



International
Labour
Organization

Evaluation
Office

► **i-eval THINK Piece, No. 24**

Assessing strengths and challenges of RBSA-funded interventions

A meta-analysis of ILO RBSA-funded
interventions, 2018 - 22

Joint publication by EVAL and Ariane Agnes Corradi
June 2023



The data and findings presented in the Think Piece are derived from a separate independent study prepared by Ms Ariane Agnes Corradi. The Think Piece has benefitted from substantial inputs and quality control by Ms Patricia Vidal Hurtado in the ILO Evaluation Office but has not been subject to professional editing.

► Contents

Acronyms and abbreviations	2
1. Introduction	3
The RBSA funding modality: Strategic purpose and changes over time	5
Previous reviews on the RBSA-funded interventions – key findings and recommendations	6
Independent review of RBSA-funded interventions 2018-2022	6
2. Findings from the independent review of RBSA-funded interventions, 2018-2022	8
Section 2.1 - The added value of RBSA as a funding modality in the period 2018 – 22	8
The contribution of RBSA-funded interventions to on-going work of the ILO	8
Effectiveness of RBSA-funded initiatives to trigger non-resource related catalytic actions	13
Coherence of the RBSA fund with the ILO's programmatic framework and key patterns of RBSA fund expenditures	14
Efficiency of the RBSA fund in delivering results	15
Monitoring and reporting practices in the RBSA fund	15
Governance of the RBSA fund: identified strengths and challenges	16
Section 2.2 - Summary of results on the effectiveness of the RBSA fund in delivering decent work results in the period 2018 – 22	17
Areas of successful performance	18
Areas of variable performance	20
Areas of poor performance	20
3. Lessons learned and good practices	21
4. Recommendations emerging from the independent review	23
Annex 1: References consulted	24
Annex 2: List of evaluation reports selected for analysis	25

► Acronyms and abbreviations

ACT/EMP	Bureau for Employers' Activities
ACTRAV	Bureau for Workers' Activities
AER	Annual Evaluation Report
CPO	Country Programme Outcome
DC	Development Cooperation
DCC	Inter-agency Development Cooperation Council
DW	Decent Work
DWCP	Decent Work Country Programmes
EVAL	Evaluation Office
FAO	Food and Agriculture Organization
HQ	Headquarter
ILO	International Labour Organization
IOM	International Organization for Migration
ITC-ILO	International Training Centre of the International Labour Organization, Turin
OCT	Outcome Coordination Team
ODA	Official Development Assistance
OECD-DAC	Organization for Economic Cooperation and Development- Development Assistance Committee
OSH	Occupational safety and health
PARTNERSHIPS	Department for Multilateral Partnerships and Development Cooperation
PROGRAM	Strategic Programming and Management Department
P&B	Programme and Budget
RBSA	Regular Budget Supplementary Account
SDG	Sustainable Development Goals
ToC	Theory of Change
TVET	Technical Vocational Education and Training
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
WFP	World Food Programme
WHO	World Health Organization

1. Introduction

In 2023, the ILO Evaluation Office (EVAL) initiated an independent review of the effectiveness of Regular Budget Supplementary Account (RBSA)-supported interventions in attaining Decent Work (DW) Results, based on evaluation reports from 2018-2022. The review took a meta-evaluation approach, using EVAL's existing development effectiveness measurement tool.

This Think Piece presents the key findings emerging from this independent review. It focusses on the added value and the governance and management strengths and challenges of the RBSA fund, presenting learnings and recommendations to enhance the effectiveness of RBSA-funded interventions. This is followed by a summary of the results on trends in the effectiveness of Decent Work results by RBSA-funded interventions for the period 2018 – 2022, based on the criteria used in EVAL's effectiveness measurement tool¹. Performance trends are grouped around three major categories, namely: strategic relevance and alignment; effectiveness, sustainability and impact; and implementation performance and efficiency of management arrangements. The final section presents key lessons learned and good practices for successful performance, and recommendations for a more effective use of the RBSA funding modality.

¹ The ILO's development cooperation performance is assessed through an ex post performance rating system developed by EVAL using evaluation reports as proxies. The performance data concerning development cooperation relates to a list of 29 predefined criteria that are categorized under (1) strategic relevance and alignment; (2) effectiveness, sustainability, and impact; (3) and implementation performance and efficiency of management and resources used, (4) specific development cooperation concerns. These criteria are then rated according to a four-point scoring system: unsuccessful (1); partly successful (2); successful (3); and highly successful (4).



► The RBSA funding modality: Strategic purpose and changes over time

The RBSA is a funding modality introduced in 2008 to channel voluntary unearmarked financial resources to support the advancement of the Decent Work Agenda and the associated Sustainable Development Goals (SDGs) in ODA-eligible countries². It enables the ILO to complement and add value to its technical assistance work and invest in outcomes that are critical, yet under-resourced. This flexibility allows the ILO to respond in areas and countries where opportunities for results exist and other resources are not readily available. The strategic use of RBSA fund supports the ILO, inter alia, to³:

- Launch innovative initiatives to rapidly address emerging needs.
- Expand the scope and/or scale up existing programmes.
- Mainstream cross-cutting issues in labour policies and programmes.
- Leverage greater funding from other sources.
- Increase sustainability of ILO assistance through partnerships with UN agencies.

RBSA resources are part of ILO's integrated resource framework, and its use is meant to lead to the achievement of visible and concrete results through a sustained and high-level delivery⁴. RBSA resources are separately accounted for.

Outcome-Based Workplans for the biennium provide the overarching framework for allocations to a limited number of prioritized Country Programme Outcomes (CPOs) within Decent Work Country Programmes (DWCPs). The CPO linkage allows for the alignment of RBSA proposals to the ILO's Programme and Budget (P&B) Outcomes⁵.

Strategic areas that could be supported by the RBSA-fund varied throughout the period under review. In 2020 – 21, proposals needed to support work in one of the three following strategic areas: (i) responses to the impact of the COVID-19 pandemic, (ii) social dialogue and support to social partners in developing decent work-related COVID-19 responses and achieving the SDGs, and (iii) international labour standards to inform policy responses for better recovery.

For the biennium 2022-23, RBSA-funded initiatives had the overarching objective of consolidating and sustaining ILO support to tripartite constituents' efforts to recover from the COVID-19 crisis⁶. It focussed on the following strategic thematic areas: (i) gender equality and equal opportunities and treatment, with a focus on the care economy, (ii) informality, with particular attention to groups that face greater challenges on the path to decent work, and (iii) just transitions in the context of climate change and the digitalization of economies. This latest RBSA call added new measures to improve the quality of proposal design that involved relevant OCT Leads, Output Coordinators, ACT/EMP, ACTRAV and NORMES specialists from the outset.

