



Evaluation Unit (EVAL)

Project Title: Developing the UN CEB Toolkit within the Decent Work Campaign

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Key Words: Mainstreaming Decent Work, CEB Toolkit, Argentina, Serbia, Viet Nam, Tanzania, Capacity Building

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List of acronyms

CEB	United Nations System Chief Executives Board
CGT-Colombia	Confederación General del Trabajo (General Confederation of Labour)
CSA	Confederación Sindical Americana (American Trade Union Confederation)
CUTH-Brazil	Central Única dos Trabalhadores (Unified Central of Workers)
DWA	Decent Work Agenda
DWCP	Decent Work Country Programme
EC	European Commission
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	United Nations Economic and Social Council
FAO	Food and Agriculture Organization
GJP	Global Jobs Pact
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HLCP	High Level Committee on Programmes
HRBA	Human Rights Based Approach
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
ILO-SPF	ILO Strategic Policy Framework
IMF	International Monetary Fund
ITC	ILO International Training Centre
IOM	International Office for Migrations
KSP	Knowledge Sharing Platform of the CEB Toolkit for Mainstreaming Employment and Decent Work
MDG	Millennium Development Goals

MOLISA	Ministry of Labour, Invalids and Social Affairs, Vietnam
RBM	Results Based Management
PAHO	Pan American Health Organization
P&B	ILO Programme and Budget
RC	Resident Coordinator
SPF	Social Protection Floor
SPS	Social Protection Strategy, Vietnam
SEDS	Social-Economic Development Strategy, Vietnam
SEDP	Social-Economic Development Plan, Vietnam
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNHCHR	United Nations Office of the High Commissioner for Human Rights
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UPU	Universal Postal Union
WB	World Bank
WHO	World Health Organization

1. Executive Summary

Quick Facts

Countries: Global, Argentina, Serbia, Tanzania, Vietnam

Final Evaluation: December 2010

Mode of Evaluation: Independent

Technical Area: Integration

Evaluation Management: INTEGRATION

Evaluation Team: Lead evaluator: Javier Varela. National evaluators: Gabriel Schneider, Argentina; Donatella Bradic, Serbia; Nguyen Huu Dung, Vietnam

Project Start: November 2008

Project End: September 2010

Project Code: GLO/08/11/EEC

Donor: European Community (EU 522,504)

Keywords: Mainstreaming of employment and decent work, CEB Toolkit, UN reform, knowledge sharing, capacity building.

Background & Context

Summary of the project purpose, logic and structure

The project was framed in the ILO's continued efforts to promote the Decent Work Agenda (DWA), adopted by the United Nations (UN), its inclusion in national development frameworks, and in the long standing collaboration with the UN and other multilateral organizations to promote and integrated approach to decent work. It fits within creation and implementation of the CEB Toolkit and the Decent Work campaign and the ILO 2010-15 Strategic Policy Framework, which included mainstreaming decent work into national and international policies as an objective. It is also framed in the EC endorsement of the significance employment and decent work.

Within that context, the ILO has contributed with financial resources for the project staff before and during the life of the project, and to complement project activities, which are funded through the end of 2010-11 biennium, including the implementation of the toolkit in additional countries.

The project aimed at strengthening the knowledge base and understanding of the multilateral agencies and their national constituent on mainstreaming employment and decent work, in

support also of the implementation of the European Union's policy commitments to decent work for all. This overall purpose was embedded in two project outcomes:

1. Multilateral agencies share policy and operational tools, experience and good practices and collaborate to strengthen the knowledge sharing platform and implement and disseminate the use of the Toolkit.
2. Experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries make it possible to draw lesson and develop tools for wider dissemination.

To achieve the first outcome, the project strategy was based on a combination of global and regional awareness raising and training activities targeting the UN agencies, constituents and ILO staff; on expanding the Toolkit through the elaboration of tailored tools in a range of thematic areas; and on creating an internet-based knowledge sharing platform. For the second outcome the strategy devised the testing of the Toolkit in four pilot countries: Albania, Argentina, Tanzania, and Vietnam, though the provision of technical assistance and capacity building to the UNCTs, multilateral agencies and constituents. During the project onset, Albania was replaced by Serbia. The project has been managed by INTEGRATION at ILO HQ.

Present situation of the project

The project finalized its operations in September 2010. At the moment of the evaluation there were no significant pending activities or outputs.

Purpose, scope and clients of the evaluation

According to the nature of the project, along with assessing the project results, the evaluation purpose was producing key recommendations and suggestions on how to improve the integration of Decent Work in the policies, programs and projects of ILO constituents and UN agencies.

The main areas covered by the evaluation were: project design; project results, quality and opportunity of the outcomes; internal and external factors; lessons learned; main legacies and achievements; and sustainability.

The primary clients of the evaluation were the INTEGRATION, the relevant HQ departments, the ILO regional and country offices, the CEB agencies, the ITC and the Donor. Regarding the country pilots, the clients of the evaluation were the UNCTs, the RCs, UN field offices, and constituents on each of the four countries.

Methodology of evaluation

According to the qualitative nature of the outcomes, the evaluation was primarily based on qualitative methods, and used homogeneous data gathering and analysis tools for the global and country pilots to ensure comparability. The first stage of data collection comprised the revision of the relevant project documentation. It was followed by face-to-face and telephone

interviews to key stakeholders and beneficiaries at agencies HQs and in the field, and included a mission to ILO-Geneva from 17 to 19 November to interview key ILO staff. A total of 56 informants were interviewed. The tools applied included content analysis, open interviews, and quantitative analysis of the websites statistics and an ad-hoc survey for the website users.

The main limitation faced by the evaluation was the lack of an assessment of the pilot country experience in Tanzania, which was to a great extent compensated by the analysis of the other three pilot experiences. The broad scope of the project and diversity of stakeholders has also constituted a significant challenge for the evaluation. Triangulation of sources and informants was the main method used to ensure validity of the findings.

Main Findings & Conclusions

The project has partially met its objectives. According to its pilot nature, it has obtained valuable results in developing methods and tools to improve the knowledge and to build capacities of the UN agencies and constituents on mainstreaming employment and decent work, as well as in testing the application of the Toolkit at country level. It has been less effective on mobilizing the UN agencies and constituents to adopt those methods and tools to make real changes on the way decent work is mainstreamed in their policies and programmes.

The project strategy was fully coherent with the international development framework adopted by the UN system and the EU on promotion of employment and decent work. It was consistent with the key needs and gaps on mainstreaming employment and decent work in the multilateral system, and those needs were addressed with a coherent approach. Nevertheless the design was too optimistic, overestimating the agencies capacities to apply the Toolkit and engage on knowledge sharing and to collaborate. This has hindered to some extent the project ability to deliver, as well as has posed a significant burden on the project management.

Regarding the results obtained on the first outcome, the evaluation concludes that the project has made a significant contribution to raise awareness and improving the knowledge among the UN system on the DWA and on the use of the CEB Toolkit. Its proactive attitude as a facilitator for partnering and collaborating with multiple UN agencies and ILO departments has been strategic for this. However, the project has been less effective on making the UN agencies apply the Toolkit in their policies and programmes and in triggering knowledge sharing and collaboration among them. This objective has proved to be too ambitious for the project resources and time-frame although, if compared with other UN mainstreaming processes, such as Gender or Human Rights Based Approach, the project results can be considered fairly satisfactory.

The project has adopted an “opportunity windows” approach, focusing in those target groups with greater demand for assistance. This has been adequate to test the response and potential of the different UN agencies, constituents, and ILO departments, and to experiment with a

diversity of awareness, training and capacity building approaches. On the other hand it has partly dispersed the project energies into many simultaneous fronts.

The project has developed a comprehensive Knowledge Sharing Platform (KSP) on mainstreaming employment and decent work, as one of the components of the CEB Toolkit. But the KSP has not achieved to draw the UN agencies interest, despite the project efforts, and is mostly used by ILO staff. Along with some technical features of the platform, and the preference of more traditional communication tools, the main factor for this low impact is that UN agencies still have not translated mainstreaming of employment and decent work into operational levels and therefore there is low demand for guidance from UN staff and in cases where this demand exists, they request practical tools that the KSP does not provide.

Regarding the tools developed for selected UN agencies and ILO departments, the consultative approach adopted by the project has led to the production of relevant and strategic products on key areas such as social dialogue, green jobs, rural development or HIV/AIDS, partially contributing to address a demand for practical tools, and filling key gaps in terms of mainstreaming employment and decent work into the UN system and into the UN country programming, particularly the UNDAF.

The intense process of awareness raising and training activities addressed to a wide audience of UN agencies and the ILO has allowed the project to target a significant number of staff and, most importantly, develop and validate high quality face-to-face and online training packages with a good potential for up-scaling replication. The coordination with the International Training Centre (ITC) and its technical expertise has been essential in this regard. All these capacity building efforts have been instrumental to increase the awareness on the CEB Toolkit among the UN agencies and ILO field offices, and to launch initiatives to mainstream employment and decent work using the Toolkit in various countries.

In the case of constituents, the project has achieved good results with the workers organizations mostly thanks to the synergies established with a broad capacity building program being developed by ACTRAV/TURIN. Again, the project partnership approach has been a smart investment.

Regarding the employers' organizations, the project inability to mobilize them, and the lack of significant results, seem to indicate that UN reform and the multilateral development frameworks is not a top priority in the global agenda of the employers' organizations.

For the second outcome, the group of pilot countries selected by the project represented a good sample of different geographical, socio-economic, and development contexts. The models implemented for the pilot experiences were highly relevant for the countries needs, although they were too ambitious for the resources and time frame available. Overall, they have allowed the ILO to refine its knowledge on what works and what does not on supporting the UN agencies and constituents at country level to mainstream employment and decent work.

The results obtained by the project have varied significantly from country to country. The level of commitment of the national constituents and the existence (or lack) of a demand for the UN system to include employment and decent work into the multilateral assistance framework are major explaining factors. The articulation of the assistance with the programming cycle of the policy and programmes of the multilateral agencies and national governments proved to be another essential factor. Also, the level of activity of the UN system at country level is another key aspect, particularly for the elaboration of the CEB Toolkit self assessments.

Recommendations & Lessons Learned

Main recommendations and follow-up

1. Design differentiated strategies according to the target groups

For future projects addressing the CEB multilateral system, it is recommended to devise tailored strategies according to the different levels of awareness, capacities, and commitment of the multilateral agencies.

2. Organize a meeting with the CEB members to assess the status of the KSP and decide further actions

The ILO should promote that the, that CEB, as the owner of the KSP, carefully analyze with a wide perspective the current situation of the KSP, its strengths, weakness and challenges, and decide the strategy for the future.

3. Prioritize the elaboration of practical, thematic tools

Future strategies should prioritize the production of practical and thematic tools linking the agencies mandates and their areas of action with the promotion of decent work.

4. Increase linkages between the online training and the KSP platform

The online training can be better linked with the KSP. The linkages can be in various forms, such as referencing the course bibliography to the KSP materials, etc.

5. Promote regional inter-agency workshops

It is recommended that the ILO uses regional training approaches to expand the training to agencies in other regions. Cost-sharing options with the UN agencies (i.e. combining this workshop with other agencies' workshops) should be explored.

6. Include training activities as part of other agencies meetings

For future initiatives on mainstreaming employment and decent work, it is recommended that the ILO continues with the approach of embedding training workshops into agencies regional meetings

7. Continue with the strategy on capacity building of workers' organization

The next steps on building workers' organizations capacities on mainstreaming employment and decent work should adopt the project approach and continue with the line of action initiated. It must be realistically considered the opportunities and limitations of the existing entry points for the workers' organizations into UNDAFs and other assistance frameworks, in order to avoid frustration.

8. Develop the employers' organizations capacity to mainstreaming employment and decent work

It is recommended that the ILO initiates a dialogue through the appropriate channels with the employers' at global, regional and country levels, to ensure that employers get on board of this process.

9. Incorporate tailored capacity building activities for the UN system at country level

Training activities should be tailored, according to the country context, to the UNCT as a whole, and to specific areas and themes addressed by the relevant assistance frameworks such as UNDAFs, joint programmes and other UN assistance frameworks at country level.

10. Expand mainstreaming of employment of decent work into other entry points beyond the UNDAFs

The UN joint projects and the Agencies' country programming processes (including their programming guidelines) are other entry points with good potential to build consensus for mainstreaming employment and decent work. In this respect, the role of the ILO country directors should be further stressed.

11. Promote involvement of agencies' headquarters and intermediate levels and coordination bodies to stimulate field offices commitment

For the CEB Toolkit to achieve its full implementation in mainstreaming employment and decent work, it is key that UN agencies at HQ and regional levels coherently support the UNCTs, the RCs and UN system at country level. The ILO, through its presence in the CEB, should mobilize the multilateral agencies in this regard.

12. Highlight the CEB label of the Toolkit

The ILO label of the CEB Toolkit needs to be less evident. The CEB should explore alternatives, such as having the document signed by all CEB member agencies heads as is the case for the UNDAFs at country level.

13. Address both high level policy-making officials and technical staff

In order to ensure solid mainstreaming of employment and decent work into the national policies, the provision of awareness capacity building and tools should address the decision-making levels as well as the research and policy planning officers from the government and social partners.

14. Develop the country level component of the Toolkit into user-friendly tools for practical application

It is recommended that the ILO complement the Toolkit with more user-friendly tools for national application.

15. Creation of national networks of focal points on mainstreaming employment and decent work

The ILO is in a privileged position to identify the key persons from the government, workers' and employers' organizations to create a network and support it with assistance and training. The existing social dialogue mechanisms could be used instead of creating new networks, if feasible.

Important lessons learned

Due to the pilot nature of the project, the evaluation has particularly emphasized the identification of good practices and lessons learned, summarized below

- Combining global, regional and national capacity building and assistance is mutually reinforcing.
- Thematic knowledge sharing sites on mainstreaming employment and decent work provide materials that are highly relevant for the agencies and the community of users.
- Development of tools in close collaboration between the agency and ILO departments is key to ensure products with a high quality and appropriation by the recipients.
- Combining ILO and UN programming staff in mixed training activities fosters a highly enriching and effective interaction.
- The alliance with the ITC, which has contributed with its training expertise and the online platform, has been essential for success.
- Cost-effective training modalities, such as adding a one day session to regional workshops on UN reform allows reaching a large ILO audience.
- Training of trainer workshops proved to be effective to build capacities at regional level. The training of trainers' model is also a good approach to build regional capacity.
- Supporting the national constituents on the application of the CEB Toolkit can yield significant results when it is applied to the design, implementation or monitoring of national development plans.
- The organisation of periodical events on decent work for a mixed audience, UN agencies, EU, national and local partners contributes to raise awareness.
- Provision of translations of key documents to local languages is key for usability of the material by national partners.
- Training and capacity building activities with an active hands-on ILO involvement is a highly effective way to raise awareness and expand knowledge of decent work.
- Adopting an inter-regional and inter-agency approach on training and capacity building improves training results.
- Senior UN staff require individual tailored approach for awareness raising and training

- It is crucial to ensure that the national agencies responsible for policy design, implementation and monitoring are addressed and actively participate in the project activities and receive adequate assistance.
- Agencies are better mobilized when approached with a thematic perspective.
- Agencies workload or few field staff is a limiting factor to engage on mainstreaming efforts
- Support to the RCs, UNCTs and agencies' field offices from the UN system at headquarters and regional levels is essential.
- Application of the Toolkit requires intense ILO support and follow-up. Mainstreaming of employment and decent work at country level require strong coordination and teamwork among the ILO HQ, Regional and country offices, to provide timely support to the multilateral agencies and constituents.

2. Project description and background

In October 2008, the European Commission (EC) signed an 18-month contribution agreement (CE-026280/00-32-SI2.510306) with the International Labour Organization (ILO) to implement the project “Developing the UN CEB Toolkit within the Decent Work Campaign” for a total budget of € 552,504.

The project was framed in the ILO’s continued efforts to promote the Decent Work Agenda (DWA), its inclusion in national development frameworks and long standing collaboration with the UN and other multilateral organizations to offer coherent policy advice and technical assistance to promote and integrated approach to decent work.

The DWA was adopted by the United Nations (UN) at its highest level in 2005. In 2006, The United Nations Economic and Social Council (ECOSOC) made a direct request to the multilateral system to mainstream decent work into their policies and programmes. Decent work was incorporated as a target in the MDGs in 2008. Also in 2008 it was adopted the “UN Second Decade for eradication of poverty” for 2008-2017 with “Full Employment and Decent Work for All” as the main theme. The UN Joint Crisis Initiative launched in 2009, included the promotion of employment and decent work through Global Jobs Pact (GJP) and the Social Protection Floor (SPF) promoted by the ILO. The GJP, which was endorsed by the ECOSOC, the G-8 and G-20 and the UNDP, is being increasingly adopted at country level. Furthermore, the UNDAF guidelines reassert the importance of decent work mainstreaming and include the Toolkit as a reference tool. The EC formally endorsed the significance of employment and decent work in May 2006¹.

The ILO was asked by the UN Chief Executive Board (CEB) to develop a Toolkit for Mainstreaming Employment and Decent Work (referred to as the Toolkit in this report). The Toolkit is conceived as a process to allow UN agencies and UN Country Teams (UNCTs), multilateral agencies and constituents to assess their policies, strategies, programmes and activities through the lens of decent work; develop and share knowledge; and –ultimately– achieve decent work outcomes in national and international development agendas.

The ILO 2010-15 Strategic Policy Framework (SPF) included mainstreaming decent work into national and international policies as an objective and the ILO has provided considerable support to the creation and implementation of the CEB Toolkit, adopted by the CEB in 2007, and the Decent Work campaign. The ILO provided for the project staff before and during the life of the project, and contributed with financial resources to complement project activities. The program staff and activities are funded through the end of 2010-11 biennium.

¹ COM (2006) 249 COMMUNICATION FROM THE COMMISSION TO THE COUNCIL, THE EUROPEAN PARLIAMENT, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: Promoting decent work for all - The EU contribution to the implementation of the decent work agenda in the world

The relevance of mainstreaming employment and decent work into the international and national development frameworks and the Toolkit have been further stressed by the multilateral system, in particular in the context of the economic global crisis..

The project collaborated closely with other technical cooperation cooperating units to coordinate capacity building programs so the project could take advantage of bringing ILO staff together to save on missions both of headquarters and ILO staff. Resources have been allocated this biennium to the regions for the implementation of the toolkit in additional countries.

The project “Developing the UN CEB Toolkit within the Decent Work Campaign” aimed at moving forward and supporting the strategy of implementation of the Toolkit based on the process identified by the CEB.

