International Labour Organization | Evaluation Office

Meta-analysis (2026)

# Decent work results and effectiveness of ILO operations: An ex-post meta-analysis of development cooperation evaluations, 2025

With particular thematic emphasis on resource efficiency of ILO development cooperation interventions

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**With particular thematic emphasis on resource efficiency of ILO development cooperation interventions**

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| | |
|---|---|
| **ACTEMP** | ILO Bureau for Employers´ Activities |
| **ACTRAV** | ILO Bureau for Workers' Activities |
| **ASEAN** | Association of Southeast Asian Nations |
| **CPO** | Country Programme Outcome |
| **CSO** | Community Based Organization |
| **DAC** | Development Assistance Committee |
| **DWCP** | Decent Work Country Programme |
| **ECLAC** | Economic Commission for Latin America and the Caribbean |
| **EIIP** | Employment-Intensive Investment Programme |
| **EU** | European Union |
| **EVAL** | ILO Evaluation Office |
| **FAO** | Food and Agriculture Organization |
| **ILS** | International Labour Standards |
| **IOM** | International Organization for Migration |
| **ITC** | International Training Centre of the ILO |
| **KPI** | Key performance indicator |
| **LGBTIQ+** | Lesbian, gay, transgender, transsexual, bisexual, intersex, queer, and other identities and orientations. |
| **M&E** | Monitoring and Evaluation |
| **MIS** | Management information system |
| **MSME** | Micro-, small, and medium-sized enterprises |
| **NGO** | Non-Governmental Organization |
| **NSPS** | National Strategy for Social Protection |
| **OECD** | Organisation for Economic Co-operation and Development |
| **OPS** | Organizations of persons with Disabilities |
| **OHCHR** | Office of the United Nations High Commissioner for Human Rights |
| **OSH** | Occupational Safety and Health |
| **P&B** | ILO Programme and Budget |
| **PWD** | Persons with Disabilities |
| **RBM** | Results-Based Management |
| **RBSA** | ILO Regular Budget Supplementary Account |
| **SADC** | Southern African Development Community |
| **SCORE** | Sustaining Competitive and Responsible Enterprises |
| **SDG** | Sustainable Development Goal |

| | |
|---|---|
| **SME** | Small and Medium Enterprises |
| **SSE** | Social and solidarity economy |
| **SSO** | Social Security Office |
| **TC/DC** | Technical Cooperation / Development Cooperation |
| **TVET** | Technical and Vocational Education and Training |
| **UN** | United Nations |
| **UNDAF** | United Nations Development Assistance Framework |
| **UNCDF** | United Nations Capital Development Fund |
| **UNCTAD** | United Nations Conference on Trade and Development |
| **UNDP** | United Nations Development Programme |
| **UNEP** | United Nations Environment Programme |
| **UNESCO** | United Nations Educational, Scientific and Cultural Organization |
| **UNFPA** | United Nations Population Fund |
| **UNHCR** | United Nations High Commissioner for Refugees |
| **UNICEF** | United Nations Children's Fund |
| **UNIDO** | United Nations Industrial Development Organization |
| **UNITAR** | United Nations Institute for Training and Research |
| **UNODC** | United Nations Office on Drugs and Crime |
| **UNSDCF** | United Nations Sustainable Development Cooperation Framework |
| **UN Women** | United Nations Entity for Gender Equality and the Empowerment of Women |
| **WFP** | World Food Programme |
| **WHO** | World Health Organization |

# ACKNOWLEDGEMENTS

As part of its results-based evaluation strategy 2023–2025 the Evaluation Office (EVAL) regularly assesses development cooperation initiatives to obtain high-quality and reliable information on the Office's effectiveness and operational performance. Since 2011, EVAL has conducted these effectiveness assessments using independent project evaluations.

This latest study offers an independent and comprehensive analysis based on project evaluations completed in 2025. A significant section in this year's report is the presentation of insights into the performance of the ILO's efforts by policy outcome, thereby enhancing understanding of the Organization's effectiveness as measured against its results-based framework — the Programme and Budget (P&B).

This year's report also includes a thematic chapter, which presents six key insights into resource efficiency of the ILO development cooperation portfolio in 2025.

The meta-analysis was conducted by Dr. Magali Bonne-Moreau. Ms. Patricia Vidal Hurtado, Senior Evaluation Officer at EVAL, served as the task manager, while Mr. Guy Thijs, Director of EVAL, provided oversight, technical inputs, and guidance to improve the relevance and quality of the meta-analysis.

Any errors or omissions are the sole responsibility of EVAL.

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# 1

## Results at a glance

# RESULTS AT A GLANCE

This report presents the annual **meta-analysis of performance results related to the delivery of decent work outcomes based on an assessment of 45 final independent evaluations of development cooperation interventions conducted in 2025.** It focuses on four main performance categories aligned with the OECD/DAC criteria of strategic relevance and coherence, effectiveness, sustainability and impact, and efficiency, as well as cross-cutting ILO Policy issues. A thematic section on resource efficiency is included drawing insights using data  from the 2022-23 and 2024-25 biennia meta studies. In addition, a dedicated section is focused on the results by policy outcomes and region based on CPO data to provide a comprehensive overview of average performance within these distinct categories for the same time-period. Finally, some recommendations are made for consideration on the way forward, both in terms of programmatic work and operational approach and practices. based on the findings of this report.

## KEY FINDINGS ON PERFORMANCE OF INTERVENTIONS EVALUATED IN 2025

**Overall assessment:** the 2025 findings reaffirm the strategic relevance of ILO development cooperation and its contribution to policy development, institutional strengthening and national development objectives. Evaluative evidence across the portfolio highlights the continued need for realistic project design, stronger results-based management (RBM) systems, adequate and timely resourcing, and deeper integration of cross-cutting priorities to support effective, sustainable and impactful interventions.

Key findings in light of the OECD/DAC criteria include:

- **Strong strategic relevance and coherence**: most interventions were well aligned with ILO strategic priorities (ILO Programme and Budget (P&B) outcomes, Decent Work Country Programme (DWCP) outcomes and Country Programme Outcomes (CPOs)), while also responding effectively to national priorities and constituent needs. Collaboration with stakeholders, adequacy and quality of project design, contributions to the United Nations (UN) Sustainable Development Goals (SDGs), and alignment with UN frameworks were generally positive, though results varied across interventions.
- **Effectiveness was positive but uneven**. Overall effectiveness was satisfactory, but performance differed considerably across projects and indicators. Delivery of outputs did not consistently translate into achievement of intended outcomes, indicating challenges in moving from activity implementation to sustainable results. The strongest areas of performance were capacity development, knowledge generation, strategic partnerships, normative work, and promotion of International Labour Standards (ILS). Gender responsiveness, tripartism and social dialogue, and pro-poor approaches were generally well integrated, though results were not consistent across all interventions. Disability inclusion and environmental sustainability/just transition were the weakest cross-cutting dimensions and require greater attention.
- **Sustainability and impact were major strengths**: Three quarters of interventions were rated as successful or highly successful in terms of sustainability and impact. Evaluations found evidence of policy influence, strategic importance, and contributions to national development outcomes. ILO expertise was widely recognized and valued by constituents and partners. Strong sustainability was associated with stakeholder ownership, policy integration, alignment with national priorities, continued capacity development, and embedding results within existing systems.

- **Efficiency remains the principal area for improvement**: Efficiency showed the greatest variability across the portfolio. While implementation management, internal coordination, and cost-efficiency were generally strong, weaknesses persisted in results-based management, monitoring systems, and reporting mechanisms. Challenges related to the adequacy and timeliness of human and financial resources were common. Resource mobilization and leveraging emerged as recurring weaknesses.

## 6 KEY INSIGHTS ON RESOURCE EFFICIENCY

The thematic analysis of resource efficiency identified six insights associated with stronger performance. These draw on evidence related to cost-efficiency, the adequacy and timely deployment of human and financial resources, and the mobilisation of complementary financial, technical and institutional support.

- Insight 1. Resource efficiency starts with realistic design, proportionate scope and use of existing systems.
- Insight 2. Resource adequacy depends on timely access, deployment and management of resources.
- Insight 3. Adaptive resource management and flexible delivery models sustain efficiency in complex contexts.
- Insight 4. Strategic partnerships and co-financing expand results beyond core project resources.
- Insight 5. Staffing capacity, technical expertise and field presence are important enablers of resource efficiency.
- Insight 6. Resource efficiency remains difficult to measure consistently.

## KEY FINDINGS BY ILO PROGRAMME AND BUDGET POLICY OUTCOMES

Performance varied across ILO P&B Outcomes during the 2022–23 and 2024–25 biennia. Overall, effectiveness and sustainability results were generally positive across the portfolio, although performance differed across outcomes, regions and evaluation criteria. Outcomes 3, 4 and 6 accounted for the largest share of evaluated interventions and therefore provide the strongest basis for assessing portfolio performance. Outcomes 1, 2 and 7 were supported by a moderate evidence base, while findings related to Outcomes 5 and 8 and Enabler A should be interpreted with greater caution due to the smaller number of evaluations available.

Across the portfolio, results were most frequently associated with policy and institutional change. Evaluations reported contributions to the development and implementation of national strategies, regulatory reforms, governance mechanisms and institutional systems across employment, enterprise development, labour migration, social protection and labour rights. Capacity development of governments, employers' and workers' organizations, training institutions and other national stakeholders was a common feature across outcomes. Many projects also supported the institutionalization of services, tools and governance mechanisms within national systems, strengthening the foundations for sustained implementation and national ownership. Regional performance was generally positive, particularly in Africa, Asia and the Pacific, and interregional interventions.

## POINTERS FOR THE WAY FORWARD

- Findings from the 2025 portfolio point to several recurring factors associated with stronger performance across strategic relevance, effectiveness, sustainability and efficiency. The following recommendations seek to reinforce these strengths while addressing persistent challenges identified across the evaluation sample.

### Programmatic work

- The quality of project design continues to shape performance across multiple criteria. Future interventions should ensure that objectives, implementation approaches, geographic scope, implementation timeframes and resource requirements are realistically aligned from the outset. Particular attention should be given to the development of robust theories of change, clear implementation pathways, stakeholder validation processes and realistic assumptions regarding institutional capacities and contextual risks.
- Positive, although mixed, results were observed regarding collaboration under common UN frameworks and contributions to the Sustainable Development Goals. Future interventions should continue to identify opportunities for collaboration with UN partners and position decent work outcomes within broader national and international development agendas, particularly where this can strengthen policy coherence, resource mobilisation and sustainability.
- Stakeholder ownership emerged as a key contributor to sustainability across the portfolio. Future interventions should strengthen engagement of governments, employers' and workers' organisations throughout the project cycle and ensure that social dialogue mechanisms contribute to project governance, decision-making and follow-up of results.
- Operational support modalities, including capacity development, knowledge generation and strategic partnerships, remain among the ILO's strongest comparative advantages. Future programming should continue to build on these strengths while strengthening links between operational support, policy influence and institutional change. Greater attention should be given to how knowledge products, capacity-building activities and pilot interventions contribute to longer-term reforms and implementation processes.
- Disability inclusion and environmental sustainability for a just transition continue to receive less systematic attention than other cross-cutting priorities. Future interventions should integrate these dimensions more explicitly through dedicated objectives, indicators, budgets and monitoring requirements. Project design should make greater use of existing ILO guidance, tools and proven approaches, while strengthening partnerships with specialised organisations and institutions. Where relevant, interventions should include disability-disaggregated indicators, accessibility measures, environmental sustainability considerations and just transition pathways from the design stage onwards.
- Strong sustainability performance was observed when results became embedded within national systems, institutional mandates, governance structures and routine operational processes. Future interventions should define clear institutional pathways for the continuation of project results, including responsibilities for financing, coordination, capacity maintenance and operational management beyond project completion.

## Operational approach and practices

- Weaknesses in results-based management, monitoring systems and reporting mechanisms continued to affect effectiveness, sustainability and efficiency. Future interventions should strengthen results frameworks and monitoring systems to improve the measurement of outcome-level change, including behavioural, institutional and policy-level results, and make more systematic use of monitoring information for adaptive management, learning and decision-making.
- Resource efficiency is challenging to assess consistently across interventions. Future monitoring and reporting systems should strengthen the collection of information on resource adequacy, timeliness of resource allocation, staffing capacity, leveraged resources and value for money. More systematic documentation of these dimensions would strengthen learning and support more robust assessments of efficiency of ILO development cooperation projects.
- Resource efficiency was strongest when projects combined realistic planning, timely access to resources, adaptive management, strategic partnerships and adequate implementation capacity. Future interventions should strengthen resource planning during project design and regularly review the alignment between project ambitions, staffing arrangements, technical capacity and available budgets throughout implementation.
- Field-level presence, technical expertise and active engagement by country offices were frequently associated with stronger implementation performance. Future interventions should ensure that staffing arrangements are commensurate with project scope and complexity, particularly in multi-country, institution-building and partnership-intensive interventions.
- Resource mobilisation was a recurring area of weakness across the portfolio. Projects should more systematically identify opportunities for co-financing, government contributions, partnerships and follow-on investments during both design and implementation. Stronger linkages between project objectives, national policy processes, UN cooperation frameworks and larger financing mechanisms may help expand the scale, sustainability and reach of project results.

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# 2

# Introduction

# INTRODUCTION

The ILO Evaluation Office (EVAL) has conducted a series of regular meta-analyses of independent project evaluations for over a decade to better capture the ILO's effectiveness in achieving short and medium-term objectives and advancing decent work. The evaluative evidence in these reports has been used as a proxy to assess performance of ILO's development cooperation interventions.

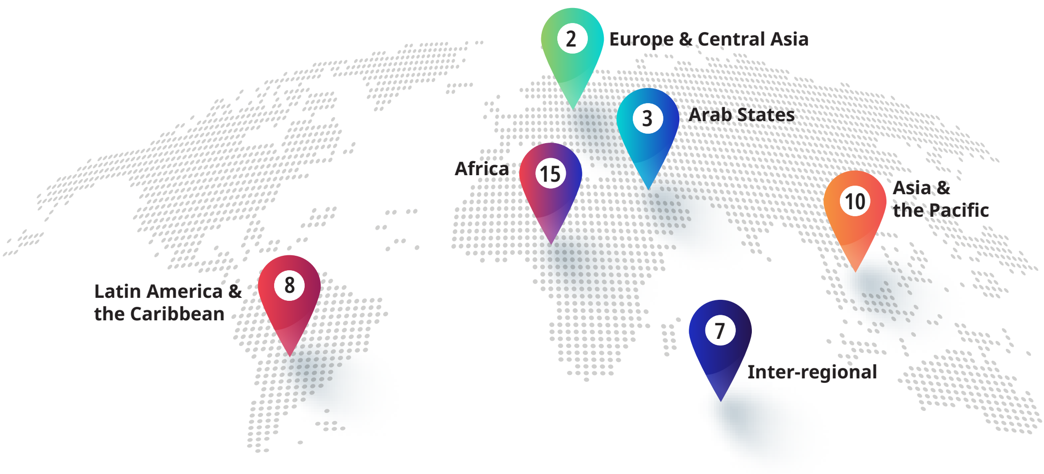
The purpose of these annual meta-studies is to promote organizational learning regarding development effectiveness in the delivery of decent work results, by focusing on the criteria of relevance, effectiveness, sustainability and impact, and efficiency, with evidence of results supporting achievement of decent work outcomes and ILO cross-cutting policy issues.

The 2026 edition of the series presents aggregated results on decent work results and effectiveness of ILO's interventions, based on findings from 45 final independent evaluations completed in 2025, using EVAL's standard methodology[1]. In 2025, a thematic chapter was introduced, to identify key insight on a specific performance area. For this edition, the focus will be on the Resource Efficiency of ILO's development cooperation work, based on evidence from the 2022-23 and 2024-25 biennia.

The findings of this analysis contribute to ILO's overall accountability and decision-making processes, and will provide inputs to other documents, studies, reports and analyses of the ILO's performance effectiveness, including the ILO's regular Outcome-Based Work planning exercise.

The regional distribution of ILO interventions **included** in this meta-analysis is presented in Figure 1.

**FIGURE 1. DISTRIBUTION OF EVALUATED PROJECTS BY REGION, 2025 (N=45)**




1 The approach and methodology used for this meta-analysis and for the thematic chapter is described in more detail in Annex II.

## STRUCTURE OF THE REPORT

This report is structured as follows:

- Chapter 1 is an introduction to the meta-analysis.
- Chapter 2 presents an overview of performance results of the meta-analysis for 2025 by aggregated performance categories, followed by a more in-depth analysis of individual performance criteria.
- Chapter 3 provides six key insights on ILO's resource efficiency, based on a thematic assessment of development cooperation evaluations from 2022-23 and 2024-2025.
- Chapter 4 presents a comparative assessment of effectiveness by Policy Outcome and region, aggregating data to showcase results for the 2022-23 and 2024-25 biennia and showcasing key achievements in 2025.
- Chapter 5 outlines conclusions based on key findings and presents opportunities for the way forward.


# 3

## Key findings: Performance review for 2025

# KEY FINDINGS: PERFORMANCE REVIEW FOR 2025

## OVERVIEW OF RESULTS

Overall, performance of development cooperation interventions evaluated in 2025 was mixed, as shown below in Figure 2[2]. Strong performance was observed in the strategic relevance, coherence, sustainability, and likelihood of impact of ILO Development Cooperation operations. While effectiveness was generally positive, efficiency showed significant variability, indicating uneven success across key assessed performance areas. Following a short overview of performance by criteria and aggregated categories, a more detailed discussion of performance is provided in the following sections.

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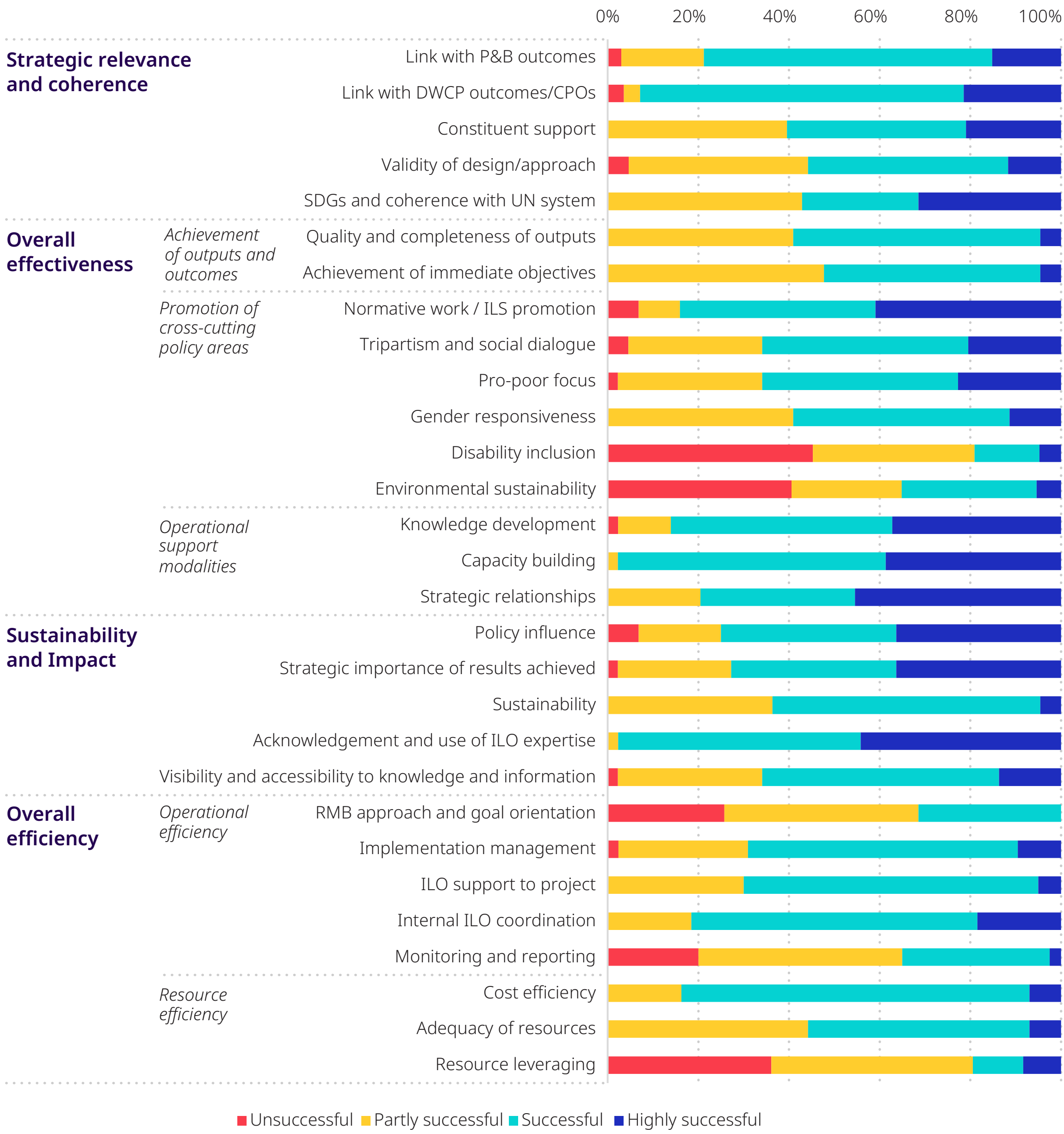
2 Coverage of the different criteria in evaluation reports was strong overall, although certain reports did not address all criteria. This is illustrated in the following sections as a confidence level, which provides information on the proportion of reports which addressed criteria in each performance category.

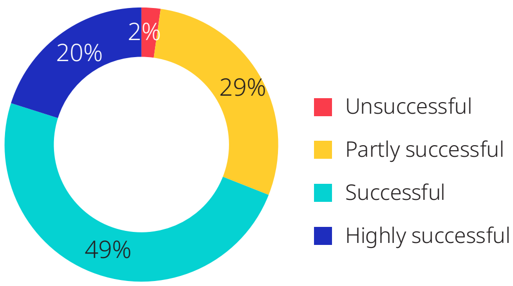
**FIGURE 2. PERFORMANCE BY CRITERIA AND AGGREGATED CATEGORIES IN 2025 (N=44)**



## Overview of results by performance categories

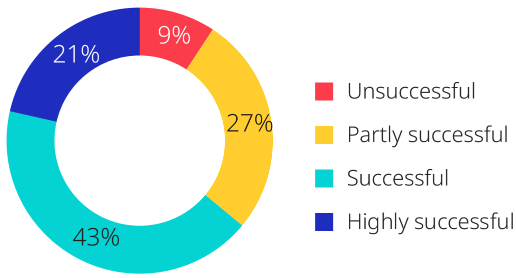
**Strategic relevance and coherence:** Successful performance was found in all areas related to the strategic relevance and coherence of the ILO's Development Cooperation interventions in 2025, although there was variability across indicators. There was evidence of clear links to P&B outcomes, DWCP Outcomes and CPOs. Results related to ILO's responsiveness to national decent work needs of constituents and the involvement of constituent groups in the project cycle; the validity of project design/approach; and the contributions of ILO interventions to SDGs and work done in coordination with other agencies under a common UN framework were positive, but mixed.

**FIGURE 3. AVERAGE DISTRIBUTION OF SCORES: STRATEGIC RELEVANCE AND COHERENCE IN 2025**



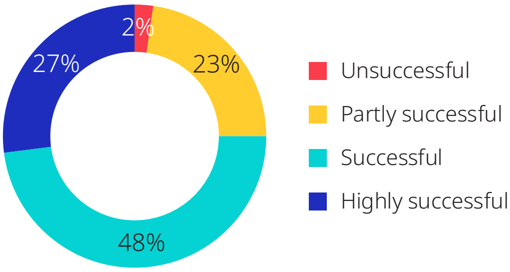

**Overall Effectiveness:** There were mixed results for this performance area, with over 60% of overall successful ratings. Strongest performance was found in relation to ILO's operational support modalities, with many interventions obtaining highly successful ratings. More variability was observed in the extent to which cross-cutting policy issues were mainstreamed, with strong performance observed for normative work and the promotion of ILS, and positive, but mixed performance for tripartism and social dialogue, the integration of pro-poor perspectives and gender responsiveness. Areas of weakness were disability inclusion and the integration of environmental sustainability for a just transition. There were also mixed results regarding the extent to which ILO development cooperation projects achieved their expected outputs and immediate objectives.

**FIGURE 4. AVERAGE DISTRIBUTION OF SCORES: OVERALL EFFECTIVENESS**



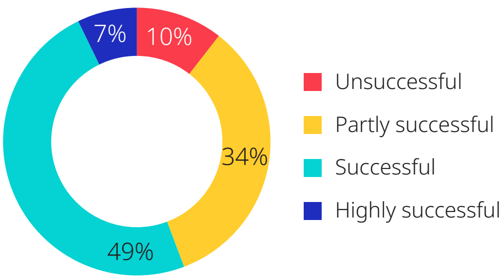

**Sustainability and impact:** Performance was positive overall for this category, with three quarters (75%) of projects obtaining successful and highly successful ratings. Results achieved showed policy influence, with evidence of strategic importance and led to progress towards national development outcomes. ILO's expertise was widely recognized and appreciated by stakeholders and key organisations. There were positive, but variable results regarding prospects for sustainability of results and the visibility and dissemination of knowledge from interventions.

**FIGURE 5. AVERAGE DISTRIBUTION OF SCORES: SUSTAINABILITY AND IMPACT**



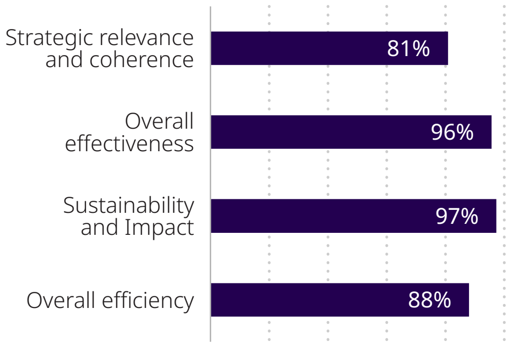

**Overall Efficiency:** Performance was highly variable for the overall efficiency of interventions, with nearly 60 per cent of successful ratings. In terms of operational efficiency, there was evidence of good performance linked to ILO support to projects and strong internal coordination. Implementation management was also rated as positive. However, there were important weaknesses in the design and implementation of results-based management frameworks and monitoring and reporting mechanisms. There were also mixed results for resource efficiency: while ILO interventions were found to be cost-efficient, there were challenges related to the adequacy and timeliness of human and financial resources, with just over one-half of interventions performing successfully. Resource leveraging was also an important area of weakness.