2 ILO-PARDEV (n.d.). RBSA Webpage. Available in <https://www.ilo.org/pardev/donors/rbsa/lang--en/index.htm>. Accessed on 25 November 2022.

3 ILO (2022). Core Voluntary Funding (RBSA) for the ILO development cooperation, April 2022. Fact sheet. Geneva.

4 ILO (2016b). IGDS Nr. 475. 23 May 2016. Version 1. Geneva.

5 ILO (2016b). IGDS Nr. 475. 23 May 2016. Version 1. Geneva.

6 ILO/PROGRAM/PARDEV (2022). Minute Sheet. Regular Budget Supplementary Account (RBSA): Guidance on programming resources under Round 1 in 2022-23. Geneva.

► Previous reviews on the RBSA-funded interventions – key findings and recommendations

EVAL has reviewed the effectiveness of RBSA funded activities for many years now. The findings have been published as part of the [Annual Evaluation Report \(AER\)](#) of EVAL since 2011. In addition, EVAL conducts meta-analyses of project evaluations on a yearly basis to assess ILO's effectiveness in the delivery of decent work results. These analyses serve as a proxy to measure ILO's overall effectiveness by synthesizing findings from all ILO final independent evaluation reports, including those of RBSA-funded interventions.

In 2018 EVAL undertook an ad-hoc [independent meta-analysis on the effectiveness of RBSA-supported interventions, covering the period 2013-17](#). The recommendations arising from that meta-analysis provided the Office with strategic guidance on how to improve the effectiveness of RBSA. Findings from EVAL's study served also as an input in the review of the RBSA funding modality carried out in 2020 and jointly led by the ILO PARTNERSHIPS and PROGRAM Departments⁷. Both studies emphasized the need of a stronger assessment of the effectiveness of the RBSA-funded interventions to increase accountability and transparency, identify more clearly the achievements and lessons learned to feed back the internal governance of RBSA fund and to input the case of broadening its scope with more donors.

► Independent review of RBSA-funded interventions 2018-2022

Adding to the evidence produced by the studies mentioned in section 1.2, EVAL has conducted an independent review of the RBSA-funded interventions covering the period 2018-2022.

The Think Piece is structured in two inter-related sections:

1. Examines the added value of RBSA as a funding modality, notably its efficiency and implementation management arrangements, and exploring where the strategic fit of RBSA is stronger in effectively adding value to countries' results and achieving ILO's mandate.
2. Examines the trends in the effectiveness of Decent Work results by RBSA- funded interventions. The results supplement findings from part 1, and serve to identify which specific areas of RBSA-funded interventions are more successful and where there is room for improvement.

Part 1 combined both the quantitative and qualitative analyses of all 28 RBSA-funded interventions evaluation reports, desk study of key documentation⁸, and semi-structured interviews with a total of 23 stakeholders. Part 2 used EVAL's effectiveness performance assessment framework⁹ to measure all 28 RBSA-funded intervention evaluation reports from 2018-22. Of these, 17 reports had already been subject to a quantitative performance analysis as part of EVAL's rolling review (DW results study). Additionally, a comparative analysis was conducted between the RBSA-funded interventions and the DW meta-analyses

⁷ ILO (2020). Review of the RBSA funding modality, ILO, 2020.

⁸ This included partnership agreements with RBSA donors, relevant internal governance documents and minutes, programme and budget documents and PIR, and, when necessary, other evaluation reports.

⁹ A robust methodology that applies 26 performance indicators around three performance areas: Strategic relevance and alignment; Effectiveness, sustainability and impact; and Implementation performance and efficiency of management and resource use. A four-point scoring system was applied to the findings, using a performance criteria matrix provided by EVAL.

for the period 2018-2022, based on DW results outlined in various editions of the Decent work results and effectiveness of ILO operations report. The meta-analysis framework is presented in the table below.

Table 1. Meta-analysis framework

Performance area	Criteria	
1. Strategic relevance and alignment	1.1 Link between project purpose and/or objectives with P&B outcome	1.4 Validity of design/approach
	1.2 Causal link between project objectives and DWCP outcome(s)	1.5 Pro-poor focus
	1.3 Constituent support	1.6 Gender-responsive
2. Effectiveness, sustainability and impact	2.1 Quality and completeness of outputs	2.7 Strategic importance of results achieved
	2.2 Achievement of immediate objectives	2.8 Strategic relationships
	2.3 Knowledge development	2.9 Tripartite processes being embedded in approach
	2.4 Capacity building	2.10 Sustainability of policies, knowledge & capacities
	2.5 Normative work / standards promotion	2.11 Acknowledgement and Use of ILO expertise and involvement
	2.6 Policy influence	2.12 Resource leveraging
3. Implementation performance and efficiency of management and resource use	3.1 Goal orientation	3.5 Monitoring and reporting,
	3.2 Project management	3.6 Visibility and accessibility to knowledge and information
	3.3 ILO support to project	3.7 Cost efficiency
	3.4 Internal ILO coordination	3.8. Adequacy of resources

The sections below distil the key findings on the added value of RBSA as a funding modality and the major trends in the effectiveness of RBSA-funded interventions covering the period 2018-22.

2. Findings from the independent review of RBSA-funded interventions, 2018-22

► Section 1. The added value of RBSA as a funding modality in the period 2018 – 22

The contribution of RBSA-funded interventions to on-going work of the ILO

A significant 89% of the evaluation reports presented compelling evidence that RBSA-funded interventions effectively mainstreamed one or more cross-cutting issues in labour policies and programmes. These encompassed all four of the ILO's key cross-cutting policy drivers: ratification of international labor standards and implementation of recommendations, the institutionalization of social dialogue in policy-making processes, promotion of gender equality and non-discrimination, and fostering a just transition towards an inclusive and sustainable world. The findings from these reports reaffirmed the effectiveness of the RBSA funding modality in fulfilling the ILO's mandate.

Additionally, a substantial 79% of the evaluated reports presented compelling evidence that RBSA-funded interventions made significant contributions towards generating sustainable decent work outcomes. These contributions were observed in various areas, including the reform of public policies related to social protection, the integration of tips and models from the Assessment Based National Dialogue into routine work practices, the incorporation of occupational safety and health (OSH) considerations in social dialogue and vocational training, as well as national action plans. Additionally, the tripartite drafting and subsequent adoption of employment laws, and the updating of legislation on gender equality with the introduction of C.190 for its further ratification were also noteworthy outcomes of the RBSA-funded interventions in the period 2018 – 22.