The project’s development objective and outcomes are summarized in the table below:

Table 1. Summary of Project Development Objective and Outcomes

Development Objective	The overall program will strengthen the knowledge base and understanding of the multilateral agencies and their national constituents to make “the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals”, as called for in Paragraph 47 of the World Summit Outcome Document and reinforced by the ECOSOC Declaration and Resolution. The programme will also support the implementation of the European Union’s policy commitments to decent work for all.
Outcomes	<ol style="list-style-type: none"> 1. Multilateral agencies share policy and operational tools, experience and good practices and collaborate to strengthen the knowledge sharing platform and implement and disseminate the use of the Toolkit to promote full and productive and decent work for all. 2. The experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries make it possible to draw lesson and develop tools for wider dissemination and to acquire improved knowledge of the Toolkit and its use with a view to advancing both the ILO and EU decent work agendas.

3. Evaluation Background and Methodology

Evaluation scope and purpose

The final evaluation was carried out between October and December 2010 and covered the whole life of the project, since its start in November 2008 to the finalization of its activities in December 2010. The evaluation covered both the global level and three of the four pilot countries targeted by the project: Argentina, Serbia, and Vietnam.

According to the TORs, the evaluation methodology has integrated a dual focus. Firstly, as a final evaluation, it has assessed the extent to which the project results have been achieved.

Secondly, given the pilot nature of the project to produce materials, share knowledge and develop methodologies for mainstreaming decent work, the evaluation also has focused on extracting lessons learned, good practices and producing key recommendations on how to improve the integration of Decent Work in the policies, programs and projects of ILO constituents and UN agencies, and in the future use of the Toolkit.

The main areas covered by the evaluation have been: project design; project results, quality and opportunity of the outcomes; internal and external factors; lessons learned; main legacies and achievements; and sustainability.

Evaluation team

The evaluation was carried out by a team formed by Javier Varela, as lead evaluator, and Donatella Bradic, Nguyen Huu Dung, and Gabriel Schneider as national evaluators for Serbia, Vietnam, and Argentina, respectively.

The lead evaluator was responsible for the overall evaluation methodology and for the coordination of the national evaluators. The lead evaluator conducted the evaluation of the global project component. The national evaluators carried out the field evaluative research for the country pilot experiences.

Evaluation methodology

For each of these categories, the TORs developed a master list of key evaluation questions that served as the basis for the final evaluation. The questions were further developed into a set of evaluation categories incorporating the project indicators, which were used to develop interview guides and protocols for data gathering and analysis. The list of evaluation questions is included in the Terms of Reference (see Appendix 1) and the complete evaluation instrument can be consulted in Appendix 2.

Evaluation activities

The evaluation process included several phases. The first phase comprised the development of the evaluation methodology and the data-gathering tools both for the global component and

for the pilot countries. The evaluation methodology was elaborated by the lead evaluator with contributions from the national evaluators, and discussed and approved by the ILO.

The second phase consisted on the revision of relevant project documentation. Documents reviewed included the UE-ILO cooperation contract and a wide range of project reports, materials and publications, including workshop reports, training and awareness raising materials, guidelines, compilation of good practices and others. This phase also covered the content analysis of the internet sites developed by or with the direct support of the project, including the review of the websites statistics. Appendix 4 includes the list of documents reviewed.

The third stage included the collection of data in the field. For the global component, the lead evaluator carried out a mission to ILO-HQ in Geneva from 17 to 19 November to interview key ILO staff, which was complemented with telephone and Skype interviews with officers in various UN agencies at HQ and field offices, as well as ILO staff in field offices. In the pilot countries the national evaluators interviewed key informants and project beneficiaries including staff of UN agencies, ILO field offices, government, workers' and employers' organizations, and other stakeholders, as relevant for each of the three pilot country. A total of 56 informants were interviewed. The complete list of persons interviewed can be consulted in Appendix 3.

The last stage consisted of the preparation of the evaluation report. The findings, lessons learned and recommendations obtained by the national evaluators were incorporated into the evaluation report.

Data collection and analysis methods

The outcomes pursued by the project were of a highly qualitative nature. Changes in information-sharing, collaboration on implementing and using the Toolkit (outcome 1); and progress by the UNCTs on applying the Toolkit, drawing lessons learned and acquire improved knowledge of the Toolkit and its users (outcome 2) are dimensions than cannot be thoroughly captured exclusively using quantitative methods. The evaluation therefore adopted a methodology that combined qualitative and quantitative approaches, using the following tools:

1. Document analysis

Content analysis was used to examine all the key project documents. Aspects such as quality, relevance in terms of incorporation of mainstreaming decent work, and usefulness for the intended audience were examined.

2. Open interviews

Informants were addressed using individual open interviews. Open interviews allowed the evaluation team to focus the collection of data around the structured set of evaluation questions and indicators while at the same time having the flexibility to capture other aspects of interest.

3. Quantitative analysis

Quantitative analysis was used to reinforce the qualitative analysis for some outputs, such as the internet sites developed by the project and for cost-effectiveness analysis. The quantitative tools used included analysis of the monitoring reports of the Knowledge Sharing Platform of the CEB Toolkit for Mainstreaming Employment and Decent Work (KSP) and the ILO-FAO website, and a survey applied among the 268 users of the KSP.

Limitations and potential sources of bias

The main limitation faced by the evaluation was the lack of an assessment of the country pilot experience in Tanzania. Due to administrative reasons, it was not possible for the ILO to get onboard a national evaluator on time for the preparation of the report. As a result, it has not been possible for the evaluation to gather direct field data from Tanzania and the analysis has been based on document review. Nevertheless, the other three country experiences have provided a significant wealth of information for the evaluation of this project component.

The broad scope of the project, which has addressed a diverse range of UN agencies and ILO units both at headquarters and in the field, with activities in almost all regions, has been a significant challenge for the evaluation. Due to staff movements, in some few cases it has not been possible to interview some informants. The evaluation strategy has been to address multiple informants for each project output. This has helped to compensate punctual information gaps due to missed informants, as well as ensured proper triangulation of data.

In the case of the online survey applied for the KSP users, the sample of users that have filled the survey is 10% of all registered users. It is very likely that the survey respondents are those users more committed, and therefore the survey results are somewhat biased towards the more KSP intensive users. The analysis has taken this into account.

For the pilot countries, having national evaluators has been crucial to carry out an in-depth and extract lessons learned and recommendations from the country experiences.

Norms and standards

The evaluation was carried out in adherence with the ILO Evaluation Framework and Strategy, the ILO Guidelines, the UN System Evaluation Standards and Norms, and the OECD/DAC Evaluation Quality Standards.

4. Findings

4.1. Design

This section examines aspects relating to the relevance of project strategy to respond to the needs and priorities of the target groups, and the logical coherence of its results chains as expressed in its logical framework. It also examines the monitoring and evaluation system, including the set of outcome indicators utilized. The analysis is individualized to each of the project outcomes and to the project as a whole.

4.1.1. Description of the project strategy

The project design devised a strategy with two complementary global and country levels, based on the roadmap defined by the CEB for the application of the Toolkit for mainstreaming employment and decent work by the multilateral system. The main elements of the project strategy are summarized below. For more details on the components, see Appendix 6.

For the outcome 1, the strategy pursued that multilateral agencies, constituents and national governments use the toolkit checklist to review their policies, programmes and activities through the lens of decent work, obtaining a baseline of their performance.

This would be achieved through the development of a Knowledge Sharing Platform (KSP) where tools could be accessed and agencies could exchange knowledge and collaborate; the expanding of the knowledge base with new tools addressing key agencies' needs; training and capacity building process targeting the multilateral agencies, constituents and ILO staff; and advocacy campaigns on decent work.

The outcome 2 was meant to test the application of the Toolkit in four pilot countries to draw lessons learned and develop tools for a wider dissemination. Focusing on countries developing or expanding the UNDAFs or One UN Programmes to maximize the impact in the development frameworks, the pilot methodology comprised provision of assistance to the UNCTs and member agencies to apply the Toolkit; provision of support to of governments, workers' and employers' organizations on the DWA and the use of the Toolkit; assessment of the DWCP ILO's Decent Work Country Programmes (DWCP); and extraction of lessons learned and good practices.

The following table summarizes de project logframe. The complete log-frame can be found in Appendix 5. The set of indicators for each outcome can be consulted on section 4.1.4.

Table 2. Summary of Project Outcomes and Outputs

<p>Outcome 1 Multilateral agencies share policy and operational tools, experience and good practices and collaborate to strengthen the knowledge sharing platform and implement and disseminate the use of the Toolkit to promote full and productive and decent work for all.</p>
<p>Output.1.1. The internet-based knowledge sharing platform is developed and widely used by multilateral agencies to access and share tools for promoting full and productive employment for all.</p>
<p>Output.1.2. The tools in the Toolkit are expanded and branched out for enhancing the employment and decent work outcomes of policies, programmes and activities.</p>
<p>Output.1.3 Raising awareness of the use of the ILO Toolkit, and improving the understanding and capacity of staff and constituents of the ILO and other multilateral agencies to use the tools for promoting employment and decent work.</p>
<p>Outcome 2 The experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries make it possible to draw lesson and develop tools for wider dissemination and to acquire improved knowledge of the Toolkit and its use with a view to advancing both the ILO and EU decent work agendas.</p>
<p>Output.2.1. The Toolkit is tested by the UNCT in four selected pilot countries (Tanzania, Vietnam, Serbia, and Argentina) to draw lessons learned and develop tools for a wider dissemination and to acquire an improved knowledge of the Toolkit and its use.</p>
<p>Output.2.2. The Toolkit is tested in four pilot countries to determine how it can be used for equipping national governments, employers’ and workers’ organizations and other key national stakeholders with better knowledge of the Decent Work Agenda and for interacting with a wider set of multilateral organizations to promote employment and decent work.</p>

4.1.2. Relevance of the global level component

Regarding the project relevance for the target groups, the CEB agencies are in different stages in terms of mainstreaming of employment and decent work. Some, such as the UPU and FAO, have proven to be prepared to participate in the project to use the technical assistance provided and the tools developed by the project to produce results. However, in the case of many CEB agencies, their level of appropriation of the issue of mainstreaming decent work remains low and may have required a different approach with greater emphasis on awareness rising. Nevertheless, the project does not acknowledge those differences, which probably were not as clearly visible at the onset as they are now.

Although the project outputs are clearly relevant for the multilateral system, they have proven unrealistic to achieve with the project’s means. Ensuring that all CEB agencies significantly improve their capacities at global level, actively share knowledge and collaborate for mainstreaming employment and decent work into their policies and programmes require an investment on awareness raising, training and development of tools that can hardly be produced with the project resources. To some extent, the limitations faced by the project to engage a larger number of agencies are due to these resources constraints.

The project also targets the ILO staff, to increase their understanding and capacity to use the Toolkit and other tools to provide support to the constituents and multilateral agencies to promote employment and decent work.

This is coherent with the objectives defined for ILO by the Strategic Policy Framework (SPF) 2010-2015 and the Programme and Budget (P&B) 2010-2011. Specifically, it is coherent with the P&B Outcome 19 on mainstreaming decent work.

4.1.3. Relevance of the country-pilot component

Argentina

Argentina has taken a number of decisions in the previous year on mainstreaming employment and decent work that constitutes a good base for the coherence of the project pilot component for this country. Argentina was the first country to adopt a DWCP, and it is presently in its second DWCP. The UNDAF 2010-2014 includes a specific outcome on decent work. In 2004 it was endorsed a labour law that establishes decent work as a guiding principle in the employment policies. Furthermore, 2011 has been declared by the Government as the “Year for decent work and safety and health in the workplace”.

The project adequately fits within the above mentioned national framework in support of mainstreaming decent work, providing a response that has been recognized by all the stakeholders participating in the project, who consider the combination of technical assistance and training highly appropriated to the country needs.

Serbia

The CEB Toolkit project is relevant to the Serbian national context as it focuses on a specific area of employment, namely decent work, which is a topical issue in every transition country and Serbia is no exception. In this country, most potential users of the CEB Toolkit do not necessarily deal with employment creation but are involved in the creation of an environment where social justice is respected. Due to organisational and financial constraints, the ILO chose to implement the CEB Toolkit solely among UN agencies operating in Serbia. But the majority of the UN agencies did not participate in the exercise, and only 8 out of the 23 currently resident agencies had an active engagement in the project activities. According to the UN officers interviewed, the main reasons to not participate were for some agencies the limited staff and resources, and for others the perception that building capacity on employment and decent work was not relevant to their mandate, since the UN in Serbia has decreased its operations significantly in recent years and plays a limited role in job creation and policies dealing with employment issues and decent work. Therefore, the project is relevant to the Serbian national context but yields limited effects when implemented only within the UN family.

The outputs as per the project design delineate a comprehensive analysis of the country’s Decent Work conditions and the dynamics of the DW mainstreaming process. However, the outputs are far more demanding than the resources available for their implementation, entail a much broader level of activity and would require a much stronger resource base for its full implementation.

Vietnam

The approach for the country pilot has been considered highly relevant in addressing awareness raising and training on mainstreaming decent work and on the application of the Toolkit. Most of the informants interviewed agreed that the ability of tripartite partners is somewhat limited; particularly in terms of general knowledge on employment and decent work and policy and program development, and that the tripartite partners at the national level do not have enough capacity in terms of knowledge, experience and skills to apply the Toolkit.

In the case of Vietnam, its government and administrative structure required that the capacities of national, provincial and local levels were built in order to achieve a significant impact in mainstreaming employment and decent work. As in the case of Serbia, achieving this output would have required a larger amount of resources, particularly to reach the local levels.

4.1.4. Monitoring and evaluation system

The project monitoring and evaluation system is formally based on a set of indicators for the outcome levels (see table 2). This is in accordance with the Results Based Management (RBM) approach adopted by the ILO, which places the major focus of the project monitoring and evaluation on the project results.

Regarding the indicators for Outcome 1, indicators mainly focus on the use that the multilateral agencies make of the KSP (Indicators 1 and 2), and the training of agency staff on the use of the KSP (Indicator 3).

Table 3. Indicators for Outcome 1

Outcome 1 The multilateral agencies share policy and operational tools, experience and good practice and collaborate to strengthen the knowledge sharing platform and implement and disseminate the use of the Toolkit to promote full and productive employment and decent work for all.
Outcome Indicators <ol style="list-style-type: none">1. <i>The knowledge sharing platform functioning, with agencies posting their tools</i>2. <i>Number of hits on the Toolkit website</i>3. <i>Reports and comments by the HLCP/CEB, which will be responsible for monitoring and reporting on progress</i>4. <i>Number agency staff trained in the use of the knowledge sharing platform.</i>

These indicators are practical and measurable, and in general are better at capturing the operation of the KSP rather than achievements in terms of sharing and collaboration of the international agencies within the Toolkit process, which is the most substantive dimension of the outcome.

With regards to Indicator 1, the operation of the KSP and the activity of the agencies posting their tools are adequate variables to capture progress in the process of setting up the KSP, but say little about whether the agencies are going beyond and effectively sharing policies, experiences and good practices, and collaborating to strengthen the KSP.

Regarding indicator 2, the number of hits on the KSP is a good indicator to assess its usage. Indeed, the project uses a tool to monitor the site traffic that allows for detailed analysis of the KSP performance, including access time series, what materials are most downloaded and the usage patterns of each individual user.

As with indicator 1, indicator 4 focuses more in the outputs than in the outcome. The number of staff trained in the use of the KSP is an indicator that measures the progress in the process of raising awareness and understanding (Output 1.3). But the number of staff trained does not measure actual use that agencies make of it to share, collaborate and strengthen the KSP and implement the Toolkit.

The KSP may not only be the unique hub for inter-agency collaboration, other channels may be used and are being used, such as the FAO-ILO site, although the indicator can be easily amended to capture this.

Regarding Outcome 2, the set of indicator refers to relevant aspects of the expected results from the experimenting of the Toolkit at country level (dialogue and collaboration between multilateral agencies themselves and with national stakeholders, feedback from the application of the Toolkit, inclusion of the DWA in the UNDAFs/One UN Programmes), but are formulated too broadly to be used as indicators, as they do not specify the specific variable that is going to be observed, measured or counted.

Indicators 1 and 3 are statements about situations to be achieved, rather than clear description of variables than can be univocally observed, measured or counted. To be used as indicators, their formulation must be refined. Taking, for instance, indicator 3 stated as “The UNDAFs/One UN Programmes make specific reference to the DWA” does not clarify what exactly is going to be measured or what are the criteria to consider a valid on decent work.

Table 4. Indicators for Outcome 2

<p>Outcome 2</p> <p>The experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries make it possible to draw lesson and develop tools for wider dissemination and to acquire improved knowledge of the Toolkit and its use with a view to advancing both the ILO and EU decent work agendas.</p>
<p>Outcome Indicators</p> <ol style="list-style-type: none"> 1. <i>The multilateral agencies strengthen dialogue and collaboration among themselves and with key national stakeholders to improve employment and decent work outcomes in the national development-assistance framework.</i> 2. <i>Feedback from application of the Toolkit in pilot countries for enhancing the promotion of ILO and EU decent work agendas.</i> 3. <i>The UNDAFs/One UN Programmes make specific reference to the Decent Work Agenda.</i>

4.2. Results

This section assesses the project progress in achieving its intended results. The main focus has been put on the outcome levels, which are the higher level results that the project must

account for. For each outcome, the evaluation examines the extent to which activities and outputs were completed and contributed to the produce results. Internal and external factors that influenced the project delivery and unexpected results are given particular attention. The evaluation assesses the project results for each target group: UN and multilateral agencies, constituents, and the ILO. The analysis is based in the outcome indicators defined in the logframe, expanded with the specific evaluation categories and indicators elaborated by the evaluation team (for more details, see Appendix 2).

4.2.1. Outcome 1: Global component

Outcome 1 refers to changes in various aspects in the way that multilateral agencies - individually and collectively - take a range of actions to mainstream employment and decent work and apply the Toolkit. See table 2 for a summary of the project outcomes an outputs and Appendix 5 for the complete logframe.

For analytical purposes, the evaluation will analyze separately the different aspects encompassed by the outcome, as follows:

- Collaboration among UN agencies on strengthening the knowledge sharing platform. (Section 4.2.1.1)
- Sharing of policies, operational tools, experience and good practices (Section 4.2.1.2).
- Collaboration on implementing and disseminating the use of the CEB Toolkit (Section 4.2.1.3.)

4.2.1.1 The Knowledge sharing platform

As part of the components of the CEB Toolkit, the creation of an interactive platform where the agencies would be able to post their tools and best practices, as well as engage in discussions on issues related to policy synergy, research, and analysis was foreseen. This platform was also conceived as a virtual space where the agencies could also collaborate on joint initiatives and on the development of new tools.