**FIGURE 6. AVERAGE DISTRIBUTION OF SCORES: OVERALL EFFICIENCY**




**Reliability and level of confidence in the evidence as established through sample size was positive overall,** despite slight differences in coverage of the evidence associated with performance criteria in evaluation reports as shown in Figure 7. For Strategic relevance and coherence, the link between intervention objectives and P&B outcomes was addressed in two-thirds of reports, while links with DWCP Outcomes and CPOs was covered in three-quarter of reports. Certain evaluations did not discuss the extent to which projects were linked to SDGs and worked with other UN agencies, leading to some gaps in coverage for this criterion as well. Level of confidence related to Overall effectiveness was very high, with only one or two evaluation reports not addressing certain criteria. This was even stronger for Sustainability and Impact. There was more variability for Overall efficiency, where confidence in the evidence ranged between 79 per cent (implementation management) to 94 per cent (adequacy of resources).

**FIGURE 7. LEVEL OF CONFIDENCE IN THE EVIDENCE BY PERFORMANCE CATEGORIES**

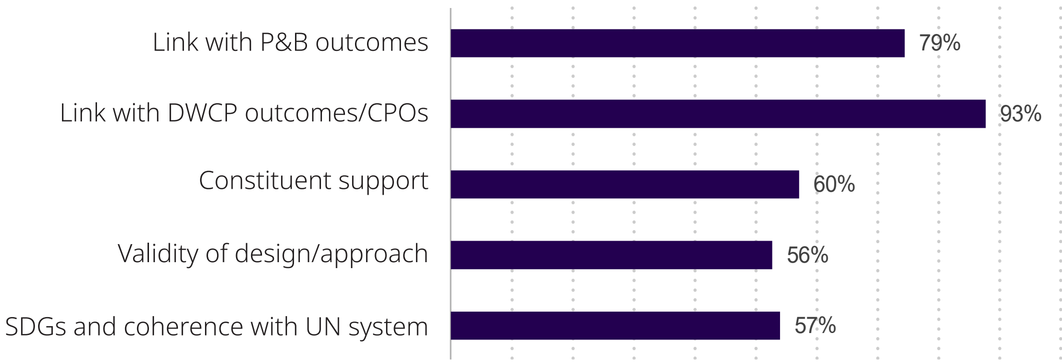


## STRATEGIC RELEVANCE AND COHERENCE OF ILO DEVELOPMENT COOPERATION INTERVENTIONS IN 2025


**Level of confidence of the evidence: high**

Overall, projects showed very strong links with ILO strategic and country-level priorities. Performance was more variable regarding the responsiveness of ILO to national needs and involvement of constituents, and there were positive, but weaker results regarding project contributions to SDGs and coordination under a common UN system, and validity of design.

**FIGURE 8. STRATEGIC RELEVANCE AND COHERENCE: PERCENTAGE OF GOOD PERFORMANCE IN 2025**




**A large majority of ILO interventions had clear links between their objectives and specific ILO P&B Outcomes, with even stronger performance for linkages with Decent Work Country Programmes, the main vehicles for delivering ILO support to countries, and CPOs, with strong evidence of contributions to these frameworks, including nearly one-quarter of reports having highly successful ratings.** This was particularly the case for the IPDLI project in Tunisia (2025-45), a project supporting trade unions in Bangladesh (2025-19), the PROAGRO project in Ethiopia (2025-18) and RBSA-funded projects promoting the transition to formality (2025-33, 2025-37), with evidence of tripartite, participatory processes to define priorities, and results contributing to progress towards DWCP outcomes.

**National decent work needs as expressed by constituents were reflected successfully in many cases,** with one-fifth of cases obtaining highly successful ratings. Successful performance was associated with projects that were responsive to national decent work priorities and shaped through active engagement with constituents during design and implementation, with sustained and balanced participation across stakeholder groups. Strong cases showed clear alignment with the expressed needs of governments, employers' and workers' organisations, and, where relevant, direct beneficiaries. This was particularly evident for projects expressly requested by national constituents or co-designed with tripartite partners (2025-14, 2025-16, 2025-18, 2025-33, 2025-45).

Across successful interventions, constituent engagement helped define priorities, informed concrete design choices and implementation arrangements (e.g. 2025-3, 2025-18, 2025-30). Other projects demonstrated similar responsiveness through participatory diagnostics, consultation workshops, steering committees, validation processes and iterative planning (e.g. 2025-17, 2025-24, 2025-39, 2025-41).

3 Although there was high confidence levels of the evidence identified for most criteria in this category, the alignment between project objectives with P&B outcomes and with DWCP Outcomes/CPOs could not be rated in about one-quarter and one-third of reports, respectively, and about 20% of reports did not fully address the criteria of SDGs and work under a common UN framework.

Partly successful performance was associated with projects that showed relevance to national priorities or specific institutional requests, yet faced limits in securing balanced participation across constituents or maintaining engagement through implementation, such as in Haiti's social protection reforms, Sri Lanka's labour migration policies, and Namibia's just transition agenda, (2025-11, 2025-13, 2025-20). In some cases, social partners were consulted during design but less involved during implementation, reducing ownership and limiting the ILO's tripartite added value (2025-13, 2025-40). Other projects showed gaps in structured engagement, with employers, workers, private sector actors, or local authorities insufficiently involved in key processes (2025-9, 2025-26, 2025-31, 2025-42). Evaluative evidence also highlighted the consequences of limited needs assessment or weak context-specific considerations, including generic approaches, unclear stakeholder buy-in, and missed opportunities for sustained ownership (2025-15, 2025-25, 2025-6).

**Over half of projects evaluated in 2025 were found to have a successful design/approach**. Strongest performance was associated with project designs where objectives and technical approaches were clearly endorsed by stakeholders and grounded in national priorities and robust needs assessments. These projects demonstrated well-articulated theories of change and clear results chains, ensuring strong alignment between activities, outputs, and intended outcomes (2025-3, 2025-18, 2025-45). Strategies and services were coherently defined and mutually reinforcing, often integrating complementary components such as skills development, enterprise support, and labour market access. Designs also built on prior experience and established approaches as well as lessons learned and good practices, while incorporating flexibility and adaptation to contextual and territorial specificities, as seen in Fair Recruitment in Central America and IPDLI, where differentiated and evolving contexts were explicitly considered (2025-30, 2025-45). Overall, strong performance was reflected in the clarity, internal coherence, and adaptability of interventions, with synergies across components enhancing the effectiveness of the overall design.

Different factors contributed to weaker performance. Strategies and components were not coherently defined or integrated, agendas were too broad, with fragmented approaches across outcomes and implementing partners, absence of a unified outcome framework, and limited articulation of complementarities, or in some cases, shifts in priorities driven by external or donor considerations (2025-6, 2025-10, 2025-15, 2025-43). Others demonstrated conceptually sound approaches and drew on prior ILO experience and established methodologies, but lacked sufficiently detailed operational frameworks, clear implementation and sustainability pathways, or adequate consideration of local contexts and institutional realities (2025-16, 2025-27, 2025-40). Evaluations found that stronger analytical preparation contributed to more realistic implementation planning and better adaptation to local conditions, while weak or under-resourced feasibility analyses and diagnostic studies contributed to implementation challenges (2025-3, 2025-34, 2025-45). Limited or uneven stakeholder consultation during design further weakened contextual grounding and alignment with national priorities, while several evaluations noted that beneficiary needs or country-specific conditions were insufficiently differentiated (2025-25, 2025-31, 2025-43). A recurring issue across less successful projects was the need to substantially revise interventions during implementation to improve relevance, feasibility, or contextual coherence (2025-6, 2025-24, 2025-31).

**There was mixed performance regarding the extent to which ILO interventions were embedded within UN coordination frameworks, contributed to shared SDG priorities, and operationalized synergies with other actors in the same context, with over half of successful cases, including one-third of highly successful cases.**

Strongest performance was associated with interventions that combined clear SDG alignment with substantive coordination across UN and development partners. There was evidence of alignment and coordination with other agencies under UNSDCF, UNDAF and broader One UN approaches, as well as with UN system initiatives such as the Global Compact for Migration, the Global Compact on Refugees, the UN System-wide Action Plan on Gender Equality and the Empowerment of Women, and the UN Global Accelerator on Jobs and Social Protection for Just Transitions. Projects contributed to multiple SDGs, most consistently SDG 8, alongside SDGs 1, 3, 4, 5, 7, 9, 10, 11, 13, 14, 16 and 17, with stronger cases translating these into operational priorities linked to decent work, social protection, migration governance, gender equality and institutional strengthening, as seen for example in PROAGRO, S2SR, PROMEFI and IPDLI (2025-18, 2025-23, 2025-3, 2025-45).

Collaboration took place across a wide range of UN entities, including UNDP, UNICEF, IOM, UNODC, FAO, WFP, UNEP, UNFPA, UN Women, UNESCO, UNIDO, UNHCR, OHCHR, UNCDF, UNITAR, UNCTAD, ECLAC and WHO. This took different forms, including structured inter-agency coordination and joint programming, shared technical inputs, and complementary mandates to harmonize action and extend reach (e.g. 2025-5, 2025-18, 2025-23, 2025.24, 2025-26, 2025-33, 2025-37, 2025-38). Coordination was facilitated through inter-agency partnerships, joint analytical work, participation in national and regional coordination platforms, and shared policy dialogue processes, enabling knowledge sharing, alignment of interventions, and more efficient use of resources while avoiding duplication (2025-5, 2025-23, 2025-24, 2025-33).

In several cases, agencies leveraged complementary mandates and expertise to address complex challenges in a coordinated manner, combining areas such as labour standards, migration governance, enterprise development, and social protection. For instance, joint engagement between ILO, UNICEF and UNDP in a social protection project in Cambodia was highlighted as an emerging good practice for strengthening UN coherence and maximizing impact (2025-38). Complementarities were also achieved through alignment with broader UN initiatives or joint programmes, such as integration within the UN Kigoma Joint Programme and collaboration with UNICEF, UNDP and WFP in formalization interventions (2025-28), or coordination with UNESCO, UNODC, ITU and OHCHR in the Pacific joint programme (2025-15). Engagement in UN coordination platforms and mechanisms, including UN Migration Network processes and regional coordination frameworks, further supported coherence (2025-23).

However, alignment with UN frameworks and SDGs did not always translate into effective operational coordination. Missed opportunities included limited or uneven inter-agency collaboration, parallel delivery by UN partners, weak joint planning and shared accountability, and insufficient use of UN Country Team or Resident Coordinator mechanisms. For example, joint programming between ILO and UNICEF in Jordan was implemented largely in parallel, reducing synergies (2025-31), while coordination among multiple UN agencies in the Pacific joint programme remained uneven, with siloed operations and limited harmonisation (2025-15). In Sri Lanka, cooperation with IOM existed but remained limited at the operational level, with agencies perceived as working in silos (2025-13). In Türkiye, limited systematic collaboration with UNICEF on child labour was identified despite clear complementarities (2025-40). In other cases, linkages to UNSDCF or SDGs were articulated at a strategic level but not clearly operationalized or tracked, as seen in METI and other interventions where contributions to UN frameworks were not fully specified or translated into coordinated action (2025-43, 2025-27).

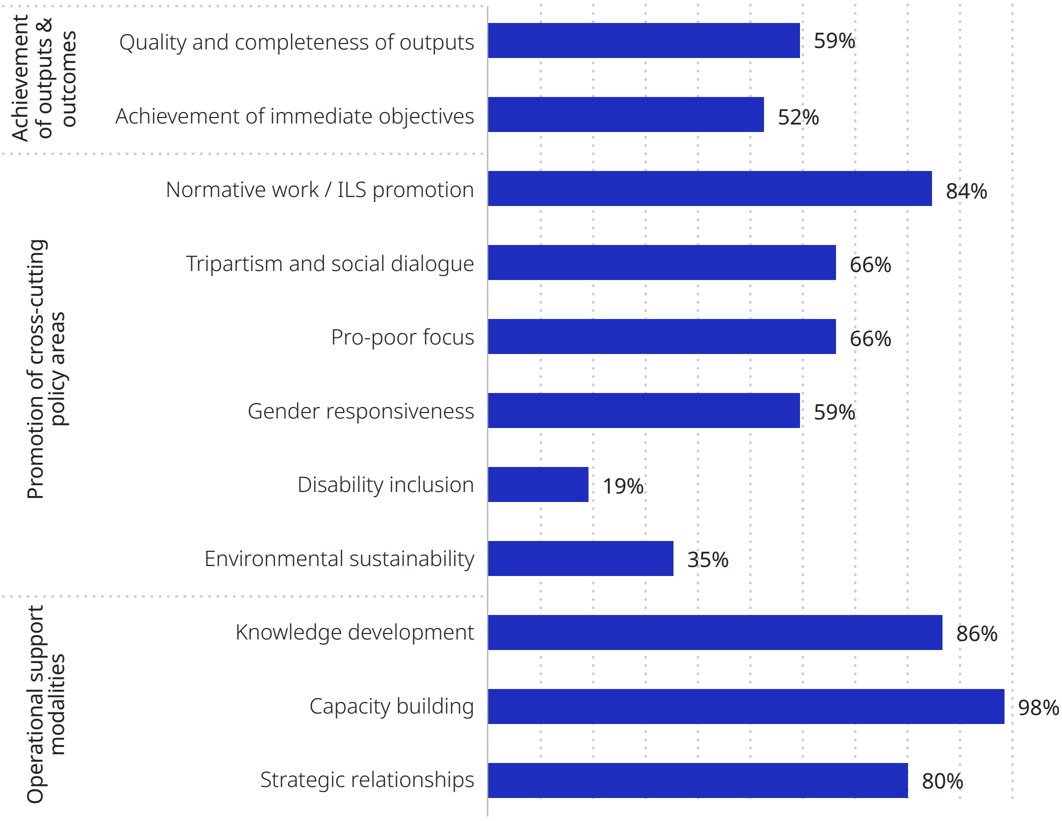
## OVERALL EFFECTIVENESS OF ILO DEVELOPMENT COOPERATION INTERVENTIONS IN 2024

96%

**Level of confidence of the evidence: high**

Performance was mixed in this category for interventions evaluated in 2025, as shown in Figure 9, with strong levels of confidence across all criteria.

**FIGURE 9. OVERALL EFFECTIVENESS: PERCENTAGE OF GOOD PERFORMANCE IN 2025**




## Achieving planned outputs and outcomes

**The quality and completeness of outputs, and the achievement of immediate objectives, showed variable, yet positive performance, with 59 per cent of interventions achieving quality outputs, and just over half meeting their immediate objectives, with no project rated as unsuccessful.** Projects with successful performance generally demonstrated a consistent pattern of delivering most or all planned outputs on time, or with only limited delays, with outputs commonly assessed as technically sound, relevant, and responsive to stakeholder needs, and evidence of their application in practice through the adoption of new policies and procedures, use of tools and methodologies by partner institutions, strengthened service delivery arrangements, and improved application of skills by trainees and enterprises. In many cases, projects met or exceeded planned targets, indicating solid implementation performance and clear contribution of outputs into immediate outcomes. In some of the strongest-performing cases, projects exceeded planned targets or generated results simultaneously across institutional, sectoral, and policy levels, such as Cambodia's social protection programme and Ethiopia's ONEILO-SIRAYE programme (2025-21, 2025-38).

A recurring feature of successful projects was the ability to sustain progress in challenging contexts, including COVID-19 disruptions, political instability, administrative delays, and resource constraints, through adaptive delivery modalities and timely implementation adjustments to ensure the continuity of essential interventions and engagement of stakeholders to achieve immediate objectives (e.g. 2025-11, 2025-13, 2025-18, 2025-26, 2025-45).

> **Despite challenges such as limited practical training and COVID-19-related disruptions, the Skills for Energy in Southern Africa project exceeded expectations by fostering regional collaboration, knowledge sharing, and gender empowerment, extending its impact beyond the original scope. (2025-39)**

Evaluative evidence showed an important distinction between successful delivery of outputs and achievement of outcome-level or systemic change: projects often generated momentum, advanced policy dialogue, or laid foundations for future reform, but had not translated these advances into sustained practice or demonstrable long-term change at the time of their evaluation. This pattern was particularly visible in migration governance, just transition, labour market reform, and social protection interventions, where policy and institutional achievements often progressed faster than implementation on the ground. The SAMM project, for instance, demonstrated substantial achievements in migration governance systems and regional policy dialogue, although its evaluation found limited evidence of concrete impacts on migrants' lives and highlighted the slow transition from policy development to implementation (2025-25).

Short implementation periods emerged repeatedly as a major limiting factor to achieving intended outcomes, particularly in projects pursuing ambitious institutional reform, behavioural change, or policy transformation agendas, even when substantial technical outputs and training activities had been delivered (2025-10, 2025-15, 2025-31, 2025-44).

Several evaluations also identified weaknesses in monitoring systems, results frameworks, and theories of change that constrained both implementation and assessment of progress towards outcomes and intended objectives. Institutional fragility, staff turnover, weak coordination systems, limited operational capacities, and uneven institutional engagement also affected the depth and consistency of results in several interventions (2025-11, 2025-21, 2025-26, 2025-40).

## ILO cross-cutting policy areas

In 2025, there was mixed performance across cross-cutting policy areas. A key area of strength was normative work and the promotion of International Labour Standards. There was good performance for tripartism and social dialogue and pro-poor focus, with two-thirds of interventions obtaining successful results in these areas, with more moderate results for gender responsiveness. Performance related to environmental sustainability was heterogeneous, but with poor performance overall, with just over one-third of interventions performing well. Disability inclusion remained a key area of weakness, with less than one-fifth of projects with successful performance.

### PROMOTION OF INTERNATIONAL LABOUR STANDARDS AND NORMATIVE WORK IN 2025

**Strong performance was found for normative work and the promotion of International Labour Standards in 84 per cent of projects, half of which showed very successful ratings.** Successful interventions embedded ILS within project design, linked standards to concrete institutional reforms, and built on normative commitments to create practical improvements in labour governance, workplace relations, and access to rights. Many of these projects combined upstream policy support with downstream implementation measures, enabling progress in the effective application of ILS in national systems and workplaces. In Ethiopia, the SIRAYE programme illustrated this integrated approach by mainstreaming ILS concerns across multiple objectives, including grievance-handling systems, gender equality, sexual harassment prevention, labour inspection, occupational safety and health, and social dialogue interventions (2025-21). A similar approach was visible in projects focused on transition to formality and social protection, where Recommendation No. 204 and Recommendation No. 202 informed integrated approaches to formalization, social protection, and labour rights for informal workers and vulnerable groups (2025-33; 2025-38).

Highly successful performance was observed when projects used ILS as an explicit framework for legal and policy reform, with extensive evidence of ILO support contributing to ratification processes and alignment of national frameworks with ILO Conventions and regulatory measures at different levels. In Colombia, for instance, ILO support contributed to the advancement of Convention No. 190 through a tripartite ratification process, while also linking labour reform efforts to freedom of association, non-discrimination, and collective rights (2025-14). In Southeast Asia, the S2SR programme supported alignment of national frameworks with Conventions Nos. 188, 87, 98 and 181, as well as the Forced Labour Protocol, through legislative reforms, bilateral agreements, and sector-specific regulatory measures in fishing and seafood supply chains (2025-23). In several countries, projects also supported sustainability by embedding reforms into national law, advancing ratification processes for core conventions such as C155, C187 and C190, and undertaking legal gap analyses to harmonise national legislation with international standards (2025-27). In Ethiopia, the SIRAYE programme also worked with regional labour bureaus and government officials to strengthen understanding of core labour standards and reinforce institutional capacities for labour governance (2025-21). Additional evidence from successful-rated projects pointed to progress towards alignment with international social protection standards in Haiti, including Convention No. 102, Convention No. 128 and Recommendation No. 202, and to substantial support for expansion of social security coverage in Cambodia under frameworks linked to Convention No. 102, Recommendation No. 202 and Recommendation No. 204 (2025-11, 2025-38). There was also evidence of progress on migration-related conventions and ethical recruitment in Sri Lanka, where a gap analysis on Conventions Nos. 97, 143 and 181 was initiated and a Code of Ethical Conduct for private foreign employment agencies was developed, although explicit reference to ILS in project design was more limited (2025-13).

Successful projects strengthened institutions responsible for implementing ILS, leading to improved capacities of labour administrations, inspectorates, judicial actors, employers' and workers' organizations, and sectoral institutions to apply ILS in practice. In Ethiopia, programmes supported labour inspectors, labour relations boards, and tripartite actors through training on labour rights, grievance handling, occupational safety and health (OSH), and collective bargaining (2025-21). In the fisheries sector, labour inspectors and enforcement agencies were trained to address violations, forced labour risks, and OSH concerns, while joint inspection systems were introduced in Indonesia and strengthened in Thailand (2025-23). In Bangladesh, Ghana, and Mongolia, projects strengthened reporting systems, dispute-resolution frameworks, and national compliance mechanisms linked to ILO supervisory obligations (2025-27). Institutional strengthening was also evident in Haiti, where targeted support helped build the technical capacities of key social security institutions and improve inter-institutional coordination, even if consolidation remained fragile in the national context (2025-11).

Many successful interventions used specific rights issues as entry points for broader normative progress. Child labour prevention was advanced through hazardous work frameworks, legal reforms, awareness tools, monitoring systems, and revised prohibited work lists for minors in countries including Ghana, Madagascar, Mongolia, Pakistan, Cabo Verde, and the Philippines (2025-27). Forced labour and trafficking were addressed through legal assistance, regulatory reforms, victim-protection protocols, and stronger enforcement frameworks in Southeast Asia (2025-23). Violence and harassment at work featured prominently through support for Convention No. 190 ratification, workplace prevention systems, and gender-responsive training in Colombia (2025-14). Migrant worker protection was also a significant normative entry point, with projects promoting fair recruitment, legal identity, access to employment services, and safer migration governance (2025-13; 2025-23). Some projects also contributed to women workers' rights and social protection, including awareness-raising and enrolment of migrant seasonal women workers in social security schemes, although the need for stronger application of standards in practice in some employment settings was highlighted (2025-7).

At the workplace level, several high-performing projects led to improved labour relations, collective bargaining systems, safer working conditions, and stronger worker voice mechanisms and gender equality and non-discrimination through the promotion of ILS (2025-2, 2025-18, 2025-29). Other projects, including SCORE interventions, integrated decent work, responsible business conduct, non-discrimination, OSH, social protection, and labour standards into labour-intensive public works and training arrangements, helping diffuse decent work practice among contractors, local authorities, and workers (2025-2, 2025-9).

### BOX 1. 4 KEY FINDINGS ON ILS AND NORMATIVE WORK IN 2025

- Embedding ILS in laws, policies, and institutional frameworks is a key pathway to sustainable normative results. Projects with successful performance supported legislative reform, regulatory alignment, national strategies, and formal adoption of standards, helping anchor results beyond project timelines.
- Strengthening the capacities of institutions responsible for implementation, supervision, and reporting is essential for implementation of ILS. Successful interventions frequently implemented capacity-building measures targeting labour ministries, inspectorates, dispute resolution bodies, reporting systems, and social protection institutions to improve compliance and governance.
- Normative progress is strongest when labour standards are linked to practical workplace improvements and sector-level application. Projects achieved stronger results when ILS were operationalized through collective bargaining, grievance mechanisms, OSH systems, anti-harassment measures, ethical recruitment practices, and improved labour relations.
- Targeted action on child labour, forced labour, trafficking, discrimination, and protection of vulnerable workers is an important entry point for advancing ILS in practice. Many high-performing projects used rights-based interventions for vulnerable groups to promote application of standards while expanding access to protection schemes.

### SOCIAL DIALOGUE AND TRIPARTISM IN 2025

**Projects showed overall positive performance in integrating social dialogue and tripartism in project design and implementation, with evidence of efforts to strengthen tripartite processes and social dialogue mechanisms in two-thirds of cases (66 per cent), with one-fifth of highly successful cases.** Successful projects moved beyond stakeholder consultation to achieve institutionalised, balanced and sustained tripartite engagement, with clear roles for all constituents and strong links to policy and labour market outcomes. When these conditions were absent, social dialogue tended to remain ad hoc, consultative or uneven, limiting its contribution to systemic and sustainable change.

The promotion and use of tripartite processes and social dialogue was most effective when these elements were embedded from the outset and operationalised through structured mechanisms that engaged all three constituent groups. The strongest projects thus combined formal dialogue platforms, capacity-building and clear institutional roles, enabling social partners to contribute to decision-making, implementation and monitoring and promoting ownership of results. For example, labour reform processes in Colombia were supported through structured social dialogue roundtables involving government, employers and workers, leading to concrete outputs and the emergence of new sectoral organisations (2025-14). In Mexico and Paraguay, RBSA-funded interventions strengthened or reactivated formal tripartite bodies, such as labour councils and advisory mechanisms, reinforcing institutional governance frameworks (2025-37). Similarly, the Fair Recruitment project in Central America used tripartite engagement to support migration governance, including the development of recruitment protocols, inter-institutional coordination tools and collaboration between unions and employers (2025-30).

> **The project has achieved consistency in its intervention at national and regional level through the systematic incorporation of the ILO's characteristic tripartite approach, acting as a catalyst to bring together governments, employers' organisations and workers' organisations in an innovative way to jointly address labour migration from the perspective of the world of work. This design allowed for spaces for dialogue that were not only aligned with the institutional mandate, but also responded to the specific needs of migrant workers, incorporating Inter-Union Committees (IUCs) and trade union confederations to represent migrant workers, as well as employers' organisations and business chambers, , to give a voice to employers and recruitment agencies (2025-30).**

Strong performance at sectoral and workplace levels was associated with dialogue that was institutionalised and linked to concrete improvements in labour relations, working conditions and governance. In Ethiopia, for instance, the PROAGRO project supported union formation, collective bargaining and workplace cooperation in agribusiness, while in Viet Nam, sectoral and enterprise-level dialogue contributed to a multi-employer collective agreement covering around 38,300 workers and strengthened trade union capacity (2025-4, 2025-18).

Successful performance was also observed when projects extended dialogue beyond traditional actors, including through integration of informal workers and underrepresented groups. In Madagascar, fishers and fishmongers were organised into cooperatives and linked to governance structures in the lobster value chain, while in Mauritania and Niger, interventions supported emerging worker organisations in contexts of informality and vulnerability (2025-20, 2025-35). Across these cases, targeted capacity-building through training, advisory services and joint working groups enabled more balanced participation and strengthened the ability of constituents to engage meaningfully in dialogue processes.