► **Box 1. Selected examples of successful mainstreaming of cross-cutting issues into labour policies and programmes**

Effective mainstreaming of **international labour standards** was found, for example, in Jordan (#1), where an RBSA-funded intervention implemented capacity building and developed labour inspection tools that included child labour. In Lebanon (#1) and Syria (#22), RBSA-funded initiatives supported discussion forums on seasonal work and provided policy advice to elaborate action plans to combat child labour. In Myanmar (#10), support was provided to incorporate labour compliance audit services in employers' organisations, and revamped training that cover child labour and forced labour. Several independent evaluations found examples of: conventions 81, 87, 88, 97, 140 143, 122, 155, 161, 167, 176 and recommendations 198, 202, 204 and 205 being ratified, implemented, monitored and providing input to national policies and strategies (#4 Tajikistan, #6 Türkiye, #8 Viet Nam, #17 Colombia, #19 Bolivia, #27 Kazakhstan); contributions made to formulate unemployment laws and policies (#9 Azerbaijan); establishment of tripartite national OSH committee under ministerial level (#24 Mongolia), and provision of policy advice to draft social security law following international labour standards (#27 Kazakhstan).

Effectiveness in strengthening **social dialogue** through RBSA-funded interventions included bilateral social dialogue experiences leading to employment contract directives that include termination process (#2 Myanmar), capacity building with and engagement by tripartite social partners in social protection supporting the development of social protection systems (#3 Asia Region), mainstreaming social dialogue in the government summit for industrial policies (#19 Bolivia), and tripartite social dialogue through a national committee to assess labour dispute resolution systems and include workers in the informal economy (#24 Mongolia).

Effective mainstreaming of **gender equality and non-discrimination** was found in interventions that included policy advocacy and advice to include maternity leave as a key priority in social protection (#4 Tajikistan), the development of national action plans on violence against women and children (#15 Tanzania), the promotion of social partners' participation in the Equal Pay International Coalition (EPIC) (#20 Ukraine), the amendment of a law in order to abolish a list of prohibited occupations for women (#27 Kazakhstan), and the piloting of active labour market measures to workplace adaptation for persons with disabilities (#13 Moldova).

Concerning **just transition**, effective RBSA-funded interventions include employment projects within the green and blue economies with, for instance, the introduction of agroecological practices in urban ecosystems (#16 Haiti), and policy advice to governments to integrate green economy into national plans, programmes and strategies (#8 Viet Nam, #16 Haiti).

Seventy-one per cent of the evaluated reports provided compelling evidence that RBSA-funded interventions successfully expanded or upscaled existing projects and programmes. These efforts encompassed a wide range of areas, including the expansion of decent work opportunities, initiatives to address child labour, extension of social protection measures, and the enhancement of employment prospects for youth, women, and migrants. Additionally, the interventions focused on strengthening the capacity of constituents to deliver essential services, monitoring and reporting on the SDGs, and continuous improvement of OSH standards through compliance with international labour regulations. These findings highlight the effectiveness of RBSA funding in driving meaningful and impactful growth and expansion in various domains.

In terms of leveraging external funding, **57% of the evaluated reports provided evidence that RBSA-funded interventions effectively leveraged funding from other sources, predominantly external ones.** This included various strategies such as cost-sharing with constituents, engaging in cost-sharing or receiving in-kind contributions from development partners involved in other ILO projects, partnering with private entities from other ILO projects, tapping into resources from joint UN initiatives or other UN agencies, and evidencing constituents and other stakeholders taking up the funding of interventions to ensure their sustainability, prompted by the positive results achieved through the ILO's work. These findings demonstrate the RBSA's ability to mobilize additional resources and foster collaborative efforts to strengthen the overall long-term viability of interventions.

► **Box 2. The presence of personnel as a key strategic support of RBSA-funded initiatives**

The independent review identified the strategic use of the RBSA fund to finance the presence of ILO personnel in a country. Overall, evaluations concluded that the strategic deployment of the RBSA fund to support the presence of ILO personnel was instrumental in advancing the organization's visibility, effectiveness, and sustainability in its efforts to promote decent work and foster positive development outcomes. As evidenced in the assessed evaluation reports, personnel presence ensures continuance of work with constituents, performs the groundwork for social dialogue and tripartism, and does the sometimes-invisible advocacy work that precedes social partners' engagement to implement and effect larger and more impactful interventions. The presence of personnel was evidenced as a strategic support to both increase efficiency for providing previous contextual and thematic knowledge to new initiatives, and ensure effectiveness in maintaining strategic relationships, trust and engagement of constituents with ILO's work.

Evaluation reports and regional interviews highlighted the presence of ILO personnel as a driving force in establishing the ILO's visibility, trustworthiness, and recognition as a relevant and sometimes leading development partner. Notable examples include instances in Haiti (#16), Colombia (#18), Peru, Ecuador (#26), and Somalia (#28). During the COVID-19 pandemic in the Americas, the RBSA-funded interventions were adaptively grouped through virtual tripartite dialogues, resulting in increased coordination spaces and greater strategic impact.

The presence of personnel was also identified as critical for ensuring the sustainability of results achieved. For example, in Colombia (#18), the presence of the ILO in inter-institutional coordination spaces as a leader of the Inter-agency Group for Mixed Migration Flows ensured the ILO's leadership, credibility, and legitimacy in migration issues with constituents and strategic partners. However, as mentioned in the evaluation report, once the RBSA-funded intervention ended, the ILO Office for the Andean countries lacked personnel with the technical capacity to continue the actions developed in these spaces, posing a risk to the sustainability of the ILO's strategic position.

Close to 40% of the evaluated reports provided evidence that RBSA-funded interventions effectively increased the sustainability of ILO assistance through partnerships with other UN agencies. Notably, frequent collaborators included UNDP, UNICEF, and FAO. Other agencies and programs, such as WHO, IOM, UNHCR, UN-Women, UN-HABITAT, WFP, and UNODC, were also engaged. The increased effectiveness stemmed from partnering with UN agencies already present in the country and involved in the same development processes. Key activities included developing joint knowledge products, jointly delivering awareness-raising campaigns and capacity development initiatives, as well as jointly writing proposals for follow-up work related to the RBSA-funded intervention area.

► **Box 3. Selected examples on the contribution of RBSA-funded initiatives to establish partnerships**

Regional and country examples of how RBSA-funded interventions have partnered with other UN agencies in a way that increases the sustainability of the ILO assistance follow.

In Syria, “the use of local skills was effective, particularly through existing UNHCR and UNICEF partnerships with local NGOs.” The SCREAM training beneficiaries, which include child labourers, their families, civil society implementing partners, and UN partners, “all demonstrated increased awareness of worst forms of child labour and the right to withdraw from child labour to light work and/or return to school.” “The ILO provided ongoing technical assistance to UNICEF to frame TVET interventions through a comprehensive plan.”