The CEB agreed that this knowledge sharing platform would be developed by the ILO, taking advantage of its technical capacities and expertise on knowledge sharing technologies. In this regard, the project is the instrument with which the ILO has responded to this mandate by developing the internet site *Knowledge Sharing Platform of the Toolkit for Mainstreaming Employment and Decent Work*² (KSP). See Appendix 6 for a detailed description of the KSP structure.

CEB involvement in the KSP creation and management

The KSP was developed during the first months of the project by the ILO technical staff, and was presented to the designated officials from the CEB members in a meeting conveyed by the

² <http://cebtoolkit.ilo.org>

ILO held on May 2008. At that meeting the CEB agencies agreed on practical arrangements governing shared access to the Platform website and basic communications.

Among the most relevant decision taken was to keep the site password protected and available only to registered users, at least until the agencies became familiarized with the KSP and it is solid enough in terms of agencies' presence and contents. This decision was taken on the basis of concerns expressed by some agencies on public access to the documents to be hosted in the site, even though it was conceded that this would be a barrier for a wider use of the KSP. Access for national constituents was considered, but no definitive decision was adopted, therefore the KSP was launched as a site for the multilateral system only.

This first meeting with CEB representatives had not further follow up, therefore the governance protocols of the KSP remained unchanged during the rest of the project life, including the password protection feature, which, as is explained below in the report, has turned out to be an obstacle for a wider use of the KSP.

Perhaps one of the factors for the lack of CEB follow up over the KSP is that the mentioned meeting failed to form a group of agencies representatives with the required profile and decision power (the meeting was attended by a heterogeneous mix of senior, technical and administrative staff). In response, the project asked the CEB agencies to nominate CEB focal points, who have been – as in the case of some agencies such as FAO and UPU, among others- essential as catalyzing agents to engage their respective agencies in taking action to mainstream employment and decent work and to participate in the project activities. However this has not resulted in ensuring a CEB follow up mechanisms to the KSP.

The KSP as a repository of knowledge

The KSP constitutes a highly complete repository of information on mainstreaming employment and decent work. It host a total of 2.252³ documents from the CEB member organisations, including the complete Toolkit package for global and country level application, the 13 self-assessment elaborated so far by the UN agencies, and a wealth of agencies' materials directly and indirectly related to mainstreaming employment and decent work. See table in Appendix 6 for a breakdown of contributions per agency.

Although globally the KSP is probably the biggest knowledge source on mainstreaming decent work across the UN system, its content is highly unbalanced among the agencies. For some agencies, such as FAO, UNDP, or UNICEF, there is a fairly complete package of tools, whereas for others there are few or even none materials posted.

The first reason for the significant difference between agencies on the amount of knowledge hosted lies in the obvious fact that agencies whose thematic mandate cross-cut deeper with decent work have more relevant materials to be hosted in the KSP.

³ As of 11/11/2010. Source: Project management.

The second reason seems to reside in the different agencies' response to the CEB call to engage in the Toolkit implementation. The KSP hosts more materials from those agencies that have been more active in the application of the Toolkit, including the elaboration of the self-assessment. Since the self-assessment reports have constituted one of the major sources to identify relevant materials for the KSP, there are larger bodies of information for those agencies that have elaborated more detailed self-assessments.

Finally, the amount of material hosted in the KSP also reflects the extent to which the agencies have incorporated decent work concerns into their policies, programmes and operations. Although it is not an exact rule, those agencies that have previous awareness of, or experience in, decent work have more knowledge to share than those that consider that their mandate has little connection to the DWA. In this regards the amount of knowledge hosted in the KSP can be considered as a rough baseline indicator of the agencies' level of awareness and experience on mainstreaming decent work.

The project has actively promoted the KSP and encouraged its use among the UN agencies and ILO staff. Almost all training activities carried out by the project have included a presentation on the KSP, and the project has been active on inviting potential users to join the KSP community through the KSP focal points from the CEB agencies and addressing UN officers that are involved in UN programming at different levels, through the project activities. As of October 2009 the KSP had 575 registered users. The number of active users (users who have activated their access accounts) is 268, of whom 158 are ILO users and 110 are CEB agencies staff.

Qualitatively, the profile of the KSP users adequately corresponds to the intended target audience. The community of users include staff from the agencies at various levels, including managers from agencies HQs and staff from regional and field offices.

Though the project has been effective on gathering a good core community of persons from many UN agencies with a good potential to advocate for mainstreaming of decent work into their respective agencies, some officials interviewed said that they were introduced to the KSP in brief sessions during workshops and received no further feedback, which was not enough to motivate them to use the platform. 44% of users surveyed and that many of those interviewed stated that they did not know about the KSP

Focusing on how many users are truly accessing the KSP and what they use the information for, the statistics⁴ show that the level of activity of the KSP is still very low. In over a year of functioning, the site has only been visited by 162 users, which is approximately 60% of the active users and less than 30% of those registered. In terms of who those visitors are, the figures speak for themselves: 93% of all visits are from ILO staff. Only 7% correspond to non-ILO users. Taking a closer look to the ILO visitors shows that about 90% of the ILO visits were

⁴ Statistics on KSP use are based on Google analytics monitoring reports facilitated by the project staff.

made by the project staff, which means that, overall, the number of ILO visitors is similar to that of the UN agencies.

The most significant difference between ILO and non-ILO users is what they do with the KSP. The site statistics, results from the survey and feedback from ILO and non-ILO users interviewed, strongly suggest that the majority of the non-ILO users have made little use of the KSP, or not at all apart from activating their accounts. The typical profile of an active KSP user is an ILO field officer involved in the UN reform process and in the application of the CEB toolkit in the field, such as the ILO UN reform regional focal points that a) seeks practical guidance for participating on the preparation or follow up of a multi-agency or ILO development programme such as UNDAF, UN joint programme or DWCP, or b) needs to improve their knowledge on employment and decent work to carry out awareness raising and training activities on employment and decent work.

The KSP as a tool for sharing and collaboration

The KSP was also meant to support and foster collaboration among the multilateral system on mainstreaming employment and decent work. For that purpose, The KSP includes a section for Working Groups intended to create communities of users to collaborate and exchange knowledge on mainstreaming employment and decent work. Working groups provide a very complete virtual collaborative space, benefiting from a diversity of powerful tools available in Plone, such as wikis, chats, document exchange and review tools, etc. Working groups can be formed by any number of the KSP users from any CEB agency.

The KSP management created one working group per CEB agency, with the purpose of providing an initial structure upon which the CEB agencies could start collaborating and exchanging knowledge.

The project management has been active in promoting the use of the working groups among the CEB agencies. In workshops and training activities, the project management has encouraged participants to create working groups as a way to follow-up on the training activities and to stimulate networking among peer agencies' officers within and across regions.

While the project has vigorously promoted the collaboration and sharing among the CEB agencies through the KPS, those efforts have yielded little results. None of the 32 working groups created had any significant activity, and contributions so far have been mainly from ILO staff. Indeed, the evaluation has found that there is still a widespread unawareness among CEB agencies officers of the of group working tools existing in the KSP.

Other knowledge sharing initiatives. The FAO-ILO site

The FAO and the ILO launched the joint website "Food, Agriculture & Decent Work" (www.fao-ilo.org) on the occasion of the International Labour Conference's 97th Session, on June 2008.

This website is the first joint FAO – ILO website and one of the few thematic websites jointly owned and managed by two UN partner organizations. It stems from the cooperation between

ILO and FAO following the Memorandum of Understanding between both agencies signed in September 2004.

The website provides resources as tools, technical papers and policy briefs jointly developed by the two organizations, as well as links to other key resources, such as all relevant ILO Conventions and Recommendations. It focuses on areas of joint work, including decent work, children and youth employment, sustainable livelihoods and emergencies, cooperatives and producers' organizations, labour statistics, crops, fisheries and forestry, highlighting the linkages between employment, rural development and food security.

The website is intended to share relevant data and information and to encourage further interaction between FAO and ILO staff, workers' and producers' representatives, governments, researchers and other stakeholders.

As a space to raise awareness and to disseminate knowledge and tools, while focusing on the two organizations' common areas of interest and collaboration, the ILO-FAO website has similar objectives and target audience as that of the KSP. The project management considered that collaborating with the FAO on the existing joint website could be a good strategy to complement the KSP. It would also be beneficial for the KSP, which could draw on the experience of a site that has already been running with fairly good performance. The project has collaborated with the FAO site, which the Toolkit team is responsible for coordinating from the ILO side. Focal points have been designated by the FAO and ILO by themes to keep the site updated. The project has acted as the coordinating agent, following up with the ILO focal points, providing contents, and keeping a continuous contact with the FAO counterparts. According to ILO and FAO officials interviewed, the project has played a catalyzing role as an engine to keep the ILO as an active participant on the website.

According to the site statistics, the FAO-ILO site has a much higher activity than the KSP. It has an average of 1400⁵ visitors a month – which is a relatively good figure in absolute terms - compared to 261 visitors a month for the KSP. Some factors may provide an explanation as to why the KSP dramatically underperforms in comparison to the FAO-ILO website, when potential users would in theory be interested in both sites and indeed the KSP has a larger audience.

The FAO-ILO site model involves a more complicated and costly management than the KSP. It involves close coordination among the concerned organizations, the creation of a network of thematic focal points in both organizations, and a management structure to ensure that focal points actively contribute with materials on their respective themes to keep the site updated.

Therefore, unless a significant investment is made, the project management considers that it is unpractical to develop networks like this with all CEB agencies. An intermediate model, with thematic sites joining clusters of agencies (i.e. a rural development and agriculture site with FAO, IFAD and others) would be more feasible.

⁵ Based on site monthly statistics from Jul-Oct 2010

Management and sustainability of the KPS

The KSP has been developed using “Plone”, an open-source Content Management System (CMS) that is widely used in the ILO. Initially it was installed as an independent platform from all other ILO’s CMS, partly due to concerns on security since it was a site shared with all CEB agencies. This implied higher operating and maintenance costs as well as more complex management. The site was later integrated in the common management structure for all ILO sites, which has greatly simplified its management and maintenance, since it is carried out by ITCOM staff and does not require a full-time post. This means that even in the case of the KSP being put on hold, it can be frozen into ILO servers at practically no cost.

The total cost of setting up the KSP, including the IT expert for the development and maintenance of the site and the computer services amount for a total of 10,065 Euros, which represent a fairly cost-effective figure for such a sophisticated site. The project has taken good advantage of the economy of scales of the ILO IT infrastructure, as well as of choosing proven open source software. The higher costs involved may arise from the project staff time dedicated to feed the KSP with content, particularly since most of the work of identifying and uploading materials onto the KSP was done by the project staff instead of the CEB agencies themselves, as was initially planned.

4.2.1.2 Development of tools

The project approach to the development of tools

As part of the project approach to strengthen the multilateral system’s capacity to mainstream employment and decent work, the strategy included the development of a wide array of tools targeting key gaps and needs. This included “how-to” tools, such as operational manuals, guidelines, training and advocacy materials; knowledge-based tools, as well as good practices and lessons learned from policy and practical experience at global, regional, national and local levels.

The project has developed tools targeting various groups of stakeholders, including Resident Coordinators, various UN agencies and the ILO. The results achieved with each target group are examined in the following sections.

Tools for the multilateral agencies

Food and Agriculture Organization (FAO)

The FAO is one of the UN organizations that has better responded to the project’s assistance..Based on the self assessment elaborated by the FAO in 2008, it was agreed the elaboration of the document “Guidance on How to Address Rural Employment and Decent Work Concerns in FAO Country Activities”, and the accompanying brochure “Quick Reference for Addressing Rural Employment and Decent Work” to provide for FAO staff at regional and at country level.

The FAO recognizes that the proactive attitude of the project, sitting the FAO in the driver's site for the design and development of the tool has been important to engage the FAO. Its elaboration took longer than a single-agency document, but in the opinion of both the FAO and ILO officers consulted the investment of time was essential to ensure that the document was truly innovative and addressed rural employment and decent work in full compliance with the approaches of the two organizations.

Since the guidance document has been delivered close to the project end, and at the moment of the evaluation it had still not been disseminated, it is too early to assess its usefulness and impact. For FAO, one of the main added values of the guidance document is that it has translated the self-assessment into FAO language in one of their priority areas. There was high motivation in the FAO to distribute it to the regions for field testing, which will need to be accompanied with capacity development of the staff in the regions. From FAO perspective, next steps should focus on practical guidance and on drawn lessons learned and good practices from its application.

There are some promising signs of the impact of this joint FAO-ILO process, such as the interest of the FAO cooperation department to include a shorter version of the guidance document into its guidelines for programme design, or the interest of the FAO's department in charge of rural investment plans on obtaining guidance on mainstreaming employment and decent work into rural investment plans. All FAO officials interviewed share the opinion that in order to achieve these and any further progress, the assistance of the ILO will be essential.

Tools for the Universal Postal Union (UPU)

Along with FAO, UPU is the agency that has had the greatest collaboration with the project at the global level.

The project has provided support to the Sectoral Activities department (SECTOR) which covers the telecommunication and postal services, and the ILO/AIDS departments for the elaboration of a brochure on HIV/AIDS in the postal sector. This product was framed into the *Global Partnership for a global campaign on HIV/AIDS for the postal services*, a joint UNAIDS, UNI, UPU and ILO initiative launched in 2008.

At the time of evaluation the brochure is in its final revision stage.. The next steps will be to finalize the brochure and use it in trainings in Global Campaign pilot countries or other countries on request. Although it is too early to assess its added value, there are good perspectives in terms of building capacity within the UPU and its constituents on HIV/AIDS and employment in the postal service. Firstly, the Global Campaign within which the brochure has been developed foresees training and capacity building activities that will make use of the brochure. Secondly, ILO/AIDS, through its network of field focal points may be in a good position to provide support to the countries, particularly in the pilot countries, to use the tool.

Tools for Resident Coordinators

The other product specifically targeted to RCs, was the elaboration of a brochure to provide information on decent work and the pillars of the DWA, including selected elements of the DWA such as Green Jobs. The brochure has been included in PARDEV “Partnerships for Decent Work” newsletter series and disseminated to UN agencies and other stakeholders through the KSP and as part of informative packages such as the MDG folder.

Although the level of activities addressing Resident Coordinators at global level has been insufficient to produce a significant impact, they have provided lessons learned in terms of what are the best approaches and modalities to address the UNCTs on mainstreaming employment and decent work.

Tools on mainstreaming decent work and social dialogue

The project has provided support to the ILO’s Industrial and Employment Relations Department (DIALOGUE) in the elaboration of the brochure “Harnessing the value of working with the Social Partners: how the UN can collaborate with Governments, Employers’ and Workers’ Organizations” disseminated by the PARDEV “Partnership for Development” newsletter. The brochure is a tool intended to build the capacity of the UN system on mainstreaming employment and decent work within the pillar of social dialogue.

In DIALOGUE’s opinion, it is a versatile and useful tool that can be used by a broad international audience of development stakeholders, and there are signs of appropriation and added value. A good example is the fact that DIALOGUE was requested by the EU to draft a similar document for EU civil servants. After sharing the brochure with the EU, which found it very relevant, it was decided to use it as a source to develop the EU document.

The DIALOGUE department noted the highly participatory process both in the design and in the drafting processes, along with other concerned departments such as ACTRAV and ACTEMP, which allowed them to shape the structure of the document. This is likely to be a crucial factor for the brochure appropriation and added value.

Tools on mainstreaming decent work and Green Jobs

The project has provided support to the Job Creation and Enterprise Development Department of the ILO (EMP/ENT) which is responsible for the Green Jobs Initiative, for the elaboration of the document “Integrating Green Jobs Promotion in the UNDAFs: A Guidance Note”. This document is meant to guide UN Country Teams and UN staff to integrate Green Jobs promotion into the UNDAF preparation process.

The tool responds to a strategic opportunity, since environmental sustainability is one of the five programming principles of the UNDAF process and The Green Jobs initiative provides the entry point to integrate employment concerns into environmental sustainable development.

For EMP/ENT the project support was timely and relevant, as the document addresses the need for a practical tool to work with the UN partners. Although it has not yet been finalized,

its content is already being used as a resource by the Green Jobs staff in trainings and in the preparation of the Ghana UNDAF, which is positive evidence of appropriation and usefulness. The Green Jobs programme staff also pointed out that, in order to achieve its full potential, this document would eventually need to be developed into a how-to tool.

Nevertheless, the Green Jobs programme has a limited operational field capacity which will hinder the impact of the tool vis-à-vis the UN agencies in the countries.

Tools for mainstreaming decent work and the GJP at sectoral level

The project has provided support to ILO SECTOR to develop a Toolkit for Mainstreaming Decent Work and the Global Jobs Pact at Sectoral Level and in sectoral economic recovery policies and plans. This tool responds to the mandate of mainstreaming the Decent Work Agenda at sectoral level. The product also responds to a direct demand from the ILO Director General to have a tool providing concrete sector-by-sector guidance on how to mainstream DW.

There was close coordination between INTEGRATION and SECTOR for the development of this product, which reflects the engagement of both Departments in a broader strategy of promotion of the DWA. For SECTOR, the collaboration with INTEGRATION through this project is a natural continuation of the progress made with the CEB Toolkit. For SECTOR the product enhances the Department's capabilities to provide practical guidance to countries.

At the time of evaluation, the draft document has been delivered and is being edited for final production. Next steps include the endorsement by the relevant GB committee of a strategy to implement the sectoral toolkit, the dissemination of the toolkit among the sectoral workers' and employers' organizations, and to the multilateral system.

SECTOR is planning the production of further sectoral fact-sheet tools based on the sectoral toolkit, which is indicative of good appropriation and added value of the product. In any case, according to SECTOR, in order to maximize the added value of this toolkit, it will be necessary to train relevant ILO staff on its application and use.

4.2.1.3 Awareness raising and capacity building

The project approach to the development of tools

The project has implemented a wide range of awareness raising activities at global and regional level tailored for the different groups targeted: UN agencies, Constituents and the ILO. It has utilized face-to-face and online modalities. Results achieved with each target group are examined in the following sections.

Training for UN agencies

The following table summarizes the training activities carried out.