Partly successful projects often demonstrated partial integration of tripartism, or uneven engagement of actors in social dialogue (2025-13, 2025-26, 2025-31). In several cases, social dialogue mechanisms were established or reactivated but remained fragile due to contextual constraints, including in Haiti and Honduras (2025-8, 2025-11). At times, structured tripartite processes were replaced with broader consultation or coordination mechanisms, often leading to missed opportunities to promote tripartite dialogue, with limited attention given to structural constraints such as freedom of association (2025-12, 2024-24, 2025-43). In the weakest cases, the promotion of social dialogue was minimal or not operationalised despite its relevance (2025-22, 2025-40).[4]

4 In a child labour project in Türkiye, social partners were only marginally involved, primarily through steering committees or isolated activities, and did not participate in coordinated policy development or implementation, reflecting a missed opportunity to leverage the ILO's comparative advantage (2025-40). Similarly, in Cambodia, engagement was limited to ad-hoc interactions such as job fairs linking workers and employers, without establishing structured or sustained dialogue mechanisms (2025-22).

### BOX 2. KEY FINDINGS ON SOCIAL DIALOGUE AND TRIPARTISM IN 2025

- Institutionalising tripartite mechanisms within policy and sectoral processes strengthens governance and social dialogue systems, while driving stronger and more sustainable results.
- Effective social dialogue depends on balanced participation and capacity of governments, employers' organisations and workers' organisations, including representation of workers in informal and non-standard forms of employment.
- Social dialogue is most impactful when tripartite engagement translates into concrete outcomes at policy, sectoral and workplace levels.
- Absence of tripartite design, or weak and uneven engagement of employers' and workers' organisations, particularly those representing informal or marginalised workers, significantly constrains results.
- Establishing or revitalising formal dialogue platforms is a significant achievement in itself, particularly in fragile or constrained contexts, even when results remain partial.
- Adaptive or "tripartite-plus" approaches can sustain dialogue when formal representation is weak, but do not substitute for fully functioning tripartite systems.

### PRO-POOR FOCUS IN ILO INTERVENTIONS IN 2025

**Two-thirds of interventions (66 per cent) demonstrated a clear orientation towards improving the living standards of poor and vulnerable populations through decent work pathways, with nearly one-quarter obtaining highly successful ratings.** Pro-poor performance was strongest when projects combined direct support for vulnerable groups with sustainable livelihoods, social protection, labour rights and institutional reform. Some interventions reported measurable income gains, expanded protection coverage and improved employability for populations with limited prior access to labour markets or public systems.

Many interventions in the 2025 portfolio focused on populations experiencing multiple and overlapping vulnerabilities. These included victims of armed conflict in Colombia, migrant workers exposed to exploitation in Southeast Asia, persons with disabilities (PwDs) and vulnerable households in Lebanon (2025-26), Syrian refugees and vulnerable Jordanians, poor and informal workers in Cambodia (2025-38), marginalized rural populations in Tunisia (2025-45), and crisis-affected populations in the Occupied Palestinian Territory (2025-5). Other projects targeted informal workers, child trafficking survivors, victims of descent-based slavery, returnee migrants and unemployed youth in fragile labour markets (2025-9, 2025-11, 2025-12, 2025-22, 2025-23, 2025-24,2025-31, 2025-35, 2025-34).

> **The project has had a substantial impact in supporting system change both on policy, institutional capacity but also in terms of vulnerable groups. The project has largely achieved or exceeded the targets which it set in terms of increasing social security coverage and the numbers in receipt of social assistance cash payments (see chapter 4 below). The project achieved a target for outcome 1 of 2.6 million workers covered by social security schemes and exceeded a target of 1,161,070 of households included in the cash transfer programmes. The number on cash transfer programmes is 1,533,422 households, 32% higher than the original target. There are clear causal relationships between the activities of this project (and preceding UN work on social protection) and the outcomes achieved (2025-38).**

Employment and livelihoods were the most common routes through which projects pursued pro-poor outcomes. Skills development, enterprise support, formalization schemes, labour-intensive public works and market access were frequently used to raise incomes and reduce vulnerability, including for victims of conflict and rural families in Colombia, underserved workers in Ethiopia, young informal workers in Senegal and the Gambia, and for women, migrants and informal workers in Mexico and Paraguay (2025-3, 2025-12, 2025-18, 2025-21, 2025-37, 2025-45).

Social protection was a major pro-poor channel across the portfolio, and several interventions combined livelihoods support with broader structural inclusion. Projects frequently sought to extend coverage to groups traditionally excluded from contributory systems, especially informal workers, rural workers and vulnerable households:

- In Jordan, vulnerable Jordanians and Syrian refugees were supported to transition from cash assistance to employment through training, on-the-job placements and jobs with social security coverage (2025-31).
- In Cambodia, informal and self-employed workers were brought into social protection schemes while poor households gained access to expanded cash transfer systems (2025-38).
- In Lebanon, direct support to persons with disabilities and vulnerable households improved autonomy, access to basic needs and dignity, while also contributing to broader reforms towards a more rights-based social protection system (2025-26).
- In Haiti and other RBSA-supported initiatives, reforms aimed to move systems beyond narrow formal-sector coverage towards more inclusive protection for informal workers and self-employed workers (2025-11, 2025-33).
- In the Occupied Palestinian Territory, social allowances for older persons and persons with severe disabilities were combined with shock-responsive systems for populations affected by crisis (2025-5).

Migration, fragility and exploitation also featured prominently in pro-poor programming. In Southeast Asia, migrant workers in fishing and seafood processing benefited from safer migration channels, legal assistance, referral systems and reintegration support, while remedies were secured for labour abuses (2025-23). In Sri Lanka and Central America, labour migration projects promoted fair recruitment, stronger governance and better employment opportunities for migrants, returnees, indigenous peoples and other vulnerable groups (2025-13, 2025-30). In Peru, anti-trafficking interventions strengthened survivor protection and economic reintegration, particularly for children and adolescents (2025-24). In Jordan and Peru, projects also emphasized employability and labour market inclusion for refugees, migrants and displaced populations, while In Mauritania and Niger, access to civil documentation, health coverage, psychosocial support and income-generating activities supported communities affected by inherited forms of exclusion and discrimination (2025-31, 2025-32, 2025-35).

### GENDER RESPONSIVENESS OF ILO DEVELOPMENT COOPERATION INTERVENTIONS IN 2025

**The extent to which ILO interventions were gender-responsive varied across the 2025 portfolio, with positive results in just over half (53 per cent) of cases, and no unsuccessful performance.** The most successful interventions combined explicit gender strategies, operational measures addressing structural barriers, gender-sensitive monitoring and implementation tools, and institutional partnerships capable of sustaining reforms beyond the project cycle.

The most common form of gender responsiveness focused on women's economic empowerment and labour market participation. Across employment, entrepreneurship, formalization, social protection, and local development interventions, projects supported women entrepreneurs, women workers, women migrants, women's cooperatives, and women-led enterprises through targeted livelihood support, access to markets and finance, formalization measures, labour certification, and employability pathways. Examples included support to women-led agribusinesses and poultry enterprises in Ethiopia through PROAGRO, women circular migrants in Morocco through the WAFIRA project, women entrepreneurs supported by PROMEFI in Senegal and the

Gambia and IPDLI in Morocco, and the Integramos project targeting migrant and refugee women in Peru (2025-18, 2025-7, 2025-3, 2025-32, 2024-45).

A major strength across the portfolio was the integration of gender equality into employment promotion, entrepreneurship, social protection, and enterprise development interventions. Several projects introduced concrete measures to address structural barriers affecting women's participation in economic activities and labour markets. These included explicit female participation targets along with tailored support to women, such as financial literacy, entrepreneurship support, and livelihood activities to the specific realities of women in circular migration, while also engaging family members to reduce resistance and misinformation surrounding women's economic participation, efforts to expand women's participation in non-traditional sectors and occupations, and the provision of child care facilities (20257, 2025-9, 2025-18, 2025-22).

Strong performance was also observed when projects linked gender equality to institutional reform, labour governance, or workplace transformation. In Türkiye, the More and Better Jobs for Women programme supported workplace policies aligned with Convention No. 190, participatory gender audits, violence and harassment prevention mechanisms, and collective bargaining reforms integrating gender equality provisions (2025-42). In Viet Nam's electronics sector interventions, gender-sensitive labour law reforms were promoted, along with workplace harassment prevention, protections for pregnant workers, and stronger workplace mechanisms to address discrimination and violence (2025-4). In Colombia, support to labour reform processes integrated gender-sensitive legal analysis, promoted women trade unionists' participation, and strengthened attention to violence and harassment issues linked to Convention No. 190 (2025-14).

Several projects also demonstrated that gender responsiveness was strongest when interventions addressed broader institutional or policy systems. The SAMM migration project integrated gender considerations into migration policies, labour mobility frameworks, social protection guidance, and regional labour governance processes through a dedicated Gender Mainstreaming Strategy (2025-25). Cambodia's social protection programme contributed to more gender-responsive social protection systems, including measures targeting informal women workers and pregnant women (2025-38). In Namibia and Madagascar, RBSA interventions promoted gender-responsive budgeting frameworks and supported women workers and fishmongers through livelihoods support, training, and formalization activities, although implementation of some institutional reforms stalled because of weak government ownership (2025-20).

Gender responsiveness was also strengthened where projects adopted broader and more inclusive approaches to gender equality, recognising that discrimination and exclusion may be shaped by multiple and overlapping factors, including gender, sexual orientation, age, and exploitation risks. In Peru, anti-trafficking interventions mainstreamed gender across project components while also addressing the specific vulnerabilities of LGBTIQ+ victims and challenging harmful gender norms such as machismo and the normalisation of sexual exploitation (2025-24). In the electronics sector interventions, activities addressed workplace harassment and violence, sexual diversity, and LGBTQ+ inclusion, including the integration of gender equality and sexual diversity into workplace assessment tools in the Philippines as well as the establishment of Women Workers United, which brought together women and LGBTQ+ workers to develop responses to gendered workplace violence (2025-4).

Despite these advances, there were persistent challenges that limited the depth and sustainability of gender-responsiveness measures and gender-transformative change. One of the most common weaknesses was the gap between gender-sensitive design and operational implementation. The tendency for projects to equate women's participation with improvements of gender-based disparities was a recurring challenge. Several projects included gender language, participation targets, or commitments to inclusion at design stage, but lacked sufficiently robust implementation strategies, institutional ownership, or accountability mechanisms to translate these commitments into measurable outcomes. In the METI programme, gender considerations were incorporated into analytical work and programme logic, but evaluators found limited evidence of concrete changes for women beneficiaries because gender was insufficiently embedded in the results framework and operational activities (2025-43). Similarly, the Global Digital Wages project recognized gender-related digital vulnerabilities and established ambitious inclusion targets, but implementation remained uneven and monitoring systems failed to adequately capture differentiated impacts on women, youth, and persons with disabilities (2025-44). In several interventions, women participated actively in training, entrepreneurship, or governance activities, yet deeper structural inequalities remained insufficiently addressed (2025-12, 2025-17). Across multiple projects, evaluators noted that interventions rarely monitored changes in women's empowerment, household decision-making, leadership influence, or social norms, limiting understanding of transformative impact. Weak monitoring systems and insufficient use of sex-disaggregated data were a widespread limitation, even when women were a central element of interventions (2025-13, 2025-27, 2025-40, 2025-38).

Cultural norms and entrenched gender stereotypes also continued to constrain outcomes, particularly in male-dominated sectors and institutions, where evaluations noted persistent barriers linked to patriarchal norms, occupational segregation, or limited acceptance of women in leadership and technical roles (2025-19; 2025-42; 2025-31; 2025-39). In several cases, women's increased participation in economic activities also generated additional unpaid care burdens, highlighting the continued absence of more systemic approaches to redistributing care responsibilities (2025-18; 2025-12).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### BOX 3. KEY LESSONS AND GOOD PRACTICES EMERGING FROM 2025 EVALUATIONS ON GENDER RESPONSIVENESS

- Gender-responsive design enhanced inclusion and effectiveness when projects introduced targeted measures for women and vulnerable groups. The Africa formalization cluster evaluation identified this explicitly as a lesson learned, highlighting women's cooperatives and targeted inclusion mechanisms as key contributors to more inclusive outcomes (2025-28).
- Participatory Gender Audits emerged as a strong institutional change mechanism. The Türkiye "More and Better Jobs for Women" programme identified participatory gender audits as a good practice, demonstrating their effectiveness in promoting organizational learning, behavioural change, and integration of gender equality into collective bargaining, enterprise policies, and organizational systems (2025-42).
- Addressing practical barriers such as childcare, transport, flexible schedules, and workplace accommodations significantly strengthened women's participation and retention. The Jordan MADAD evaluation identified these measures as a good practice, particularly for improving women's labour market participation in vulnerable contexts (2025-31). Similar family-sensitive approaches were also positively highlighted in Ethiopia and the Democratic Republic of Congo (DRC) through daycare facilities and family-sensitive implementation measures (2025-18, 2025-9).
- Recognition and promotion of women's leadership strengthened participation and empowerment outcomes. Colombia's income generation programmes identified support to female leadership as a good practice, noting its contribution to more equitable participation and women's integration into decision-making spaces (2025-12).
- Participation targets alone did not produce transformative gender outcomes. Multiple evaluations concluded that projects often remained "gender-responsive" rather than "gender-transformative," particularly when interventions focused primarily on women's participation without sufficiently addressing unpaid care burdens, occupational segregation, institutional power relations, or discriminatory social norms (2025-1, 2025-12, 2025-31, 2025-32).
- Weak monitoring systems and insufficient use of sex-disaggregated data remained major constraints across the portfolio. Several evaluations explicitly highlighted the absence of robust gender indicators, systematic gender-disaggregated reporting, and monitoring of transformative outcomes as a key weakness limiting accountability and learning (2025-10, 2025-13, 2025-27, 2025-38, 2025-40)

### INTEGRATION OF DISABILITY INCLUSION IN ILO INTERVENTIONS IN 2025

**Only one fifth of interventions (20 per cent) had a disability inclusion perspective or specific components targeting beneficiary groups with disabilities, with nearly half of cases (45 per cent) obtaining unsuccessful ratings.** The most successful projects embedded disability-responsive approaches directly into their design, delivery systems, and institutional reforms, with concrete operational measures to address barriers faced by persons with disabilities, including accessibility audits, accessible service delivery, disability-sensitive targeting, adapted communication and outreach systems, partnerships with organizations of persons with disabilities (OPDs) and disability networks, and disability-disaggregated monitoring frameworks (2025-5, 2025-15, 2025-21, 2025-26, 2025-38). Evidence showed that even relatively modest operational adjustments could help reduce participation barriers when disability inclusion was intentionally addressed (e.g. 2025-22, 2025-39).

The strongest examples were concentrated in social protection programming. In Lebanon, projects supporting the National Disability Allowance (NDA) integrated disability inclusion across policy design, beneficiary targeting, operational systems, and service delivery, with OPDs participating in advocacy initiatives and policy dialogue (2025-26). This led to improvements in autonomy, financial independence, and access to services, alongside strengthened national systems for disability-inclusive social protection. Similarly, in the Occupied Palestine Territory, the institutionalization of rights-based social allowances for older persons and individuals with severe disabilities embedded disability-responsive mechanisms within Ministry of Social Development systems and databases, benefiting more than 30,000 individuals (2025-5).

Several successful projects also demonstrated the value of integrating disability inclusion into labour market systems, enterprise support, and skills development initiatives. In Ethiopia, the ONEILO-SIRAYE programme incorporated disability-related indicators into programme outputs, partnered with the Ethiopian Centre for Disability and Development and the Ethiopian Business Disability Network, conducted accessibility audits in factories, and trained factory managers on disability inclusion awareness (2025-21). In the Pacific joint programme, labour market inclusion assessments for PWDs, collaboration with disability-focused organizations, and accessible entrepreneurship and skills training illustrated more deliberate efforts to operationalize disability inclusion within economic development programming (2025-15). In Cambodia, support to disability identification systems and integration of disability benefits into the national Family Package contributed to strengthening disability-responsive social protection systems (2025-38).

In many cases, however, disability was acknowledged only indirectly through broader references to vulnerable groups, non-discrimination, or inclusion, leading to missed opportunities in addressing this challenge. Several evaluations emphasized that disability inclusion often remained secondary to broader gender or vulnerability approaches, with limited attention to the differentiated barriers faced by persons with disabilities in employment, migration, entrepreneurship, and formalization interventions, sometimes despite specific stakeholder requests (2025-6, 2025-13, 2025-16, 2025-18, 2025-19, 2025-25, 2025-36, 2025-42, 2025-43, 2025-44). Evaluations frequently recommended more intentional disability-inclusive approaches in future interventions.

Limitations in disability-related monitoring and data collection were also widespread. Many projects lacked disability-disaggregated indicators or reporting systems, making it difficult to assess participation, outcomes, or barriers faced by persons with disabilities, even when there were specific references in project designs (2025-10, 2025-40). Other interventions reported isolated participation of persons with disabilities without broader inclusion strategies or evidence of sustained impact (2025-3, 2025-34, 2025-41).

### BOX 4. KEY ACHIEVEMENTS AND GOOD PRACTICES IN DISABILITY INCLUSION FROM 2025 EVALUATION REPORTS

- Rights-based disability allowances and social protection systems were institutionalized in Lebanon and OPT, including disability-responsive registries, referral systems, and monitoring frameworks benefiting tens of thousands of persons with disabilities (2025-5, 2025-26).
- Simplified registration procedures, adapted communication channels, community-based support, and accessible service delivery mechanisms helped reduce informational, procedural, physical, and digital barriers for persons with disabilities in social protection programmes (2025-26).
- Partnerships with OPDs, disability networks, and specialized institutions supported advocacy, accessibility audits, disability awareness training, and inclusive employment initiatives (2025-15, 2025-21, 2025-26).
- Accessibility audits and disability inclusion training for employers and factory managers helped strengthen workplace inclusion and institutional awareness in industrial and skills development programmes (2025-21).
- Inclusive training and employment approaches incorporated accessible learning environments, adapted participation arrangements, and targeted recruitment of persons with disabilities in infrastructure, entrepreneurship, and technical training activities (2025-15, 2025-22, 2025-39).
- Disability inclusion was more effective when projects incorporated disability-related indicators, disability-disaggregated data collection, and dedicated inclusion mechanisms into programme systems and monitoring frameworks (2025-21, 2025-26, 2025-31, 2025-38).

### MAIN FACTORS OF SUCCESS:

- Explicit identification of disability-related barriers and differentiated needs rather than reliance on generic inclusion approaches.
- Collaboration with OPDs and specialized disability institutions to strengthen outreach, relevance, and implementation quality.
- Early integration of disability inclusion into project design, institutional systems, and implementation arrangements.
- Operational adaptation of services, communication, training, and delivery mechanisms to reduce participation barriers.
- Use of disability-disaggregated indicators and monitoring systems to track participation and outcomes.
- Integration of disability inclusion into national systems and institutional reforms to support sustainability and scale.

> **The projects contributed to both immediate improvements in beneficiaries' lives and longer-term systemic social protection policy and institutional change. Through the National Disability Act, 35,000 vulnerable individuals received regular, predictable financial assistance and were supported to withstand economic shocks, improve nutrition and education outcomes. This support helped to enhance dignity and autonomy among Persons with Disabilities, women and children. (2025-26)**

### ENVIRONMENTAL SUSTAINABILITY IN ILO INTERVENTIONS IN 2025

**Environmental sustainability was integrated unevenly and to a limited extent across the 2025 portfolio of ILO development cooperation interventions, with just over one-third (35 per cent) of positive cases.** Successful performance was associated with interventions that positioned the just transition, green jobs, climate resilience, or environmental sustainability as central components of programme design, linking environmental objectives to concrete economic and institutional mechanisms. Such projects operated in areas such as renewable energy, sustainable agribusiness and agricultural value chains, enterprise upgrading and green productivity, infrastructure, green skills, climate-smart insurance systems, green jobs policy frameworks, and sustainability integration in agricultural finance (2025-1, 2025-18, 2025-20, 2025-36, 2025-37, 2025-39). In most interventions, however, environmental sustainability was addressed only superficially, without dedicated activities, indicators, or monitoring frameworks, or was absent altogether.

In several agricultural finance and agribusiness projects, sustainability was integrated into enterprise systems, climate resilience approaches, and financial risk management mechanisms (2025-1, 2025-18, 2025-36). One particularly strong example was the AATIF-supported work with financial institutions and agribusinesses, where sustainability criteria were integrated into loan approval processes, greenhouse gas monitoring systems were established, and enterprises adopted environmental compliance systems, waste management practices, and energy-saving technologies that reportedly reduced energy consumption by 30 per cent in one case (2025-1). These projects demonstrated that environmental sustainability was more effective when linked directly to productivity, competitiveness, resilience, or financial performance rather than approached as a standalone environmental objective.

Skills development and institutional strengthening also emerged as important entry points, with projects integrating renewable energy, green entrepreneurship, climate-related training modules, eco-construction, and future green skills needs into Technica and Vocational Education and Training (TVET) systems, enterprise training, and value-chain analyses (2025-2, 2025-17, 2025-39, 2025-41). Other interventions linked environmental sustainability with territorial resilience and local development through environmental safeguards, reforestation, climate adaptation practices, and environmentally conscious infrastructure approaches integrated into labour-intensive development models (2025-9, 2025-11, 2025-45). In Ethiopia, PROAGRO piloted "green skilling" approaches within agribusiness value chains and supported urban green agribusiness hubs combining sustainable food production, organic composting, low-waste processing, and circular economy practices, demonstrating how employment creation and environmental sustainability could be pursued simultaneously (2025-18).

While some interventions supporting green jobs and policy dialogue around the just transition generated some promising institutional results through studies, social dialogue, green jobs diagnostics, and awareness-raising among governments and social partners, evaluations frequently observed that these initiatives lacked strong monitoring frameworks, dedicated indicators, or fully operationalized roadmaps, limiting their ability to demonstrate concrete outcomes (2025-20, 2025-27, 2025-37). Similar weaknesses were observed in projects where environmental sustainability was acknowledged conceptually and recognized as a relevant contextual issue, or where fragmented elements existed but remained weakly integrated into implementation, with no dedicated activities, targets, or measurable results (2025-13, 2025-15, 2025-19, 2025-21, 2025-23, 2025-25, 2025-31, 2025-42).

## Operational support modalities in 2025

Overall, ILO's operational support modalities were effectively leveraged and performed strongly to support project implementation and achieve results, with very strong ratings across the 2025 portfolio.

### KNOWLEDGE DEVELOPMENT IN 2025

**Knowledge development was one of the strongest areas across the 2025 portfolio, with successful performance in 86 per cent of cases, and over one-third of projects obtaining highly successful ratings.** Stronger performance on knowledge development was generally associated with extensive evidence that studies, diagnostics, digital systems and platforms, knowledge management tools, statistical products, and technical guidance informed policy processes and implementation practice. However, some evaluations noted that implementation, dissemination, validation, scaling, approval, or long-term institutional use remained incomplete, uncertain, or dependent on future action.

Highly rated projects generated evidence, knowledge products and practical tools that informed policy development, legislative reform and institutional strengthening. Particularly notable examples included the development and adoption of new international statistical standards on the informal economy at the 21st International Conference of Labour Statisticians (2025-16), labour migration governance tools comprising policy instruments, migration databases, skills recognition frameworks and digital learning platforms (2025-13, 2025-23, 2025-30), and social protection information and management systems, including registries, dashboards, interoperability mechanisms, expenditure reviews and actuarial tools supporting institutional modernization and reform processes (2025-5, 2025-8, 2025-26, 2025-31, 2025-38). Other interventions generated research, policy papers, legislative recommendations and analytical products on anti-trafficking, enterprise development, gender equality, childcare, violence and harassment, domestic work and labour market inclusion that evaluations reported as supporting policy dialogue and institutional learning (2025-18, 2025-24, 2025-42, 2025-43, 2025-44).

Stronger performance was observed when knowledge products were embedded within operational systems, digital platforms, observatories, protocols, operational guidelines, management systems, or implementation roadmaps generally demonstrated stronger evidence of institutional uptake and use (2025-13, 2025-23, 2025-24, 2025-26, 2025-31, 2025-37, 2025-38). Participatory and tripartite-plus approaches to developing and validating analytical and knowledge products also emerged as an important factor supporting ownership and relevance, with evidence of collaboration beyond ILO's traditional constituent groups, including with academia, civil society groups, and development partners (2025-17, 2025-20, 2025-28, 2025-29, 2025-42, 2025-43, 2025-45). Several evaluations highlighted the value of integrating training, mentoring, and training-of-trainers approaches into knowledge development processes to support dissemination and continuity beyond the project period (2025-13, 2025-18, 2025-24, 2025-36, 2025-41).

Partly successful projects generally demonstrated narrower or more technical forms of knowledge development, without clear evidence of broader institutional uptake or policy influence, even when the knowledge outputs were of good quality (2025-12, 2025-34, 2025-36, 2025-41, 2025-9). There were only a few cases where there was limited, or no evidence of knowledge-generation outputs beyond training and capacity-building activities (2025-2, 2025-22). Projects frequently encountered challenges when databases, labour information systems, observatories, and digital platforms were not fully operationalized, depended on future financing or approvals, lacked clear institutional arrangements for maintenance, or faced constraints related to interoperability, institutional coordination, user capacity, and digital literacy among beneficiaries and implementing institutions (2025-11, 2025-25, 2025-29, 2025-33, 2025-36, 2025-40).

### CAPACITY-BUILDING IN 2025

**There was widespread evidence of strong performance related to ILO's capacity-building efforts at different levels, with 98 per cent of projects having successful or very successful ratings.** Capacity building was the strongest and most consistent areas of performance across the 2025 portfolio. Evidence suggests that effectiveness depended primarily on whether capacities were embedded within institutions, linked to operational systems, adapted to beneficiary realities, and supported through follow-up mechanisms. The strongest interventions combined technical training with institutional strengthening and practical application to achieve policy outcomes, and ITC-ILO was found to be a strategic partner to build capacities. In contrast, weaker interventions often delivered substantial numbers of trainings with limited evidence of sustained institutional, behavioural, or policy change.

A major factor associated with stronger results was the institutionalization of capacities within existing systems and organizations. Several projects moved beyond stand-alone workshops to strengthen permanent structures, trainer networks, and operational mechanisms, building on ILO's training modules to reach important numbers of partners and beneficiaries, such as in Sri Lanka, Tunisia and Senegal (2025-2, 2025-13, 2025-41). Training-of-trainers approaches emerged as a recurring good practice, particularly when trainers were embedded within institutions capable of further dissemination (2025-19, 2025-28, 2025-22). Across these interventions, cascade approaches contributed to stronger ownership, institutional memory, and reduced dependence on external expertise.

Projects that linked training to operational practice and workplace realities generally demonstrated stronger results than classroom-based approaches alone. In Cameroon and the DRC, "chantier-école" models successfully combined theory with practical infrastructure works, supporting skills acquisition and employability (2025-9, 2025-34). Ethiopia's ONEILO SIRAYE programme linked workplace training to factory operations and labour relations, while experiential learning practices were highlighted as a good practice in Peru (2025-21, 2025-24).