In Sao Tome and Principe, the reduced ILO presence in the country led to a strong integration with the UNDAF framework to take the opportunity and optimise the capacities of the UN system in the country. There were collaborations with UNHABITAT, UNDP, UNICEF, and the WFP. The RBSA intervention contributed to the UNDAF 2017-2021 framework plan on the effectiveness of central and local public administration with civic participation, in particular for youth and women, and on employment and competitiveness. The intervention represented an opportunity to expand previous small-scale actions and elevate the profile of the ILO tripartite model in the country as one of the main added values of the ILO.

In Tajikistan, the Inter-agency Development Cooperation Council (DCC), which includes UN and other entities, “has social protection component and it was established for the purposes of coordinating the social protection activities by the different organizations/agencies/institutions. The launch of the National Dialogue and its roundtables had the presence of UN agencies and donors. “It had been also agreed that the Ministry of Health and Social Protection jointly with UNICEF and ILO would take care of the incorporation of [the project’s] recommendations into the Social Protection Strategy for 2019-2025.”

Additionally, 29% of the assessed evaluation reports provided evidence that RBSA-funded interventions successfully launched innovative initiatives to promptly address emerging needs. These initiatives encompassed a range of activities, such as conducting awareness-raising campaigns and training programmes on ILO instruments related to OSH and legal challenges for judges and legal educators, introducing innovative agricultural practices as part of the Jobs for Peace and Resilience Programmes, promoting green economy and green employment in marginalized neighbourhoods, adapting the Start and Improve your Business methodology for online delivery to migrants and refugees during the pandemic, developing OSH protocols and providing capacity building to respond to the COVID-19 crisis, and exploring the potential for tripartite labour inspection approaches.

Effectiveness of RBSA-funded initiatives to trigger non-resource related catalytic actions

The catalytic actions of the RBSA fund are typically associated with leveraging new resources and establishing stronger partnerships. The findings from the independent review have expanded this perspective to include targeting countries that are emerging from crises or have been affected by natural disasters. However, these situations often involve themes that require long-term capacity building and may not yield immediate, tangible results at the P&B level. These types of interventions often require sustained efforts and investments over an extended period to generate significant and lasting impact.

Nonetheless, it is important to recognize that the catalytic actions of the RBSA fund can play a vital role in supporting countries in transition and those affected by crises. By leveraging new resources and fostering stronger partnerships, the independent review found that the fund contributes to the long-term development and resilience of these countries.

► **Box 4. Selected examples of unexpected catalytic results.**

In Lebanon (#1) the RBSA-funded intervention changed the way in which some stakeholders perceived child labour. This was achieved both through the designated impact of the interventions as well as through informal discussions with key stakeholders. One of the most concrete outcomes achieved was a widespread awareness amongst the general public that they were all agents of change and had a role to play in the fight against child labour.” An outstanding result was the formalisation of an agreement with the Farmers’ Union in Lebanon that provided a reliable source of income for families, conditional on withdrawing their children from work.

In Ukraine (#20), one participatory gender audit in one ministry generated a full stream of effects. Following the “shock” of the Ministry of Social Policy with the audit’s results (especially regarding the existing operational procedures, number of women/men, etc.), there was a request for similar gender audit from other Ministries. The promotion of C.190 and its ratification got a lot of unexpected attention and, “suddenly, the ILO being seen as a ‘gender equality’-mainstreaming agency”. The ‘movement’ for membership in the EPIC and joining the BIARRITZ Partnership was recognized as one of the important unintended results of this intervention.

In Somalia (#28), the set-up of an ILO project office was beyond the RBSA-funded intervention’s original scope. It is now a fully established office as a direct contribution of the RBSA funding with a growing project portfolio. The RBSA’s seed funding approach succeeded exceptionally well, and the RBSA intervention in Somalia serves as a good practice of the RBSA model.

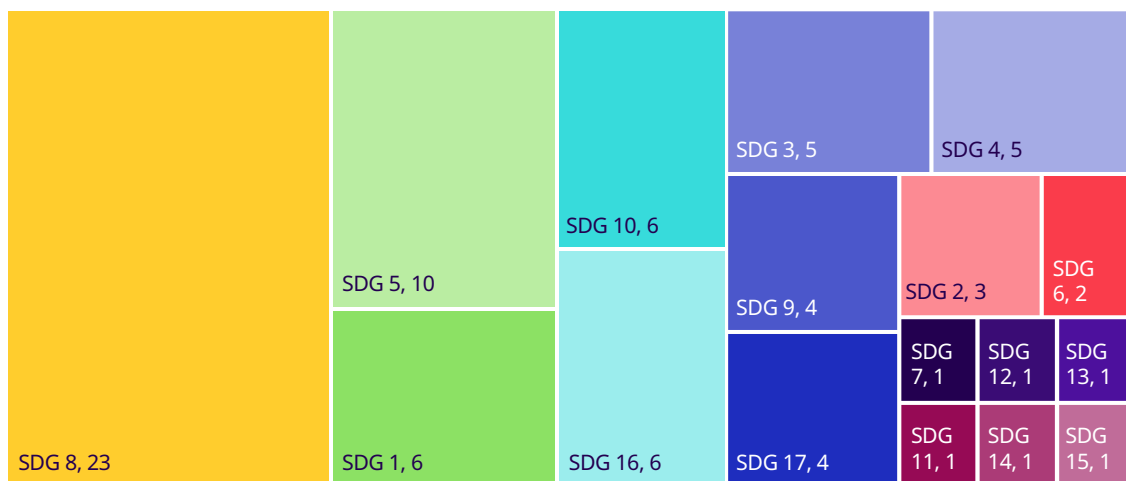
Coherence of the RBSA fund with the ILO's programmatic framework and key patterns of RBSA fund expenditures

Overall, the assessed RBSA-funded interventions were coherent with ILO's Programme and Budget documents, being applied across all policy outcomes in the two biennia reviewed, corresponding to P&B 2018-2019¹⁰ and P&B 2020-21¹¹. Among the policy outcomes, Outcome 3, focused on inclusive employment and just transition, occupied the top position in terms of the implementation of RBSA-funded interventions. Following Outcome 3, Policy Outcome 1, which centres on increasing the capacities of tripartite constituents and promoting social dialogue, held the second position. This reflects the importance placed on strengthening the abilities of constituents, including workers' and employers' organizations, and fostering effective dialogue among them. Lastly, Policy Outcome 7, which revolves around ensuring protection for all at work, occupied a significant position in the implementation of RBSA-funded interventions.

The assessed RBSA-funded interventions took place in 16 countries with active DWCPs, 10 countries without a DWCP, and two countries that were in the process of elaborating one. For these last ones, the RBSA-funded intervention supported this elaboration process. Whenever there was a DWCP to which a RBSA-funded intervention was linked to, evaluation reports stated that they cohered with such a decent work country framework.