Table 5. Awareness raising and training activities implemented for UN agencies

Activity
Workshop for UN and ILO officials, Turin, May 2009
Online training course: an introduction to mainstreaming decent work, Oct-Dec 2010
Regional workshop for UN officials, Lima, Aug 2010
Workshop on the tools for mainstreaming employment and decent work, Berna Sep 2009, UPU.
Workshop on Sustainable Development, UPU. San Jose, Apr 2010

Global workshops

At global level, the project has developed two activities to raise awareness and build capacity of UN officials. In May 2009, the project organized, in collaboration with the ITC in Turin, a workshop directed to UNCT members (Resident Coordinator and Coordinator Officers), representatives of CEB member agencies at country level, and ILO officials from headquarters and the field.

The project approach was to bring together key officials from the UN structures responsible for the development and implementation of UNDAFs and other UN development frameworks at country level and ILO officials that participate in those processes.

The course was delivered in Turin through the ITC, which provided the training expertise. Both the ILO and the ITC highlight the close coordination and team work maintained with HQ and the ILO New York Office during the design and the delivery of this course and the other training activities delivered through the ITC.

According to the participants interviewed the overall workshop achieved its objectives. It had also good results in terms of fostering further country initiatives through knowledge exchange. For instance, the presentation of the Argentina case encouraged the Indonesia ILO office to start de implementation of the Toolkit in that country. Nevertheless, it showed that RCs did not respond well to training-based activities mixing other categories of staff.

Regional Workshops

Learning on this first experience, the project shifted to regional approaches to address the UN agencies, which were also more cost-effective. The funds available allowed for one regional workshop, which was held in the Americas. In the same logic as with the Turin workshop, the training prioritized UN staff from countries that were in the process of preparing an UNDAF, along with ILO officials from the relevant offices.

This approach has proven to be successful, since training on mainstreaming employment and decent work is more effective when participating agencies are engaged with a specific goal in mind such as the UNDAF or the development of a joint programme and can exchange knowledge from comparable country contexts.

While the workshop was considered very successful, several participants felt that in order to truly build capacities, the workshop training should be complemented with some follow-up and practical and theme-specific tools. In this regard, the support provided by the ILO focal point on UN reform to key countries (Uruguay, Argentina) is considered a good practice.

Online training

Along with the face-to-face training activities carried out in Turin and the regions, the project has developed an online training course on mainstreaming employment and decent work in alliance with the ITC, intended for UN agencies, governments, and workers' and employers' organizations. The first edition of the course ran from October to December 2010 for 17 participants, two more than the initial target number of 15.

The course received very positive comments from all the participants both in the interviews and in the course evaluation carried out by the ITC. Participants have highlighted the good balance between academic and practical content, the high-quality reading materials, the relevance of the case studies utilized and array of interactive tools included in the course. The mixed composition of the group, with staff from diverse UN agencies with different backgrounds allowed the participants to benefit from a rich exchange of experiences and knowledge which has been a significant added value to the course. The negative dropout rate provides good evidence of the interest in the course from the UN agencies and the ILO

The cross-regional approach that was applied, both in terms of participants and training materials, has made it possible to create a flexible training package that can be easily tailored to the different regions. A number of participants and ITC experts have suggested that future activities should combine online and face-to-face modalities in order to maximize the strengths of both approaches.

Although technical factors make difficult the connection of both platforms, it appears that the course has not made the most of the KSP potential as a resource for knowledge-sharing and collaboration. Indeed, some participants recommended the provision of a "luggage" of reference documents, which is precisely what the KSP contains.

The alliance with the ITC was fundamental in developing the pilot online course. The ITC contributed with its training and pedagogical expert, as well as with the interactive online platform on which the course operates.

Training activities with individual agencies

Following the flexible approach to adapt technical assistance to the agencies' demand, the project has actively encouraged the CEB agencies to carry out customized training workshop on mainstreaming employment and decent work. As a result, it has delivered workshops for two UN agencies: UNIDO and UPU.

The training agendas were tailored to the specific mandates and areas of work of the concerned agencies (International Labour Standards for UNIDO, and gender equality, skills

development, HIV/AIDS and social dialogue for UPU), which has constituted a good approach to ensure the best impact and value added.

In the case of UPU, the project followed a promising strategy, consisting of the delivery of training within the agency’s meetings. Two workshops were carried out: one in Costa Rica during the American Regional meeting and another in Senegal during a meeting of West African constituents. This approach dramatically reduces the training costs, since it only entails the travel costs of ILO staff and maximizes the impact since it targets key agency officers and stakeholders. The interest expressed by several countries participating in the Costa Rica workshop on joining the Global Initiative on HIV/AIDS jointly promoted by ILO, UNAIDS, UPU and UNI is a good example of the effectiveness of this approach.

Training for Constituents

The project has carried out several activities to build capacities of the workers’ and employers’ organizations, as is shown in the table below. The results achieved are assessed for each constituent in the following subsections.

Table 6. Training and capacity building activities implemented for ILO constituents

Activity
For Workers’ organizations
Workshop for workers organizations on development cooperation and project management, Sao Paulo, Aug 2009
Training for trainers, Turin, Apr 2010
Course on mainstreaming decent work in the UN system: The participation of the Workers’ Organizations, Lima, August, 2010,
Training manual on the DWA
Bipartite activities
Bipartite Regional Seminar for Workers’ and Employers’ Organizations of the Americas: Working with the United Nations
Bipartite workshop, Dakar. Mar 2010

Workers’ organizations

The project approach on building capacities of the workers’ organizations was based on joining forces with ACTRAV-HQ and ACTRAV-ITC to support an ambitious training programme to build the capacity of workers’ organizations of the Americas to promote the DWA and the Declaration on Social Justice for a Fair Globalization into the DWCPs.

As a result, the project collaborated with ACTRAV-ITC in the development of a training manual to improve workers’ organizations competencies on how to coherently address each of the four pillars of the DWA into the DWCPs and the UNDAFs. The project provided the funds and technical assistance. The manual forms a methodological “cube” of workers’ organizations competencies to mainstream decent work into the DWCPs and UNDAFs, providing a flexible tool that can be tailored to different training routes and learning objectives.

The process of elaborating the training manual has benefited from the significant participation of workers’ organization during its design, elaboration and validation. The CSA as well as the

CUT-Brazil and CGT-Colombia, two important trade unions in the region, have endorsed the manual. Furthermore, CUT-Brazil announced the adoption of the manual for its future training programmes. All these steps are good evidence of the impact and ownership of the training manual.

At the time of evaluation, the training manual was in the final review stage, pending editing and publication. ACTRAV-ITC and project staff interviewed recognize that the participatory process followed with continuous consultation and feedback from the stakeholders implied longer production times, but was fundamental to ensure that the training package fitted the needs and priorities of the workers' organizations, and most importantly, had their endorsement at the highest level. ACTRAV-ITC has already included in its planning for the next year courses for the Asia and Africa regions using this training manual, which are good evidences of appropriation of this product and impact within the ILO.

On a second and complementary line of action, the project promoted bi-partite meetings with workers' and employers' organizations. Bipartite workshops were held in Dakar in March 2010, and in Lima in August 2010. The main outcome of these meetings was a bipartite position on a strategy for workers' and employers' participation in the UN reform and the UNDAFs⁶.

From the perspective of the workers the workshops were successful in making visible the progress achieved by the workers' organizations, and in bringing together the workers' and employers' to discuss and seek common areas of interest and collaboration to strengthen their influence in the multilateral assistance frameworks, particularly the DWCPs and the UNDAF. The Bipartite Position agreed in Lima is perceived as a benchmark on the points of agreement between workers' and employers' organizations, rather than as a tool for action. This may explain why workers' and employers' organizations have not carried out any further activity to follow up on the bipartite declaration.

Employers' organizations

As with the workers' organizations, the project design included a component to build awareness and capacities of the employers' on the Toolkit and to use the tools for promoting employment and decent work.

The only significant activity carried for employers' organizations was the bipartite workshop held in Lima for workers' and employers' where a bipartite position on participation in the UN reform and the UNDAFs was formulated. This has had no relevant follow up.

⁶ Puntos en común para una posición bipartita para el desarrollo de una estrategia para la participación de los trabajadores y empleadores en la reforma de las Naciones Unidas y los MANUD

Training for ILO staff

The project has invested significant resources on training the ILO on mainstreaming employment and decent work and on the application of the CEB Toolkit. Over 246 officers – mainly programming staff, but also technical officers - from HQ and the regions have been trained through a range of global and regional workshops (see table below).

The main emphasis of the training has been placed on building the ILO staff's capacities to develop skills and methodologies to mainstream employment and decent work in the UNDAFs, which is a key issue for the ILO at country levels.

Table 7. Training activities for ILO staff

Workshop	Participants
Workshop for ILO CEB Toolkit focal points, Geneva	17
Training Workshop for ILO Facilitators, Dar es Salaam	24
Regional Workshop for UN officials, Lima	7
Capacity building workshop on the CEB Toolkit for UN and ILO officials, Turin	17
Regional ILO workshop, Bangkok	33
Regional ILO workshop, Beirut	35
Regional ILO workshop, Budapest	30
Regional ILO workshop, Ethiopia	28
Regional ILO workshop, Lima	29
Regional ILO workshop, Yaoundé	26
TOTAL	246⁷

The project strategy for ILO training has consisted of adding a one day session on the DWA and mainstreaming decent work in the UNDAFs into regional workshops on UN reform, which had closely related contents and conveyed the technical and programming staff that is involved in working with the UN system.

The training efforts have in some cases generated a demand for more intensive training, which is a good example of the relevance and value of capacity building in the field. Particularly, after the workshops in Addis Ababa and Yaoundé in May 2009, the Africa regional offices requested a more in depth training for the programme officers in the Region. As a result, mainstreaming actions have started in Malawi, Mozambique and Zambia.

Following the training of ILO staff, and the Toolkit was started to be increasingly used, as in the case of Ethiopia, Laos or Cambodia, which can be reasonably attributed to the training activities.

In addition to the training efforts at regional level, the project carried out a training activity in Geneva for the Toolkit focal points from the various HQ departments, in October 2009. This

⁷ Approximate figures. Some participant that attended more than one workshop may be double-counted.

training activity contributed to the dissemination of the Toolkit across ILO departments, and strengthened the communication channels with the Toolkit focal points, who have played a key role the project assistance to the various ILO departments for elaboration of the tools and materials. While the training produced good results in terms of improving the knowledge of the Toolkit, unlike the case of the regions, there has been very little interaction among the HQ Toolkit focal points.

4.2.2 Outcome 2: Country pilot experiences

Outcome 2 focuses on the testing of the application of the Toolkit at country level in four selected countries in order to validate strategies that can be replicated by the ILO in its support to UN agencies and constituents on mainstreaming employment and decent work in other countries and regions.

The country pilot strategy was structured according to the logframe summarized below

Outcome 2: *The experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries makes it possible to draw lessons and develop tools for wider dissemination and to acquire improved knowledge of the Toolkit and its use with a view to advancing both the ILO and EU decent work agendas.*

Output 2.1. *The Toolkit is tested by the UNCT in four selected pilots countries (Tanzania, Vietnam, Serbia, Argentina) to draw lessons learned and develop tools for a wider dissemination and to acquire an improved knowledge of the Toolkit and its use.*

Output.2.2. *The Toolkit is tested in four pilot countries to determine how it can be used for equipping national governments, employers' and workers' organizations and other key national stakeholders with better knowledge of the Decent Work Agenda and for interacting with a wider set of multilateral organizations to promote employment and decent work.*

This section examines three pilot country experiences implemented by the project in Argentina, Serbia and Vietnam. Tanzania is not included due to reasons explained in Section 3.

For each country, the analysis assesses the extent to which the outcomes in each pilot were achieved, and whether the activities and products contributed to them. Being an outcome focusing on testing innovative approaches and extracting lessons learned, the analysis makes special emphasis on identifying the positive and negative factors for achieving results, and the conditions for success. Given the diversity of strategies implemented and outputs obtained in each country, the findings focus on assessing the overall results in each country rather than breaking down the analysis into individual outputs.

4.2.2.1 Argentina

Strategy implemented.

In Argentina, the project focused on the UNDAF elaboration process and on the mobilization of the UNCT and all the multilateral agencies on mainstreaming employment and decent work.

The ILO country office, with the support of the project, held awareness and training sessions on mainstreaming employment decent work and on the application of the Toolkit with UNDP, WB, UNHCR, ECLAC, IOM, UNAIDS, IMF PAHO/WHO, FAO, UNICEF UNFPA and UNESCO. As a result, seven agencies carried out the Toolkit self-assessment: WB, UNDP, UNESCO, UNHCR, FAO, UNAIDS and UNICEF.

Main results achieved

The pilot experience in Argentina is a good case of building capacities for mainstreaming employment and decent work both in the multilateral system and with the constituents.

Regarding the multilateral system, the project, through the ILO regional focal point and the country office, provided continuous follow-up to the formulation of the UNDAF. This has resulted in the inclusion of employment and decent work concerns in the UNDAF area 1 on Sustainable Productive Development. The Toolkit was included as tool for the monitoring and evaluation of the Argentina UNDAF. The elaboration of the agencies self-assessments using the Toolkit allowed the identification of areas of interest for mainstreaming decent work that lead to cooperation with the ILO, in the case of UNHCR.

The combination of dedicated assistance to the UN agencies through and ILO focal point with high expertise and good knowledge of the UN system dynamics, and the timely implementation of the project to get on board of the process of development of the UNDAF have been two strategic factors for this success.

Along with the field support provided by the project, UN agencies have benefited from training activities carried out by the project at global and regional level (see section 4.2.1.3). Those activities have been highly valued by the participants, but their added value to the national results is not clear due to their different timing and objectives.

On the other hand, in the case of the eight agencies that developed self-assessment using the Toolkit, the exercise provided them with some “warning criteria” to assess how decent work is mainstreamed into their projects but, apart from that, it has not lead to significant improvements in terms of mainstreaming employment and decent work into their country assistance frameworks or operational activities. As in the case of other pilot countries, the elaboration of the checklist has been more a bureaucratic task than truly a mainstreaming exercise.

Regarding the constituents, the project had some significant results. The project has been active in providing constituents with regular feedback on the progress achieved with the UN system in the implementation of the decent work campaign. The focal point has held meetings with the Ministry of Labour to inform of the progress and to asses possible the entry point in support of the process. Furthermore, the focal point has participated in meetings with representatives of the workers’ organization CGT (*Confederación General de Trabajadores*) and of the employers’ organization UIA (*Union Industrial Argentina*) to raise their awareness on decent work and inform them about the Toolkit. As a result, the UIA has committed to disseminate the Toolkit among its associates.

Also, the project worked with the constituents to make an analysis of the progress achieved, based on the agencies self-assessment and the DWCP, which facilitated the development of an inter-agency proposal on the SPF.

The Argentina experience, in what is a good case of positive unexpected impacts beyond the project targeted countries. The experience acquired in Argentina in supporting the UN system to mainstream decent work into the UNDAF, combined with the proactive role of the ILO Regional Adviser on UN Reform for Latin America, has fuelled the processes of mainstreaming decent work in the neighbouring Uruguay. In this country, which is one of the UN Reform Pilot Country, the whole UNDAF programming process, including the Common Country Assessment (CCA), the UNDAF as such and the UN Action Plan (UNDAP) incorporated the concept of decent work, recognizing the Toolkit as a support tool for the monitoring and evaluation of the UNDAF.

4.2.2.2.Serbia

Strategy implemented

Initially, the implementation of the CEB Toolkit exercise was planned to coincide with the elaboration of the UNDAF. However, by the time the decision was taken to include Serbia into the exercise, the UNDAF consultative process had been nearly completed.

The Serbia pilot was carried out over a period of fourth months. The project hired a national consultant to assist and follow the implementation of the CEB Toolkit. The primary audience for this exercise were the UN agencies active in Serbia. The ILO introduced the CEB Toolkit exercise with the assistance and support of the UN Resident Coordinator who presented the objectives and requirements for its implementation at the UN Heads of Agencies monthly meeting.

Eight agencies (IOM, UNDP, WHO, UNECE, UNICEF, WTO, UNHCHR and UNIFEM) named a CEB focal point within the agency responsible. In this way, an informal/ temporary CEB Toolkit Working Group has been established.

The national consultant, with the support of the ILO representative, held a number of consultations with individual agencies explaining the purpose and the objectives of the exercise and their role in it. Joint meetings of the temporary working group also took place. Briefing materials concentrating on Serbia's specificities have been prepared and distributed. Towards the end of the four months period, in June 2010 a workshop was organised to inform representatives of the national government and social partners, UN agencies and the EU about the main findings and initial results. Although national government and social partners had not been included in the exercise per se, their presence at the workshop at the end of the exercise indicated their interest and openness to possible cooperation in the future.

Main results achieved

While The CEB Toolkit national checklist had certainly made some agencies think about their approach to employment and adherence to decent work criteria the project in Serbia has had limited effects. The outreach has been limited to only eight UN agencies out of 23 operating in the Country. On the other hand, the exercise generated a policy discussion but did not

translate into practical adaptations of current or future project outcomes. In this regard, it is unrealistic to expect that the exercise will have an impact in the longer-term.

The agency's operational structure as well as the interest and sense of duty of the person representing the agency have also influenced on the results. Some agencies in Serbia operate with only one or two staff members and have limited resources to adopt new knowledge. In other agencies that have big operations and large number of staff, and the CEB Toolkit focal points have faced difficulties involving peer colleagues from other departments in horizontal consultations.

The analysis shows that using the UNDAF process as an entry point for the implementation of the CEB Toolkit is a good strategy but in the case of Serbia, where the individual agency's country programming is still the most important process, the impact of the CEB Toolkit could have been enhanced if it had been used to mainstream employment and DW in a project/programme design phase or in the development of multi-agency projects.

The Toolkit's present format and design may be more appropriate for an implementation with agencies that design and implement their own projects. Those agencies that are not involved in project implementation but work through partners exclusively or agencies with specific mandates found the Toolkit less relevant.

All interlocutors that have participated in the Toolkit process highlighted that the Toolkit's lack of practical instruments, as thematic guidelines, and the unavailability of translations into local languages limits the utility of the otherwise excellent methodological approach.

Some interlocutors have highlighted that the challenges faced by the CEB Toolkit are not specific to the ILO. Other mainstreaming exercises, like HRBA or gender mainstreaming also face difficulties and resistance by UN agencies.

4.2.2.3. Vietnam

Strategy implemented

In Vietnam the project focus has been put on building the capacities of the tripartite constituents to mainstreaming employment and decent work into the national development frameworks, specifically into the Social Protection Strategy (SPS), Social-Economic Development Strategy (SEDS), and the Social-Economic Development Plan (SEDP).

The pilot has carried out various successive steps. It started with national training workshop with a wide range of government institutions, organizations of workers and other social organizations to improve the stakeholders understanding of the DWA and the CEB Toolkit, and to obtain their engagement in the process of mainstreaming employment and decent work into the SEDS and SEDP.