The importance of adapting methodologies and content to beneficiary realities was highlighted in some evaluations. Interventions in Mongolia and Nepal were positively assessed because trainers adapted materials to local contexts and involved government practitioners who could provide practical guidance on taxation and social security procedures (2025-33). In one project, the effectiveness of visual methodologies for women with low literacy levels was noted, while the need for greater pedagogical adaptation was observed in another, as entrepreneurship modules remained difficult for low-education beneficiaries to absorb, (2025-3, 2025-7). Several interventions combined capacity building activities and technical training with psychosocial, organizational, or personal development support, taking a holistic approach to empowering beneficiaries and contributing to improvements in productive capacities, confidence and socio-economic reintegration (2025-7, 2025-12).

Digitalization and blended learning emerged as important innovations, particularly in relation to accessibility and scalability. This took different forms, such as blended TVET and eRPL systems; the digitalization of entrepreneurship modules, or the use of online learning platforms and courses, enabling remote registration, flexible learning, extended outreach, and lower participation costs (2025-22, 2025-24, 2025-27, 2025-41). Several evaluations nevertheless noted that the effectiveness of digital systems depended on user digital literacy, institutional integration, and continued technical support. Capacities were also built through a wide range of modalities adapted to specific needs and contexts, including in-person courses, workshops, seminars, on-the-job training schemes, role-playing, site visits, study tours, and coaching.

Several limitations were also identified, notably when projects had limited institutional anchoring, and assumed that training alone would lead to policy reform, institutional transformation, or sustained behavioural change (2025-6, 2025-22, 2025-25, 2025-43). Related to this were challenges due to insufficient follow-up and measurement of training outcomes (2025-10, 2025-19).

### STRATEGIC RELATIONSHIPS IN 2025

**The ILO's capacity to build on, and maintain strategic relationships was another key area of strength: A large majority of ILO interventions (80 per cent) consistently demonstrated strong collaboration with national governments, workers' and employers' organizations, civil society groups, academic institutions, international agencies, donors and the private sector, with nearly half (45 per cent) obtaining highly successful ratings.**

Strategic relationships were strongest when projects created clear institutional ownership, operational coordination mechanisms, and sustained collaboration between governments, social partners, technical institutions, civil society, and implementing partners. Projects performed best when partnerships were linked directly to implementation, policy processes, service delivery, or institutional reform. Weaker performance emerged when coordination remained fragmented, local actors were insufficiently involved, or partnerships existed formally but were not operationalized effectively.

Strong-performing interventions often succeeded by creating coordination platforms that aligned ministries, social partners, technical institutions, civil society, and sectoral actors around shared objectives and implementation processes. This was visible in Sri Lanka's labour migration programme, the STED-AMT interventions in Algeria, Morocco, and Tunisia, and Ethiopia's ONE-SIRAYE programme (2025-13, 2025-17, 2025-21). These partnerships strengthened policy coherence, institutional ownership, and integrated responses across issues such as labour migration, skills anticipation, labour rights, disability inclusion, gender equality, and environmental sustainability.

Formal coordination mechanisms emerged as an important enabling factor. Several projects demonstrated that advisory committees, steering committees, and tripartite governance structures can strengthen ownership and accountability when they remain operational and connected to implementation processes. These mechanisms brought together ministries, unions, employers' organizations, donors, NGOs, UN agencies, academics, and private sector actors and helped align stakeholders around shared objectives (2025-19, 2025-22, 2025-42). Evidence from several interventions illustrated the value of these arrangements in practice. In Haiti, the reactivation of the Consultative Committee for Occupational Safety and Health strengthened institutional dialogue and coordination among key labour market actors (2025-11). Similar governance mechanisms supported implementation and ownership in labour migration, social protection, and local development interventions (2025-13, 2025-26, 2025-30, 2025-45).

Across projects, evaluative evidence also showed the importance of fostering collaborations between institutional actors and local organizations and intermediaries. For instance, in formalization interventions in Africa, partnerships with organizations such as VIBINDO in Tanzania, women's cooperatives in Guinea-Bissau, and chambers of commerce in The Gambia improved outreach and trust among informal economy actors (2025-28). In Madagascar, cooperation between government agencies, employers' organizations, trade unions, NGOs, and actors in a sector-wide framework around the lobster value chain strengthened both social dialogue and sustainable resource management (2025-20).

Beyond implementation, several projects leveraged partnerships to mobilize additional resources, influence broader policy processes, and scale interventions. In Paraguay, collaboration around the Global Accelerator facilitated new partnerships between the ILO, UNDP, UNICEF and the World Bank and helped mobilize resources for subsequent initiatives (2025-37). In Tunisia, partnerships with municipalities, governorates and UN agencies generated substantial co-financing and strengthened institutional anchoring of local development interventions (2025-45). The Central America fair recruitment project similarly leveraged complementarities with IOM, UNHCR and regional migration mechanisms to maximize the use of existing resources and avoid duplication (2025-30).

Several innovative partnership practices were identified across the portfolio. The Fair Recruitment in Central America project institutionalized labour migration governance mechanisms such as the Working Group on Labour Mobility in Guatemala, regional labour migration networks, and inter-union committees, several of which continued functioning after project completion (2025-30). In Tunisia, regional monitoring committees were highlighted as a good practice for coordinating multiple actors, aligning interventions with public policies, and optimizing resource use (2025-45). The SCORE programme's partnership with GSMA and digital platform economy actors represented an innovative attempt to engage emerging labour market actors and explore new approaches to labour governance in the platform economy (2025-2). Other projects demonstrated the value of working through locally embedded actors, including anti-slavery organizations, organizations of persons with disabilities, trade unions, community groups, and local authorities, which enhanced outreach, responsiveness, and ownership (2025-26, 2025-35)..

Partly successful performance was linked to insufficient local anchoring, fragmented coordination, or underdeveloped partnerships. In Colombia's income generation programme (2025-12), weak alliances with local governments and limited institutional coordination reduced the sustainability of productive projects (2025-12). In DRC, the ILO collaborated with ministries and private sector actors but did not sufficiently consider the involvement of local community organizations and municipalities, limiting sustainability prospects (2025-9). Türkiye's child labour intervention maintained strong cooperation with the Ministry of Labour and Social Security but showed limited operational coordination with UNICEF, NGOs, and local actors, despite the complementary expertise available across these institutions, and made limited use of the ILO's tripartite structure beyond participation in selected activities (2025-40).

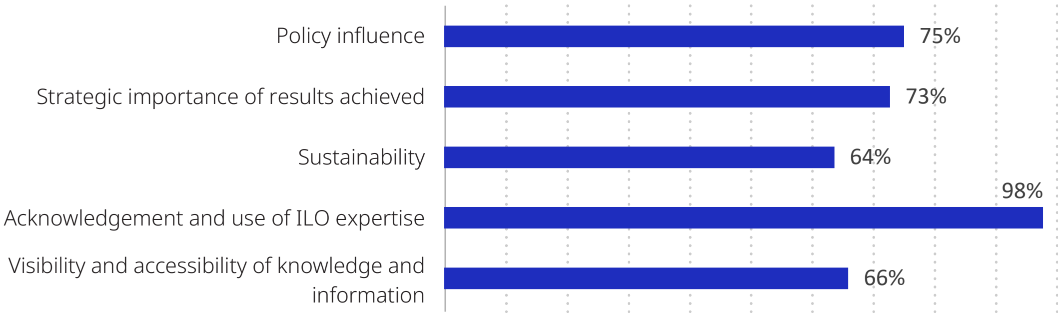
Weak coordination between development partners and parallel initiatives reduced effectiveness in several cases. In the SOLIFEM project, coordination with a complementary donor-funded regional project remained limited, despite formal collaboration mechanisms, creating confusion among partners and reducing opportunities for synergies (2025-6). Overlap between donor-funded digital TVET initiatives was observed in Cambodia in a COVID-19 recovery project due to insufficient sectoral coordination mechanisms (2025-22). The SAMM migration project further illustrated how formally integrated structures do not necessarily lead to operational collaboration: despite a ONE-UN model, implementation often resembled parallel agency programming rather than integrated joint delivery (2025-25). More broadly, several evaluations found that partnership arrangements alone were insufficient when collaboration remained procedural rather than operational, when stakeholders lacked a shared understanding of project objectives, or when institutional buy-in was uneven (2025-11, 2025-29, 2025-40).

## SUSTAINABILITY AND IMPACT[5] OF ILO DEVELOPMENT COOPERATION INTERVENTIONS IN 2025


**Level of confidence of the evidence: high**

**Overall, ILO interventions showed positive results related to Sustainability and Impact, with successful performance of nearly two-thirds and above for all criteria**, as shown in Figure 10.

**FIGURE 10. SUSTAINABILITY AND IMPACT: PERCENTAGE OF MORE SUCCESSFUL SCORES BY PERFORMANCE CRITERIA (2025)**




**ILO interventions demonstrated broad and effective influence on policy across diverse thematic areas and regions, with three-quarters of successful projects, including over one-third of cases assessed as highly successful. Similar findings were observed for the strategic importance of results achieved, with one-third of highly successful projects.** Strongest performance was observed when projects combined technical expertise, institutional anchoring, and structured social dialogue, allowing results to move beyond isolated outputs towards strategic outcomes.

Many projects contributed directly to the drafting, revision, adoption, or operationalisation of policies, strategies, legal frameworks, institutional procedures, and coordination mechanisms. Across the portfolio, there was consistent evidence of strengthened enabling environments, improved institutional capacities, and greater availability of tools, data, and policy instruments to support labour market governance, social protection, migration management, skills systems, formalisation, and labour rights. ILO's comparative advantage in labour standards, tripartite dialogue, and applied technical assistance was repeatedly identified as a key enabling factor behind successful performance.

A major driver of policy influence was the integration of tripartism and multi-stakeholder dialogue into formulation and reform processes. Projects that embedded governments, employers, workers' organisations, and technical institutions into design and implementation processes were more likely to produce durable policy results and stronger ownership. This was particularly visible in interventions related to labour migration governance, formalisation, social protection, industrial relations, and skills anticipation systems (2025-25, 2025-17, 2025-28, 2025-29, 2025-31). In several cases, the evaluations noted that the projects helped institutional actors move beyond fragmented sectoral engagement toward more coordinated governance approaches.

Regional engagement also strengthened policy influence when projects aligned with broader political or institutional platforms. In Southern Africa, SAMM contributed to regional migration governance through the Southern African Development Community (SADC) and Common Market for Eastern and Southern Africa (COMESA) frameworks, including social security portability guidelines, migration data systems, labour migration strategies, and diaspora engagement mechanisms (2025-25). Similarly, STED-AMT supported the emergence of sectoral and national

5 The aggregated category of Sustainability and Impact included five criteria: (a) policy influence; (b) strategic importance of achieved results; (c) sustainability of policies, knowledge and capacities; (d) acknowledgement and use of ILO expertise; and (e) visibility and accessibility of knowledge and information.

competency governance mechanisms in Algeria, Morocco, and Tunisia, linking skills anticipation more directly to labour market planning processes (2025-17). In ASEAN and the Southern Neighbourhood, projects addressing informality, migration, and digitalisation demonstrated that regional policy dialogue and peer exchange could help legitimise and advance sensitive or emerging policy agendas (2025-6, 2025-23, 2025-44).

Strategic importance was most evident where tools, approaches, and reforms became embedded within public institutions, governance structures, or operational systems, enabling stakeholders to apply and use them in pursuit of broader policy and development objectives. A recurring feature of these stronger-performing interventions was the combination of technical innovation with mechanisms for institutional uptake and operational use. This was reflected in Cambodia's integrated social protection delivery approaches, STED-AMT's competency governance mechanisms linking skills systems and labour market forecasting, IPDLI's territorial governance model that strengthened local planning and coordination capacities, and anti-slavery interventions in Mauritania and Niger that combined legal support, social protection access, psychosocial approaches, and engagement with traditional authorities to strengthen rights awareness and community-level change processes (2025-2, 2025-17, 2025-35, 2025-38, 2025-45). Similar dynamics were observed in Honduras' use of actuarial modelling and evidence-based social protection dialogue, one-stop-shop approaches for formalisation and social protection registration in the Philippines and Tanzania, and SCORE's enterprise improvement teams, which strengthened workplace dialogue and internal problem-solving capacities within SMEs (2025-2, 2025-8, 2025-28, 2025-33).

Projects with partly successful ratings often demonstrated meaningful progress in awareness raising, institutional capacity-building, policy preparation, or pilot implementation, but with more limited evidence of consolidated policy uptake or systemic change. A recurring lesson across these projects was that policy dialogue, technical tools, and action plans were insufficient on their own to generate strategic results without longer-term financing, implementation support, institutional continuity, and monitoring systems.

Several constraints emerged repeatedly in weaker-performing projects. These included short implementation periods relative to the scale of intended reforms, particularly in skills, governance, and institutional change initiatives (2025-10, 2025-15, 2025-19); delays in legislative adoption, implementation, or operationalisation of reforms (2025-20, 2025-21, 2025-25); limited monitoring systems and insufficient evidence on outcome-level or long-term changes (2025-10, 2025-19, 2025-41); weak institutional integration or absence of financing and exit strategies (2025-15, 2025-22, 2025-43); and contextual fragility, insecurity, or administrative instability, particularly in Haiti and fragile governance settings, which constrained consolidation of reforms despite technically relevant progress (2025-11, 2025-28).

The weakest-performing projects generally showed positive intermediate effects or useful pilot experiences, but limited evidence that results had yet translated into durable institutional or policy change. In Colombia, for example, income-generation interventions contributed to psychosocial wellbeing and productive inclusion among beneficiaries, but challenges related to commercialization, institutional integration, and economic sustainability limited broader strategic impact (2025-12).

Performance was positive overall for sustainability, with successful results in two-thirds of cases and no unsuccessful projects. Sustainability was strongest when projects became embedded within existing institutional and governance systems and were supported by national ownership, political commitment, operational capacity and financing arrangements. A recurring finding was that while many projects successfully generated tools, pilots, capacities, or stakeholder engagement, fewer established durable systems capable of sustaining, financing, or scaling those results over time.

Successful interventions strengthened sustainability by embedding reforms, policies, operational systems and service delivery functions within national institutions, legal frameworks and governance structures. In Jordan, the project contributed to the National Social Protection Strategy

2025–2033, institutionalised the Implementation Support Unit within the Ministry of Social Development, supported enactment of the Social Development Law No. 4 (2024), and introduced monitoring systems and coordination mechanisms that embedded social protection reform within national governance structures. In the Occupied Palestinian Territorry, sustainability was reinforced through the institutionalisation of rights-based social protection allowances, large-scale beneficiary databases and shock-responsive social protection protocols within national systems (2025-5, 2025-31). Similar dynamics were observed elsewhere, including labour formalisation, social security and green jobs reforms integrated into national planning and policy processes in Paraguay and Mexico, entrepreneurship modules institutionalised within technical and vocational education curricula in Senegal, and strengthened tripartite institutions supporting continued work on collective bargaining, labour law implementation and social dialogue in Viet Nam (2025-4, 2025-37, 2025-41).

A recurring driver was the strengthening of institutional capacities and operational ownership to national and local actors. In Peru's Integramos project, this was achieved through interoperability between MIDIS and migration systems, adaptation of public employment and registration systems to include migrants and refugees, strengthening of regional labour directorates, institutionalisation of labour certification centres, and incorporation of migrants and refugees into regional decent work policy instruments (2025-32). In the digital wages project, sustainability prospects were strongest when ministries, employer associations, and institutional partners integrated digital wages into regular programmes, training systems, and national monitoring frameworks (2025-44). Institutionalised e-learning systems, master trainers, and locally adapted training tools created durable structures for continuation in countries such as Cambodia and Indonesia.

Other projects relied on embedded training systems and locally managed delivery structures. In Tunisia's SCORE programme, SCORE service delivery was transferred to national institutions, including the Tunisian Union of Industry, Trade and Handicrafts, sectoral technical centres and self-employed trainers, creating a network capable of continuing services beyond project closure (2025-2). In the SESA project, sustainability was strengthened through localisation of training programmes, an e-campus platform and training-of-trainers approaches (2025-39). In an insurance project in Africa, sustainability was supported through integration into insurance and regulatory frameworks, institutional partnerships, participatory ownership models and government-supported financing arrangements (2025-36).

Territorial ownership, participatory governance, and local institutional anchoring also emerged as important factors for sustaining results. In Tunisia's IPDLI project, this was reflected in participatory planning processes, co-financing by communes and local authorities, and strengthened municipal capacities in budgeting, procurement, and local planning (2025-45). Participatory forums, local development plans and local coordination mechanisms reinforced ownership and supported future replication. The project also demonstrated how co-financing arrangements strengthened both efficiency and institutional accountability for maintenance and continuation. In Mauritania and Niger (2025-35), sustainability was reinforced through community-based structures such as Permanent Civic Education Centres, community watch groups, parajurists, local associations, and community mobilisation mechanisms that continued operating beyond the project period due to strong local anchoring and ownership. More broadly, continuity was stronger when projects established operational mechanisms capable of continuing beyond direct project support, including community monitoring structures, grievance and referral systems, compliance mechanisms, and locally embedded coordination platforms (2025-10, 2025-35, 2025-44).

Multi-stakeholder partnerships and coordination mechanisms also fostered sustainability. In Türkiye, coalitions involving NGOs, universities, employers, trade unions and UN agencies supported continued use of research products and gender equality tools, while in the OPT, the Social Protection Cash and Voucher Assistance Thematic Working Group institutionalised coordination between humanitarian and development actors (2025-5, 2025-42). Similar contributions were observed through tripartite social dialogue structures, interministerial task forces, regional coordination mechanisms and other institutionalised platforms that created lasting arrangements for dialogue, planning and joint action among stakeholders (2025-5, 2025-17, 2025-23, 2025-30, 2025-42). This was particularly evident in interventions that brought together government institutions, employers' and workers' organisations, training providers, and other actors around common frameworks and ongoing coordination arrangements (2025-17, 2025-23, 2025-30).

Many projects improved sustainability of results by institutionalising knowledge products, tools, methodologies and service delivery functions. Evidence of replication and scaling was reported across several interventions, including continued use of entrepreneurship and formalisation tools, integration of training modules into national curricula, and adoption of project-developed methodologies by government agencies, training providers and local institutions (2025-2, 2025-3, 2025-5, 2025-13, 2025-17, 2025-18, 2025-24, 2025-28, 2025-31, 2025-39, 2025-41). Enterprise improvement teams, skills anticipation approaches, and stakeholder action plans helped embed longer-term behavioural and organisational change beyond the project period (2025-2, 2025-17, 2025-19). Moreover, sustainability prospects were stronger when institutional ownership was accompanied by financing arrangements, co-financing mechanisms, or budgeted implementation plans that clarified how activities and systems would continue after project closure (2025-31, 2025-36, 2025-41, 2025-45).

Sustainability remained uncertain when projects lacked mechanisms for continuation or scaling, financing pathways, durable governance arrangements, and clearly defined transition or exit strategies. Several evaluations reported continued dependence on external support for training, coordination, infrastructure maintenance, technical assistance, and operational systems, limiting prospects for continuity beyond project funding (2025-10, 2025-11, 2025-12, 2025-15, 2025-39, 2025-42, 2025-45). In Jordan, despite substantial policy and institutional achievements, the Implementation Support Unit remained heavily dependent on externally funded consultants, while broader cross-ministerial ownership and domestic budget allocation remained limited (2025-31). Similar concerns emerged in Tunisia's IPDLI project, when substantial transfer and capitalisation efforts were undertaken but no formalised exit strategy clarified responsibilities, financing mechanisms, or post-project follow-up arrangements (2025-45). In Türkiye, the evaluation explicitly noted the absence of an exit strategy despite the discontinuation of donor funding, while smaller enterprises, suppliers and trade unions still required substantial support to institutionalise project approaches (2025-42).

Administrative instability, staff turnover and governance disruption weakened ownership and continuity in several interventions, particularly when implementation depended heavily on individuals rather than institutionalised systems (2025-10, 2025-11, 2025-12, 2025-15, 2025-32, 2025-36, 2025-37, 2025-42, 2025-44). In Peru's Integramos project, high turnover in public institutions and uneven territorial ownership threatened continuity despite strong progress on interoperability and institutional adaptation (2025-32). In Mexico, interviewees warned that turnover in public administration and private sector human resource teams could undermine sustainability even where capacities had been strengthened (2025-37). The digital wages project also identified staff turnover within government agencies as a major threat to institutional memory and continuity of technical capacities (2025-44).

Several projects achieved substantial institutional or policy gains but remained dependent on donor funding, external technical support, or the financial capacities of national and local institutions to sustain implementation at scale (2025-31, 2025-35, 2025-45).

Evaluations also highlighted the difficulty of sustaining behavioural change, operational integration and long-term beneficiary outcomes when projects lacked sufficient implementation time or post-project support. Delayed implementation and compressed delivery periods reduced opportunities for institutional uptake and consolidation. In the SESA project, stakeholders explicitly noted that the four-year timeframe was insufficient to fully achieve sustainable skills development outcomes despite substantial institutional gains, while other evaluations observed that pilot interventions had not yet matured sufficiently to demonstrate longer-term results (2025-10, 2025-15, 2025-39, 2025-41).

**Visibility and accessibility to knowledge and information showed mixed performance in 2025, with two thirds of projects showing good results.** Higher-rated projects commonly reported communication strategies, digital platforms, media campaigns, public events, regional workshops, dissemination products, webinars, policy dialogues, journalist engagement, awareness campaigns and regional knowledge-sharing events.

Several strong practices and innovations emerged across the portfolio. Ship to Shore Rights project combined multilingual awareness campaigns with migration information services, exhibitions, pre-departure orientation materials and social media outreach targeting migrant fishers and their families across several countries (2025-23). The programme also introduced innovative communication tools, including a VR360 film on fishing life and a Safety and Health at Sea board game in the Philippines. In Mongolia, youth competitions using photography, videos, research and infographics were used to raise awareness on child labour, while Cabo Verde produced a bilingual comic book on the worst forms of child labour (2025-27). Several projects established more structured digital knowledge systems to increase outreach. IPDLI created a centralized digital documentation platform with videos, photo reports and experience sheets (2025-45). The Global Centre on Digital Wage Payments developed an online resource hub with hundreds of knowledge products and newsletters, while SESA upgraded the KGRTC website and launched an e-campus platform to improve access to training information (2025-39, 2025-44).

Regional and South-South learning approaches were also prominent. STED-AMT, SOLIFEM, METI, SAMM and other projects used study visits, regional workshops or peer exchanges to facilitate knowledge transfer between countries and institutions (2025-17, 2025-6, 2025-25, 2025-36, 2025-43). Lebanon's social protection project demonstrated inclusive communication practices through accessible videos, multilingual materials, SMS alerts, WhatsApp groups and disability-sensitive communication channels (2025-26). Peru's anti-trafficking project combined media campaigns with technical assistance, institutional coordination and policy dialogue, linking communication activities directly to operational and policy processes (2025-24).

Limitations and challenges included incomplete or delayed communication strategies, limited dissemination of lessons learned, weak information-sharing systems, insufficient outreach beyond project stakeholders, and limited institutionalization of knowledge management processes (2025-11, 2025-15, 2025-17, 2025-22, 2025-27, 2025-32, 2025-34, 2025-35, 2025-38, 2025-44). SCORE Phase IV reported weak marketing and communication beyond existing ILO networks (2025-2). The Cambodia COVID recovery project reported that lessons from Employment Intensive Investment Programme (EIIP) and TVET digitization had not been sufficiently consolidated or shared for broader application (2025-22). In Türkiye's child labour project, stakeholders reported limited ILO visibility at local level, no communication channels beyond the Project Steering Committee, and limited direct communication with local stakeholders, while the evaluation also reported increased awareness of child labour through capacity-building activities (2025-40).

**Acknowledgement and use of ILO expertise was assessed positively across the portfolio.** Evaluations frequently highlighted the ILO's technical credibility, normative mandate, tripartite structure, convening role and ability to facilitate coordination among governments, employers, workers and development partners.

Several evaluations identified the ILO's legitimacy and technical authority as major strengths. In Colombia, the ILO was credited with supporting coordination around labour reform discussions and providing technical inputs on international labour standards and Convention No. 190 that informed congressional debates (2025-14). In Peru, institutional partners recognized the anti-trafficking project team for its technical expertise, flexibility and capacity to advance difficult issues, while the ILO's credibility and prestige were repeatedly referenced as important enabling factors (2025-24).

The ILO's comparative advantage on labour standards, social dialogue and labour governance was also widely acknowledged. In Türkiye, stakeholders emphasized the ILO's expertise related to conventions on violence and harassment, domestic workers, vocational rehabilitation and freedom of association (2025-42). In Central America, the evaluation highlighted the ILO's specialized mandate on migrant and refugee workers and its role in supporting labour migration governance, fair recruitment and skills certification systems (2025-30). In labour statistics, the ILO was described as uniquely positioned to lead work on informality and gender-sensitive labour force surveys through its role in developing international statistical standards (2025-16).

Many evaluations also highlighted the quality and responsiveness of ILO staff and technical assistance. In Bangladesh, stakeholders described support from project staff as highly professional, accessible and responsive (2025-19). In Honduras, the actuarial valuation project emphasized the technical quality of ILO support and the strong transfer of actuarial knowledge and practical experience to national counterparts (2025-8).

The ILO's ability to convene actors and coordinate partnerships was another recurring finding. In the Ship to Shore Rights programme, the evaluation highlighted the ILO's leadership in coordinating UN agencies while leading work on labour standards, worker empowerment and decent work (2025-23). In Lebanon, UNICEF recognized the ILO's leadership on technical matters and legal reform within the joint social protection programme (2025-26). Other evaluations similarly referred to the ILO's role in facilitating coordination, building partnerships and aligning interventions with national priorities (2025-1, 2025-18, 2025-27, 2025-32, 2025-37, 2025-44).

The evidence also identified some limitations. In Türkiye's child labour project, the evaluation concluded that the ILO did not fully use its comparative advantage, particularly because tripartite structures and partnerships with UNICEF and international NGOs were not sufficiently leveraged (2025-40). In formalization projects implemented in countries without permanent ILO offices, stakeholders described technical support as intermittent and largely remote because of limited field presence (2025-28).