RBSA-funded interventions were found to be coherent with the UN sustainable development framework, with most evaluation reports referring to one or more SDGs. SDG 8 on decent work and economic growth was the most targeted by RBSA-funded interventions (see Figure 1). Three RBSA-funded interventions stood out due to how they designed and implemented activities to support countries in developing institutional capacities to implement actions, monitor and report on the SDGs. Highlights are Viet Nam, Azerbaijan, and Mongolia.

Figure 1. Number of assessed reports linked to their relevant SDG



In relation to budget lines¹², overall, 75 per cent or above of the assessed RBSA-funded interventions across all budget lines mainstream cross-cutting issues (i.e., international labour standards, social dialogue, gender equality and non-discrimination, and just transition) in labour policies and programmes, and all of them reported some level of sustainable decent work results. RBSA-funded interventions with

¹⁰ ILO, Programme and Budget for the biennium 2018-19 (2017).

¹¹ ILO, [Programme and Budget for the biennium 2020-21](#), GB.337/PFA/1/1 (2019).

¹² Three lines of budget were considered in this analysis, defined as per type of evaluation they require: interventions larger than USD 750,000 (require independent evaluations), interventions between USD 400,000 and USD 750,000 (require internal evaluations), and interventions smaller than USD 400,000 (require self-evaluations). Cluster evaluations can cover these three lines. These budget lines worked as a proxy of the scope of these interventions.

budgets lower than USD 400,000 were successful in mainstreaming cross-cutting issues and expand the scope and/or scale of existing programmes. However, they did not report on leveraging external resources nor on increasing the sustainability of ILO's assistance through partnerships with UN agencies. RBSA-funded interventions between USD 400,000 and USD 750,000 reported on generating sustainable decent work results. RBSA-funded interventions with budgets above USD 750,000 showed higher effectiveness on mainstreaming cross-cutting issues in labour policies and programmes, generating sustainable decent work results, and leveraging funds and financial resources from external sources.

Efficiency of the RBSA fund in delivering results

Efficiency factors identified highlight the benefits of the RBSA fund in enabling the ILO to achieve effective results. The flexibility provided by the fund allows for efficient redistribution of resources across countries and regions, optimizing the impact of interventions. Additionally, the review identified the importance of good intervention design and management, even under time and budget constraints, as a key driver for successful delivery. While limitations in time and budget may have posed challenges, findings from the independent review suggested that long-standing strategic partnerships and constituents' engagement played crucial roles in supporting efficient delivery. These factors contributed to the overall effectiveness of RBSA-funded interventions by fostering collaboration, leveraging expertise, and ensuring the relevance and impact of the interventions.

Several factors contributed to the timely delivery of results through the RBSA fund. The shorter planning cycle allowed for efficient planning and implementation compared to traditional development projects. Flexibility in submitting proposals outside the regular cycle and the ability to respond to unforeseen situations promptly ensured agility in addressing emerging needs. The guidance provided by the PROGRAM aligned with global priorities, ensuring resources were directed to pressing issues. The continuous presence of the ILO in the country, along with partnerships with constituents and local implementing partners, facilitated the identification and response to new needs. Close coordination with HQ specialists and leveraging past partnerships further enhanced the ability to deliver timely and high-quality outputs, even in the absence of specific expertise at the regional or country level.

Notwithstanding, the review identified several factors within the ILO's control that could undermine the efficiency of the RBSA fund. These include poor intervention designs characterized by a lack of indicators and monitoring systems, complex administrative procedures that delay implementation, ineffective internal and external communication strategies, coordination gaps with constituents and other UN agencies, and low prospects for continuity after the intervention. Addressing these factors is crucial to improving the efficiency of the fund.

Monitoring and reporting practices in the RBSA fund

Despite some progress in relation to 2013-2017, weaknesses remained in the monitoring and reporting practices and procedures of RBSA-funded initiatives, with only one quarter of the rated evaluation reports scoring as successfully or highly successfully in monitoring and reporting.

Monitoring and reporting processes serve as crucial components that allow donors to understand the added value of the RBSA, its unique contributions, and its comparative advantage over other funds. Evaluation reports called for stronger measurement of impacts on beneficiaries, showcasing results in relation to the strategic use of the fund, and enhancing internal reporting.

The analysis of evaluation reports revealed that the lack of effective monitoring and reporting tools and systems in intervention design significantly impacts the evaluability of RBSA-funded interventions. This, in turn, results in under-reporting on flexible adjustments and uncertainties surrounding the extent to which unexpected results can be attributed to the catalytic nature of the RBSA fund modality.

Additionally, in the absence of a clear monitoring system, different implementers and stakeholders develop their own systems, leading to fragmented output-based data and a lack of robust indicators at the intervention and outcome levels.

► Box 5. A good practice in monitoring and reporting

A good practice in monitoring and reporting is the RBSA-funded intervention on labour migration in Peru and Ecuador. Its system is “robust and innovative”, allows for constant follow-up of progress in both countries and uses interactive tools of easy access. It contains, for instance, virtual boards with monitoring information and the registration of events. There is room to inform on the achievement of objectives and opportunities for improvement. *“El sistema cumple con los requisitos esenciales que todo sistema de M&E orientado a resultados debe abordar, aunque los indicadores podrían ser revisados para hacerlos más medibles, relevantes y sensibles al género, especialmente a la hora de medir niveles de cambio medio que permitan establecer con más claridad la contribución a logros de más alto nivel.”*¹³

Governance of the RBSA fund: identified strengths and challenges

The RBSA fund showcased significant strengths. Its flexibility and agility have proven to be highly efficient and cost-effective compared to other funding resources, enabling effective resource redistribution and timely responses to emerging needs. Donors interviewed expressed a strong level of trust in the ILO’s capacity to utilize unearmarked funding, highlighting their confidence in the organization’s ability to deliver impactful results. Moreover, the changes introduced by PROGRAM successfully improved the quality of proposals received, addressing concerns about over-engineering and aligning with programmatic goals.

Several challenges were identified regarding the governance and management of the RBSA fund. Country offices sometimes faced difficulties in understanding the fund’s rules and requirements, indicating a need for improved communication between headquarters and the field. Another issue identified was the limited time available for planning and consultation at the country and regional levels for thorough proposal design and consultations with specialists and constituents. Despite these challenges, regional offices have implemented their own mechanisms to support proposal design, showcasing potential for upscaling such practices across other regions.

¹³ Translation: The system meets the essential requirements that any results-oriented M&E system must address, although the indicators could be revised to make them more measurable, relevant, and sensitive to gender, especially when measuring levels of intermediary outcomes that allow establishing with more clearly the contribution to higher level achievements.