It was followed by a second workshop In October 2009, MOLISA to test the application of the Toolkit to assess the 2001-2020 SPS draft with all government agencies concerned and social

partners. This process continued in April 2010, with a third workshop held by the National Economic Issues Department/Ministry of Planning and Investment (NEID/MPI) where the Toolkit was applied to assess how employment and decent work was mainstreamed in the draft of the 2011-2015 SEDP and to discuss improvements to the document.

Finally, in August 2010, a last workshop was held in Hanoi by the Development Strategy Institute and Ministry of Planning and Investment (DSI/MPI), where the 2011-2020 SEDS's draft was assessed using the Toolkit in order to adjust the strategy in accordance with mainstreaming employment and decent work. At the moment of the evaluation, the two SEDS and SEDP's final drafts have been ratified by the government and are being presented at the National Assembly's session for discussion.

Main results achieved

The practical approach adopted by the project, on linking training of national partners with practical application of the Toolkit to assess national development plans under design has been very effective in order to ensure that the knowledge and skills acquired by the constituents have an immediate impact on strengthening national development policies and strategies. Furthermore, the tripartite partners feel that the exercise has provided them with better capacities for applying the Toolkit in the future.

In this regard, the coincidence of the project implementation with the period of elaboration of some major national development policies for the next decade, such as the SEDS, SEDP and SPS has been highly strategic.

The exercise has also triggered a discussion among the constituents on whether some parts of the Toolkit should be flexibly applied to the Vietnamese context. This feedback could be valuable to improve the Toolkit or other future tools.

The participatory approach applied, engaging multiple government institutions as well as social actors into the workshops, has been a good experience of tripartite coordination for policy development. For the participants in the exercise, the tripartite social dialogue held between representatives from the government, workers and employers as well as from other social partners –on which the country does not have much experience- is considered as a very positive result of the project. However, some of the informants highlighted that the exercise missed important stakeholders, such as certain government bodies and workers' and employers' organizations, as well as the UN and other multilateral organizations, with the exception of UNIFEM.

5. Conclusions

5.1. Relevance of the design

The project is fully coherent with the international development framework adopted by the UN system and the EU on promotion of employment and decent work. It develops the

resolutions on mainstreaming employment and decent work and the application of the Toolkit adopted by the CEB and the ECOSOC, as well as the position on employment and decent work endorsed by the EU. Furthermore, the project objective of developing capacities of the multilateral system and constituents to mainstream decent work and to use and expand the Toolkit is highly consistent with the responses adopted by the international community to the global economic crisis, as well as to the approach of the UN system for the assistance frameworks to the countries through the UNDAFs.

The project for the global level is in general consistent with the key needs of the multilateral system: poor awareness and knowledge on the DWA and how it crosses the agencies' mandates and lack of adequate tools. The design addresses these needs with a coherent strategy combining awareness raising, training and tools for knowledge sharing and collaboration on mainstreaming employment and decent work.

Nevertheless, the design was too optimistic in some of its assumptions regarding the agencies' response. It overestimated the agencies' capacity to apply the Toolkit and engage on knowledge sharing and collaboration. It assumed that the agencies would develop their self-assessments in a timely manner and that they would also identify their existing knowledge base and upload it onto the KSP.

The design was also too optimistic in making the assumption that the existence of the KSP combined with awareness raising and training activities would be incentives enough to trigger collaboration and knowledge-sharing among the multilateral system. As a result, the project management, in order to achieve a functioning KSP, has invested a significant amount of time and resources assisting the agencies on elaborating the self-assessments, and uploading their materials and tools onto the KSP. Also the design does not differentiate between the different agencies' stages on mainstreaming employment and decent work.

Finally, the resources available are insufficient to achieve the outputs for all the CEB agencies. These design limitations hindered the project's ability to achieve the results and have placed an important burden on the project management.

5.2. Results in the global component

The project contributed to raising awareness and improving the knowledge among the UN system on the DWA and the use of the Toolkit to mainstream decent work. The elaboration of self-assessments at global level by 13 agencies and its dissemination - along with a wide base of information - through the KSP, the awareness raising and training of numerous senior and technical staff and the development of materials and tools on mainstreaming employment and decent work had been valuable outputs in this regard.

The project has effectively acted as a facilitator for partnering and collaborating with multiple ILO departments and field offices and for the UN agencies to bring together their respective technical expertise for the elaboration tools and materials on mainstreaming employment and decent work. This has been strategic to address such a wide audiences and range of themes

and products, drawing on the organizations' expertise to obtain tools and provide awareness and training that are highly valued by the vast majority of the direct and indirect beneficiaries interviewed during the evaluation.

However the project was less effective in producing significant results in terms of improving the knowledge sharing and collaboration among the UN agencies and on the application of the Toolkit beyond the formal exercise of the self-assessments. With the exception of UPU and FAO, the CEB agencies have not taken relevant actions to mainstream employment and decent work into their policies, strategies or programmes at global level as a result of the project. The project means have been adequate as an awareness raising and training strategy, but achieving changes in terms of mobilizing the agencies to mainstream employment and decent work has proved to be too ambitious an outcome for the project in terms of its resources and time frame.

In any case, when analysing the project results in the context of other thematic mainstreaming commitments adopted by the UN system throughout the past decades, such as those related to Gender or Human Rights Based Approach, the experience shows that it is required a sustained process over a long period of time to translate the decisions adopted by the UN system as a whole into effective actions at the country level. From that perspective, the results achieved by the project can be considered fairly satisfactory.

On the other hand, the project kept many fronts opened. This approach has proven good to experiment with a diversity of awareness, training and capacity building approaches at various levels (global, regional, country). This approach has been also adequate to test the response and potential of the different UN agencies, ILO departments, constituents and other development partners to maximize the technical assistance. Considering the innovative and pilot nature of the project, this "learning by doing" approach has constituted a smart strategy. Nevertheless, having such a wide range of actions has implied that in many of them the project has developed interesting outputs but has not had the ability to transform them into relevant results.

5.2.1. The Knowledge Sharing Platform

The project has created a significant community of key staff from all CEB agencies around the KSP and all the training activities carried out. Although it cannot be considered as an active community, and many of them have only participated in stand-alone activities (training workshops) this group has a good potential to be the entry point for further initiatives.

The project management dedicated a lot of energy to develop and feed the KSP with content, and to advocate with the UN agencies and internally in the ILO. The theory behind this was that the existence of a site where all CEB agencies could show and disseminate their materials would motivate them to join the KSP and participate, but this assumption has not held true. In practice, the majority of agencies have not responded as expected, and in many cases the project has borne the burden of identifying and uploading the materials. To a large extent, the energy and dedication of the project management to feed the KSP is the reason for the significant wealth of information hosted in the KSP.

Despite the project efforts, the level of activity on the KSP is still very low among the CEB agencies and is mainly used by the ILO staff. The causes for this small success of the KSP among the CEB agencies can be explained by factors related to the agencies awareness of and commitment in the application of the Toolkit, and to some of the KSP's features as an online platform.

Firstly, and perhaps most importantly, the although mainstreaming of decent work is increasingly being positioned in the policies and operations of the UN, the CEB Toolkit as such is still regarded by many agencies as an "ILO business". Therefore, the application of the Toolkit for mainstreaming of employment and decent work is not a priority in the agenda of the UN officials, who therefore lack incentives to use the KSP.

Other factors are related to the structure and content of the KSP. Although it is a very complete repository of information, it lacks the type of practical materials and tools (i.e. Thematic guidelines, good practices, tools for policy and programme design, monitoring and evaluation, etc.) that are most demanded. Although the KSP as a whole contains a large amount – if not all – of the knowledge and tools generated by the UN agencies in a wide diversity of themes and dimensions, this information is not presented in the KSP in a systematic and practical way. The project has tried to respond to this demand by engaging in an intense production of tools (see section 4.1.1.1) both for the UN agencies and the ILO, but with limited results due to budgetary and time constraints.

The computer culture of the users is also another significant factor. The password protection acts as a deterrent that discourages accessing the KPS. Furthermore, many users do not perceive significant advantages on using the communication tools included in the KSP and prefer instead to stick to more conventional communication methods (e-mail, Skype) with which they are already familiar.

The other online platform supported by the project, the thematic FAO-ILO site constitutes a good success story. This is quite an active site that receives a fair number of visits. Thematic relevance and open access are the two main key comparative advantages of the FAO-ILO site over the KSP. The content on the FAO-ILO site is highly relevant for the users since it is selected and updated by focal points that are experts in their respective themes. Therefore, while the site holds less materials and tools, they are more relevant for the potential users who reward the site with more frequent visits. On the other hand, unlike the KSP, anyone looking for information on rural development and decent work can access the FAO-ILO site and benefit from the materials, increasing the user-base.

Getting onboard of the FAO-ILO site was a smart decision, which besides being totally in line with the project goal of promoting knowledge sharing on employment and decent work, allowed for a cost-effective investment.

However this model is hardly feasible as a general model for all CEB agencies since it also implies similar dedication in terms of project staff time and resources than the KSP, while only serving one agency.

5.2.3. Elaboration of the Toolkit self assessment by the agencies

Although the elaboration of the self assessments was not part of the project logframe, they were instrumental as the main basis to identify the knowledge to be hosted in the KSP.

In many agencies, the self assessment has constituted a formal desk exercise of filling out the checklist, with little or no participation from departments other than the one(s) assigned with the task. As a result, the self assessments have not been effective in providing an accurate picture of the agencies strengths and gaps on employment and decent work, neither to yield an inventory of the existing tools and materials related to employment and decent work. As a consequence the project has had to invest time and resources on identifying the tools and uploading them onto the KSP.

5.2.4. Development of tools for the UN agencies

The tools developed by the project have constituted products that are relevant, useful and address strategic issues, but that in some cases the recipients do not have the means (plans or programmes under implementation) to use them and benefit from their potential.

With most of the tools developed, the project has had the ability to address strategic issues and key gaps in terms of mainstreaming employment and decent work into the UN system and into the UN country programming, particularly the UNDAF. The guidance note on integrating Green Jobs into the UNDAF, or the document on social dialogue are good examples.

Besides, the project has been flexible in elaborating tools adapted to the audiences' demand for short, simple, thematic and practical tools.

The elaboration of tools, due among other factors to the participatory and consultative process followed, has generally been a time-consuming processes which has required intense coordination and dedication from the project management, although it must be considered not as an obstacle for project efficiency, but a smart investment to ensure that the tools developed really respond to the agencies strategic needs and interests, and are appropriated since its inception, both fundamental factors to ensure that the tools are used effectively by the organizations.

Collaboration between the project and the UN agencies has pivoted around specific areas of interest of the concerned agencies that have clear linkages with employment and decent work and on which the agencies were already carrying out initiatives. That is the case of FAO (rural employment) and UPU (part of a global campaign on HIV/AIDS). This shows that agencies are more likely to engage on mainstreaming employment and decent work when the issue can be linked to specific areas of action - and the linkages are clearly visible for them - and if they see that they can obtain practical products.

The project has been instrumental in "visualizing" themes such as HIV/AIDS which are difficult to address from all the ILO dimensions.

For some tools developed for the ILO specifically such as the Sectoral Toolkit, it will be necessary to train ILO staff to maximize its potential.

5.2.5. Awareness-raising and training activities

Some training activities have required significant efforts and have had good recognition by the participants (i.e. regional trainings). However, the lack of continuity of those activities have to some extent reduced the potential impact in terms of better skills of people trained and improvements on mainstreaming decent work.

Training activities with longer duration, such as the online course, have been rated highly by the participants who highlight the possibility of having an in-depth coverage, which is not possible in a workshop of few days.

5.2.5.1. Training for UN agencies

The project maintained an intense coordination with the ITC for the delivery of the workshops in the ITC facilities in Turin and the online course. The intense coordination of the project with the ITC, along with the training expertise of the ITC specialists produced remarkable results in terms of the quality and added value of the trainings.

The project was flexible in adapting the training modalities to the agencies characteristics within the limited resources, in order to maximize results. The initial approach based on global workshops showed that mixing UN officials (RCs, programme officers) with different levels, backgrounds and entry points on the topic of mainstreaming decent work had serious disadvantages, and the model was shifted towards regional workshops - an approach that has been much more cost-effective, and also more valued by the participating agencies. Nevertheless, budgetary limitations only allowed for one regional workshop, in the Americas.

Regarding the online training modalities, the first edition of the online course was delivered in the final months of the project. At the moment of the evaluation, the course was in its final sessions, and thus it was too early to assess its impact in terms of improved institutional capacities to mainstream employment and decent work in the targeted, UN agencies and constituents -or to provide support to constituents and ILO partners for mainstreaming employment and decent work, in the case of the ILO staff who attended the courses. The late start-up of the course was due to logistical reasons and limited the impact to a few agency staff. Nevertheless, the experiences have allowed the validation of a high-quality training package.

As a result of the different training activities carried out, the project improved the knowledge about the DWA and the Toolkit of a significant number of UN staff from several multilateral agencies. Training activities have mainly targeted the agencies' field offices and to a much lesser extent their HQs which, along the regional offices, are also key in guiding and supporting the field offices on mainstreaming employment and decent work. This aspect remains a challenge.

However, the evaluation has not found evidences that the training has led to actual changes on how the agencies mainstream employment and decent work into their policies, strategies

and programmes. In order to achieve this, training must be more intense and continued and be combined with a sustained process of capacity building.

The project has also targeted two individual agencies (UPU and UNIDO) with tailored training activities. This has constituted a good approach to ensure higher impact and added value, and has contributed to concrete results on mainstreaming employment and decent work by the agencies and their constituents.

5.2.5.2. Training to Workers' organizations

Instead of developing stand-alone awareness and training activities, the project has improved the understanding and capacity of workers to use the tools for promoting employment and decent work as part of broader training strategy developed by ACTRAV/TURIN and the Workers' organizations of the Americas that will continue after the project ends. This has allowed the project to have a broader impact in terms of tools developed, training activities carried out and workers' organization's leaders targeted. This, along with the training and bipartite activities carried out by the project, has created a good platform to improve the workers' organizations capacities on mainstreaming decent work into the national development frameworks and the UN assistance frameworks.

While the training package is a high quality product valued by its recipients, it will only achieve a real impact when utilized by the ILO and the workers' organization to carry out training programmes. In this regard the perspectives are promising since CTRAV-ITC has planned training activities for 2011 that make use of this package, and the CUT in Brazil has decided to use it as a standard training manual. Nevertheless, a bigger effort will be necessary to validate the manual and expand it to other regions beyond Latin America.

The "windows of opportunity" approach adopted by the project, has allowed it to leverage its capacity to create highly relevant products which would have been hard to obtain with the project alone. On the other hand, with this approach the project has sacrificed some control over the designed workplan. Nevertheless, the adaptive strategy followed with the workers' organization has proven to be a wise decision since it has ensured that the project outputs responds to the target group's needs and context.

5.2.5.3. Employers' organizations

The lack of success of the project to engage the employers' organizations reflects to some extent the fact that building capacities to participate in the UN reform and the multilateral development frameworks is not a top priority in the global agenda of the employers' organizations.

5.2.5.4. Training to the ILO

The project has devised a highly efficient strategy to carry out the training on the use of the Toolkit for mainstreaming employment and decent work that has allowed reaching a large number of ILO officials from almost all regional, subregional and country offices with relatively few resources, creating an knowledgeable and active group of ILO officials.

The cost-effective regional approach adopted has been fundamental to tailor the training to the characteristics of the regions as well as to able to respond to the demand created for more capacity building, as in the case of Africa.

5.3. Results in the country-level component

5.3.1. Quality of the design

The group of pilot countries selected by the project represent a diversity of geographical, socio-economic, development and political contexts. While they are also diverse in their situation regarding their multilateral assistance frameworks, all countries selected for the pilot experiences face important challenges in terms of employment and decent work into their development frameworks as well as in the constituents' capacities for effective action.

The training approach of the country pilot is considered highly relevant for the countries where the pilot components have been implemented. The need to improve the awareness, knowledge and capacities both of the multilateral system and the constituents to mainstream employment and decent work and to apply the Toolkit and other tools is widely recognized.

However, being the pilot overall strategy adequate for the countries context, the project foresees a large set of activities (consultations at national level for the multilateral agencies and national stakeholders, revision of the national development frameworks, research, assessment of the coherence of the DWCPs and national development frameworks, identification of good practices and lessons learned, improving the knowledge of key stakeholders) that are too ambitious for the resources and time frame available.

The project has relied mainly on the two main Toolkit documents: the National Checklist and the Guidelines for the implementation. While both provide the methodological approach for a DW appraisal they are insufficient as guidance tools for practical application, particularly on themes not directly linked with employment, such as environment or peace building. In some countries, such as Serbia where most potential users of the CEB Toolkit do not directly deal with employment, but are involved in the creation of an environment where social justice is respected, this has been a disadvantage.

The CEB Toolkit in its present form is a useful instrument for the self-appraisal of the DW criteria in projects, programmes, policies and strategies. The Toolkit provides agencies with an important methodological instrument to assess their own projects and policies. However, the experience shows that the Toolkit should develop additional instruments to facilitate the mainstreaming of DW in project design and development.

Agencies that by mandate and profile do not implement projects found the CEB Toolkit difficult to use as it is not customised to their specific profile. It was also difficult to promote without the national language version. The case of Tanzania, where the Toolkit is being translate into Swahili is a good example.

5.3.2. Results achieved

All the country pilots have been successful in raising awareness about mainstreaming employment and decent work of the UN and constituents targeted, depending on the country. Officials from the multilateral organizations and national stakeholders have almost unanimously expressed that their awareness of the DWA and of the Toolkit and its application has improved as a result of their participation in the project activities.

The project has been quite irregular on achieving concrete changes in the multilateral assistance frameworks or the national policies. Although this is partially due to the diverging institutional and socio-economic contexts of the selected countries and the diversity of stakeholders involved, several factors emerge to explain the different rates of success.

The level of commitment of the national constituents on mainstreaming employment and decent work and the existence (or lack) of a demand for the UN system to include employment and decent work into the multilateral assistance framework is a significant driving force to ensure that technical assistance is effective. The Argentina case is a good example as there was a government demand for the UN system to mainstream decent work.

The articulation of the pilot implementation with the programming cycle of the policy and programmes of the multilateral agencies and national governments has proven to be another key factor to achieve concrete results in terms of mainstreaming decent work into the corresponding policies and programmes. The case of Argentina where the project coincided with the preparatory stages of the UNDAF and Vietnam where it coincided with the elaboration process of various national development policies both illustrates the importance of synchronizing the project implementation with the multilateral assistance cycle and national policy development processes.