## OVERALL EFFICIENCY OF ILO DEVELOPMENT COOPERATION INTERVENTIONS IN 2025

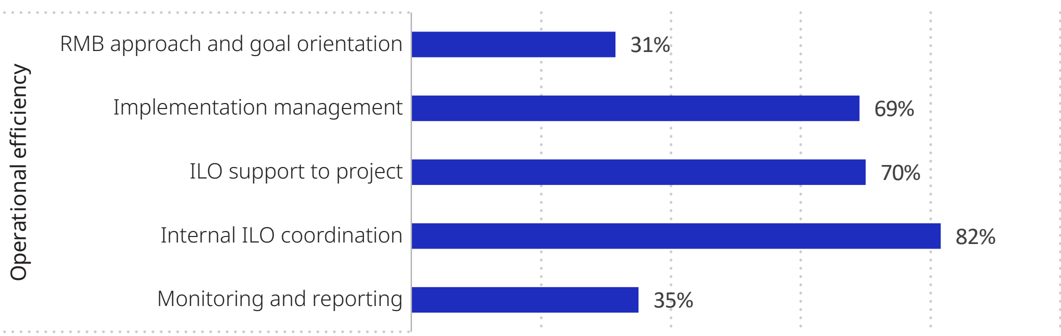
88%

**Level of confidence of the evidence: high**

### Operational efficiency in 2025

There were important variations in the operational efficiency of ILO interventions across different criteria, although confidence in the evidence was generally high for the 2025 portfolio. Strongest performance was observed for internal ILO coordination, ILO support to interventions, and implementation management. In contrast, there was unsatisfactory performance overall related to results-based frameworks and monitoring and reporting, with unsuccessful ratings for a quarter and a fifth of reports, respectively.

**FIGURE 11. PERCENTAGE OF MORE SUCCESSFUL SCORES BY PERFORMANCE CRITERIA ON OPERATIONAL EFFICIENCY (2025)**



**Internal coordination was an important area of successful performance, with 82 per cent of positive ratings.** Performance in this area was strongest when projects deliberately pooled expertise, resources and prior project learning across ILO units or parallel interventions. Evaluations highlighted the benefits of drawing on expertise from across the ILO system, including country offices, Decent Work Teams, regional offices, headquarters departments, ACTEMP, ACTRAV, and ITC-ILO. Access to multidisciplinary expertise strengthened implementation quality, facilitated knowledge sharing, and enabled projects to address complex and cross-cutting issues more effectively (2025-6, 2025-13, 2025-17, 2025-21, 2025-27, 2025-32, 2025-43).

Notable examples of strong internal coordination include ILO work in Sri Lanka where three labour migration projects were co-located, coordinated closely and “acted as one” toward partners, with the evaluation identifying this as a positive lesson learned (2025-13); ONEILO-SIRAYE, where Better Work, Vision Zero Fund, SCORE and several ILO branches operated under one programme umbrella with scheduled and ad hoc coordination (2025-21); and the Viet Nam electronics cluster, where four linked projects coordinated activities, shared technical inputs, avoided duplication and enabled larger initiatives than any one project could have delivered alone (2025-4).

Several projects also used internal synergies to extend reach or continuity. The Lebanon’s EU-Madad and FCDO projects shared staff, avoided duplication and carried lessons from direct delivery into upstream reform work (2025-26). IPDLI drew on earlier ILO local development and social economy projects in Tunisia, including AZD, FORTER’ESS and JEUN’ESS, and mobilized additional ILO departmental resources (2025-45). The formalization cluster evaluation identified as a good practice the use of the same ILO staff across related projects, or senior staff oversight, when workloads allowed this (2025-33).

Beyond the strongest examples, many projects also benefited from coordination with related ILO initiatives, drawing on existing tools, partnerships, methodologies, and technical expertise. This was observed in SCORE, SOLIFEM, SESA, WAFIRA, PROMEFI, Ship to Shore Rights, and the Bangladesh trade union project (2025-2, 2025-6, 2025-7, 2025-17, 2025-19, 2025-23, 2025-39). While the depth of coordination varied, evaluations generally found that these linkages helped strengthen implementation and avoid duplication.

Coordination weaknesses were most evident where projects lacked systematic integration, sustained collaboration mechanisms, or clear operational complementarity with other ILO initiatives. Evaluations identified missed opportunities to build on existing ILO work, limited engagement with related projects or constituents, and coordination arrangements that depended heavily on informal staff efforts rather than structured mechanisms. Similar challenges were observed where collaboration remained confined to projects sharing the same funding stream or relied heavily on the initiative of individual coordinators (2025-10, 2025-11, 2025-37).

**Implementation management across the 2025 portfolio of ILO interventions was another area of good performance for over two-thirds of projects, with well-designed processes used by teams and stakeholders to ensure efficient and effective project delivery.** Evaluations frequently highlighted the contribution of technically strong, committed, and responsive teams, where strong communication, clear operational procedures, and regular coordination supported delivery, even when staff numbers were limited (2025-3, 2025-4, 2025-8, 2025-9, 2025-13, 2025-22, 2025-24, 2025-40).

Strong performance was observed in projects that combined clear governance structures, regular coordination mechanisms, technically capable teams, and adaptive management approaches. There was evidence of steering committees, technical working groups, advisory mechanisms, and regular coordination meetings that supported strategic oversight, operational alignment, and stakeholder engagement. This was particularly evident in PROAGRO in Ethiopia, IPDLI in Tunisia, SCORE, WAFIRA in Morocco, an entrepreneurship project in Senegal, and a child labour project in Türkiye (2025-2, 2025-7, 2025-18, 2025-40, 2025-41, 2025-45). Several evaluations also highlighted the importance of close integration with broader ILO structures and regular exchanges between country teams, regional offices, and headquarters, including in ONEILO-SIRAYE, SOLIFEM, and migration programmes in Sri Lanka  and Southeast Asia (2025-6, 2025-13, 2025-21, 2025-23).

Adaptive and flexible management approaches emerged as an important factor supporting implementation continuity, particularly in fragile or crisis-affected contexts. In Peru, the anti-trafficking project was recognised for its multilevel coordination structure, distributed leadership model, flexible role allocation, and highly responsive management approach, which enabled continuity despite institutional turnover and operational disruptions (2025-24). In Tunisia, IPDLI maintained implementation during COVID-19 through adaptive work-planning, decentralised regional teams, regular field visits, and continuous consultation with municipalities and ministries (2025-45). Similar approaches were observed in the Occupied Palestinian Territory, Lebanon, Haiti, and Mauritania and Niger, where projects adjusted implementation modalities, relied on virtual coordination or local relay actors, and continuously adapted workplans in response to insecurity, conflict, or political instability (2025-5, 2025-11, 2025-26). Several evaluations explicitly identified operational flexibility and adaptive management as good practices or lessons learned.

Common limitations to efficient implementation management related to insufficient staffing, concentration of responsibilities within very small teams, fragmented coordination arrangements, and weak governance structures. In Haiti, implementation relied heavily on a single national coordinator responsible simultaneously for strategic planning, operational management, and crisis response (2025-11). Similar concerns emerged in other projects where staffing limitations constrained coordination and operational follow-up (2025-27, 2025-32, 2025-38, 2025-42, 2025-43). Multi-agency programmes such as SAMM and the Jordan social protection programme experienced management coordination burdens, duplication, siloed implementation, and unclear responsibilities between agencies (2025-25), 2025-31. The weakest-performing case was the Skills Development and Responsible Business Conduct for Transition project (2025-10), where the evaluation concluded that the management structure was not fit for purpose because no single manager had operational oversight across all participating countries, resulting in fragmented communication, weak coordination, and limited strategic responsiveness (2025-10).

**ILO support to projects also showed positive performance in over two-thirds of cases, with no unsuccessful intervention.** ILO support to projects was generally assessed positively when interventions benefited from timely technical assistance, strong technical backstopping, and responsive support adapted to country contexts. Evaluations highlighted the contribution of specialized expertise in different technical areas and noted that the use of existing ILO methodologies and tools helped reinforce implementation efficiency and the quality of technical outputs. Evaluations also highlighted the value of multidisciplinary technical support drawing on expertise from country offices, regional offices, headquarters, and Decent Work Teams, which strengthened implementation quality, supported adaptation to country needs, and helped ensure alignment with ILO approaches and standards (2025-28, 2025-29, 2025-32, 2025-43).

A recurring strength across the portfolio was the quality and responsiveness of technical assistance provided directly to implementing partners and constituents, including under conditions of insecurity and institutional fragility (2025-5, 2025-11, 2025-19, 2025-23, 2025-24). Several projects reported that sustained technical accompaniment, field engagement, follow-up support, and capacity-building assistance improved operational responsiveness and implementation effectiveness (2025-12, 2025-18, 2025-30, 2025-32). Particularly positive assessments were reported in projects operating in fragile and crisis-affected contexts, where technical teams maintained close accompaniment, field engagement, follow-up support, and capacity-building assistance despite challenging operating conditions (2025-5, 2025-11, 2025-19, 2025-23, 2025-24).

Evaluations suggest that support was most effective when technical assistance extended beyond periodic inputs and included continuous accompaniment, regular communication, field presence, and practical problem-solving support. Projects benefiting from sustained technical engagement generally reported stronger implementation responsiveness, greater ownership among partners, and improved adaptation to emerging challenges (2025-18, 2025-24, 2025-30, 2025-32). Several evaluations further noted that support was most effective when technical assistance was accompanied by sustained field engagement and close interaction with implementing partners. Regular field presence enabled more agile responses to implementation challenges, contextual adaptation, and stronger relationships with constituents and beneficiaries (2025-12, 2025-28, 2025-32).

Administrative and operational constraints nevertheless reduced the effectiveness and timeliness of support in certain cases. Evaluations identified procurement delays, lengthy administrative procedures, staffing shortages, delayed disbursements, and limited operational flexibility as recurring implementation bottlenecks (2025-7, 2025-9, 2025-28, 2025-31, 2025-34, 2025-43). In Guinea-Bissau, the Project Manager reportedly lacked access to basic systems, office infrastructure, and administrative support during early implementation, while in Cameroon procurement procedures delayed the purchase of key materials for nearly a year (2025-28, 2025-34). Several evaluations also identified limitations linked to insufficient staffing and field-level support capacity. In Jordan, oversight and support from regional structures were described as inconsistent and insufficiently systematic during critical implementation phases (2025-31). Other evaluations concluded that small core teams and limited administrative or technical support constrained implementation follow-up, stakeholder engagement, communications, and operational responsiveness (2025-38, 2025-42, 2025-43). Across multiple projects, evaluations recommended strengthening administrative support functions, increasing dedicated staffing, and improving the responsiveness of operational procedures, particularly in complex and crisis-affected contexts.

**The extent to which projects took a results-based management approach and their goal orientation remained uneven across the portfolio, with less than one-third of projects performing well, and no highly successful ratings, with similar performance for monitoring and reporting.** Successful projects generally had coherent theories of change, clear results frameworks, quantified indicators, regular data collection and mechanisms for adjusting implementation based on monitoring findings and evaluation recommendations. Stronger interventions also more frequently incorporated baseline studies, tracer systems, stakeholder consultations, digital monitoring tools and structured reporting arrangements. Notable examples included STED-AMT's evaluability study and participatory revision of its logical framework, results chain, indicators and risk matrix across its three participating countries and the Ship to Shore Rights South East Asia project's use of a comprehensive logical framework with targets, milestones and regular reviews of the intervention logic (2025-17, 2025-23). The IPDLI project had a structured system, described as one of the pillars of operational success and strategic steering (2025-45). Several projects also demonstrated adaptive monitoring practices, including Lebanon's use of Results-Oriented Monitoring missions, post-distribution monitoring exercises, Management Information Systems tracking and stakeholder feedback loops to adjust implementation, and ProAgro's use of Key Performance Indicator (KPI)-focused infographics and routine monitoring tools to support implementation management (2025-18, 2025-26). Other projects identified as having strong systems included SCORE, which maintained a multilingual M&E platform with enterprise-level KPI and gender monitoring data across countries, and SESA, which introduced digitized tracer systems and follow-up mechanisms to monitor trainees' application of skills in renewable energy and energy efficiency sectors (20252, 2025-39). Nevertheless, many projects were characterized by unclear causal pathways, including vague or missing links between outputs and outcomes, inconsistencies between narrative theories of change and logframe structures, and limited specification of how activities would operationalize intended results, or overly ambitious goals.

**Performance on results-based management, monitoring and reporting was uneven across the portfolio, with fewer than one-third of projects performing well and no highly successful ratings. S**tronger projects tended to use monitoring and reporting systems as active management tools rather than primarily as accountability mechanisms. Evaluations found that these projects regularly reviewed assumptions, adjusted implementation based on evidence, and used monitoring findings to inform decision-making. This was particularly evident in STED-AMT, where an evaluability assessment led to revisions of the logical framework, indicators and risk matrix across participating countries, and in the Ship to Shore Rights programme, which combined baseline and endline studies, stakeholder consultations, periodic assessments and an independent evaluability review to strengthen implementation and results measurement (2025-17, 2025-23). In Lebanon, different monitoring mechanisms directly informed implementation adjustments, including modifications to grievance and registration procedures and planning for subsequent grant cycles (2025-26). Similarly, the IPDLI project established a structured monitoring system that the evaluation identified as a key pillar of operational success and strategic steering (2025-45). Other projects, including SCORE, SESA and ProAgro, used digital platforms, tracer mechanisms and KPI tracking to support implementation management and learning (2025-2, 2025-18, 2025-39).

Several evaluations highlighted the contribution of steering committees, participatory monitoring structures, technical review meetings, dedicated M&E personnel, and regular reporting processes to project oversight, accountability, coordination, and learning (2025-17, 2025-23, 2025-41, 2025-45). In stronger projects, reporting and review mechanisms were used to inform management decisions and implementation adjustments throughout the project cycle. Mid-term evaluations and evaluability assessments further contributed to revisions of indicators, theories of change, reporting systems, and implementation approaches in several cases (2025-17, 2025-21, 2025-24, 2025-43).

Weaknesses most frequently arose when projects struggled to demonstrate how activities were expected to contribute to higher-level results. Evaluations repeatedly identified gaps between theories of change, logframes and indicators, making it difficult to track progress beyond immediate outputs. As a result, monitoring systems often generated substantial information on activities completed, beneficiaries reached, trainings delivered, meetings held or tools produced, but provided more limited evidence on behavioural change, institutional uptake, empowerment, employment quality, sustainability or other longer-term outcomes (2025-6, 2025-9, 2025-10, 2025-18, 2025-19, 2025-21, 2025-24, 2025-25, 2025-30, 2025-31, 2025-34, 2025-42, 2025-44, 2025-45). This challenge was reflected in findings from the Bangladesh trade union project, where several indicators measured trainings and products rather than resulting change and the planned theory of change was never completed, as well as in Peru’s anti-child trafficking project, where missing intermediate steps and inconsistencies between outputs and outcomes led to revisions of the theory of change during implementation (2025-19, 2025-24). The influence of donor requirements on RBM quality also emerged in one project, which operated without a formal theory of change or logframe because these were not required by the donor, contributing to a predominantly output-oriented design and prompting recommendations for a more impact-oriented results framework (2025-16). In some cases, indicators focused primarily on outputs, training delivery, or self-reported knowledge rather than behavioural change, institutional application, or policy implementation (2025-19, 2025-38, 2025-43, 2025-44). Some evaluations further noted that higher-level objectives were framed as broad aspirations without sufficiently robust mechanisms to track progress towards intended outcomes.

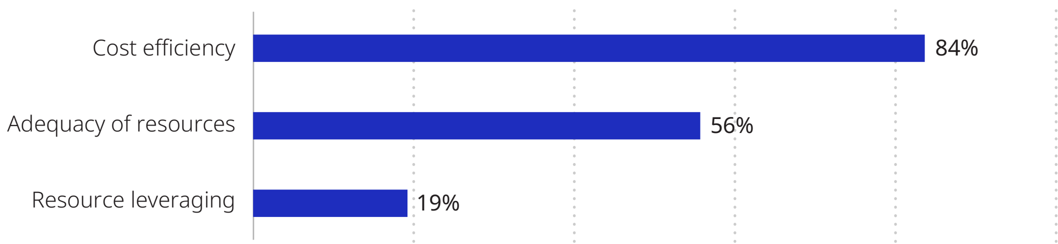
A recurring challenge concerned the realism of expected results. Several evaluations concluded that policy, systems or institutional change had been positioned at outcome level without sufficient consideration of the intermediate steps, timeframes and resources required to achieve them. This was particularly evident in multi-country, cluster and multi-agency interventions, where evaluations reported overly ambitious expectations, unclear complementarities between components, inconsistent measurement systems, or weak integration between theories of change and monitoring frameworks. The SCORE evaluation highlighted the importance of conducting feasibility assessments before introducing ambitious outcomes that may not fit country conditions, while SOLIFEM cautioned against positioning high-level policy change at outcome level when these depend on processes beyond project control. Other evaluations recommended revising indicators and targets when key assumptions are not met and ensuring that expected outcomes remain proportionate to project influence, duration and operational realities (2025-2, 2025-6, 2025-29, 2025-39).

Monitoring quality was further constrained when projects lacked reliable baseline information, consistent data systems, sufficient disaggregation, or mechanisms for tracking change over time. A challenge in several multi-country and cluster interventions concerned balancing contextual adaptation with monitoring harmonisation. Evaluations reported inconsistent indicators, differing measurement approaches, and variations in how results frameworks were operationalised across countries, which complicated aggregation of results and assessment of programme-level performance (2025-6, 2025-16, 2025-29, 2025-33, 2025-39). Other limitations included fragmented databases, limited use of qualitative measures, and insufficient tracking of gender, disability and vulnerability dimensions. Common recommendations included strengthening tracer studies, improving longitudinal follow-up, integrating qualitative measurement approaches, and making more systematic use of monitoring information for learning and adaptive management. Reflecting these concerns, the informality measurement project recommended a “less is more” approach focused on measuring meaningful behavioural and mindset change, while SESA recommended a centralized real-time monitoring dashboard to strengthen milestone tracking and responsiveness (2025-16, 2025-39). Evaluability assessments, mid-term reviews, steering committees, participatory monitoring structures, technical review meetings and dedicated M&E personnel were frequently identified as important mechanisms for strengthening oversight, learning and course correction during implementation (2025-17, 2025-21, 2025-24, 2025-41, 2025-43, 2025-45).

## Resource efficiency[6]

Important variations were observed in the performance of 2025 projects regarding resource efficiency, similarly to operational efficiency. Cost-efficiency showed the strongest performance, with nearly all ILO interventions obtaining positive ratings. In contrast, just over half of projects were rated as having adequate human and financial resources to achieve project outputs and outcomes. Resource leveraging was a core area of weakness, with less than one-fifth of interventions performing well.

**FIGURE 12. PERCENTAGE OF MORE SUCCESSFUL SCORES BY PERFORMANCE CRITERIA ON RESOURCE EFFICIENCY (2025)**




**A large majority of ILO interventions (84 per cent) was assessed as cost-efficient across the 2025 portfolio.** Strongest performance was observed where projects leveraged existing ILO tools, methodologies, partnerships and institutional investments, while combining resources, functions or delivery mechanisms across interventions. Evaluations found that efficiency gains were frequently achieved through integrated implementation arrangements, shared staffing

6 Key insights related to resource efficiency based on evaluation reports from 2022-23 and 2024-25 are presented in a following section of the report.

and management structures, adaptation of existing tools rather than developing new ones, and strategic use of local expertise and delivery systems.

Several interventions achieved cost efficiency by building on existing ILO tools and frameworks, prior programme investments, or joint implementation with other organisations that generated strong results at reasonable cost. For instance, SCORE Phase IV in Tunisia built on previous SCORE phases, partnerships and data sources to enhance reduce duplication and enhance efficiency, while the AATIF project customized tools from the Social Finance Programme and other ILO initiatives to suit the specific needs of stakeholders and partner institutions (2025-1, 2025-2). This helped avoid unnecessary expenditure while supporting delivery of results. Similar approaches to foster efficiency were observed in integrated and clustered interventions. The ONEILO SIRAYE programme combined multiple donor streams under one overarching results framework, allowing shared management, finance and M&E functions instead of parallel project structures, while the electronics cluster projects in Viet Nam shared personnel and budgets across interventions, enabling larger-scale activities that would have been difficult for individual projects to finance alone and improving economies of scale (2025-4, 2025-21). In Lebanon, EU- and FCDO-funded interventions improved efficiency through shared staffing and complementary design, avoiding duplication (2025-26). In contrast, however, some evaluations noted that highly integrated delivery models can generate additional coordination costs and slower procedures if governance arrangements are overly complex (e.g 2025-29).

Flexible budget management and strategic reallocation of funds were drivers of cost-efficiency. In Sri Lanka, favourable exchange-rate gains were used to upscale training activities, while inviting ITC trainers to Colombo rather than sending participants to Turin was identified as a cost-efficient choice (2025-13). In Colombia, resources were redirected from training labour inspectors to training judges and magistrates, avoiding duplication with another initiative and focusing resources on a strategic component (2025-14). In Honduras, savings from virtual delivery during COVID-19, together with additional EU resources, enabled the project to respond to new technical assistance requests and produce additional studies and recommendations (2025-8). In Central America, flexible planning allowed activities and priorities to be reoriented across countries while maintaining alignment between resources and objectives (2025-30). Nevertheless, flexibility did not always offset efficiency losses, when procurement delays or prolonged extensions postponed results and increased transaction costs, such as in the Pacific Islands (2025-15).

Lean staffing, local expertise and in-house delivery were repeatedly cited as sources of efficiency. RBSA projects in Mexico and Paraguay were assessed as highly cost-effective despite reduced budgets, with coordinators and ILO office support playing a central role in achieving project results (2025-37). In Madagascar, implementers delivered a sizable number of activities and reached targets with limited funding and a team of two people (2025-20). Several projects reduced costs by relying on local expertise instead of international consultants, such as in Senegal or in the Occupied Palestinian Territory (OPT), where an intervention used ILO in-house expertise, UNICEF-certified trainers and local consultants familiar with the context, thus reducing costs while strengthening relevance (2025-5, 2025-41). The WAFIRA project in Morocco also improved efficiency through a small team, internal production of communication tools and a training-of-trainers model that reached a wider audience with limited resources (2025-7). Conversely, one evaluation found that lack of in-house expertise coupled with insufficient local capacities led to challenges in the quality of construction outputs, leading to reduced value for money through recurring maintenance needs (2025-40).

Digital, hybrid and locally adapted delivery models also contributed to cost efficiency. In Haiti, hybrid in-person/virtual delivery helped limit costs while maintaining contact with stakeholders in an unstable context (2025-11). In the SADC training project, regional hubs, online delivery and e-campus investments reduced reliance on costly international trainers and expanded reach to more than 1,000 participants annually (2025-39). In Ghana, Rwanda and Kenya, mobile technology, cooperative structures, community health volunteers and platforms such as M-TIBA reduced transaction costs and supported outreach, although management information systems weaknesses in Senegal and institutional disruptions elsewhere reduced efficiency (2025-36). In income-generation interventions in Colombia, the focus was on promoting implementation of low-cost technologies with community participation to solve logistical and production problems and optimize the use of resources (2025-12). Some evaluations questioned whether certain regional in-person meetings or external training formats generated sufficient returns relative to their cost, suggesting that delivery modality matters as much as activity type (2025-6, 2025-43).

Complex implementation environments were a recurring factor influencing cost efficiency. Projects operating in fragile, crisis-affected, or institutionally volatile settings, such as Haiti, Lebanon, the OPT, and several multi-country programmes, faced insecurity, political turnover, staffing constraints, and logistical disruption beyond project control. In these contexts, efficiency depended on the ability of project teams to adapt rapidly through budget reallocations, remote delivery, shared staffing, local partnerships, and protecting core results (2025-5, 2025-11, 2025-15, 2025-26, 2025-30).

Strong budget execution was another recurring feature of efficient projects, particularly when financial delivery was linked to outputs achieved. Several evaluations reported execution rates above 90 per cent or near full budget utilization, often alongside evidence that outputs had largely been achieved or implementation was close to completion (2025-3, 2025-9, 2025-17, 2025-23, 2025-45). However, budget absorption alone was not sufficient evidence of cost efficiency unless linked to outputs, outcomes or demonstrable value for money. Some partly successful cases showed that high budget execution rates could coexist with delays, underspending in key components, or weak delivery progress, underscoring the need to assess spending alongside results achieved (2025-15, 2025-29, 2025-31). This was particularly relevant in fragile environments, when value for money should be assessed with greater attention to context-related constraints and resilience in delivery.

Delayed recruitment, reporting burdens or coordination bottlenecks may also have increased transaction costs in some cases (2025-10, 2025-27). Partly successful cases further highlighted weak outcome tracking, imbalanced budget allocations, and spending patterns not always matched by a sufficient scale of results. In instances when monitoring systems did not adequately track outputs, outcomes, or value for money, evaluators faced challenges in judging whether costs were fully justified by results. (2025-31, 2025-43).

**Successful performance related to adequacy of financial and human resources was observed in just over half of cases (56 per cent).** There were several examples of interventions benefitting from resources that were appropriately calibrated to project objectives, strategic priorities and expected outputs from the design stage onward. In these cases, budgets, staffing structures and implementation scope were broadly aligned, helping to avoid major mid-course adjustments and support smoother delivery (2025-16, 2025-4, 2025-20, 2025-30). Timely access to funds and the ability to reallocate budgets strategically further supported resource adequacy in several successful interventions. Projects that could redirect savings, reprioritise activities or finance emerging needs were often better able to sustain delivery under changing conditions (2025-16, 2025-6, 2025-30, 2025-43).

A feature of successful performance was the ability to adapt resource use during implementation, as priorities and operating contexts changed. In the Fair Recruitment in Central America regional migration project, activities and resources were reoriented in response to evolving national and regional contexts without fundamentally altering the project framework (2025-30). The METI project repurposed surplus funds to create new staffing lines and finance additional studies, country reports and closing activities (2025-43). In the Pacific Joint Programme, resources were reallocated to urgent needs following natural disasters and political disruption in participating countries (2025-15). Elsewhere, adjustments to budgets and reprioritisation of activities were reported to have helped maintain implementation quality despite constraints (2025-6), while another project redirected funds after staff departures to improve communications and outreach (2025-16). These examples suggest that flexibility in budget execution and active resource management were often as important as the initial volume of funding.

Successful cases also benefited from arrangements that expanded implementation capacity beyond core budgets, including access to qualified staff through a combination of dedicated project personnel, shared staffing arrangements, and technical support from wider ILO structures. Collaboration across country offices, regional teams, headquarters units and implementing partners often reinforced resource adequacy, particularly when standalone budgets or staffing were limited (2025-4, 2025-16, 2025-30, 2025-32, 2025-43). Several successful interventions also supplemented core teams through external technical expertise where specialised capacities were required (2025-16, 2025-29, 2025-32). In the Viet Nam cluster, personnel costs and responsibilities were distributed across multiple projects, helping sustain technical and administrative capacity (2025-4). In other RBSA-funded interventions, synergies with parallel projects enabled financing of local staff, administrative support and complementary activities that would otherwise have been difficult to sustain under standalone budgets (2025-33). In Peru, the Integramos project used borrowed facilities, voluntary expert participation and in-house production of materials to supplement core resources (2025-32).