► Section 2. Summary of results on the effectiveness of the RBSA fund in delivering decent work results in the period 2018 – 22

The meta-analysis of RBSA-funded interventions revealed predominantly positive performance results, particularly in interventions focused on developing constituents' capacities and benefiting end beneficiaries. Despite challenging contexts marked by conflict and political instability, direct field interventions demonstrated notable success in areas such as employment generation and the establishment of targeted tools and platforms. The interventions also showcased a strong pro-poor focus, contributed to the building of strategic relationships, and fostered knowledge development.

Figure 2. Percentage of 'successful' and 'highly successful' RBSA-funded interventions, 2018 – 22



Areas of successful performance

The performance results indicated a high level of success in several areas linked to the strategic relevance and alignment of RBSA-funded interventions. Over 75% of assessed interventions showed a trend of high performance in establishing causal links between project objectives and Decent Work Country Programme outcomes. Similarly, interventions demonstrated positive performance in presenting clear links between their purposes and/or objectives with the outcomes outlined in the P&B, indicating alignment with organizational goals. The support received from constituents during the design phase of the initiatives was also reported as positive in close to 70% of assessed interventions, highlighting the engagement and collaboration between the ILO and its constituents. Furthermore, the interventions exhibited a pro-poor focus, further emphasizing their commitment to addressing the needs of disadvantaged and marginalized groups in over 75% of RBSA-funded initiatives.

In terms of results, interventions were found to be highly effective in establishing strategic relationships, developing knowledge, and building capacities, with over 80 percent of evaluation reports scoring “successful” or “highly successful.” Similarly, strong performance was observed in the promotion of normative standards, with at least 70 percent of reports indicating success in this area.

With respect to efficiency in implementation and management, the interventions demonstrated high performance, with effective internal coordination (in 80% of assessed interventions), strong support provided, satisfactory management, and cost-efficiency being reported in over 60% of RBSA-funded initiatives.

When compared to results from the previous RBSA review (2013-17), RBSA-funded initiatives in the period 2018 – 22 substantially improved in pro-poor focus, and the support received from constituent during their design. Similarly, RBSA-funded interventions substantially improved performance in establishing strategic relationships and in acknowledging and using ILO expertise.

► **Box 6. Selected country examples on the support of RBSA-funded interventions to capacity strengthening**

The following country examples present evidence on the added value of the strategic support provided by the RBSA-funded initiatives to develop capacities of constituents and end-beneficiaries, remarkably in places marked by conflict and political instability, through employment generation and the creation of platforms and targeted tools.

In Mexico, the assessed RBSA-funded intervention was a pilot initiative for the retail sector in Mexico City to support the constituents in designing, implementing and evaluating employment and employment formalisation public policies. Thanks to the RBSA-funded initiative a study on informality was produced, and co-elaborated formalisation strategies for retailers with federal and local governments and social partners were generated. It also provided capacity development for constituents on R. 204 and tools for public policymaking, and entrepreneurial and trade organisations' actions for formalisation, and provided mentoring and follow-up to 100 retail micro-enterprises. The tripartite approach to develop knowledge products, strategies and proposals for public policy was valued by stakeholders.

In Bolivia, the RBSA intervention established agreements and activities to strengthen TVET with constituents and strategic partners. With the workers' organisation, the intervention expanded the existing perspective of work as labour rights to include capacity building, capacitated 140 male and female affiliates in negotiation and conflict resolution, supported the request to ratify Convention 140.

In Ukraine, RBSA-funded activities included the tripartite constituents' training on social security by the International Training Centre (ITCILO) Turin, and the organisation of tripartite meetings on social protection. High-level activities included the ILO participating in the Parliament meeting to present the advantages and disadvantages of the pension privatization reforms in Europe and Latin America. Preparation of the report on the application of the C. 102 enabled all participants a higher level of awareness of the importance of minimum social security standards in relation to the ongoing reforms of social security system. The intervention successfully achieved the main purpose of promoting stakeholders' understanding of importance of the international labour standards and social dialogue in social security systems.

In Iraq, a central component of the ILO's support is the provided training and capacity building for the tripartite constituents at key stages of the policy development process, from the analysis of the new Labour Force Survey data to the development of policy proposals. This is intended to complement and support the implementation of the National Employment Policy Action Plan, developed with ILO's assistance. As part of these ongoing initiatives, the RBSA-funded intervention modernized the labour force survey after a 10-year gap and built institutional capacity for country's statistical institutions to apply the most up to date standards.

Areas of variable performance

The effectiveness review revealed that results were often nuanced, with mixed levels of performance in the case of many criteria examined.

Overall performance results were remarkably lower than results from 2013-17 with respect to their gender responsiveness, with less than 50% of successful performance in 2018 - 22. Moderate performance was also identified for the RBSA-funded interventions' ability to achieve results at the level of policy influence, achieve other results of strategic importance, and embed tripartite processes in the intervention approach.

Areas of poor performance

While there were areas of high performance for RBSA-funded interventions in the period 2018-2022, there were also areas where performance was found to be low. These included the validity of interventions design's (with less than 25% of initiatives showing successful performance) and goal orientation (successful performance recorded only in 13% of cases), the lack poor quality and completeness of outputs (with only 35% of interventions performing successfully) and the achievement of immediate objectives (less than 30% of successful performance).

Additionally, there were significant shortcomings in the extent to which interventions contributed to the sustainability of policies, knowledge and capacities, and leveraged or had adequate resources, with successful ratings in 35% of initiatives.

It is worth noting that there has been notable progress in monitoring and reporting practices in the period 2018 - 22, with an increase in the number of reports scoring positively in this area compared to previous studies. However, successful performance was only found in less than 30% of RBSA-funded initiatives. This indicates that efforts have been made to establish a more robust monitoring and reporting framework for RBSA-funded interventions, reflecting a commitment to address previous recommendations.

Despite the identified areas of low performance, the positive impact and effectiveness of RBSA-funded interventions in achieving their objectives and delivering meaningful outcomes should not be overlooked.