In addition, in countries where the UN system has decreased its operations significantly in recent years and plays a limited role in job creation and policies dealing with employment issues and decent work, as in the case of Serbia, the project has achieve limited results, although the project outcomes were relevant to the Serbian national context.

This suggests that the concept of linking the UNDAF process with the implementation of the Toolkit is a good approach but probably more appropriate in countries with advanced ONE UN operational set up. For example in Serbia, the individual agency's country programming is still the most important process. Recently there has been increased activity and effort in developing of multi-agency projects (joint programmes) where the CEB Toolkit could be used as a diagnostic tool during project design.

The elaboration of the CEB Toolkit self assessments was a rather challenging experience. The UN agencies, with few exceptions, have shown little interest and even resistance in openly

accepting participation in the exercise. The lack of openness in acquiring new knowledge may be due to fatigue and overwork but certainly the lack of HQ support is a key factor for low percentage of UN agency's participation. In most cases, the national checklist is compiled by one person. The focal point in the organisation ends up with the task and delivers the compiled checklist without a thorough consultations with colleagues which somewhat defeats the purpose of the exercise.

Although the UN agencies are increasingly paying attention to employment generation, particularly in the present context of global economic crisis, there is still the perception among UN agencies at country level that their specific mandates do not require them to deal with employment and as such do not necessarily recognise the CEB Toolkit as relevant to their operations. For instance, in the case of Serbia the majority of the agencies chose to ignore the exercise or concluded that building capacity on employment and decent work was not relevant to their mandate.

The pilot applications have provided valuable feedback from testing the Toolkit in various contexts that can help further versions of the Toolkit and the development of practical tools which are very much demanded. Translation into the national languages (Serbia and Tanzania) and guidance to adapt the criteria to particular country conditions (Vietnam, Argentina) are among the most relevant needs expressed by the constituents and UN agencies involved in the pilots.

The Toolkit application at national level has constituted a highly participatory exercise with active involvement of the constituents, particularly in Vietnam and Tanzania. This has contributed to foster social dialogue and to strengthen the tripartite mechanisms for policy development.

5.3.3. Prospects for sustainability

At country level, the project has set in motion a process of awareness raising, capacity building, and in some cases policy improvement that has triggered a demand for assistance and guidance from the stakeholders. In almost all countries – perhaps with the only exception of Serbia - the constituents and multilateral agencies have expressed that the project has contributed to improve their capacities to mainstream employment and decent work but they still require further training and tools. Responding to this demand in the future and providing timely and relevant training and technical support is a challenge for the ILO.

6. Good practices and Lessons Learned

6.1. Good practices

6.1.1. Global component

A combined strategy of global capacity building and country pilot components

Mainstreaming employment and decent work is a system-wide mandate that commits the multilateral agencies at global, regional and country levels. The project scope, combining global and a country-level component is fully coherent with this approach. Tool development, awareness and training activities developed at global, regional and country level have been mutually reinforcing, promoting knowledge sharing and networking that has been strategic to mainstreaming efforts at country and global level. It has also been beneficial to expand results to other countries beyond the four pilots.

Thematic knowledge-sharing platforms

The experience on the FAO-ILO site has been a success that is worth using as a reference for the future. Thematic sites provide materials that are more relevant for the agencies and the community of users. It also facilitates that the agency participation on keeping it updated, as well as its commitment to manage and sustain the site.

Development of tools in close collaboration with the UN agencies

Development of tools in close collaboration between the agency and ILO departments, with the project playing a supportive role has been a good practice in order to ensure products with a high quality standards and high appropriation by the recipients.

Combining ILO and UN programming staff in mixed training activities

The experience of the workshops where ILO and UN programming staff have jointly attended demonstrates that there are very many similarities at the level of programming officers and operational staff within and outside the ILO. In the training activities where the two groups have joined, there has been a highly enriching and effective interaction.

Online training course in alliance with the ITC

The alliance with the ITC, which has contributed with its training expertise and the online platform, has been essential to validate a comprehensive course that can be used to train a wide range of stakeholders. The cross-regional and inter-agency approach has been a significant added value to achieve the course learning objectives.

Cost-effective training modalities to reach a large ILO audience

The project has taken advantage of a set of already planned training events on a closely connected theme and addressed for a target group that was also strategic for the project. This

type of resource-pooling is particularly appropriated for short trainings, where is feasible to add one or two days to a workshop.

Training of trainers models for regional capacity building

Training of trainer workshops, such as the one held on Addis Ababa, proved to be effective to build capacities at regional level. A regional approach takes advantage of the regional similarities, stimulates knowledge sharing and learning from countries across the region, is supportive of subregional processes and is more effective to stimulate further networking. The training of trainers' model is also a good approach to build regional capacity.

6.1.2. Country-level component

Improved results are obtained when applying the CEB Toolkit in actual development plans.

As the Viet Nam case has shown, the process of supporting the national constituents on the application of the CEB Toolkit can yield significant results when it is applied to the design, implementation or monitoring of national development plans. This requires that the Toolkit exercise is synchronized with the programming cycle of the relevant development policies and programmes, as well as a previous work of awareness rising and capacity building of the participating constituents, addressing both the policy makers and the technical staff.

Use national consultants or focal points.

The use in the country pilots of a dedicated consultant/focal point with expertise on mainstreaming employment and decent work, including the Toolkit application, and good knowledge of the UN system at country level working in close collaboration with the ILO field office, has been fundamental in the implementation of the exercise. The consultant facilitates the dialogue, serves as a resource person and supports the smooth implementation.

Mixed audience for better training results

The organisation of periodical events on decent work for a mixed audience, UN agencies, EU, national and local partners contributes to raising awareness and education on this topical issue of employment and social justice.

Translations of key documents

Provision of timely translations of key documents to local languages to ensure usability has been recognized by the stakeholders as a key element to maximize the results of the trainings, since adaptation to national context – including local language - is considered fundamental by practically all stakeholders consulted. The case of Tanzania, where the national application version of the Toolkit is being translated to Swahili is an excellent instance of this good practice.

6.2. Lessons learned

6.2.1. Global component

Hands-on ILO involvement is key to raise awareness and expand the knowledge of Decent Work

The experience of the project has shown that training and capacity building activities with an active hands-on ILO involvement is the most effective way to raise awareness and expand knowledge of Decent Work among the multilateral system and constituents. Although the on-line platform for knowledge sharing is has a significant potential, this hands-on involvement from ILO and its constituents is what has made the difference.

Adopting an inter-regional and inter-agency approach for better training results

The inter-regional and inter-agency approach adopted by the project for the training activities with the multilateral system has had a significant added value. It has put in contact staff from agencies and regions who have engaged in a rich exchange on knowledge and experience that has been almost as valuable as the formal training contents, enhancing the training results

Senior UN staff require individual tailored approach for awareness raising and training

Senior UN staffs, such as RCs, require individual treatment and should not be mixed with technical or administrative staff in the same activity. Awareness and training activities with this group should be tailored to their specific profile and time availability, with shorter duration, and packed into more executive formats.

6.2.2. Country-level component

Addressing the key national bodies to produce results

In order to ensure that the project assistance leads to real improvement in how employment and decent work is mainstreamed into the national development frameworks, it is crucial to ensure that the national agencies responsible for policy design, implementation and monitoring are addressed and actively participate in the project activities and receive adequate assistance. This requires good coordination in the preparation of the project activities between the ILO and the national agencies in terms of technical assistance, timing and logistics. The Vietnam experience is clear in this regard.

The challenge of motivating UN agencies

Motivating the UN agencies to actively and substantively take part in the exercise is a challenging endeavour. As commented in other sections above, agencies are still reluctant to

engage in awareness raising and training activities on mainstreaming employment and decent work and on the application of the Toolkit. Many do not see the issue as relevant to their mandate or operational activities or consider it an ILO-only matter.

Agencies are mobilized when approached with a thematic perspective

The agency's response to the project offer for awareness raising and capacity building is improved when it is approached with a thematic perspective that visualizes in a convincing way and in their own language the specific linkages of employment and decent work with their particular mandate. This applies to awareness raising and training activities, development of tools, and technical assistance.

Agencies workload or few field staff is a limiting factor

The elaboration of the self assessment is perceived as a time-consuming and demanding task, which poses a heavy burden particularly to those agencies with insufficient field staff or with a large project portfolio.

Support from the UN system at headquarters and regional levels is essential

UN staff interviewed in all country pilots have remarked that the operational implementation of the CEB Toolkit could be more successful and effective if there was more support from their respective agency's headquarters and regional offices to motivate the agencies to approach the exercise in a more serious and substantive manner.

Engaging all UN field senior management at country level

The RC support is not the only one that is key to the effective implementation of the CEB Toolkit exercise. Country Directors and Joint Projects Managers are also very important in the mainstreaming process.

Application of the Toolkit requires intense ILO support and follow-up

The Toolkit is perceived by the UN agencies and national constituents as a simple-looking tool but which requires solid background on the concept of decent work as well as adequate skills to apply it correctly, particularly in the case of specialized agencies whose mandate is indirectly related to decent work. Most of the agencies, consider that in the present format, the Toolkit is difficult to utilize effectively without intense ILO technical assistance and follow-up. Furthermore, mainstreaming of employment and decent work in the development assistance frameworks and national development strategies require strong coordination and teamwork among the ILO HQ, Regional and country offices, which must work together aligned with a clearly defined strategy.

Multiple "mainstreaming" agendas competing for the agencies attention

Mainstreaming employment and decent work is one thematic global agenda among others (gender, environment, indigenous peoples, HIV/AIDS, etc.) adopted by the UN system that must be applied and accounted for at country level. There is a widespread opinion among the

UN field staff in all the pilot countries that all these agendas that not sufficiently inter-coordinated and generate a significant demand and workload that too often exceed the capacity of the UN field offices. Therefore, requirements in terms of time and dedication from the UN agencies at country level should be carefully weighed.

Focusing the ILO training on mainstreaming employment and decent work in the UNDAFs

Putting the main emphasis of the training on building ILO staff's capacities to mainstream employment and decent work in the UNDAFs has been essential in drawing the ILO field staff interest and demand on the project training and technical assistance. The effective mainstreaming of employment and decent work is still a significant challenge for the UN agencies in the field, and demands intense support and follow up from the ILO field offices, which have found in this project and adequate response to their needs.

7. Recommendations

Design of strategies on mainstreaming employment and decent work

1. Future projects designs should include differentiated strategies according to the target groups

For future projects addressing the CEB multilateral system, it is recommended to devise tailored strategies according to the different levels of awareness, capacities, and commitment of the multilateral agencies. Some agencies that are still not clear on the relevance for their mandates of mainstreaming employment and decent work would require an emphasis on awareness raising and training, whereas others that have already taken action to mainstream the issue would require greater emphasis on tools and technical assistance. This will maximize the ILO technical assistance and allow for greater impact.

The Knowledge Sharing Platform

2. Organize a meeting with the CEB members to assess the status of the KSP and decide further actions

The ILO should promote that the CEB, as the owner of the KSP, carefully analyze with a wide perspective the current situation of the KSP, its strengths, weakness and challenges, and decide on a strategy for the future, including the eventual development of complementary thematic sites, such as the FAO-ILO site.

Development of tools

3. Prioritize the elaboration of practical, thematic tools

Future strategies should prioritize the production of practical and thematic tools linking the agencies mandates and areas of action with decent work. They could be in the form of toolkits, guidance documents, compilations of good practices, how-to tools, thematic manuals, etc. The tools elaborated by the project constitute a solid base to create thematic packages with a menu of tools that can be applied by the UN agencies, constituents, ILO field offices and other partners at the various stages of the UNDAF cycle and other assistance frameworks.

Awareness raising and training

4. Increase linkages between the online training and KSP platform

The online training can be better linked with the KSP. Training participants will benefit from the large body of information and knowledge available in the KSP and will get familiarized with the KSP as a resource site for mainstreaming decent work. Given that online training addresses staff from UN agencies, and ILO at HQ and field offices, this will also promote a wider

awareness about the KSP and its added value. The linkages can be various forms, such as referencing the course bibliography to the KSP materials, learning activities that require searches on the KSP, using KSP working groups as part of the e-learning process, etc.

5. Promote regional inter-agency workshops

The regional workshop in the Americas has constituted a successful experience in terms of validating a workshop package that can be replicated, and a strategy to effectively engage agencies for training activities. It is recommended that the ILO uses this model to expand the training to agencies in other regions. Even though regional workshops are fairly cost-effective modalities, it would imply a financial challenge for the ILO. Cost-sharing options with the UN agencies (i.e. combining this workshop with other agencies' workshops) should be explored.

6. Include training activities as part of other agencies meetings

For future initiatives on mainstreaming employment and decent work, it is recommended that the ILO continues with the approach of embedding training workshops into agencies regional meetings. It will also be a good strategy to better target the regional levels of the multilateral system, which is one of the challenges to ensure that mainstreaming of employment and decent work trickles down from HQs to the field offices.

7. Continue with the strategy on capacity building of workers' organization

The next steps on building workers' organizations capacities on mainstreaming employment and decent work should adopt the project approach and continue with the line of action initiated, i.e. providing support to: a) apply and validate the training manual at country level in selected pilot countries, and b) adapt the training manual to other regions and translate to other languages, as relevant. When working in supporting the workers' organizations to participate in the UNDAFs and other multilateral assistance frameworks, it must be realistically considered the opportunities and limitations of their existing entry points, in order to avoid frustration.

8. Develop the employers' organizations capacity to mainstreaming employment and decent work

It is recommended that the ILO initiates a dialogue through the appropriate channels with the employers' at global, regional and country levels, to ensure that employers get on board of this process. The same recommendation applies for the country level as in the case of the workers' organizations.

Country level application of the CEB Toolkit

9. Incorporate tailored capacity building activities for the UN system at country level

The country pilot experiences have demonstrated that targeted awareness and training activities are effective to improve the capacities of UN agencies at country level to mainstreaming employment and decent work into their assistance frameworks. Training activities should be tailored, according to the country context, to the UNCT as a whole, and to specific areas and themes addressed by the relevant assistance frameworks such as UNDAFs, joint programmes or individual agencies projects. It is also recommended to develop activities exclusively targeted at RCS, since they are key actors to ensure the mainstreaming of employment and decent work, including the application of the CEB Toolkit, the GJP, SPF and the Green Jobs Initiative into the UNDAFs, joint programmes and other UN assistance frameworks at country level.

Awareness raising and training activities could be delivered at regional or subregional levels to optimize resources, and be combined with sessions on mainstreaming employment and decent work included into the regular schedule of RCs meetings at regional and global levels.

10. Expand mainstreaming of employment of decent work into other entry points beyond the UNDAFs

Using the UNDAF process as an entry point for the implementation of the CEB Toolkit is a good strategy but it should include other entry points outside of the UNDAF process, where it could achieve tangible effects on policies and approaches towards the implementation of the decent work standards. The UN joint projects, and the Agencies' country programming processes (including their programming guidelines) are other entry points with good potential to build consensus for mainstreaming employment and decent work. In this respect, the role of the ILO country directors should be further stressed. They are critical in making the case for the application of the Toolkit both with governments and UNCTs.

11. Promote involvement of agencies' headquarters and intermediate levels and coordination bodies to stimulate field offices commitment

For the CEB Toolkit to achieve its full implementation in mainstreaming employment and DW, it is key that UN agencies at HQ and regional levels, as well as global and regional coordination bodies, such as the UNDGs, the Regional UNDGs, and Peer Support Group, among others, coherently support the UNCTs, the RCs and UN system as a whole at country level for the implementation of the CEB Toolkit and effective mainstreaming of employment and decent work into the UNDAFs and other multilateral assistance frameworks. The ILO, through its presence in the CEB should mobilize the multilateral agencies in this regard.

12. Highlight the CEB label of the Toolkit

The ILO label of the CEB Toolkit needs to be less evident. Only then, ownership by other UN agencies can be ensured. The CEB should explore alternatives, such as having the document signed by all CEB member agencies heads as is the case for the UNDAFs at country level.

13. Address both high level policy-making officials and technical staff

In order to ensure solid mainstreaming of employment and decent work into the national policies, the provision of awareness capacity building and tools by the ILO should address the decision-making levels as well as the research and policy planning officers from the government and social partners.

14. Develop the country level component of the Toolkit into user-friendly tools for practical application

It is recommended that the ILO complement the Toolkit with more user-friendly tools for national application. For instance, the present list of indicators could be organized on a system of “layers” of indicators and sub-indicators, each layer guiding the application of the next following structured “decision trees”. The present Word format could be transformed into an electronic form that can process the raw data to the checklist assessment report and customized reports on specific pillars of the DWA or selected set of indicators. Such as system could also be used to monitor the progress of the agency and be incorporated into the UNDAF monitoring system, which includes the CEB Toolkit as one of the reference tools.

15. Creation of national networks of focal points on mainstreaming employment and decent work

The ILO is in a privileged position to identify the key persons from the government, workers’ and employers’ organizations to create a network of key representatives of the tripartite constituents with capacity to influence the multilateral development assistance framework, including the UNDAFs and other joint initiatives to mainstream employment and decent work in response to the country needs. Whenever possible, existing social dialogue mechanisms could be used to avoid duplicating efforts. In order to create a strong tripartite network of focal points for mainstreaming employment and decent work, a sustained process of training and capacity building should be incorporated into future strategies.

Appendices

Appendix 1. Terms of Reference. Lead and national evaluators

Appendix 2. Data collection tools

Appendix 2. List of persons interviewed

Appendix 3. List of publications cited

Appendix 4. Project logframe

Appendix 1. Terms of Reference for the evaluation

1.1 TORs for the lead evaluator

TOR

LEAD EVALUATOR

Evaluation

Evaluation of Developing the UN CEB Toolkit within the Decent Work Campaign

EU Project 30-CE-026280/00-32-SI2.510306

Background

The entire UN system has been called upon to support countries in their efforts to provide employment and decent work for all. The High Level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board for Coordination (CEB) asked the International Labour Organization (ILO) to play a catalytic role by developing a *Toolkit for Mainstreaming Employment and Decent Work*.

The toolkit should be regarded as a process that permits all UN agencies and UN Country Teams to see how their policies, strategies, programmes and activities are interlinked with employment and decent work outcomes and how they can enhance these outcomes. It includes:

a diagnostic and awareness raising checklist of questions for self-assessment,

an interactive web-based platform for knowledge management and sharing of the tools and,

a capacity building and awareness raising component.

The toolkit aims at giving agencies the opportunity to assess their own agency processes and programmes through a “decent work” lens.