In contrast, there were many examples of cases where resources were available in principle but not accessible in practice, highlighting the importance of timely and functional financial systems. Delayed disbursement of funds, procurement bottlenecks and cumbersome administrative procedures were recurring constraints. In the Pacific Joint Programme, procurement complexities, delayed country approvals, capped budgets and late release of a second funding tranche contributed to implementation delays and a no-cost extension (2025-15). In Cameroon, repeated delays in donor disbursement reportedly caused liquidity shortages, slowed or suspended activities, and extended the project period from 24 to 42 months, increasing fixed staffing costs (2025-34). In Jordan, the MADAD project had executed only around 25 per cent of its budget by late 2023, reflecting approval delays, staffing gaps and institutional bottlenecks (2025-31). Even when outputs were delivered, these constraints reduced efficiency, compressed implementation timelines, or transferred burdens onto staff and partners.

Some evaluations exposed more severe operational pressures, and in some contexts, implementation continuity depended on extraordinary coping measures by staff or partners. In Guinea-Bissau, the project manager reportedly had no access to the project budget, could not process purchase orders, lacked access to internal systems, and had to rely on personal resources and borrowed equipment to establish basic office functioning during the early phase of implementation (2025-28). In Chad, a government counterpart reportedly had to pre-finance project activities because allocated funds had not yet arrived, while some interns experienced stipend delays of up to four months and remained unpaid after completing placements (2025-28).

Human resource constraints were another common feature in the 2025 portfolio, with evidence that insufficient staffing often constrained responsiveness, learning and sustainability even when outputs were delivered. In Haiti, implementation relied on a single national coordinator who had to manage strategic planning, technical supervision, institutional coordination and contingency management in a highly unstable environment (2025-11). In Peru, despite positive perceptions of delivery, the small project team reportedly faced significant workload pressures due to limited staffing and the absence of dedicated monitoring and evaluation capacity (2025-32). In a global labour administration project covering more than 15 countries, coordination responsibilities were for several years carried largely by one staff at headquarters, while country teams considered reporting requirements burdensome (2025-27).

There were also examples of misalignment between project scope and available means. In a regional migration project in Central America, the broad thematic and geographic scope reduced effectiveness, and several outputs remained incomplete when a funding extension was not approved (2025-30). In the METI programme, stakeholders considered that research activities absorbed a disproportionate share of resources relative to capacity-building outputs, with only 145 professionals trained across the region by project end (2025-43). In another regional intervention, interviewees reported that resources had been spread too thinly across countries and outcomes, making planning difficult and limiting focus (2025-6). These examples show that even when total budgets were not negligible, weak alignment between scope and resources could reduce overall adequacy.

**Resource leveraging was one of the weaker-performing indicators in the 2025 portfolio**, with under one-fifth of projects rated successful or highly successful. A further 44 per cent were rated partly successful, meaning that some leveraging occurred but was typically modest in scale, indirect in nature, or oriented toward future sustainability rather than realised additional financing. Over one-third of projects were rated as unsuccessful, showing no meaningful mobilisation of resources beyond the original project envelope.

Strong performance was observed when projects were able to generate concrete financing commitments or sizeable in-kind contributions. In the OPT, project support to social allowances helped mobilise €67 million in additional EU funding, benefiting older persons and persons with disabilities (2025-5). In Tunisia, communes and governorates reportedly contributed up to 32 per cent of financing for some local infrastructure investments, alongside land, machinery, materials and staff support (2025-45). The S2SR programme mobilised more than USD 832,000 in non-ILO partner contributions while also drawing on wider strategic partnerships to support regional and national interventions (2025-23). Other successful cases generated government allocations, follow-on initiatives or structured partnership finance, including a USD 5 million emergency allocation for disability and child assistance measures (2025-26), two inter-agency projects worth USD 450,000 in Paraguay (2025-37), and additional Sida support linked to expansion of training activities under a public-private partnership model (2025-39).

Partly successful cases more commonly mobilised smaller-scale support, institutional resources or future-oriented commitments rather than important funding. In Ethiopia, project-supported activities were integrated into Sector Skills Bodies and Regional Bureaus of Jobs and Skills, with stakeholders viewing these structures as potential vehicles for future co-financing and technical support (2025-18). In Cambodia, project funds for blended learning were combined with institutional operational budgets and other donor resources such as from IOM, helping extend beneficiary reach (2025-22). Across four African countries, projects leveraged in-kind support from partners such as UNCTAD, UNDP and national institutions, which helped compensate for limited core budgets (2025-28). In Central America, training modules were integrated into Diplomatic Academies in Guatemala and Honduras, improving prospects for continuity through existing institutions (2025-30). Other cases reported modest cost-sharing through venues, meals, partner staff time or use of existing facilities rather than direct financial mobilisation (2025-33, 2025-34, 2025-43).

A recurring distinction across performance levels was whether projects approached resource mobilisation as an active implementation function or rather as a future sustainability concern. Stronger-performing cases tended to secure external commitments during implementation through co-financing arrangements, policy uptake or structured partnerships (2025-5, 2025-23, 2025-37, 2025-45). In contrast, several weaker-performing cases focused on recommendations for future action, including urgent mobilisation planning in Haiti, diversification beyond single-donor dependence (2025-42), medium-term financing strategies for social protection reforms, and new co-financing schemes combining public, private and cooperation resources (2025-11, 2025-26, 2025-30). Evaluations of unsuccessful cases often highlighted the importance of resource mobilisation precisely because it had not occurred in practice, leading to full dependence on the original donor envelope and without clear arrangements for continuation (2025-13, 2025-24, 2025-40, 2025-42).


# 4

# Thematic chapter: Resource efficiency of ILO development cooperation interventions in the 2022-23 and 2024-25 biennia

# THEMATIC CHAPTER: RESOURCE EFFICIENCY OF ILO DEVELOPMENT COOPERATION INTERVENTIONS IN THE 2022-23 AND 2024-25 BIENNIA

This section distils six interrelated insights from the KPI analysis of resource efficiency across the 2022–2025 portfolio. The insights draw on evidence related to cost-efficiency, the adequacy and timely deployment of human and financial resources, and the mobilisation of complementary financial, technical and institutional support.

- Insight 1. Resource efficiency starts with realistic design, proportionate scope and use of existing systems.
- Insight 2. Resource adequacy depends on timely access, deployment and management of resources.
- Insight 3. Adaptive resource management and flexible delivery models sustain efficiency in complex contexts.
- Insight 4. Strategic partnerships and co-financing expand results beyond core project resources.
- Insight 5. Staffing capacity, technical expertise and field presence are important enablers of resource efficiency.
- Insight 6. Resource efficiency remains difficult to measure consistently.

## INSIGHT 1. RESOURCE EFFICIENCY STARTS WITH REALISTIC DESIGN, PROPORTIONATE SCOPE AND USE OF EXISTING SYSTEMS

Projects were generally more resource-efficient when objectives, delivery models and geographic scope matched available means from the outset.

Efficiency was often strengthened when interventions could build on existing ILO tools, lessons from other initiatives, institutional relationships, prior programme investments or established delivery systems rather than creating parallel arrangements from scratch. Shared management functions, joint implementation platforms and coordination mechanisms across projects also helped reduce duplication and generate economies of scale.

SCORE Phase IV in Tunisia built on previous SCORE phases, partnerships and data sources, helping reduce start-up costs and accelerate delivery, while the AATIF project customised tools from the Social Finance Programme and other ILO initiatives to meet partner needs rather than developing new systems independently (2025-1, 2025-2). Similar efficiencies were observed in FAIR II, which built on established migration governance frameworks, country-level partnerships and technical expertise developed through earlier phases, and in the SIPP programme, which leveraged existing ILO structures, expertise and complementary initiatives to advance green jobs and social protection agendas (2022-14, 2022-32). In the Viet Nam electronics cluster, projects shared personnel and budgets across interventions, allowing larger-scale delivery than would have been possible through standalone structures (2025-4).

Strategic alignment with existing priorities also supported more efficient implementation in some cases. In Viet Nam, alignment with partner needs and the DWCP framework helped mobilise human resources from constituents and partner institutions (2025-4). In Lebanon, complementary donor-funded interventions were aligned around immediate assistance and longer-term reform, reducing duplication and enabling a coherent division of labour between ILO and UNICEF (2025-26). In Paraguay, alignment with the Global Accelerator and broader strategic processes helped position the project for additional financing and sustained engagement (2025-37).

Weaker-performing cases often reflected a mismatch between ambitions, scope and available resources. In the Fair Recruitment in Central America project, broad thematic and geographic coverage reduced focus and several outputs remained incomplete when a funding extension was not approved (2025-30). Another regional intervention spread resources across multiple countries and outcome areas, which stakeholders reported made implementation more difficult and limited concentration of effort (2025-6). Similar findings emerged in Türkiye, where the evaluation concluded that concentrating resources on fewer thematic areas could have increased strategic focus and impact, while additional staffing would have strengthened coordination and partnership development (2025-42). These concerns were raised in earlier evaluations, where objectives, geographic coverage or planned activities exceeded available resources and implementation timeframes, contributing to delays, reduced coverage or the scaling back of planned interventions (2022-16, 2022-21, 2022-26).

## INSIGHT 2. RESOURCE ADEQUACY DEPENDS ON TIMELY ACCESS, DEPLOYMENT AND MANAGEMENT OF RESOURCES

> Across the 2022–2025 portfolio, resource adequacy was shaped by the volume of resources available, the timeliness with which they could be accessed, and their availability at the point of implementation.

Evaluations showed that implementation challenges arose both when resources were insufficient and when available resources could not be mobilised or deployed effectively. Procurement processes, disbursement delays, recruitment bottlenecks, contracting procedures and administrative requirements often constrained the use of available resources and slowed delivery of outputs and outcomes.

Stronger-performing projects benefited from predictable funding flows and timely deployment of staff and inputs. In the SADC training project, annual disbursement cycles ensured that resources for the following year were available in advance, helping maintain continuity (2025-39). Similar strengths were observed where staffing structures, financial resources and programme ambitions remained broadly aligned throughout implementation, reducing the need for major corrective measures and supporting timely delivery of activities (2025-16, 2025-20, 2025-23, 2025-30). The Mozambique Decent Work Programme highlighted the contribution of aligned financial resources, staffing and operational support to efficient implementation (2022-48).

Evaluations also documented situations where resources were available but difficult to deploy effectively. In the Pacific Joint Programme, procurement complexities, delayed approvals, capped budgets and the late release of a second funding tranche contributed to implementation delays and a no-cost extension (2025-15). In Cameroon, repeated donor disbursement delays reportedly caused liquidity shortages, slowed or suspended activities, and extended the implementation period from 24 to 42 months (2025-34). In Jordan, low budget execution was linked to approval delays, staffing gaps and institutional bottlenecks (2025-31). Some evaluations highlighted more acute operational pressures. In Guinea-Bissau, the project manager reportedly lacked access to budget systems and basic administrative tools during the early implementation phase, relying on borrowed equipment and personal resources to establish operations (2025-28). In Chad, a counterpart institution reportedly pre-financed activities while awaiting project funds, and some interns experienced prolonged stipend delays, illustrating how resource bottlenecks can affect both implementing partners and intended beneficiaries (2025-28). Similar examples were also found from previous years.

Similar challenges were observed in earlier years. In Zimbabwe, actual implementation costs proved substantially higher than anticipated, forcing the project to reduce the number of anchor enterprises supported from nine to three (2022-26). A regional Pacific programme reported that available resources were spread across four countries, limiting the intensity of support and stretching implementation capacity (2022-21). Another intervention found that annual funding arrangements constrained multi-year planning and reduced implementation flexibility despite overall resource availability (2022-28). Evaluations also highlighted cases where financial information was insufficient, expenditure monitoring was weak, or resource constraints limited the achievement of planned outputs and outcomes (2022-19, 2023-17, 2023-26).

## INSIGHT 3. ADAPTIVE RESOURCE MANAGEMENT AND FLEXIBLE DELIVERY MODELS SUSTAIN EFFICIENCY IN COMPLEX CONTEXTS

Projects operating in fragile, crisis-affected or rapidly changing environments often maintained performance through adaptive resource management. Evaluations highlighted the importance of reallocating budgets, adjusting delivery modalities, reprioritising activities, redeploying staff and modifying implementation arrangements in response to changing circumstances while preserving progress towards intended results.

Several stronger-performing projects demonstrated this flexibility. In the Fair Recruitment in Central America regional migration intervention, activities and resources were reoriented across countries in response to changing national and regional contexts without fundamentally altering the project framework (2025-30). The METI programme repurposed surplus funds to create staffing lines and finance additional studies, reports and closure activities (2025-43). In the Pacific Joint Programme, resources were redirected to urgent needs following natural disasters and political disruption (2025-15). Similar adaptive approaches were observed during the COVID-19 pandemic. ACTION/Portugal adapted programming and mobilised additional resources to respond to emerging social protection needs, while social protection programmes in Southern Africa adjusted implementation modalities and resource allocations to maintain delivery under changing conditions (2022-11, 2022-48).

Flexible implementation arrangements also helped sustain efficiency. In Lebanon, ILO and UNICEF adapted implementation arrangements to manage delays in EU funding tranches by drawing on UN resources, sharing staffing and sequencing expenditures across complementary interventions. These arrangements helped sustain implementation momentum while awaiting the release of external funds (2025-26). In Haiti, hybrid in-person and virtual delivery-maintained stakeholder engagement in an unstable environment while limiting costs (2025-11). In the SADC training project, regional hubs, online delivery and investment in an e-campus platform reduced reliance on international trainers and expanded annual reach to more than 1,000 participants (2025-39). In Honduras, savings generated through virtual delivery during COVID-19 were redirected towards additional technical assistance and analytical work (2025-8).

Adaptation frequently extended to the use of local capacities and delivery systems. Several projects reduced costs and strengthened contextual relevance by relying on national consultants, local trainers and in-house expertise. In Senegal, implementation drew extensively on national expertise and existing institutional structures (2025-41). In the OPT, the project combined ILO in-house expertise, UNICEF-certified trainers and local consultants familiar with the context, reducing costs while maintaining technical quality and relevance (2025-5). In Morocco, the WAFIRA project complemented a lean staffing structure with internal production of communication tools and a training-of-trainers model that expanded outreach with limited resources (2025-7). Similar approaches were observed in earlier interventions where local expertise and delivery systems helped maintain implementation under conditions of travel restrictions, security constraints or limited access to international technical support (2022-48, 2022-53).

## INSIGHT 4. STRATEGIC PARTNERSHIPS AND CO-FINANCING EXPAND RESULTS BEYOND CORE PROJECT RESOURCES

Efficiency increased when ILO projects translated technical cooperation results, partnerships and policy engagement into additional financing, in-kind support or follow-on investments. External resources often expanded project scale, reduced pressure on core budgets and improved prospects for continuity beyond the project life-cycle.

Some of the clearest examples involved substantial mobilisation of external funding. An ILO project in the OPT helped mobilise €67 million in additional EU funding to benefit elderly beneficiaries and persons with disabilities (2025-5). The S2SR programme secured more than USD 832,000 in partner contributions while drawing on wider partnerships with governments, private-sector actors and development agencies (2025-23). Earlier evaluations reported similar results. ACTION/Portugal leveraged support from UNICEF and Multi-Partner Trust Funds to expand implementation, while the SIPP programme mobilised additional resources for green jobs and social protection initiatives beyond the original project budget (2022-11, 2022-14).

Resource mobilisation was often strongest when projects were embedded within broader policy, donor and partnership frameworks that created opportunities for follow-on financing and collaboration. In Paraguay, alignment with the Global Accelerator helped mobilise two inter-agency projects worth USD 450,000 and positioned the intervention within a wider resource mobilisation agenda (2025-37). In the SADC training project, additional Sida support contributed to the expansion of activities under a broader public-private partnership model (2025-39). Similar dynamics were observed in programmes that leveraged existing UN partnerships, donor platforms and thematic portfolios to attract complementary resources and expand implementation beyond the original project design (2022-11, 2022-14).

Other projects expanded their resource base through co-financing and cost-sharing arrangements, including domestic financing. In Tunisia, communes and governorates reportedly contributed up to 32 per cent of financing for selected infrastructure investments, alongside land, machinery, materials and staff support (2025-45). In Lebanon, the Government allocated USD 5 million in emergency funding to expand disability and child assistance measures, complemented by UNICEF support (2025-26). Better Work demonstrated the potential of cost-recovery and partnership models to reduce dependence on donor funding, while RBSA-supported interventions generated follow-on investments and complementary support from governments and development partners (2022-53, 2024-23).

More modest forms of resource leveraging were also observed. In Cambodia, project financing for blended learning was combined with institutional operational budgets and donor support, including from IOM (2025-22). Across four African countries, interventions benefited from in-kind contributions from partners such as UNCTAD, UNDP and national institutions (2025-28). Other projects mobilised cost-sharing through venues, facilities, staff time and logistical support rather than direct financial contributions (2025-33, 2025-34, 2025-43).

Several evaluations also highlighted resource mobilisation as an ongoing challenge. Some interventions ended without clear successor funding or planned government budget allocations, while others emphasised the need to diversify funding sources, strengthen donor engagement and develop longer-term financing strategies to reduce dependence on single funding streams (2025-11, 2025-13, 2025-42).

In Paraguay, two inter-agency projects worth USD 450,000 were mobilised in connection with the Global Jobs Accelerator agenda (2025-37). In the SADC training project, additional Sida support contributed to expansion of activities under a broader public-private partnership model (2025-39).

## INSIGHT 5. STAFFING CAPACITY, TECHNICAL EXPERTISE AND FIELD PRESENCE ARE IMPORTANT ENABLERS OF RESOURCE EFFICIENCY

Strong staffing arrangements, technical expertise and field-level presence emerged as important contributors to efficient implementation across the portfolio. Projects with strong technical and coordination capacity, supported by active country-office engagement or staff embedded within implementation contexts, were generally better able to maintain stakeholder relationships, support implementation, mobilise partnerships and deliver planned activities, particularly in complex operating environments.

Dedicated technical capacity and field-level presence emerged as recurring contributors to resource efficiency. Evaluations consistently found that projects with experienced coordinators, active country-office engagement, or technical specialists embedded in implementation contexts were better able to maintain stakeholder relationships, mobilise partnerships, support implementation and adapt to changing circumstances. In ACTION/Portugal, countries with resident experts or ILO focal points generally achieved stronger implementation progress and financial execution than countries without a comparable presence (2022-11). Similarly, the Southern Africa social protection programme identified long-term deployment of specialised staff in beneficiary countries as a key factor supporting efficient delivery of planned activities and results (2022-48). Conversely, FAIRWAY reported that the absence of dedicated project staff in Morocco limited direct engagement and required implementation to be channelled through another project structure (2024-14). More recently, RBSA-supported interventions in Mexico and Paraguay highlighted the important contribution of dedicated coordinators and country-office support in achieving results despite modest budgets (2025-37).

Access to specialised technical expertise also strengthened implementation capacity. The SIPP programme drew on expertise from multiple ILO technical areas to support delivery across green jobs and social protection portfolios (2022-14). Similar contributions were observed in interventions requiring specialised knowledge in areas such as migration, labour market governance, skills development and social protection (2022-32, 2025-1, 2025-23).

Several interventions achieved strong results with relatively small teams, demonstrating that lean staffing models can support efficient delivery under some conditions (2025-20, 2025-37). Nevertheless, staffing constraints frequently reduced efficiency when project scope exceeded available human resources. Overstretched teams, delayed recruitment and limited administrative support constrained implementation, reduced follow-up capacity and increased pressure on existing personnel in several interventions (2022-21, 2022-24, 2022-26, 2022-43, 2023-26, 2025-28). Such concerns emerged in Türkiye, where the evaluation concluded that additional technical, administrative and coordination staff would have strengthened implementation, stakeholder engagement and partnership development given the breadth of the project's thematic scope, and in Morocco, where the absence of dedicated project staff limited direct engagement and implementation relied on another project structure (2024-14, 2025-42).

Across the portfolio, efficient implementation was most evident when staffing arrangements, technical capacity, field-level presence and project ambitions remained closely aligned throughout implementation.

## INSIGHT 6. RESOURCE EFFICIENCY REMAINS DIFFICULT TO MEASURE CONSISTENTLY

A cross-cutting finding over the years is that resource efficiency was often challenging to assess rigorously because the evidence base was uneven. In many evaluations, judgments on cost efficiency, adequacy of resources or resource leveraging relied on partial information, such as expenditure rates, stakeholder perceptions, narrative descriptions of implementation progress, or isolated examples of co-financing, rather than systematic analysis linking resources used to results achieved.

Evaluators were generally more confident in positive efficiency assessments when financial information could be considered alongside credible evidence of implementation progress and results. Several successful projects reported high budget execution with substantial delivery of planned outputs, strong implementation performance, or near-completion of activities, providing a firmer basis for assessing whether resources had been used productively (2025-3, 2025-9, 2025-17, 2025-23, 2025-45). In some cases, evaluations also referenced how expenditure patterns aligned with intended strategic priorities, such as high shares of funding directed to beneficiaries or core technical activities (2025-26, 2025-45).

Assessments of efficiency were more cautious when monitoring systems were weaker or when links between expenditure and results were not clearly documented. Some partly successful cases combined relatively strong expenditure rates with delays, uneven implementation progress, underspending in key components or unclear outcome achievement, making it difficult to determine whether spending levels represented good value (2025-15, 2025-29, 2025-31). Other evaluations noted weak outcome tracking, limited cost breakdowns, imbalanced allocations, or insufficient evidence to compare delivery modalities and unit costs (2025-10, 2025-27, 2025-31, 2025-43).

Similar challenges applied to adequacy of resources and resource leveraging. Several evaluations described staffing shortages, delayed disbursement or administrative bottlenecks, but lacked consistent metrics on workload ratios, vacancy duration, procurement lead times or the operational effects of delays. Leveraging of resources was also an element that was difficult to quantify consistently. While some evaluations clearly documented substantial external financing, co-financing, or in-kind contributions, many others provided only limited information on the scale, value or attribution of additional resources, or noted that future financing may occur. As a result, resource leveraging was frequently not rated or was assessed based on qualitative descriptions of partnerships rather than systematic evidence of resources mobilised (2022-11, 2022-14, 2022-53, 2024-23, 2025-1, 2025-10).

These findings suggest that stronger assessment of resource efficiency requires more systematic integration of financial, operational and results data throughout implementation. More robust judgments would be enabled by stronger results and monitoring frameworks that routinely track expenditure against outputs and outcomes, timeliness of resource deployment, staffing utilisation, unit costs, and the scale and value of leveraged resources. Without such evidence, efficient delivery may be under-recognised, especially in complex contexts, while high expenditure or positive perceptions alone may overstate actual performance.

In conclusion, the findings reveal that resource efficiency is primarily shaped by the quality of project management and implementation systems. More realistic project design, timely deployment of resources, adaptive implementation, strong partnerships, sustained technical and field capacity, and effective monitoring systems all contribute to improving the use of available resources and supporting consistent delivery of results across diverse operating contexts.



# 5

# Key highlights of effectiveness results by P&B Policy Outcomes over the last two biennia (2022-23 and 2024-25)

# KEY HIGHLIGHTS OF EFFECTIVENESS RESULTS BY P&B POLICY OUTCOMES OVER THE LAST TWO BIENNIA (2022-23 AND 2024-25)

This chapter presents the results of a comparative assessment of average weighted performance ratings of ILO interventions, based on their CPOs, aggregated by Policy Outcome and region[7]. The analysis focuses on Overall Effectiveness, and Overall Sustainability and Impact for the 2022-2023 and 2024-2025 biennia. Due to the uneven distribution of reports across the different Outcomes, and limited sample size, it is structured by degree of representativeness, and results should be interpreted with this in mind[8]. When evaluation reports were associated with several CPOs and corresponding Policy Outcomes, their performance rating was included under each relevant Policy Outcome.

**TABLE 1. POLICY OUTCOMES (2022-25)[9]**

| | |
|---|---|
| Policy Outcome 1 (n=20) | Strong, modernized normative action for social justice |
| Policy Outcome 2 (n=32) | Strong, representative and influential tripartite constituents and effective social dialogue |
| Policy Outcome 3 (n=79) | Full and productive employment for just transitions |
| Policy Outcome 4 (n=54) | Sustainable enterprises for inclusive growth and decent work |
| Policy Outcome 5 (n=12) | Gender equality and equality of treatment and opportunities for all |
| Policy Outcome 6 (n=57) | Protection at work for all |
| Policy Outcome 7 (n=31) | Universal social protection |
| Policy Outcome 8 (n=11) | Integrated policy and institutional responses for social justice through decent work |
| Enabler A (n=13) | Enhanced knowledge, innovation, cooperation and communication to advance social justice |

## HIGH REPRESENTATIVENESS

### Policy Outcome 3: Full and productive employment for just transitions

Interventions evaluated during the 2022-23 and 2024-25 biennia most frequently contributed to Policy Outcome 3[10]. Effectiveness performance was positive, but mixed across regions, similarly to performance related to Sustainability and Impact. Strongest results were observed Europe and Central Asia (2 reports), while good performance was found for inter-regional initiatives (11 reports), and projects in Latin America and the Caribbean (9 reports), the Arab States (9 reports) as well as in Asia and the Pacific (20 reports) and Africa (28 reports).