3. Lessons learned and good practices

Lessons learned from this study, overall, suggest:

1. Well-designed interventions support efficient and effective implementation, increasing the likelihood of achieving impactful outcomes.
2. The absence of a comprehensive results-based framework or a clear roadmap tailored to the characteristics of RBSA-funded interventions, including robust monitoring and reporting systems, hinders organizational learning from these interventions.
3. Adopting a systemic approach to RBSA-funded interventions (i.e., interventions linked to an umbrella of actions combining policy interventions with direct field interventions, i.e., interventions that include both upstream and downstream activities, in an integrated way) enhances the potential for achieving sustainable results.
4. Targeted interventions to ILO's core areas of expertise tend to yield more impactful results compared to isolated pilot interventions.
5. Stakeholder commitment is crucial for RBSA-funded interventions to achieve the desired outcomes.
6. The development and dissemination of knowledge products play a critical role in ensuring targeted and inclusive interventions.
7. Internal cooperation among ILO teams, country offices, regional offices, and HQ units is a key factor in the success of RBSA-funded interventions.
8. Coordination with local institutions and partners in the delivery of RBSA-funded interventions enhances efficiency and effectiveness.
9. Collaboration with other UN agencies is vital for generating synergies and advancing the achievement of the Sustainable Development Goals (SDGs).
10. RBSA-funded interventions operating in highly politically unstable environments require an added layer of flexibility.
11. Implementing an exit strategy is beneficial for RBSA-funded interventions to ensure the sustainability of achievements over the long term.

Good practices suggest:

1. Internal collaboration exemplifies the optimization of expertise and resources within the ILO, supporting a unified approach in delivering as 'One-ILO'.
2. Flexibility remains crucial in ensuring the success of RBSA-funded interventions, allowing for adaptation to changing circumstances and maximizing impact.
3. Tripartism plays a central role in engaging constituents with RBSA-funded interventions, fostering their active participation and ownership.
4. Long-term partnerships with development partners contribute to the effectiveness of RBSA-funded interventions, leveraging shared expertise and resources.
5. Digital dissemination of the ILO's work provides a scalable platform for knowledge exchange among countries and facilitates the dissemination of information and tools generated through RBSA-funded interventions to constituents, communities, and other relevant stakeholders.
6. Regional offices have developed their own operating mechanisms to prepare proposals, demonstrating potential for scaling up and replicating successful practices in other regions.
7. Cluster evaluations represent an important advancement in assessing the outcomes achieved by RBSA-funded interventions, enabling a comprehensive analysis of results across multiple interventions.

4. Recommendations emerging from the independent review

R1: Promote the design and implementation of clustered RBSA-funded interventions that are anchored around broader initiatives incorporating logframes and TOCs.

Responsible units: PROGRAM, PARTNERSHIPS

R2: Promote inter-regional exchanges to foster learning and upscaling across regions.

Responsible units: PROGRAM, PARTNERSHIPS, ILO Regional Offices

R3: Continue to reinforce the gender-responsiveness and disability inclusion dimensions of RBSA-funded interventions as part of the design of proposals.

Responsible units: PROGRAM, PARTNERSHIPS, ILO Regional Offices, OCT leads, GEDI

R4: As recommended in previous independent reviews of RBSA-funded initiatives, the ILO should ensure a mandatory standard of monitoring and reporting is applied for all RBSA-funded interventions as a source of information for implementers, ILO management, donors, and evaluators.

Responsible units: PROGRAM, ILO Regional and Country Offices

R5: Strengthen the exchange of information with donors, through more frequent and strategic meetings

Responsible units: PROGRAM, PARTNERSHIPS, EVAL

R6: Assess the effects of the changes made to the governance and management of RBSA-funded interventions to keep track of results achieved and lessons learned.

Responsible units: PROGRAM, PARTNERSHIPS

R7: Continue to seek opportunities for clustering RBSA evaluations.

Responsible units: EVAL, PROGRAM, ILO Regional Offices (as part of the regional RBSA M&E work planning)

► Annex 1: References consulted

ILO (2009). IGDS Nr. 63. 11 February 2009. Version 1. Geneva.

ILO. (2021). ILO's response to the impact of COVID-19 on the world of work: Evaluative lessons on how to build a better future of work after the pandemic – A synthesis review. Geneva.

ILO (2022). Core Voluntary Funding (RBSA) for the ILO development cooperation, April 2022. Fact sheet. Geneva.

ILO-DG (2016a). IGDS Nr. 474. 23 May 2016. Version 1. Geneva.

ILO-DG. (2016b). IGDS Nr. 475. 23 May 2016. Version 1. Geneva.

ILO-EVAL (2016). Overview of Evaluation of RBSA in the ILO. Geneva.

ILO-EVAL (2019). Independent review of effectiveness of Regular Budget Supplementary Accounts (RBSA)-supported interventions in delivering Decent Work Results, 2013-2017. Geneva.

ILO, Evaluation Office (2019). Decent work results and effectiveness of ILO operations: Ex-post meta-analysis of development cooperation evaluations, 2017-2018. Geneva, September 2021.

ILO, Evaluation Office (2020). Decent work results and effectiveness of ILO operations: An ex-post meta-analysis of development cooperation evaluations, 2019-2020. Geneva, September 2020.

ILO, Evaluation Office (2021). Decent work results and effectiveness of ILO operations: Ex-post meta-analysis of development cooperation evaluations, 2020 and 2021 (partial). Geneva, September 2021.

ILO-EVAL (2022). Independent high-level evaluation of the ILO's responses to the COVID-19 crisis. Geneva.

ILO-PARDEV (n.d.). RBSA Webpage. Available in <https://www.ilo.org/pardev/donors/rbsa/lang--en/index.htm>. Accessed on 25 November 2022.

ILO-PROGRAM (2022). Information Note – Workflow and timeline for the development of RBSA proposals 2022-23. Geneva.

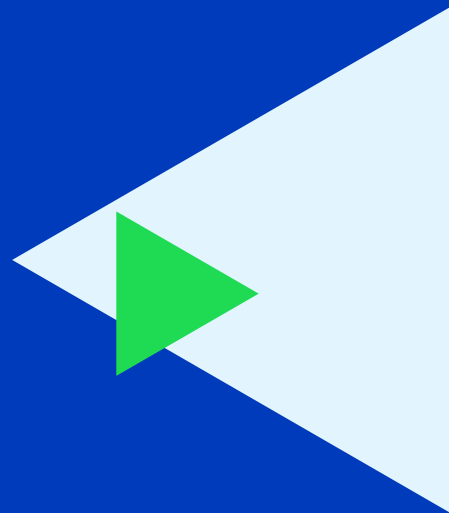
ILO/PROGRAM/PARDEV (2020). Regular Budget Supplementary Account (RBSA): Guidance on programming resources in 2020-21. Minute sheet. Geneva.

