industry of Haiti	Executive Director
Marie-Louise A. RUSSO	ADIH – Association of Industries of Haiti	Executive Director
Frantz Bernard CRAAN	Forum économique	President
Jacques BELZIN	CTH – Confederation of Haitian Workers	President
Marie Louise LEBRUM		Deputy Secretary General

Name	Organisation	Role
Ricot Pales DOLCE		Deputy Secretary General
Raymond DAVIUS	CSH – Confederation of Haitian Trade Unions	Member
Carlo NAPOLEON		Secretary General
Dominique ST ELOI	CNOHA	General Coordinator
Jean Bonale FATAL	CTSP	President
Fernando CARDOZO	CTA-A (Argentinian trade union)	International Director
Kattia PAREDES	CSI-CSA	Human and Trade Union Rights Coordinator
Jean Widdly William CADET	CNOHA	Secretary
Cynthia PETTERSON	SHARE-HOPE	President and Co-Founder
Stéphanie JOSEPH	Pacific Sports	Compliance Manager
Sanité L. DESIR	Independent	Technical Advisor
Charles Henri BAKER II	ADIH – Association of Industries of Haiti	Manager of Garment Enterprise (One World Appareil)
Josseline Colimon FETHIERE	Office of Labour Mediation in the Textile Sector	Employment Ombudsman – Special Labour Mediator in the Textile Industry
Marie Dominique DENIZE		Assistant to the Employment Ombudsman – Special Labour Mediator in the Textile Industry
Yves HERIVRAUX	Haitian Trade Union	Trade union representative on HOPE Technical Committee
Jules MOISE	Ministry of Labour and Social Affairs	Representative of Ministry of Labour and Social Affairs on HOPE Technical Committee
Yves SAVAIN	Haitian Taskforce	Expert & Entrepreneur
Jean Robert VAVAL	Ministry of Labour and Social Affairs	Director of Ministerial Cabinet
Renan REDOUVILLE		Director of Labour
André IBREUS		Director of Legal Affairs
Jean NANCY		Labour Inspector
Octave ALADY		Labour Inspector
Melvin TEBBUTT	British Red Cross	Project Manager – Head of British Red Cross in Haiti
Moise	Trainer	Trainer – Construction Training Project
Trainer	Trainer	Trainer – Reconstruction Project in Fort National
Jo-Ann Garnier LAFONTANT	ENPAK	Executive Director

Name	Organisation	Role
André IBREUS	Ministry of Labour and Social Affairs	Director of Legal Affairs
Jules MOISE		Deputy Director of Labour
Paul FREYEL		Labour Inspector
Dimanche INNOCENT		Labour Inspector

MIDDLE EAST AND ARAB COUNTRIES

Lebanon

Name	Organisation	Role
Jean-Francois Klein	ILO	Regional Programming Services Unit former Chief
Frank Hagemann		Deputy Regional Director
Nathalie Bavitch		M&E Officer
Shaza Ghaleb Jondi		UN Coherence & Resource Mobilization Officer
Shaza Al Jundi		Programme Officer
Joumana Karamé		Programme Officer
Sawsan Masri		Project Coordinator
Raja Keldani		Project Coordinator
Mustapha Said		Senior Workers Specialist
Lama Oueijan		Senior Employers' Specialist
Mary Kwar		Senior Employment Specialist
Rania Bikhazi		Senior Enterprise Development Specialist
Ursula Kulke		Senior Social Security Specialist
Rania Hokayem		Project Coordinator
Yousif Naous	Ministry of Labour	Director General
Nazha Shalita		Child Labour Focal Point
Anon.		Anon.
Anon.		Anon.
Ghassan Ghoson	General Federation of Trade Unions	President

Name	Organisation	Role
Hassan Faqih		Vice President
Saad Eddin Hamidi Sakr		Secretary-General
Hana Haidar	Chamber of Commerce, Industry and Agriculture	HR Director
Roger Khayat		Economic Advisor
Heba Hage Felder	Swiss Development Cooperation	Director
Flavio Lovisolo	Italian Embassy	Senior Adviser in Development Cooperation
Carlos Bohorquez	UNICEF	Child Protection Technical Advisor
Rony Gedeoun	UNRCO	M&E Officer
Claudia Rodriguez		Planning and Coordination Officer
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