7 See Annex III for summary tables of Overall performance, Overall effectiveness by region and PO, and Sustainability and Impact by region and PO
8 Levels of representativeness were classified based on the number of reports per Policy Outcome: High (≥40 reports): PO3, PO4, PO6; Moderate (20–39 reports): PO 1, PO2, PO7; and Low (<20 reports): PO5, PO8, Enabler A. High representativeness indicates greater generalisability of results.
9 Source: ILO Programme and Budget 2024-25
10 In 2024-25, this Outcome also includes PO5 of the 2022-23 P&B: Skills and lifelong learning to facilitate access to and transitions in the labour market

### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 3[11] IN 2025 INCLUDED:

- The PROAGRO Project in Ethiopia successfully formed partnerships between training institutions and employers, leading to enhanced employability of graduates. The establishment of Ethiopia's first Sector Skills Body (SSB) for the agribusiness sector is a key institutional milestone. The project also scaled up successful employment models, especially through the creation and operationalization of Employment Services Facilitation Centres (ESFCs) which were formally adopted by regional governments and have already served over 4,700 job seekers, of whom 40% were women (2025-18).
- The EU MADAD project in Jordan supported a substantial number of cash assistance beneficiaries to successfully transition into employment or income-generating activities, demonstrating strong outcomes in employment placement, job retention, and gender inclusion. groups. The partnership with the Technical and Vocational Skills Development Commission (TVSDC) and Vocational Training Corporation (VTC) facilitated recognition of prior learning (RPL) and issuance of professional licenses for Jordanian and Syrian workers. The development of occupational standards, curriculum frameworks, and training materials directly supports formal skills recognition and enhances employability (2025-31).
- In Mexico and Paraguay, ILO support contributed to policy, institutional and service delivery measures related to employment, formalization, skills development and just transitions. In Mexico, the project contributed to the incorporation of employment-related measures into the Coahuila State Development Plan and the State Employment and Labour Stability Programme (2023–2029), the signing of the Coahuila 2024 Pact and the Potosí Labour Agreement, and the design of a pilot programme for green jobs and enterprises, a green business credit mechanism, and training on green entrepreneurship and the greening of existing businesses. In Paraguay, the project contributed to the Integrated Strategy for Employment Formalisation 2.0, the renewal of SINAFOCAL's tripartite governing body and its role in employment training policy, the development and implementation of SIMEL, the launch of the Emplea Py and Emplea Py Joven labour intermediation platforms, and the strengthening of the Mi Pyme Cumple programme. The project also supported Paraguay's accession to the Global Accelerator for Employment and Social Protection for Just Transitions and helped place just transition and green jobs on the political agenda, with these contributions being used as inputs for a future green jobs chapter in the Paraguay 2050 National Development Plan and a possible national green jobs policy (2024-37).
- The SESA project's core focus was enhancing technical expertise in renewable energy, energy efficiency, and regional energy integration. Through structured training programs, the project delivered skills to over 1,151 professionals. One of the most notable achievements was the significant increase in female participation, rising to 27%, thanks to targeted scholarships and mentorship programs. The project also introduced industry-responsive training programs, developed in collaboration with regional utilities, academic institutions, and private sector partners to ensure that professionals received relevant, market-driven skills. A strong emphasis was placed on technical skill-building in grid integration, equipping national utilities with the expertise to adopt best practices for integrating renewable energy into existing power grids (2025-39).
- ILO Africa interventions on formalization made meaningful contributions to broader national, regional, and global development goals by promoting formalization, decent work, and social protection for informal economy workers, particularly women and youth, mainly ILO Recommendation 204. Regionally, the projects supported the African Union's Agenda 2063 goals on inclusive economic growth and social protection. Globally, the interventions contributed directly to the ILO Centenary Declaration for the Future of Work and to SDGs 1 (no poverty), 5 (gender equality), 8 (decent work), and 10 (reduced inequalities). The participation of countries like Guinea-Bissau in South-South learning exchanges further reinforced global cooperation and knowledge sharing around informality and social inclusion. In the Gambia, a

11 Key achievements in 2022-2023 and 2024 are presented in previous meta-analysis reports.

National Informal Sector Formalization Strategy was developed through a highly participatory, tripartite dialogue process, and was formally validated and adopted by the Ministry of Trade, Industry, Regional Integration and Employment in collaboration with employers, workers, and civil society organizations. A National Quality Apprenticeship Strategy tailored to the informal economy was also developed and adopted by relevant national stakeholders; it was designed in line with ILO's global quality apprenticeship principles and contextualized for The Gambia's needs. (2025-28).

## Policy Outcome 4: Sustainable enterprises for inclusive growth and decent work

Performance for **Policy Outcome 4** was positive overall, with the strongest results observed in Europe and Central Asia (2 reports). Interventions in Africa (24 reports), inter-regional projects, projects in Latin America and the Caribbean (8 reports), and in Asia and the Pacific (14 reports) also showed good, yet more moderate performance, with slightly weaker results for projects in the Arab States (2 reports).

### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 4 IN 2025 INCLUDED:

- A project on agricultural finance in Africa updated AATIF's social and environmental policy, development impact statement and risk management policy to align with evolving sustainable finance requirements and supported the rollout of sustainability frameworks across partner institutions. It implemented an impact measurement framework, including rapid appraisals, annual self-reported impact data and impact analysis tools, and delivered capacity-building on social risk assessment, gender equity and environmental compliance. Partner institutions used impact findings to update action plans and practices related to labour conditions, workplace safety, environmental management, resource efficiency, gender-responsive agricultural finance, waste management and community engagement (2025-1).
- The SCORE programme and AGC project in Tunisia contributed to improvements in productivity, cost savings and working conditions in participating SMEs, with ILO supporting the continued provision of SCORE services in Tunisia through national institutions and partner networks. (2025-2). The programme established Enterprise Improvement Teams to develop and implement improvement plans, strengthened management-worker dialogue and cooperation, and created internal capacity within SMEs to manage performance improvement processes. SCORE training and technical assistance also supported SMEs in certification processes, including ISO and HACCP, and a new module focusing on climate change was introduced in Phase IV of SCORE, and piloted in Bolivia, Ethiopia, Pakistan, and Tunisia under the name SCORE4Climate (2025-2).
- In Mongolia, Nepal, the Philippines and Viet Nam, ILO work contributed to policy and institutional measures supporting the formalization of enterprises and workers. Achievements included entrepreneurship and formalization training, endorsement of an Integrated Action Plan to formalize business units and the informal economy and development of a digital formalization strategy in Mongolia; approval of a national formalization strategy outline in Nepal; policy advocacy contributing to decrees on household businesses and the registration of pre-cooperatives, cooperatives and cooperative unions in Viet Nam; and local action plans, business registration support services and awareness campaigns in the Philippines (2025-33).
- In Senegal, a project contributed to the institutionalization of entrepreneurship training within the technical and vocational education and training system through the adoption of a ministerial order integrating entrepreneurship modules into training curricula, an orientation note on entrepreneurship competencies, a ministerial circular on the integration of entrepreneurship into training programmes, and a circular on the training of technical agents of Chambers of Trades and master craftsmen. The project also strengthened understanding and ownership of the entrepreneurship training approach among training institutions, Chambers of Trades, trainers and the National Employment Observatory (ONEF), reinforced the capacities of master trainers, and increased demand among young people for vocational training programmes (2025-41).

- In Cambodia, Indonesia, Peru and the Philippines, a project strengthened stakeholder capacity on digital wages, supported policy dialogue and regulatory development, and contributed to improvements in the enabling environment for digital wage payments. Achievements included support to a national regulation on digital wages in Peru, integration of digital wages into national dialogue in Cambodia, and the establishment of the Global Centre on Digital Wages for Decent Work, together with tools, training packages, research products and country partnerships (2025-44).

## Policy Outcome 6: "Protection at work for all"

Good performance was observed for **Policy Outcome 6** across most regions. Highest performance was found in Asia and the Pacific (17 reports), followed by projects in Africa (11 reports), in Latin America and the Caribbean (10 reports) and inter-regional initiatives (13 reports). Effectiveness performance was positive, but slightly lower for projects in Europe and Central Asia (4 reports) and in the Arab States (2 reports), with weak results for Sustainability and Impact for the latter region.

### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 6 IN 2025 INCLUDED:

- In Sri Lanka, a project contributed to policy and institutional frameworks related to labour migration governance and the protection of migrant workers. Achievements included support for the National Policy on Migration for Employment, the Sub-Policy and National Action Plan on Return and Reintegration of Migrant Workers, and the establishment of a Ministry Secretariat to monitor and review policy implementation. The project also supported the South Asia Skills Qualification Reference Framework (SAQRF), skills qualification frameworks, recognition of prior learning (including e-RPL), and capacity building of government officials and licensed foreign employment agencies in areas such as labour migration governance and monitoring of Codes of Ethical Conduct. In addition, the project supported the participation of migrant worker associations, trade unions and civil society organizations in national and local policy dialogue and implementation mechanisms related to labour migration and reintegration (2025-13).
- Across Southeast Asia, the Ship to Shore Rights programme supported the alignment of labour migration governance with the ILO's Work in Fishing Convention, 2007 (No. 188), Private Employment Agencies Convention, 1997 (No. 181), and the Protocol of 2014 to the Forced Labour Convention, 1930 (P029) through legislative gap analyses, policy reforms and regional instruments. Key achievements included support for the development and adoption of the ASEAN Declaration and ASEAN Guidelines on the Placement and Protection of Migrant Fishers, development of subordinate legislation under Viet Nam's Law on Contract-Based Overseas Vietnamese Workers, support to the Magna Carta of Filipino Seafarers and a standardized employment contract for Filipino migrant fishers, establishment of a Joint Monitoring Team to inspect labour conditions aboard fishing vessels in Indonesia, and the development of operational tools and capacity-building activities for labour inspectors and law enforcement agencies on forced labour and labour standards. The programme also supported a network of Migrant Worker Resource Centres providing information, legal assistance and reintegration support to migrant workers (2025-23).
- Across Southern Africa, the SAMM project supported labour migration governance and migrant worker protection through the development of labour migration policies, action plans, monitoring tools and information systems at regional and national levels. Achievements included the SADC Labour Migration Action Plan monitoring tool, adoption of SADC Guidelines on the Cross-Border Portability of Social Security Benefits by five SADC Member States, strengthening of labour migration units and task forces, development of migration databases and labour migration information systems, and capacity building of government officials, employers, trade unions and police recruits on labour migration, trafficking and migrant smuggling (2025-25).
- In Costa Rica, Guatemala and Honduras, the Fair Recruitment in Central America project contributed to policy and regulatory measures on fair recruitment and migrant worker protection. Achievements included support to the revision of Honduras' Regulations on

Workers Abroad in line with ILO Convention No. 181, formulation of Guatemala's National Labour Migration Strategy, work on recruitment agency registration regulations and fraud-prevention protocols in Guatemala, and incorporation of migrants into Costa Rica's National Strategy for Employability and Human Talent. The project also supported consular protection tools and training, guidance on equitable recruitment, and regional coordination on labour migration governance (2025-30).

- In Peru, the Integramos Project contributed to the adaptation of labour market policies, services and institutional tools to include refugees and migrants. Achievements included the development of regional decent employment plans and other policy instruments with an inclusive approach, adaptation of the Single Labour Certificate (CUL) to allow access by refugees and migrants, operational and regulatory adjustments to the National Productive Youth Programme (PNJP), practical guidance for the hiring of migrant workers, and technical assistance to public institutions, employers and workers on labour migration management and labour market inclusion. The project also supported awareness-raising and training activities on equitable hiring, gender mainstreaming and occupational safety and health, and promoted coordination among government entities, employers and civil society actors involved in labour migration governance (2025-32).

## MODERATE REPRESENTATIVENESS: OUTCOMES 1, 2 AND 7

### Policy Outcome 1: Strong, modernized normative action for social justice

Overall performance for projects contributing to **Policy Outcome 1** was successful, with strong results in Africa (3 reports) and the Arab States (2 reports), for Overall Effectiveness and even better results for Sustainability and Impact. Good performance was observed for interregional projects (2 reports), interventions in Asia and the Pacific (6 reports), and slightly more moderate in Latin America and the Caribbean (2 reports). In contrast, results were polarized for the two cases in Europe and Central Asia, both for Overall Effectiveness and Sustainability and Impact.

#### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 1 IN 2025 INCLUDED:

- In Peru, the Partnerships in Action to End Child Trafficking project contributed to the development and institutionalisation of normative and operational frameworks for addressing trafficking in persons through victim-centred, trauma-informed, human rights and gender-responsive approaches. Achievements included the development and approval of 16 policies, protocols, guidelines, operational models, plans, manuals and public investment instruments by 12 state institutions across national, regional and local levels. Key instruments included the updated Intersectoral Protocol for the Prevention and Prosecution of the Crime of Trafficking in Persons and the Protection, Assistance and Reintegration of Victims (2023), the Guidelines for Providing Technical Assistance to Regional and Local Coordination Spaces against Trafficking in Persons, and the Coordination Guidelines between the Specialized Prosecutor's Offices against Trafficking in Persons and Common Criminal Prosecutor's Offices. The project also supported the incorporation of victim-centred and trauma-informed approaches into protocols, directives, procedures, policies, reports and operational tools used within the criminal justice and protection systems (2025-24).
- Across multiple countries, the Trade for Decent Work project contributed to strengthening the application of International Labour Standards through support for ratification processes, legal and policy reforms, and reporting mechanisms. Achievements included support for 12 ratifications of ILO Conventions across six countries; legal gap analyses and preparatory work towards ratification of Conventions No. 155, No. 187 and No. 190; integration of international labour standards into national laws, policies and regulatory frameworks; establishment of institutional mechanisms supporting ILO reporting and supervisory processes; and support for countries to meet their reporting obligations under the ILO standards system. The project

also supported awareness raising, training and technical assistance on the implementation and reporting of international labour standards (2025-27).

- In Mauritania and Niger, ILO projects contributed to strengthening normative and institutional frameworks for addressing slavery and its consequences. Achievements included support to the revision of the Nigerien Penal Code and Code of Criminal Procedure to strengthen the legal treatment of slavery cases; development of mechanisms and guidance to improve implementation of laws and policies on slavery; support to the implementation of Mauritania's 2014 Roadmap for the Eradication of Slavery and its Consequences; and promotion of international labour standards through advocacy on the Domestic Workers Convention, 2011 (No. 189) with national authorities. The projects also supported the establishment of community monitoring mechanisms, strengthened institutional accountability for implementation of anti-slavery laws and policies, and contributed to capacity building of judicial, administrative and traditional authorities responsible for applying the legal framework (2025-34).

## Policy Outcome 2: Strong tripartite constituents and influential and inclusive social dialogue

Performance associated with **Policy Outcome 2** was generally positive across all regions in terms of effectiveness, and sustainability and impact, especially in interregional interventions (5 reports) and in Africa (8 reports) and in Latin America and the Caribbean (3 reports). and in Europe and Central Asia (3 reports). Performance was slightly lower in the Arab States (1 report) and in Asia and the Pacific (12 reports), with weakest performance in Europe and Central Asia (3 reports).

### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 2 IN 2025 INCLUDED:

- A project in Colombia achieved a tripartite agreement to submit Convention No. 190 on violence and harassment in the world of work for ratification, support to deliberative and legislative processes in Congress, and contributions to labour reform discussions and consultation processes. The project also strengthened the capacities of trade unions, employers' organisations, women trade unionists, and academic actors, and contributed to greater participation of women and underrepresented groups in dialogue and consultation spaces related to labour reform and international labour standards. A notable experience highlighted by the evaluation was the establishment of a dedicated social dialogue platform for the audiovisual sector, bringing together employers, independent workers, and government actors, contributing to the creation of the Audiovisual Sector Trade Union Association and the collective development of sectoral dialogue and labour tools such as the "Memories of Dialogue" and the "Labour Protocol" (2025-14).
- The PROMEFI project strengthened tripartite constituents and social dialogue in Senegal and The Gambia by embedding tripartism throughout its design and implementation and actively involving governments, employers' organizations, and workers' representatives in project governance and activities related to formalisation and decent work. In Senegal, the Ministry of Commerce and SMEs, the Ministry of Labour and Social Dialogue, and employers' representatives participated in the project's steering and technical committees, while the project strengthened the capacities of social partners through training and certification initiatives, including the certification of a member of the National Union of Autonomous Trade Unions of Senegal as a specialized trainer on cooperatives. In The Gambia, close collaboration with the Gambia Chamber of Commerce and Industry ensured employers' participation in project implementation (2025-3).
- In Viet Nam, ILO support contributed to the operationalisation of a sectoral forum for the electronics sector, regular quarterly tripartite consultation meetings, and the successful negotiation of a multi-employer collective bargaining agreement in Que Vo Industrial Park covering seven electronics enterprises and approximately 3,000 workers. The project also strengthened the capacities of the Viet Nam Chamber of Commerce and Industry, the Viet

Nam General Confederation of Labour, provincial federations of labour, and enterprise representatives to engage in social dialogue and collective bargaining, while supporting dialogue on labour dispatch, freedom of association, gender equality and non-discrimination in the electronics sector. In addition, participating enterprises adopted strengthened internal grievance mechanisms and workplace social dialogue processes through project-supported training and peer-learning activities (2025-4).

## Policy Outcome 7: Universal social protection

Performance for interventions contributing to **Policy Outcome 7**, was generally successful across all regions, both in terms of Overall Effectiveness and Sustainability and Impact. Strongest performance in both areas was observed in the Arab States (5 reports), in Latin America and the Caribbean (7 reports), and for interregional interventions (5 reports). Positive, but more moderate performance was found for interventions in and Asia and the Pacific (10 reports) and in Africa (4 reports).

### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 7 IN 2025 INCLUDED:

- The EU-MADAD- and FCDO-funded projects in Lebanon led to the endorsement and launch of Lebanon's National Social Protection Strategy in 2023/2024, the introduction of contributory pension reforms including self-employed workers for the first time, and the roll-out of the National Disability Allowance reaching more than 35,000 beneficiaries across nationalities. The projects also revitalized disability registration and assessment centres, strengthened digital delivery and grievance systems, supported the establishment of interministerial coordination structures, and contributed to shifting social protection approaches from fragmented and charity-based assistance towards more institutionalized and rights-based systems. The establishment of the Social Protection Academy further strengthened long-term national capacity for social protection reform and dialogue (2025-26).
- A joint ILO-UNICEF project supported the extension of social security coverage to self-employed workers and dependents through the launch of voluntary health insurance schemes in Cambodia in 2023, support to the establishment and capacity development of the National Social Assistance Fund, and contributions to the design and roll-out of the Family Package integrating multiple social assistance benefits for vulnerable groups. The project also supported the development of operational plans and policy reforms linked to Cambodia's National Social Protection Policy Framework and National Strategy for the Development of the Informal Economy 2023–2028, contributing to stronger linkages between social security and social assistance systems. By 2024, the project had contributed to social security coverage for 2.6 million workers and cash transfer support for more than 1.5 million households, exceeding original targets (2025-38).
- In Honduras, an ILO project led to actuarial valuations of the Occupational Risks, Sickness and Maternity, and Old Age and Disability schemes of the Honduran Social Security Institute, provided support to the drafting of the Comprehensive Social Protection System Bill, and the design of a strategy to extend social security coverage, including for hard-to-cover groups. The project also supported institutional and regulatory reforms in social security, contributed to the modernization of the Social Security Institute's collection system through cooperation with the European Union, and strengthened institutional capacities at central and regional levels. Project recommendations were incorporated into national social security strategies and the country's Decent Work Programme, while project methodologies were replicated in other ILO social security initiatives in the country (2025-8).
- An RBSA-funded project in Haiti supported the modernization of the country's social security governance framework through technical assistance to different national agencies. The project strengthened institutional capacities, contributed to the reactivation of the tripartite Social Security Organization Support Committee as a platform for social dialogue and coordination on social protection reforms, supported legal consultations, gap analyses, and actuarial modelling related to the modernization of contributory schemes, and advanced discussions on approaches aligned with ILO Convention No. 102 and the inclusion of informal economy workers in social protection systems (2025-11).

- RBSA-funded interventions in Tanzania, Guinea-Bissau, Chad, and The Gambia contributed to strengthening foundations for more inclusive social protection systems for informal economy workers, particularly women and youth. Key achievements included the development and validation of a national social protection strategy in Guinea-Bissau through a tripartite and gender-sensitive process, strengthened institutional coordination and policy dialogue on social protection, and increased awareness of social protection among informal workers, MSMEs, and vulnerable groups across the four countries (2025-28).
- ILO support in the Occupied Palestinian Territory contributed to the institutionalization of rights-based social allowances for older persons and persons with severe disabilities within the Ministry of Social Development's policy framework, benefiting more than 30,000 individuals and strengthening more sustainable and inclusive social protection systems. The project also supported shock-responsive social protection through contributions to the Ministry's 2024–2025 strategy, enhancement of the national Information Management System and database covering more than 342,000 families, and the establishment of the Social Protection Cash and Voucher Assistance Thematic Working Group to improve coordination, data sharing, and aid delivery among humanitarian, development, and government actors. Capacity-building initiatives further strengthened the ability of local and national actors to coordinate social protection responses during crises (2025-5).
- RBSA-funded interventions in different countries contributed to strengthening foundations for more inclusive social protection systems for informal economy workers through policy development, local-level registration support, and awareness-raising on social security. Key achievements included the development of social protection and formalisation strategies in Nepal and the Philippines, one-stop-shop social protection registration services for platform and agricultural workers in the Philippines, and increased social security enrolment among beneficiaries of Formalise Your Business trainings in Nepal. The interventions also supported government capacities to develop and implement social protection and formalisation policies linked to broader labour market and employment strategies (2025-33).

## LOW REPRESENTATIVENESS: POLICY OUTCOMES 5, 8 AND ENABLER A

### Policy Outcome 5: Gender equality and equality of treatment and opportunities for all

Overall performance for projects contributing to **Policy Outcome 5** was successful, with some variations across regions. Strongest results were observed in Europe and Central Asia (1 report), Latin America and the Caribbean (2 reports), Asia and the Pacific (2 reports) and Africa (3 reports), followed by Interregional projects (3 reports), and projects in the Arab States (1 report). Ratings were mixed for gender responsiveness, and disability inclusion was an important area of weakness, with none of the interventions in 2025 associated with PO5 addressing disability issues.

#### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 5 IN 2025 INCLUDED:

- In Türkiye, ILO provided support to gender-responsive policy development, institutional capacity building, and workplace reforms across government, workers' and employers' organisations, and the private sector. Key achievements included support to the Ministry of Labour and Social Security in integrating gender perspectives into the National Employment Strategy, National Youth Employment Strategy, and the 12th Development Plan, alongside revisions to legislation and official documents to adopt gender-sensitive language. Through Participatory Gender Audits, worker and employer organisations adopted gender equality policy papers, implementation roadmaps, and "Zero Tolerance to Violence" policies aligned with Convention No. 190, while some collective agreements and organisational regulations incorporated provisions on violence and harassment prevention. In the private sector, pilot enterprises introduced gender equality and anti-violence policies and increased women's representation in leadership roles. The project also expanded a multistakeholder coalition on early childhood care and education services and supported legislative recommendations to strengthen municipal childcare provision, helping address structural barriers to women's labour force participation and access to decent work opportunities (2025-42).

- RBSA-funded interventions in Africa advanced gender equality and equality of opportunities for women in the informal economy through gender-responsive approaches to formalisation, social protection, and institutional strengthening across Tanzania, Guinea-Bissau, Chad, and The Gambia. In Guinea-Bissau, the establishment of 87 women's cooperatives, in partnership with the Association of Women in Economic Activities and the Ministry of Women, Family and Social Solidarity, strengthened women entrepreneurs' organizational and legal identity while improving awareness of social and legal rights. In Tanzania, digital and phone-based formalisation tools helped simplify access to business registration and support services for women entrepreneurs. In The Gambia, collaboration with the Gambia Women's Chamber of Commerce strengthened outreach and engagement with informal women entrepreneurs and contributed to the development of inclusive formalisation strategies through participatory dialogue processes. The evaluation identified targeted measures for women, including cooperatives and digital inclusion approaches, as an important factor in reaching vulnerable groups and fostering more inclusive change (2025-28).

## Policy Outcome 8: Integrated policy and institutional responses for social justice through decent work

There was mixed performance across regions for **Policy Outcome 8**, which was introduced in the 2024-25 biennium. Strongest results were in Latin America and the Caribbean (1 report) and in Africa (7 reports). Positive, yet moderate performance was found for projects in the Arab States (2 reports), and an inter-regional project.

### KEY ACHIEVEMENTS ASSOCIATED WITH OUTCOME 8 IN 2025 INCLUDED:

- The ProAgro project led to the introduction of Ethiopia's first Sector Skills Strategy, contributing to reforms in technical and vocational education and training and strengthening alignment between labour market demand and skills systems in the agribusiness sector. Another notable achievement was the establishment of Sector Skills Bodies bringing together government, employers, and training institutions to support joint governance and more responsive workforce development. The project also strengthened inclusive policy dialogue through platforms such as the Agribusiness Development Partners' Forum and consultations on work-based learning directives (2025-18).
- RBSA-funded interventions in Latin America advanced integrated governance and policy coordination for decent work in Mexico and Paraguay through support to national and subnational policy frameworks, tripartite institutions, and labour market governance systems. In Mexico, a project contributed to the integration of decent work and equality strategies into Coahuila's official 2023–2029 state development and employment plans, alongside strengthened social dialogue mechanisms linked to the Potosí Labour Agreement. In Paraguay, the project supported the regulation of a special social security benefits system for micro-entrepreneurs and contributed to the development of the Integrated Strategy for Employment Formalisation 2.0 aligned with R. 204 and national development priorities. A notable institutional achievement was the reactivation of the tripartite governing body of the National System for Labour Training and Education after eight years of inactivity. The project also supported the development of an inter-institutional Labour Market Information System and helped place just transition and green jobs on the national policy agenda, including through contributions to the roadmap for the Global Accelerator on Jobs and Social Protection for Just Transitions and future planning under the Paraguay 2050 National Development Plan.
- The EU MADAD project in Jordan supported integrated policy and institutional responses across the social protection and employment sectors through contributions to the National Social Protection Strategy (NSPS) 2025–2033 and the establishment of governance mechanisms that did not previously exist, including the Higher Steering Committee, technical committees, pillar-specific task forces, and the institutionalised Implementation Support Unit within the

Ministry of Social Development. These mechanisms strengthened interministerial coordination and cross-sectoral alignment linked to Jordan's Economic Modernisation Vision, while the updated NSPS became the reference framework for the World Bank's USD 400 million Programme-for-Results initiative launched in 2025. The project also contributed to the institutionalisation of the "Sumood" shock-responsive social protection pillar, extending the NSPS framework to all residents, including refugees and other vulnerable populations (2025-31).

## Enabler A: Enhanced knowledge, innovation, cooperation and communication to advance social justice

Performance for interventions contributing to **Enabler A** was mixed, with strong results in some regions, and weaker results in others. Very strong performance was observed for projects in Africa (2 reports), while good performance was also found for interventions in Asia and the Pacific (5 reports). More moderate performance was found for interregional initiatives (4 reports), for projects in Latin America and the Caribbean (1 report) and a project in the Arab States. No project in Europe and Central Asia contributed to this outcome.