► Annex 2: List of evaluation reports selected for analysis

#	Report title	Region	Country	Evaluation type	Start date	End date	Completion date	TC Symbol
1	Child labour projects in Arab States - Final cluster evaluation (RBSA component)	Arab States	Arab States	Project evaluation	01/11/2017	31/12/2021	01/11/2018	SYR/16/01/RBS
2	Outcome evaluation of MMR801, Strengthened capacity of employers organizations - Independent evaluation	Asia	Myanmar	RBSA funded activity	2016	2017	01/01/2018	MMR/14/01/RBS
3	Asia Region Thematic Evaluation on Social Protection 2012-2017 (Phase II)	Asia	Asian Regional	Thematic evaluation	2012	2017	01/08/2018	Not available
4	RBSA- Funded project on social security in Tajikistan 2016-2018 - Final evaluation	Europe	Tajikistan	RBSA funded activity	2016	2018	01/06/2018	Not available
5	"Continued Improvement of Occupational Safety and Health in Turkey through Compliance with International Labour Standards	Europe	Türkiye	Project evaluation	2016	2017	30/11/2018	TUR/16/01/RBS
6	RBSA Jobs for Peace and Resilience	Asia	Sri Lanka	Project evaluation	01/12/2017	15/01/2022	31/12/2019	LKA/16/02/RBS
7	Soporte técnico en formalización en México - Evaluación final independiente	Latin America	Mexico	RBSA funded activity	01/01/2016	31/12/2019	01/07/2019	MEX/16/01/RBS
8	Capacity of government and the social partners to develop and implement employment policies and programmes that are well suited to Vietnam's dynamic ... - RBSA independent evaluation	Asia	Viet-Nam	RBSA funded activity	01/11/2017	31/12/2021	01/11/2019	VNM/16/03/RBS
9	Increased progress in attaining SDGs through the promotion of Decent Work and inclusive economic growth in rural and urban areas in Azerbaijan - RBSA independent evaluation	Europe	Azerbaijan	RBSA funded activity	01/11/2017	31/01/2020	01/12/2019	AZE/16/02/RBS
10	MR 801: Strengthened Institutional Capacity of Employers' Organizations - Final evaluation	Asia	Myanmar	RBSA funded activity	01/12/2017	30/04/2020	01/01/2020	MMR/16/04/RBS
11	Moving out of fragility through effective national social protection floors in times of continuing conflict and austerity - Final evaluation	Europe	Ukraine	RBSA funded activity	01/10/2017	31/12/2019	01/02/2020	UKR/16/02/RBS
12	More and Quality jobs are created through better policies and frameworks and strengthened labour market information systems - RBSA independent evaluation	Asia	Myanmar	RBSA funded activity	01/11/2017	30/04/2020	01/05/2020	MMR/16/03/RBS

#	Report title	Region	Country	Evaluation type	Start date	End date	Completion date	TC Symbol
13	Improved human resources development and employment policies, with particular attention to youth, women and migrants - RBSA independent evaluation	Europe	Moldova, Republic of	RBSA funded activity	01/10/2017	31/12/2021	01/05/2020	MDA/16/02/RBS
14	Fortalecimiento del sistema de formación técnico profesional con elementos de pertinencia, calidad y equidad en el acceso y vinculado con las políticas de empleo y ... - evaluación final independiente	Latin America	Bolivia	RBSA funded activity	01/10/2017	31/05/2020	01/08/2020	BOL/16/03/RBS
15	Addressing Decent Work Deficits in the Tobacco Sector of Zambia and Tanzania Projects (DWIT) - Final cluster evaluation	Africa	Tanzania, United Rep. Of; Zambia	Cluster evaluation	01/03/2019	31/12/2021	01/12/2020	ZMB/18/02/RBS
16	Creer des emplois decents et respectueux de l'environnement pour les jeunes (CREER), project-drouillard, commune de Cite-soleil - Finale indépendante	Latin America	Haiti	Project evaluation	01/03/2019	31/12/2021	01/04/2021	HTI/18/01/RBS
17	Evaluación Agrupada de proyectos de Protección Social en El Salvador y Honduras - Final agrupada independiente	Latin America	El Salvador; Honduras	Cluster evaluation	01/11/2017	31/12/2021	01/04/2021	SLV/16/03/RBS
18	Gobernabilidad de las migraciones mejorada en Colombia para promover empleos y trabajo decente - Evaluación final	Latin America	Colombia	Project evaluation	01/03/2019	31/12/2021	01/08/2021	COL/18/02/RBS
19	Desarrollo regional productivo, sostenible y con mejores condiciones de seguridad y salud en el trabajo en la minera y manufactura de Bolivia - Evaluación Final Independiente	Latin America	Bolivia	RBSA funded activity	01/12/2018	31/12/2021	01/12/2021	BOL/18/01/RBS
20	Strengthening Capacity of Member States to Ratify and Apply International Labour Standards and to Fulfil Their Reporting Obligations	Europe	Ukraine	Project Evaluation	01/12/2018	31/12/2021	31/07/2021	UKR/18/01/RBS
21	Enabling environment for Sustainable enterprises	Asia	Nepal	Project Evaluation	01/12/2018	31/12/2021	01/02/2021	NPL/18/01/RBS
22	Enhanced capacity of government and social partners to reduce child labour and improve occupational safety and health in Syria - cluster evaluation with RBSA components	Arab States	Syrian Arab Republic	Cluster evaluation	01/11/2017	31/12/2021	01/02/2022	SYR/16/01/RBS
23	Employment Policies Formulated in Iraq Using Strengthened LMI Systems and LM Statistics - Final evaluation	Arab States	Iraq	Project evaluation	01/12/2018	16/06/2022	01/04/2022	IRQ/18/01/RBS
24	Formal employment is promoted for inclusive and diversified economic growth in Mongolia - Final evaluation	Asia	Mongolia	RBSA funded activity	01/12/2018	04/04/2022	01/07/2022	MNG/18/01/RBS

#	Report title	Region	Country	Evaluation type	Start date	End date	Completion date	TC Symbol
25	Reforço das capacidades das organizações de empregadores e dos trabalhadores para uma maior participação nas políticas públicas e de trabalho em São Tomé e Príncipe - Avaliação Final Independente	Africa	Sao Tome and Principe	RBSA funded activity	01/12/2018	31/12/2021	01/08/2022	STP/18/01/RBS
26	Evaluación agrupada final independiente de migración laboral en Perú y Ecuador	Latin America	Ecuador	Cluster evaluation	01/03/2019	31/12/2021	01/07/2022	- Not available -
27	Strengthened capacity of members states to ratify and apply international labour standards and to fulfil their reporting obligations – KAZAKHSTAN	Europe	Kazakhstan	RBSA funded activity	01/12/2018	31/01/2022	07/02/2022	KAZ/18/01/RBS
28	Final independent cluster evaluation report of four ILO projects on employment and sustainable enterprise development for peace and resilience in Africa	Africa	Central African Republic, Comoros, Sierra Leone and Somalia	Cluster evaluation		31/12/2019 31/12/2020		CAF/16/01/RBS, COM/16/01/RBS, SOM/16/01/RBS, SLE/16/01/RBS



ilo.org

International Labour Organization
Route des Morillons 4
1211 Geneva 22
Switzerland