A country level application version of the toolkit has been developed and published to help the UN Country teams in the formulation of more solid Development Assistance Frameworks (UNDAFs) by involving the social partners as key stakeholders in the process at the country level.

The EU has provided the ILO with support of 522,504 Euros for the implementation of the project “Developing the UN CEB Toolkit within the Decent Work Campaign”. The project goals were developing a knowledge-sharing platform so multilateral agencies can share policy and operational tools, disseminate the use of the toolkit in the UN system and to pilot the country-level application with UN Country Teams and national stakeholders in four countries in order to draw lessons to improve the materials and platform and develop tools for further dissemination. The project duration is from November 12, 2008 to September 4, 2010.

The project outcomes were as follows:

OUTCOME 1

Multilateral agencies share policy and operational tools, experience and good practices and collaborate to strengthen the knowledge sharing platform and implement and disseminate the use of the Toolkit to promote full and productive and decent work for all.

OUTCOME 2

The experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries make it possible to draw lesson and develop tools for wider dissemination and to acquire improved knowledge of the Toolkit and its use with a view to advancing both the ILO and EU decent work agendas.

The following pilot countries were selected in collaboration with the EU: Serbia, Argentina, Tanzania and Viet Nam. The pilots carried out in each of the countries were with very different audiences and different implementation methodology was used.

SCOPE AND PURPOSE OF THE EVALUATION

Given the nature of the project as a global project to support the development of the CEB toolkit programme to produce materials, share knowledge and develop methodologies for mainstreaming decent work, the evaluation should focus on producing key recommendations and suggestions for how to build on the project to improve the integration of Decent Work in the policies, programmes and projects of ILO constituents and UN agencies. This will include reviewing the strategy of the project and programme.

This final evaluation should measure if the Outcomes of the project were achieved based on the indicators included in the project document. The following are some suggested evaluation questions and steps to address:

Determine the results of the project. Were the outputs achieved in a quality and timely manner? What internal and external factors influenced this delivery?

How appropriate was the design of the project? What lessons could be drawn for future projects?

Identify key project legacies and achievements. Assess the implementation of toolkit at the national level and draw lessons and recommendations for future implementation.

Assess the Knowledge Sharing Platform, materials produced and training carried out by the project and make recommendations for improvement.

Make recommendations for strategies that could be helpful for improving decent work outcomes in other UN agencies and national policies and programmes.

What lessons can be learned from the experience of this project?

Make recommendations for the sustainability of the outcomes.

In consultation with the key stakeholders, the lead evaluator will further develop the evaluation questions in a proposal for an evaluation approach.

Evaluation approach

Following is a suggested approach to the evaluation. The approach can be adjusted by the lead evaluator if considered necessary. This should be done in consultation with the project management.

An independent consultant will be hired as the lead evaluator. This evaluator will prepare a methodological approach document and evaluation instrument including questionnaires to be

carried out in to key stakeholders in Geneva, the donor and project beneficiaries in the pilot countries.

Consultative and planning discussions will be carried out with the Project manager, and project manager and key partners and stake holders to develop the methodological approach and evaluation instruments.

He or she will supervise four national consultants to be hired to carry out the evaluations in the pilot implementation countries, namely Serbia, Argentina, Tanzania and Viet Nam. They will interview ILO staff in the field and other project beneficiaries including UN staff, and ILO constituents.

The national consultants will carry out interviews with the evaluation instruments to project beneficiaries in the field and provide detailed reports and lessons learnt to the lead evaluator.

The lead evaluator will analyse the responses from the questionnaires carried out in the field and prepare a draft that he or she will circulate to the national evaluators and key stakeholders for comments which will be incorporated to the final report.

The methodology can be adjusted as part of initial discussions and preparation of evaluation and strategy instruments.

The evaluation should be carried out in adherence with the ILO Evaluation Framework and Strategy, the ILO Guideline, the UN System Evaluation Standards and Norms, and the OECD/DAC Evaluation Quality Standards. For gender concerns see: "ILO Evaluation Guidance: Considering Gender in Monitoring and Evaluation of Projects", September 2007

Proposed stages and timetable

The evaluation will begin August 25 and be completed by 15 December 2010. Following are the main stages and currently proposed timetable:

Review of the Knowledge Platform and materials produced to get familiar with the project document and products. Interviews carried out with the Project Manager, project staff (August 25 to September 10)

Consultations and initial discussions and planning detailed evaluation instrument(s) (September 10-30)

Validation of evaluation instruments with key stakeholders and national consultants (October 1-5)

Data collection and interviews in the field by the national consultant (October 10-October 30)

Analysis and further strategic discussions to help inform the further analysis (November 1-10)

Further analysis, preparation of draft report, presentation of draft report and discussions around the draft (November 10-20)

Comments by key stakeholders (November 20-30)

Preparation of second draft (December 1-10)

The expected outputs (deliverables) are as follows:

Evaluation approach document (September 10)

Evaluations instrument(s) and questionnaires (September 30)

First draft of evaluation report (November 20)

Final report (December 15)

The final report will be 10-15 pages long and will include:

1. Executive Summary with key findings, conclusions and recommendations
- 2.
3. B. Background
4. Description of the project
5. Key issues addressed in the evaluation
6. Evaluation approach
- 7.
8. Findings

9. The results from the application of the evaluation instrument in Geneva and the field.
- 10.
11. Conclusions/Key lessons learned
- 12.
13. Recommendations and Suggestions for future work

14. Appropriate annexes.

1.2 TORs of the National Evaluators

TOR

NATIONAL EVALUATORS

Evaluation of Developing the UN CEB Toolkit within the Decent Work Campaign

EU Project 30-CE-026280/00-32-SI2.510306

Background

The entire UN system has been called upon to support countries in their efforts to provide employment and decent work for all. The High Level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board for Coordination (CEB) asked the International Labour Organization (ILO) to play a catalytic role by developing a *Toolkit for Mainstreaming Employment and Decent Work*.

The toolkit should be regarded as a process that permits all UN agencies and UN Country Teams to see how their policies, strategies, programs and activities are interlinked with employment and decent work outcomes and how they can enhance these outcomes. It includes:

- a diagnostic and awareness raising checklist of questions for self-assessment,
- an interactive web-based platform for knowledge management and sharing of the tools and,
- a capacity building and awareness raising component.

The toolkit aims at giving agencies the opportunity to assess their own agency processes and programs through a “decent work” lens.

A country level application has been developed and published to help the UN Country teams in the formulation of more solid Development Assistance Frameworks (UNDAFs) by involving the social partners as key stakeholders in the process at the country level.

The EU has provided the ILO with support of 522,504 Euros for the implementation of the project “Developing the UN CEB Toolkit within the Decent Work Campaign”. The project goals were developing a knowledge-sharing platform so multilateral agencies can share policy and operational tools, disseminate the use of the toolkit in the UN system and to pilot the country-level application with UN Country Teams and national stakeholders in four countries in order to draw lessons to improve the materials and platform and develop tools for further dissemination. The project duration is from November 12, 2008 to September 4, 2010.

The project outcomes were as follows:

OUTCOME 1

Multilateral agencies share policy and operational tools, experience and good practices and collaborate to strengthen the knowledge sharing platform and implement and disseminate the use of the Toolkit to promote full and productive and decent work for all.

OUTCOME 2

The experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries make it possible to draw lesson and develop tools for wider dissemination and to acquire improved knowledge of the Toolkit and its use with a view to advancing both the ILO and EU decent work agendas.

The following pilot countries were selected in collaboration with the EU: Serbia, Argentina, Tanzania and Viet Nam. The pilots carried out in each of the countries were with very different audiences and different implementation methodology was used. In Argentina and Serbia, UN agencies members of the UN country team carried out the self assessment questionnaire. Implementation in Viet Nam was with national counterparts. In Tanzania an evaluation of the ONE UN program was carried out by ILO staff and training on the toolkit carried out with national Ministries’ staff.

SCOPE AND PURPOSE OF THE EVALUATION

Given the nature of the project as a global project to support the development of the CEB toolkit program to produce materials, share knowledge and develop methodologies for mainstreaming decent work, the evaluation should focus on producing key recommendations

and suggestions for how to build on the project to improve the integration of Decent Work in the policies, programs and projects of ILO constituents and UN agencies. This will include reviewing the strategy of the project and program.

This final evaluation should measure if the Outcomes of the project were achieved based on the indicators included in the project document. The following are some suggested evaluation questions and steps to address:

Determine the results of the project. Were the outputs achieved in a quality and timely manner? What internal and external factors influenced this delivery?

How appropriate was the design of the project? What lessons could be drawn for future projects?

Identify key project legacies and achievements. Assess the implementation of toolkit at the national level and draw lessons and recommendations for future implementation.

Assess the Knowledge Sharing Platform, materials produced and training carried out by the project and make recommendations for improvement.

Make recommendations for strategies that could be helpful for improving decent work outcomes in other UN agencies and national policies and programs.

What lessons can be learned from the experience of this project?

Make recommendations for the sustainability of the outcomes.

In consultation with the key stakeholders, the lead evaluator will further develop the evaluation questions in a proposal for an evaluation approach.

Evaluation approach

Following is a suggested approach to the evaluation. The approach can be adjusted by the lead evaluator if considered necessary. This should be done in consultation with the project management.

An independent consultant will be hired as the lead evaluator. This evaluator will prepare a methodological approach document and evaluation instrument including questionnaires to be carried out in to key stakeholders in Geneva, the donor and project beneficiaries in the pilot countries.

Consultative and planning discussions will be carried out with the Project manager, and project manager and key partners and stake holders to develop the methodological approach and evaluation instruments.

He or she will supervise four national consultants to be hired to carry out the evaluations in the pilot implementation countries, namely Serbia, Argentina, Tanzania and Viet Nam. They will provide input to the evaluation instruments.

The national consultants will carry out interviews with the evaluation instruments to project beneficiaries in the field this will include as appropriate ILO staff, UN staff, and ILO constituents and provide transcripts of the interviews, a brief summary report and lessons learnt to the lead evaluator.

The lead evaluator will analyse the responses from the questionnaires carried out in the field and prepare a draft that he or she will circulate to the national evaluators and key stakeholders for comments which will be incorporated to the final report.

The methodology can be adjusted as part of initial discussions and preparation of evaluation and strategy instruments.

The evaluation should be carried out in adherence with the ILO Evaluation Framework and Strategy, the ILO Guideline, the UN System Evaluation Standards and Norms, and the OECD/DAC Evaluation Quality Standards. For gender concerns see: "ILO Evaluation Guidance: Considering Gender in Monitoring and Evaluation of Projects", September 2007

Outputs

One national evaluator will work in each of the pilot countries to contribute to the overall evaluation of the project. In particular, he or she will carry out interviews with the beneficiaries at the national level and document the activities carried out as well as lessons learnt and recommendations for implementation in others.

The expected outputs (deliverables) are as follows:

Familiarity with the Toolkit Knowledge sharing platform, self assessment questionnaire and other materials produced

b. Inputs to the evaluation instrument(s) and questionnaires (October 1-5)

Completed reports of the evaluation interviews (October 5-30)

Summary reports of the evaluation interviews (October 30)

Inputs and comments to the draft report of the compilation and summary of the lead evaluator (November 20) .

The summary report of the evaluation interviews will be 10-12 pages long and include:

Executive summary including key findings and recommendations

Background – Description of the activities carried out at the national level

Findings – Summary of the results of the application of the interview instrument(s)

Conclusions – Key findings and recommendations

Annexes – List of people interviews and completed evaluation questionnaires.

Timetable

The evaluation is expected to begin August 25 and be completed by December 15. The timetable for national consultants will be from August 25 to November 20 as follows, to coincide with the lead consultant's timetable:

August 25 to September 10 – Discussion with ILO staff, lead evaluator and familiarization with the Toolkit platform, self evaluation questionnaire and other materials

September 11-30 – Discussion and provision of inputs to evaluation instrument and setting up interview schedule.

October 1-20 Interviews with beneficiaries at the national level and application of the evaluation instrument

October 25 to November 3 – Preparation of report and discussion with lead evaluator

November 15-19 – Review, provision of inputs to the draft report.

15.

Appendix 2. Evaluation Tools

Evaluation instrument

EVALUATION AREA	Outcome 1	Output 1.1.	Output 1.2.	Output 1.3
	Evaluation questions			
Design				
How appropriate was the design of the project?	<ul style="list-style-type: none"> •What are the reasons that hinder a more effective sharing and collaboration among multilateral agencies? •Does the project address all the main factors that cause insufficient collaboration among multilateral agencies? •Are there better strategies to address the need for a better sharing and collaboration among multilateral agencies? •Are the indicator set appropriate to describe and capture the achievement of project outcomes? 			
Results				
Were the outputs achieved in a quality and timely manner?		<ul style="list-style-type: none"> •What is the degree of implementation of the internet platform (complete, user-friendly, accessible) <ul style="list-style-type: none"> - <i>1.1.1. The knowledge sharing platform functioning</i> •How successful have been the agencies on accessing and posting their tools? <ul style="list-style-type: none"> - <i>1.1.2. Number of hits on the Toolkit website</i> - <i>Number and relevance of the</i> 	<ul style="list-style-type: none"> •How have the tools in the Toolkits been branched out? <ul style="list-style-type: none"> - Policy areas identified? - What Knowledge gathering and sharing methods implemented? - What policy and operational tools identified? - How good practices and lessons learned have been documented? 	<ul style="list-style-type: none"> •How much awareness, understanding and capacity the project has achieved? <ul style="list-style-type: none"> - Number and level of staff trained per each stakeholder. - Assessment of quality use of training. (Training evaluation forms, survey if feasible?). •What is the quality and relevance of the training materials?

EVALUATION AREA	Outcome 1	Output 1.1.	Output 1.2.	Output 1.3
	Evaluation questions			
		<p><i>tools posted</i></p> <ul style="list-style-type: none"> • What has been done to monitor and maintain the website? • Have been the governance protocols defined? • What has been done to assist the agencies to feed and use the website? <p>- 1.1.4. <i>Number of agency staff trained in the use of the knowledge sharing platform</i></p> <ul style="list-style-type: none"> • What positive and negative factors affect the agencies to use the knowledge-sharing platform? 		<ul style="list-style-type: none"> • What is the result of participation in international and national events? <p>- Number and level of events where project staff has participated</p> <p>- Resolutions/actions derived from participation</p>
What internal and external factors influenced this delivery?		<ul style="list-style-type: none"> • What internal and external factors influenced the delivery of the output? <p>- Creation and maintenance of the website</p> <p>- Coordination with CEB</p> <p>- Provision of technical assistance</p>	<ul style="list-style-type: none"> • What internal and external factors influenced the delivery of the output? <p>- Identify key policy areas/issues</p> <p>- Provision of support to develop policies and operational tools</p> <p>- Monitor and evaluate policies, document good practices and lessons learned?</p>	<ul style="list-style-type: none"> • What internal and external factors influenced the delivery of the output? <p>- Developing of relevant training materials</p> <p>- Realization of workshops</p> <p>- Participation on international and national events?</p>
Identify key project legacies and achievements	<ul style="list-style-type: none"> • What are the key achievement and legacies on: <ul style="list-style-type: none"> - Sharing of policy and operational tools, experience and good practices among? - Collaboration to strengthen the knowledge sharing platform? - Implement and disseminate the use of the toolkit? 	<ul style="list-style-type: none"> • What are the key achievements of the development and use by multilateral agencies of the Knowledge sharing platform? 	<ul style="list-style-type: none"> • What are the key achievements on expanding and branching out the Toolkit? 	<ul style="list-style-type: none"> • What are the key achievements on raising awareness on the Toolkit, and improving the understanding and capacities to use the tools?

EVALUATION AREA	Outcome 1	Output 1.1.	Output 1.2.	Output 1.3
	Evaluation questions			
Lessons learned				
- On the design of the project	What are the lessons learned on: <ul style="list-style-type: none"> - How the project strategy was designed? - How the outcomes and outputs were established? - How the M&E worked? 			
- On achieving the outcome and outputs	<ul style="list-style-type: none"> - Things that worked - Things that did not - Things that should have been done differently 			
Good practices	<ul style="list-style-type: none"> •What good practices could be identified to promote inter-agency sharing and collaboration? 	<ul style="list-style-type: none"> •What good practices could be identified to develop a knowledge sharing platform? 	<ul style="list-style-type: none"> •What good practices could be identified from expansion and branching out of the Toolkit? 	<ul style="list-style-type: none"> •What good practices could be identified to raise awareness and improving the understanding of the Toolkit?
Recommendations				
- For the improvement of the Knowledge Sharing Platform	<ul style="list-style-type: none"> •Recommendations to: <ul style="list-style-type: none"> Increase the sharing of policy and operational, experience and good practices among international agencies Improve the collaboration among international agencies to: <ul style="list-style-type: none"> - strengthen the knowledge sharing - Implement an disseminate the toolkit 	<ul style="list-style-type: none"> •- Recommendations to improve the Knowledge sharing platform, including: <ul style="list-style-type: none"> - The web-site and its management (use, accessibility, maintenance, etc.) - the use of the website by multilateral agencies - The assistance provided to agencies. 	<ul style="list-style-type: none"> •Recommendations to improve the expansion of the Toolkit, including: <ul style="list-style-type: none"> - The identification of policy areas with agencies - The knowledge gathering and sharing methods. - The documentation of good practices and lessons learned - The feedback into the knowledge sharing platform 	<ul style="list-style-type: none"> •Recommendations to improve the strategies on awareness raising and capacity building of ILO staff, constituents and multilateral agencies, including: <ul style="list-style-type: none"> - Development of training material - Training approaches Promotion of the Decent Work Campaign.
- For the sustainability of the outcomes.		<ul style="list-style-type: none"> •Recommendations for: <ul style="list-style-type: none"> ensuring sustainability of the website platform 	<ul style="list-style-type: none"> •Recommendations for: <ul style="list-style-type: none"> The continuous Toolkit expansion and branching out 	<ul style="list-style-type: none"> •Recommendations for: <ul style="list-style-type: none"> Sustain the stakeholders' awareness and capacities to use the tools for promoting employment and decent work, including the Toolkit.