**KEY ACHIEVEMENTS ASSOCIATED WITH ENABLER A IN 2025 INCLUDED:**

- The "Engendering Informality Measurement for Labour Force Surveys" project advanced international statistical standards and measurement methodologies by supporting the development, pilot testing and unanimous adoption of new standards on the informal economy at the 21st International Conference of Labour Statisticians in 2023. A notable good practice was the project's effective stakeholder engagement with national statistical offices, technical experts, regional partners and the International Training Centre, which helped ensure that tools and methodologies were aligned with international standards while reflecting national priorities and practical implementation needs. The project also strengthened capacities for labour force survey design and gender-responsive measurement of informal employment and care work, including through the Global Care Policy Portal and Investment Simulator and related global training initiatives, and helped raise the profile of care work, contributing to a proposal for dedicated international statistical standards on care work under ILO leadership (2025-16).
- Despite contextual challenges, the SOLIFEM project generated new evidence on informality through tripartite diagnostic studies, sectoral skills mapping exercises and regional research on qualifications recognition. Designed in line with the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), the project increased awareness of the drivers and characteristics of informality, formalisation pathways, skills systems and the role of social dialogue in addressing informality. It also supported interministerial and tripartite dialogue on recognition of prior learning in Algeria and contributed analytical inputs to ILO assessments of the labour market and social protection impacts of the war in the Occupied Palestinian Territory (2025-6).
- In Senegal and The Gambia, the PROMEFI project strengthened knowledge, institutional capacities and cooperation on enterprise formalization. The project supported the operationalisation of Senegal's entrepreneur status through the validation and launch of the application decree linked to the SME Orientation Law, in collaboration with the Ministry of Crafts and Informal Sector Transformation. It strengthened the institutional uptake of formalisation tools by developing and disseminating the Formalize Your Business methodology and integrating project tools and training materials into the service offers of national support structures in Senegal and The Gambia, including through a Memorandum of Understanding with ADEPME and the certification of trainers. PROMEFI also drew on the ILO's experience and Recommendation No. 204 concerning the Transition from the Informal to the Formal Economy, while analytical studies on value chains, feasibility and gender informed project implementation and stakeholder engagement (2025-3).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# 7

# Conclusions and the way forward

# CONCLUSIONS AND POINTERS FOR THE WAY FORWARD

**Overall assessment**: the 2025 findings reaffirm the strategic relevance of ILO development cooperation and its contribution to policy development, institutional strengthening and national development objectives. Evaluative evidence across the portfolio highlights the continued need for realistic project design, stronger results-based management systems, adequate and timely resourcing, and deeper integration of cross-cutting priorities to support effective, sustainable and impactful interventions.

Key conclusions are:

- **Strong strategic relevance and coherence**: most interventions were well aligned with ILO strategic priorities (P&B outcomes, DWCP outcomes and CPOs), while also responding effectively to national priorities and constituent needs. Collaboration with stakeholders, adequacy and quality of project design, contributions to the SDGs, and alignment with UN frameworks were generally positive, though results varied across interventions.
- **Effectiveness was positive but uneven**: Overall effectiveness was satisfactory, but performance differed considerably across projects and indicators. Delivery of outputs did not consistently translate into achievement of intended outcomes, indicating challenges in moving from activity implementation to sustainable results. The strongest areas of performance were capacity development, knowledge generation, and strategic partnerships.
- **Mixed performance on cross-cutting priorities**: Gender responsiveness, normative work, and promotion of International Labour Standards, tripartism and social dialogue, and pro-poor approaches were generally well integrated, though results were not consistent across all interventions. Disability inclusion and environmental sustainability/just transition remained the weakest cross-cutting dimensions and require greater attention.
- **Sustainability and impact were major strengths**: Three quarters of interventions were rated successful or highly successful in terms of sustainability and impact. Evaluations found evidence of policy influence, strategic importance, and contributions to national development outcomes. ILO expertise was widely recognized and valued by constituents and partners. Strong sustainability was associated with stakeholder ownership, policy integration, alignment with national priorities, continued capacity development, and embedding results within existing systems.
- **Efficiency remains the principal area for improvement**: Efficiency showed the greatest variability across the portfolio. While implementation management, internal coordination, and cost-efficiency were generally strong, weaknesses persisted in results-based management, monitoring systems, and reporting mechanisms. Challenges related to the adequacy and timeliness of human and financial resources were common. Resource mobilization and leveraging emerged as recurring weaknesses.

The thematic analysis of resource efficiency identified six factors associated with stronger performance: realistic project design and scope, timely access to resources, adaptive resource management, strategic partnerships, strong technical and field-level capacity, and effective approaches to measuring and managing efficiency. These findings highlight that stronger resource efficiency was associated with effective planning, allocation and adaptation of resources, supported by strategic partnerships and complementary sources of support.

Across policy outcomes, effectiveness and sustainability generally showed positive results, although performance varied considerably by outcome and region. Outcomes 3, 4 and 6 were highly represented in the evaluation sample and therefore provide the strongest basis for assessing portfolio performance. Outcomes 2, 5, 7 and 8 demonstrated particularly strong results in several dimensions, while findings for Enabler A and the remaining policy outcomes were more variable and should be interpreted with greater caution due to the smaller evidence base.

## POINTERS FOR A WAY FORWARD

The findings from the 2025 portfolio point to several recurring factors associated with stronger performance across strategic relevance, effectiveness, sustainability and efficiency. The following recommendations seek to reinforce these strengths while addressing persistent challenges identified across the evaluation sample.

### Programmatic work

- The quality of project design continues to shape performance across multiple criteria. Future interventions should ensure that objectives, implementation approaches, geographic scope, implementation timeframes and resource requirements are realistically aligned from the outset. Particular attention should be given to the development of robust theories of change, clear implementation pathways, stakeholder validation processes and realistic assumptions regarding institutional capacities and contextual risks.
- Positive, although mixed, results were observed regarding collaboration under common UN frameworks and contributions to the Sustainable Development Goals. Future interventions should continue to identify opportunities for collaboration with UN partners and position decent work outcomes within broader national and international development agendas, particularly where this can strengthen policy coherence, resource mobilisation and sustainability.
- Stakeholder ownership emerged as a key contributor to sustainability across the portfolio. Future interventions should strengthen engagement of governments, employers' and workers' organisations throughout the project cycle and ensure that social dialogue mechanisms contribute to project governance, decision-making and follow-up of results.
- Operational support modalities, including capacity development, knowledge generation and strategic partnerships, remain among the ILO's strongest comparative advantages. Future programming should continue to build on these strengths while strengthening links between operational support, policy influence and institutional change. Greater attention should be given to how knowledge products, capacity-building activities and pilot interventions contribute to longer-term reforms and implementation processes.
- Disability inclusion and environmental sustainability for a just transition continue to receive less systematic attention than other cross-cutting priorities. Future interventions should integrate these dimensions more explicitly through dedicated objectives, indicators, budgets and monitoring requirements. Project design should make greater use of existing ILO guidance, tools and proven approaches, while strengthening partnerships with specialised organisations and institutions. Where relevant, interventions should include disability-disaggregated indicators, accessibility measures, environmental sustainability considerations and just transition pathways from the design stage onwards.

- Strong sustainability performance was observed when results became embedded within national systems, institutional mandates, governance structures and routine operational processes. Future interventions should define clear institutional pathways for the continuation of project results, including responsibilities for financing, coordination, capacity maintenance and operational management beyond project completion.

## Operational approach and practices

- Weaknesses in results-based management, monitoring systems and reporting mechanisms continued to affect effectiveness, sustainability and efficiency. Future interventions should strengthen results frameworks and monitoring systems to improve the measurement of outcome-level change, including behavioural, institutional and policy-level results, and make more systematic use of monitoring information for adaptive management, learning and decision-making.
- Resource efficiency is challenging to assess consistently across interventions. Future monitoring and reporting systems should strengthen the collection of information on resource adequacy, timeliness of resource allocation, staffing capacity, leveraged resources and value for money. More systematic documentation of these dimensions would strengthen learning and support more robust assessments of efficiency of ILO development cooperation projects.
- Resource efficiency was strongest when projects combined realistic planning, timely access to resources, adaptive management, strategic partnerships and adequate implementation capacity. Future interventions should strengthen resource planning during project design and regularly review the alignment between project ambitions, staffing arrangements, technical capacity and available budgets throughout implementation.
- Field-level presence, technical expertise and active engagement by country offices were frequently associated with stronger implementation performance. Future interventions should ensure that staffing arrangements are commensurate with project scope and complexity, particularly in multi-country, institution-building and partnership-intensive interventions.
- Resource mobilisation was a recurring area of weakness across the portfolio. Projects should more systematically identify opportunities for co-financing, government contributions, partnerships and follow-on investments during both design and implementation. Stronger linkages between project objectives, national policy processes, UN cooperation frameworks and larger financing mechanisms may help expand the scale, sustainability and reach of project results.

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# Annexes

# ANNEX I: EVALUATION REPORTS REVIEWED 2025

| Report # | Project Title | DC Code | Region | Policy Outcome |
|---|---|---|---|---|
| 2025-1 | 'Building capacity for social risk and impact management in agricultural finance in Africa' (Phase 4) | GLO/12/08/AAT | Inter-regional | 4 |
| 2025-2 | Sustaining Competitive and Responsible Enterprises (SCORE) Programme Phase IV; and Support for Crisis Management for 100 SMEs in Tunisia (AGC Project) | GLO/21/60/MUL, TUN/21/50/MUL, TUN/22/02/DEU | Inter-regional | 4 |
| 2025-3 | Projet pour la Promotion de l'entrepreneuriat formel et innovant au Sénégal et en Gambie (PROMEFI) | RAF/21/02/ITA | Africa | 2; 3; 4; 7; A |
| 2025-4 | Public-Private Partnership for compliance with national law and respect for fundamental principles and rights at work in the electronics sector of Viet Nam | VNM/20/02/APL; VNM/21/50/JPN; GLO/20/40/EUR; VNM/22/50/JPN | Asia and the Pacific | 2; 6 |
| 2025-5 | Strengthening Nexus Coherence and Responsiveness in the Palestinian Social Protection Sector | PSE/21/01/EUR | Arab States | 7 |
| 2025-6 | Social dialogue for formalisation and employability in the Southern Neighbourhood Region (SOLIFEM) | INT/20/02/EUR | Inter-regional | 1; 3; 5; A |
| 2025-7 | « WAFIRA : Women As Financially Independent Rural Actors » Au Maroc | MAR/21/01/ICM | Africa | 4; 6 |
| 2025-8 | Actuarial Valuation of the three Insurance Regimes of the Honduran Social Security Institute (IHSS): Regime of the Social Security Insurance; Health Care Insurance System; and Occupational Risk Insurance System | HND/21/02/HND | Latin America and the Caribbean | 7 |
| 2025-9 | ILO Technical Assistance to the Multi-Sectoral Development and Urban Resilience Project of the City of Kinshasa (PDMRUK) "KIN ELENDA", DR Congo | COD/21/01/IDA | Africa | 3 |
| 2025-10 | Final Independent Clustered Evaluation of Skills Development and Responsible Business Conduct for Transition | RAS/23/52/JPN; JPN/23/51/JPN | Asia and the Pacific | 1; 3; 4 |
| 2025-11 | Supporting the implementation of the National Strategy for Protection and social promotion of Haiti | HTI/22/01/RBS | Latin America and the Caribbean | 7 |
| 2025-12 | Independent Evaluation of Income Generation Programs for Victims of the Armed Conflict in Colombia | COL/23/04/COL; COL/24/02/COL; COL/23/05/COL | Latin America and the Caribbean | 3 |
| 2025-13 | Promoting decent work through good governance, protection and empowerment of migrant workers: Contributing towards implementation of the Sri Lanka National Labour Migration Policy (NLMP) -Phase IV | LKA/20/03/CHE | Asia and the Pacific | 6 |
| 2025-14 | Support for the participation of labor stakeholders in the Labor Reform process in Colombia | COL/23/01/CAN | Latin America and the Caribbean | 2 |
| 2025-15 | 'Advancing the SDGs by Improving Livelihoods and Resilience Via Economic Diversification and Digital Transformation' | RAS/22/53/UND | Asia and the Pacific | 3; 4 |
| 2025-16 | 'Engendering informality measurement for Labour Force Surveys' | GLO/20/27/GAT | Inter-regional | A |

| Report # | Project Title | DC Code | Region | Policy Outcome |
|---|---|---|---|---|
| 2025-17 | STED-AMT “Skills for Trade and Economic Diversification: Aligning skills with sectoral development strategies in Algeria, Morocco and Tunisia” | RAF/19/10/KOR | Africa | 3 |
| 2025-18 | PROAGRO Project (Promotion of Decent Work in Agribusiness) in Ethiopia. | ETH/20/50/DEU | Africa | 3; 4; 8 |
| 2025-19 | Support for effective and inclusive trade unions in Bangladesh | BGD/23/01/DEU | Asia and the Pacific | 2 |
| 2025-20 | RBSA Interventions on Just Transition in Namibia and Madagascar | NAM/23/01/RBS; MDG/23/01/RBS | Africa | 2; 3; 4; 8 |
| 2025-21 | Advancing Decent Work and Inclusive Industrialisation in Ethiopia (ONEILO-SIRAYE Programme) | ETH/17/01/MUL | Africa | 4; 6 |
| 2025-22 | COVID Recovery for returning Migrants and Host Communities in North West Cambodia | KHM/21/02/NZL | Asia and the Pacific | 3 |
| 2025-23 | Ship to Shore Rights South-East Asia: Regional programme on labour migration in the fishing sector. | RAS/20/01/EUR | Asia and the Pacific | 6 |
| 2025-24 | Partnerships in Action to End Child Trafficking in Peru | PER/17/51/USA | Latin America and the Caribbean | 1 |
| 2025-25 | Joint Independent final evaluation of the Southern African Migration Management Project (SAMM) | RAF/18/05/EUR | Africa | 6 |
| 2025-26 | Addressing life-cycle vulnerabilities through social protection: Establishing Social Grants in Lebanon - Supporting Social Security and Institutional Reforms towards a Strengthened Social Protection System in Lebanon | LBN/21/01/CEF - LBN/23/02/GBR | Arab States | 7 |
| 2025-27 | Trade for Decent Work Project Phase 1: 2019-2024 | GLO/18/30/EUR; RAF/21/08/FIN; GLO/23/51/FIN | Inter-regional | 1; 2; 3; 4; 6; 7 |
| 2025-28 | Final Independent Cluster Evaluation of ILO Africa Interventions on Formalization | TZA/23/01/RBS; TCD/23/01/RBS ; GMB/21/01/RBS ; GNB/23/01/RBS | Africa | 2; 3; 4; 5; 6; 7; 8 |
| 2025-29 | New Industrial Relations System (NIRS Canada) Support to the state management agencies of labour’s role as mediator and promoter of collective bargaining and social dialogue | VNM/19/03/CAN | Asia and the Pacific | 2 |
| 2025-30 | Fair Recruitment in Central America: strengthening institutional capacities for the socioeconomic integration of migrants and refugees | RLA/ 22/03/ CAN | Latin America and the Caribbean | 6 |
| 2025-31 | Joint ILO-UNICEF Independent Final Project Evaluation of “Towards an inclusive national social protection system and accelerating decent job opportunities for Syrians and vulnerable Jordanians” | JOR/20/01/EUR | Arab States | 3; 7; 8 |
| 2025-32 | Promoting socio-economic integration and decent work for migrants, refugees and nationals in vulnerable situations” (Integramos Project) | PER/22/02/ESP | Latin America and the Caribbean | 6 |

| Report # | Project Title | DC Code | Region | Policy Outcome |
|---|---|---|---|---|
| 2025-33 | Cluster Evaluation of ILO's support to fostering transition to formality of informal workers and business through integrated approaches (2023-2025) | KHM/23/01/RBS; NPL/23/01/RBS; PHL/23/01/RBS; MNG/23/01/RBS;VNM/23/01/RBS | Asia and the Pacific | 4; 6; 7 |
| 2025-34 | Projet d'aménagement des infrastructures urbaines et de création d'emplois décents des jeunes dans les villes de Maroua et de Bamenda pour le renforcement de la paix et de la résilience socio-économique | CMR/20/01/CMR | Africa | 3; 8 |
| 2025-35 | Mobilisation des communautés pour lutter contre l'esclavage et les discriminations fondées sur l'esclavage en Mauritanie «Vellahine» & L'autonomisation au service de la résilience : Les survivants luttent contre l'esclavage et la discrimination fondée sur l'esclavage par le biais de partenariats sociaux sectoriels et d'une collaboration sous-régionale «Ihtiram» | MRT/20/03/USA; RAF/21/06/USA | Africa | 1 |
| 2025-36 | Stimulating innovation and impact insurance in Africa - Final evaluation | RAF/20/02/FRA | Africa | 8 |
| 2025-37 | Independent final evaluation of RBSA interventions on just transition and environmental sustainability in Latin America and the Caribbean | MEX/23/01/RBS - PRY/23/01/RBS | Latin America and the Caribbean | 3; 4; 8 |
| 2025-38 | Advancing Social Protection in Cambodia - Joint evaluation with UNICEF | KHM/21/01/EUR | Asia and the Pacific | 7 |
| 2025-39 | Skills For Energy in Southern Africa (SESA) | RAF/20/04/SWE | Africa | 3 |
| 2025-40 | Elimination of Child Labour in Seasonal Agriculture – Final evaluation | TUR/20/01/EUR | Europe and Central Asia | 1 |
| 2025-41 | « Projet d'appui à l'internalisation des modules d'entrepreneuriat dans le Système de Formation Professionnelle et dans l'Artisanat » | SEN/20/01/LUX | Africa | 4 |
| 2025-42 | More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye – Phase II | TUR/18/03/SWE | Europe and Central Asia | 5 |
| 2025-43 | Mainstreaming Employment into Trade and Investment in the Southern Neighbourhood of the European Union (METI) | GLO/19/12/EUR | Inter-regional | 3 |
| 2025-44 | Global Scale of Digital Wages Payments for Decent Work | GLO/20/24/GAT | Inter-regional | 4 |
| 2025-45 | Initiative Pilote de Développement Local Intégré (IPDLI) | TUN/17/01/EUR | Africa | 3 |

# ANNEX II: METHODOLOGY

This meta-analysis rates and synthesizes findings related to performance from final independent evaluations completed in 2025, using EVAL's established methodology, fine-tuned and improved over the years since 2013. The final independent evaluations assessed in the meta-analysis are for the most part decentralized evaluations of development cooperation projects with budgets exceeding $1 million. Over the years, there has also been a growing number of clustered evaluations covering several interventions implemented by the ILO and the joint programmes of the ILO with other UN agencies.

## REVIEW AND SCORING PROCESS

The framework used in the effectiveness review focuses on an ex-post performance rating based on findings of evaluation reports. Performance information related to a list of 29 criteria (see Figure 1) will be obtained from the evaluation reports. The criteria cover elements related to strategic relevance and coherence and alignment; effectiveness, sustainability and impact; and operational and resource efficiency (in alignment with OECD-DAC recommended evaluation parameters), as well as areas of strategic interest to ILO.

**FIGURE 1. PERFORMANCE CATEGORIES, WITH ASSOCIATED APPRAISAL CRITERIA[1]**

| | |
|---|---|
| **Strategic relevance and coherence** | ▶ Link between project purpose and/or objectives with P&B outcome<br>▶ Causal link between project objectives and DWCP outcome(s)<br>▶ Constituent support<br>▶ Validity of design/approach<br>▶ Consistency and contribution of the intervention to SDGs |
| **Overall effectiveness** | **Achievement of outputs and outcomes:**<br>▶ Quality and completeness of outputs<br>▶ Achievement of immediate objectives<br>▶ Promotion of cross-cutting areas:<br>▶ Pro-poor focus<br>▶ Gender-responsive<br>▶ Normative work / standards promotion<br>▶ Tripartite processes and social dialogue<br>▶ Disability inclusion<br>▶ Integration of just transition to environmental sustainability<br>▶ Other key types of ILO support/means to achieve results<br>▶ Knowledge development<br>▶ Capacity building<br>▶ Strategic relationships |
| **Sustainability and impact** | ▶ Policy influence<br>▶ Strategic importance of results achieved<br>▶ Sustainability of policies, knowledge & capacities<br>▶ Acknowledgement and Use of ILO expertise and involvement<br>▶ Visibility and accessibility to knowledge and information |

| | |
|---|---|
| **Overall efficiency** | **Operational efficiency:**<br>▶ Results-Based Management approach and goal orientation<br>▶ Implementation management<br>▶ ILO support to project<br>▶ Internal ILO coordination<br>▶ Monitoring and reporting<br>**Resource efficiency:**<br>▶ Resource leveraging<br>▶ Cost efficiency<br>▶ Adequacy of resources |

A four-point rating system (see Table 1) was applied to the findings. Criteria with insufficient evidence received a rating of '0' and was excluded in the quantitative analysis of performance but may be included in the narrative. To achieve a top rating (4), evidence will need to justify all aspects of the criterion description.

**TABLE 1. FOUR-POINT SCORING SYSTEM**

| UNSUCCESSFUL | PARTLY SUCCESSFUL | SUCCESSFUL | HIGHLY SUCCESSFUL |
|---|---|---|---|
| 1 | 2 | 3 | 4 |
| Highly deficient performance | Basic level of performance but stated need for improvement | Adequate level of performance and results | Very good level of performance and results |

Qualitative information was obtained from each evaluation report to present evidence and justification for the rating for each performance criterion and to allow for more in-depth analysis.

## ANALYSIS AND REPORTING

Evidence from all ILO independent final evaluation reports completed in 2025 and submitted until March 2026 were synthesized in the annual meta-study report. Qualitative data was used to provide narratives to support and explain the quantitative findings, and to deepen the thematic synthesis of trends, lessons learned and good practices from the meta-analysis. As such, all findings will be backed by evidence and analysis.

Analysis of performance across Policy and Enabling Outcomes and regions for interventions evaluated in the 2022-23 and 2024-25 biennia was performed, based on data from individual evaluation appraisals and aggregated data provided by EVAL. Evaluation findings were analysed by Policy Outcome, region and weighted[1] performance criterion to identify patterns in effectiveness, sustainability and impact across the portfolio. Given the varying number of evaluations associated with different Policy Outcomes, findings are presented based on the level of representativeness of the underlying evidence base (see Annex III). Where evaluations contributed to multiple Country Programme Outcomes and corresponding Policy Outcomes, performance ratings were included under each relevant PO. Comparative analysis was complemented by qualitative highlights of evaluation findings from the 2025 portfolio to showcase key achievements.

Key insights regarding ILO's resource efficiency were identified based on analysis of interventions evaluated in the past two biennia (2022-23 and 2024-25) with strongest performance for the three associated indicators.

1 A weighted approach was applied to the analysis of performance, using the same approach as previous meta-analyses since 2023, to ensure continuity and comparability over time.3 The weight ratios provide more prominence to the Overall Effectiveness category.

## QUALITY ASSURANCE

The meta-study report was written in an evidence-based manner, referencing individual appraisals of the independent evaluation reports.

## LIMITATIONS

The main limitation concerned the extent and depth of information provided in the evaluation reports, which influenced the scoring process. In some cases, insufficient detail regarding certain criteria may hinder the attribution of a top score, despite potentially different realities on the ground.

Scoring thematic, cluster or regional evaluations poses challenges when results vary across countries or areas. While it is possible to qualitatively highlight variations, quantitatively representing these differences was more difficult, potentially leading to misrepresentations of effectiveness and possibly diminishing the utility of results. This underscores the importance of combining quantitative results with a nuanced narrative, which was the approach used in this meta-study.

# ANNEX III: AGGREGATED RESULTS FOR POLICY OUTCOMES FOR THE 2022-23 AND 2024-25 BIENNIA

The majority of ILO interventions contributing to ILO Policy and Enabling Outcomes for the 2022-23 and 2024-25 biennia showed overall positive average weighted performance, with stronger performance for Overall Effectiveness and Sustainability and Impact, as shown in the tables below.

**TABLE 2. AVERAGE WEIGHTED OVERALL EFFECTIVENESS PERFORMANCE IN 2022-23 AND 2024-25 (N= 192)**

| Policy Outcome | Number of reports | Average Overall weighted performance | Average Overall effectiveness | Average Sustainability and Impact |
|---|---|---|---|---|
| PO1 | 20 | 62% | 67% | 69% |
| PO2 | 32 | 61% | 69% | 71% |
| PO3 | 79 | 58% | 64% | 64% |
| PO4 | 54 | 61% | 66% | 67% |
| PO5 | 12 | 61% | 67% | 71% |
| PO6 | 57 | 62% | 69% | 70% |
| PO7 | 31 | 62% | 70% | 74% |
| PO8 | 11 | 67% | 68% | 71% |
| Enabler A | 13 | 59% | 66% | 66% |

**TABLE 3. AVERAGE WEIGHTED OVERALL EFFECTIVENESS FOR 2022-23 AND 2024-25 (N=192)**

| Policy Outcome | Africa | Arab States | Asia and the Pacific | Europe and Central Asia | Latin America and the Caribbean | Inter-regional | No. Reports |
|---|---|---|---|---|---|---|---|
| PO1 | 80% | 76% | 65% | 50% | 62% | 68% | 20 |
| PO2 | 72% | 64% | 66% | 54% | 73% | 75% | 32 |
| PO3 | 62% | 66% | 64% | 75% | 66% | 68% | 79 |
| PO4 | 68% | 57% | 64% | 75% | 65% | 67% | 54 |
| PO5 | 67% | 58% | 67% | 79% | 71% | 64% | 12 |
| PO6 | 69% | 57% | 72% | 62% | 69% | 67% | 57 |
| PO7 | 67% | 75% | 67% | | 69% | 73% | 31 |
| PO8 | 70% | 58% | | | 86% | 60% | 11 |
| Enabler A | 79% | 57% | 70% | | 59% | 58% | 13 |

**TABLE 4. AVERAGE WEIGHTED SUSTAINABILITY AND IMPACT IN 2022-23 AND 2024-25 (N=192)**

| Policy Outcome | Africa | Arab States | Asia and the Pacific | Europe and Central Asia | Latin America and the Caribbean | Inter-regional | No. Reports |
|---|---|---|---|---|---|---|---|
| PO1 | 84% | 83% | 64% | 53% | 68% | 68% | 20 |
| PO2 | 77% | 66% | 68% | 51% | 77% | 75% | 32 |
| PO3 | 61% | 67% | 64% | 69% | 69% | 66% | 79 |
| PO4 | 68% | 60% | 64% | 69% | 67% | 75% | 54 |
| PO5 | 74% | 65% | 76% | 91% | 74% | 61% | 12 |
| PO6 | 72% | 42% | 76% | 62% | 72% | 65% | 57 |
| PO7 | 66% | 85% | 71% | | 74% | 74% | 31 |
| PO8 | 72% | 58% | | | 90% | 72% | 11 |
| Enabler A | 81% | 50% | 73% | | 56% | 56% | 13 |

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