Evaluation questions	Outcome 2	Output 2.1.	Output 2.2.
Evaluation questions			
Design			
How appropriate was the design of the project?	<ul style="list-style-type: none"> •How appropriate is the strategy designed for the pilot countries? • Does it fits the countries' needs? • Is it flexible to adapt to the different country contexts? •How appropriate is the selection of countries? •Is the indicator set appropriate to describe and capture the achievement of the outcome? 		
Results			
Were the outputs achieved in a quality and timely manner?	<ul style="list-style-type: none"> •I.2.3.Have the multilateral agencies strengthened dialogue and collaboration among themselves on improve employment and decent work outcomes in the national development assistance framework? •I. 2.3. How many UNDAFs/One UN Programmes in the pilot countries make specific reference to the Decent Work Agenda? 	<ul style="list-style-type: none"> •How many multilateral agencies and national stakeholders have been targeted for awareness raising and consultation? •How many (and how relevant) development frameworks have been reviewed using the Toolkit checklist? •How much research has been done on current and past policies? ¿How has it been used? •How many assessment of the coherence between DWCP and national frameworks have been done? ¿What has been their contribution to the improvement of the toolkit? •How many (and on what) lessons learned and good practice have been identified? How many tools created? How have been disseminated to the EU and other stakeholders? 	<ul style="list-style-type: none"> •To what extent are the national stakeholders better knowledgeable of the Decent Work Agenda? •To what extent are have the national stakeholders increased their capacity to interact with a wider set of multilateral organizations? •How appropriate has been the identification of national stakeholders? •How successful has been the project on using the Toolkit to improve the knowledge of stakeholders? •Have been identified ways of strengthening the knowledge sharing platform?
What internal and external factors influenced this delivery?		<ul style="list-style-type: none"> •What internal and external factors influenced the delivery of the output? Including factors affecting: <ul style="list-style-type: none"> - Testing of the toolkit - Drawing lessons learned - Developing tools 	<ul style="list-style-type: none"> •What internal and external factors influenced the delivery of the output? Including factors affecting: <ul style="list-style-type: none"> - equipping national stakeholders with better knowledge - The identification of the set of national stakeholders

Evaluation questions	Outcome 2	Output 2.1.	Output 2.2.
		- Dissemination of knowledge	- Using the Toolkit for improving the knowledge of stakeholders
Identify key project legacies and achievements		<ul style="list-style-type: none"> •What are the key achievements of testing the Toolkit by the UNCTs? Including achievements on: <ul style="list-style-type: none"> - Country-specific achievements - lessons learned - Tools developed - Knowledge on the Toolkit and its use 	<ul style="list-style-type: none"> •What are the key achievements on improving the knowledge of stakeholders on the DWA and interacting with multilateral organizations?
Lessons learned			
- On the design of the project	What are the lessons learned on: <ul style="list-style-type: none"> - How the project strategy was designed? - How the outcomes and outputs were established? - How the M&E worked? 		
- On the implementation of the Toolkit at the national level	<ul style="list-style-type: none"> - Things that worked - Things that did not - Things that should have been done differently 		
Good practices	<ul style="list-style-type: none"> •What good practices could be identified to promote inter-agency sharing and collaboration? 	<ul style="list-style-type: none"> •What good practices could be identified from testing the Toolkit by the UNCT at country level? 	<ul style="list-style-type: none"> •What good practices could be identified from equipping national governments, employers' and workers' organizations and other stakeholders?
Recommendations			
- For the future implementation of the toolkit at national level	<ul style="list-style-type: none"> •Recommendations to: <ul style="list-style-type: none"> Improve the pilot country approach Apply the tools, lessons learned and good practices to other countries 	<ul style="list-style-type: none"> - On how to improve the Toolkit Pilot approach with UNCT. - On how to maximize the experience in terms of lessons learned and tools 	<ul style="list-style-type: none"> -On how to improve the Toolkit Pilot approach with national stakeholders
- For the sustainability of the outcomes.		Recommendations for: <ul style="list-style-type: none"> Promoting that multilateral agencies in pilot countries continue using the Toolkit and other tools. 	Recommendations for <ul style="list-style-type: none"> National stakeholders continue knowledgeable of the DWA and with their acquire capacities to interact with the multilateral organizations.

Online Survey for KSP users

Survey Edit

Design Survey

Collect Responses

Analyze Results

- [View Summary](#)
- [Browse Responses](#)
- [Filter Responses](#)
- [Crosstab Responses](#)
- [Download Responses](#)
- [Share Responses](#)

Default Report [+ Add Report](#)

Response Summary

Total Started Survey: 21
Total Completed Survey: 21 (100%)

PAGE: KNOWLEDGE SHARING PLATFORM OF THE CEB TOOLKIT FOR MAINSTREAMING EMPLOYMENT ...

1. How often do you use the Knowledge Sharing Platform of the Toolkit for Mainstreaming Employment and Decent Work (KSP)? [Create Chart](#) [Download](#)

	Response Percent	Response Count
I use it on a daily basis	0.0%	0
I use it frequently	9.5%	2
I use it sometimes	28.6%	6
I seldom use it	33.3%	7
I never use it	28.8%	6
answered question		21
skipped question		0

2. Have you ever used or downloaded materials from the KSP? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Yes	52.4%	11
No	47.6%	10
answered question		21
skipped question		0

3. If yes, please indicate for what purpose. [Create Chart](#) [Download](#)

	Response Percent	Response Count
To improve my knowledge on employment and Decent Work	45.5%	5
To implement awareness-raising activities	36.4%	4
To implement training activities	54.5%	6
For project design	0.0%	0
For policy design	9.1%	1
Other (please specify) Show Responses		1
answered question		11
skipped question		10

4. If not, please indicate why [Create Chart](#) [Download](#)

Response	Response
----------	----------

	Percent	Count
I do not know about the KSP.	44.4%	4
The KSP content is not relevant for my work.	33.3%	3
The content is relevant, but I have internet connection issues.	0.0%	0
I already use other alternatives to share and collaborate with other UN agencies and partners.	22.2%	2
	answered question	9
	skipped question	12

5. Have you ever been part of a KSP working group? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Yes	42.9%	9
No	57.1%	12
	answered question	21
	skipped question	0

6. If your answer was no, please indicate why [Create Chart](#) [Download](#)

	Response Percent	Response Count
Not relevant for my work.	25.0%	3
Not interested.	0.0%	0
Not aware of the existence of working groups in KSP.	66.7%	8
Already participate in other collaborative online working groups.	8.3%	1
	answered question	12
	skipped question	9

7. Please rate the following features of the KSP. [Create Chart](#) [Download](#)

	Very good	Good	Adequate	Low	Very low	Rating Average	Response Count
User friendly	15.4% (2)	61.5% (8)	23.1% (3)	0.0% (0)	0.0% (0)	1.00	13
Accessibility	23.1% (3)	30.8% (4)	38.5% (5)	7.7% (1)	0.0% (0)	1.00	13
Easy to navigate	30.8% (4)	30.8% (4)	38.5% (5)	0.0% (0)	0.0% (0)	1.00	13
Speed	15.4% (2)	46.2% (6)	23.1% (3)	15.4% (2)	0.0% (0)	1.00	13
	answered question						13
	skipped question						8

8. What would you like to find in the KSP to make it more useful for your organization regarding mainstreaming Decent Work? (You can choose more than one answer) [Create Chart](#) [Download](#)

	Response Percent	Response Count
Compilations of good practices	55.6%	10

Online training		44.4%	8
Thematic materials		61.1%	11
How-to tools		50.0%	9
Teamwork tools		22.2%	4
Others (please specify)			2
		Show Responses	
		answered question	18
		skipped question	3

9. In the last two years, have you participated in any awareness, training or capacity building activity on mainstreaming Decent Work delivered by the ILO? [Create Chart](#) [Download](#)

		Response Percent	Response Count
Yes		76.2%	16
No		23.8%	5
		answered question	21
		skipped question	0

10. How prepared do you consider yourself on mainstreaming Decent Work applied to your organization's mandate? [Create Chart](#) [Download](#)

		Response Percent	Response Count
I know all about Decent Work and how to mainstream it into my organization's policies and operations.		20.0%	4
I have good knowledge and I would be able to put it into practice in most cases.		30.0%	6
I have a fair knowledge, but still need to improve my skills.		30.0%	6
I have a basic knowledge and would definitely need support to apply it.		20.0%	4
I am not aware of what Decent Work is and how it relates to my organization's mandate.		0.0%	0
		answered question	20
		skipped question	1

Appendix 3. List of persons interviewed

ILO

1. Alice Ouedraogo Deputy director, Policy Integration Department
2. Andrew Dale EXREL, PARDEV
3. Beatriz Mello da Cunha Programme Analyst, SECTOR
4. Clara Castellanos Intern, Programming Unit, ILO Jakarta
5. Diah Widarti Programme Officer, ILO Jakarta
6. Dora Sari INTEGRATION
7. Gerardina Gonzalez Head of the EXREL PARDEV
8. Gianguglielmo Calvi External Collaborator, ITCOM
9. Guillermo Dutra Americas Regional Adviser in UN Reform, ILO CINTERFOR
10. Kees Van der Ree Emp-Enterprise
11. Kostantinos Papadakis Research and Policy Development Specialist, Industrial and Employment Relations Department
12. Loretta De Luca ED/EMP
13. Marek Harsdorff Emp-Enterprise
14. Margherita Licata Technical officer, ILO/AIDS
15. Maria Arteta CEB Toolkit Project CTA
16. Redha Ameur Programme Officer, ILO Dakar
17. Silke Olsen CEB Toolkit Project officer
18. Wolfgang Schiefer Adviser UN reform, ILO Bangkok

ITC

19. Jesus Garcia ACTRAV, ITC Turin

20. Simonetta Cavazza Gender and non-discrimination program, ITC Turin

FAO-HQ

21. Clarissa Ruggieri FAO manager of the FAO-ILO website

22. Ileana Grandelis Rural Employment Team, Equity and Rural Employment
Division (ESW)

23. Paola Termine FAO

24. Peter Wobst Senior Economist, ESW

ARGENTINA

25. Sede: OIT/CINTERFOROIT

26. Alejandra Pangaro ILO

27. Beatriz Cappelletti MTESS

28. Daniel Kostzer UNDP

29. María Victoria Giulietti UIA

30. Natalia Aquilino UN

CHILE

31. Alejandro Mañon Coordination Officer, UNDP

SERBIA

32. Aleksandra Jovic Project Manager, UNICEF Serbia

33. Dorit Nitzan Director, Country Office WHO Serbia

34. Gerry McSweeney Project Manager, WHO Serbia

35. Jovan Protic Country Representative, ILO Serbia

36. Ljubica Milojevic Serbia Focal Point, WTO Serbia

37. Marija Raus Country Representative, UNHCHR Serbia

38. Milana Rikanovic Project Manager, UNIFEM Serbia
39. Milena Isakovic Project Manager, UNDP Serbia
40. Svetlana Djokic Project Manager, IOM Serbia

URUGUAY

41. Lucia Pittaluga Fonseca Policy and Programming Unit, UNDP
42. Vicente Plata Suiffet Representante Asistente, FAO

VIETNAM

43. Bui Ton Hien Director, section for Environment and Labour condition/ILSSA.
44. Cao Ngoc Lan DSI/MPI.
45. Dang Quang Dieu Director , VGCL.
46. Dao Quang Vinh Deputy Director General, International cooperation Department (ICD)/MOLISA.
47. Nguyen Ba An Vice- President, Development Strategy Institute (DSI), Ministry of Planning and Investment (MPI).
48. Nguyen Di Dong Director General , Bureau of Employment (BOE)/MOLISA.
49. Nguyen Thanh Hai ICD/MOLISA.
50. Nguyen Thi Lan Huong Director General, Institute For Labour Security and Social Affairs (ILSSA) MOLISA.
51. Nguyen Thi Ngoc Cam VCA.
52. Nguyen Thi Phu Ha Deputy Director General, Department for National Economic Issues, MPI.
53. Pham Minh Huan Vice - Minister, Ministry of Labour - Invalids and Social Affairs (MOLISA)
54. Phan Ngoc Mai Phuong Vice - President, DSI/MPI.

55. Tao Bang Huy Deputy Director General BOE/MOLISA.
56. Tran Ngo minh Tam Rerearcher, CAF/VASS.

Appendix 4. List of documents consulted

ILO, 2010 Toolkit for Mainstreaming Decent Work and the Global Jobs Pact at Sectoral Level, Professor Peter Turnbull, Cardiff University, Wales UK.

ILO, 2010, Integrating Green Jobs Promotion in the UNDAFs: A Guidance Note, draft 2, Trevor Young-Hyman.

Serbia

Serbia. National Checklist Document of the CEB Toolkit for Mainstreaming Employment and Decent Work.

Guidelines for the implementation of CEB Toolkit and Mainstreaming Employment and Decent Work

National Strategy on Decent Work Serbia 2008-2011

Serbia 2011-2015

Vietnam

7TH draft Vietnam's social protection strategy in period of 2011-2020.

Mainstreaming of Employment and Decent work in the Draft Socio - Economic development strategy 2011 - 2020.

Mainstreaming of Employment and Decent work in the Draft Socio - Economic Development plan 2011 - 2015 Socialist republic of Vietnam (Report prepared for the ILO, Hanoi).

Mainstreaming of Employment and Decent work in the 7th Draft Vietnam's social protection strategy 2011-2020.

Report on application of the UNs toolkit on mainstreaming for employment and decent work in VietNam, Halong city, 09 – 10/nov/2009.

List of Workshop participants.

Appendix 5. Project log-frame

PROJECT LOGFRAME. OUTCOMES, INDICATORS, OUTPUTS AND ACTIVITIES

PO 1. The multilateral agencies share policy and operational tools, experience and good practice and collaborate to strengthen the knowledge sharing platform and implement and disseminate the use of the Toolkit to promote full and productive employment and decent work for all.

- *I.1.1. The knowledge sharing platform functioning, with agencies posting their tools*
- *I.1.2. Number of hits on the Toolkit website*
- *I.1.3. Reports and comments by the HLCP/CEB, which will be responsible for monitoring and reporting on progress*
- *I.1.4. Number agency staff trained in the use of the knowledge sharing platform.*

O.1.1. The internet-based knowledge sharing platform is developed and widely used by multilateral agencies to access and share tools for promoting full and productive employment for all.

- A111 Recruit IE expert to develop, support and maintain innovative user-friendly, web-based interactive platform widely accessible for efficient and effective knowledge management and sharing of tools for promoting employment and decent work
- A112. Convene a meeting with CEB member agencies designated official to present the platform, get advice and agree on the internal governance protocols
- A1.1.3. Provide technical assistance to the agencies to identify, select and post their relevant tools and to effectively use the website to share knowledge, identify knowledge gaps and develop new tools.
- A1.1.4. Monitor and maintain the website to ensure that there is quality control of the tools posted, to run e-forums, etc.

O.1.2. The tools in the Toolkit are expanded and branched out for enhancing the employment and decent work outcomes of policies, programmes and activities.

- A1.2.1. In consultation with the all relevant agencies, identify policy areas/issues in which staff need to be well versed in order to design appropriate interventions and establish knowledge gathering (desk or field research, development of communities of practice), and sharing methods to meet these needs
- A.1.2.2. Encourage and provide technical support to develop theses policy and operational tools tailored to specific application needs.
- A.1.2.3. Regularly monitor and evaluate the different activities of the programme, document the good practices and lessons learned and feedback into the knowledge sharing platform.

O.1.3 Raising awareness of the use of the ILO Toolkit, and improving the understanding and capacity of staff and constituents of the ILO and other multilateral agencies to use the tools for promoting employment and decent work.

- A.1.3.1. Develop training materials, ensuring that they draw from and build upon the tools available on the knowledge sharing platform.
- A. 1.3.2. Conduct three workshops by drawing upon the resources of the ILO Turin Centre
- A.1.3.3. Participate in relevant international and national events to promote the Decent Work Campaign and raise the visibility of the project.

PO 2. The experimenting of the Toolkit by UN Country Teams and national stakeholders in four selected pilot countries makes it possible to draw lessons and develop tools for wider dissemination and to acquire improved knowledge of the Toolkit and its use with a view to advancing both the ILO and EU decent work agendas.

- *1.2.1. The multilateral agencies strengthen dialogue and collaboration among themselves and with key national stakeholders to improve employment and decent work outcomes in the national development assistance framework.*
- *1.2.2. Feedback from application of Toolkit in pilot countries for enhancing the promotion of ILO and EU decent work agendas.*
- *1.2.3. The UNDAFs/One UN Programmes make specific reference to the Decent Work Agenda.*

O 2.1. The Toolkit is tested by the UNCT in four selected pilots countries (Tanzania, Vietnam, Serbia, Argentina) to draw lessons learned and develop tools for a wider dissemination and to acquire an improved knowledge of the Toolkit and its use.

- A.2.1.1. Conduct awareness raising and consultation at national level in the four pilot countries for the multilateral agencies and national stakeholders on the significance of employment and decent work for all, including for poverty eradication and sustainable development.
- A.2.1.2. Test the use of the Toolkit checklist in the four pilot countries to review the national development framework (as appropriate, the UNDAF, PRSP, One UN Programme, country's development plan) through the lens of employment and decent work.
- A.2.1.3. Conduct research to analyze, monitor and evaluate the impacts of past and current policies, programmes and activities on employment and decent work.
- A. 2.1.4. Taking advantage o the experience gained in the four pilot countries, assess the coherence between the ILO's Decent Work Country Programme and the national development and assistance framework with a view to improving the development of the Toolkit.
- A.2.1.5. Identify the lessons learned and good practices from the country-level application of the Toolkit and share with EU and other countries through the Knowledge Sharing Platform.

O.2.2. The Toolkit is tested in four pilot countries to determine how it can be used for equipping national governments, employers' and workers' organizations and other key national stakeholders with better knowledge of the Decent Work Agenda and for interacting with a wider set of multilateral organizations to promote employment and decent work.

- A.2.2.1. Use the results of the Toolkit assessment in the four pilot countries (O.2.1 above) to identify the wider set of economic and social stakeholders in a country with whom the agencies should develop strategic collaboration in the promotion of employment and decent work.
- A.2.2.2. Experimenting in the four pilot countries, test the usefulness of the Toolkit for improving the knowledge of key stakeholders, including Ministries of Labour, employers' and workers' organizations, of the Decent Work Agenda and identify ways of strengthening the knowledge sharing platform.

Appendix 6. Project facts

This appendix provides additional details on the project implementation and the strategies utilized to carry out the activities and deliver the outputs. It complements the information presented in Section 4. *Findings* in the report.

Project Strategy

The project design was based on a strategy composed of the following main elements:

Global level component (outcomes 1):

The strategy pursued that multilateral agencies, constituents and national governments use the toolkit checklist to review their policies, programmes and activities through the lens of decent work, obtaining a baseline of their performance.

To achieve this, the project strategy was composed of the following elements:

- Provision of assistance to the organizations for the self assessment exercise using the Toolkit, as well as for the further development of action plans and the corresponding baselines for reporting on progress. The self assessment would serve to identify existing tools as well as knowledge gaps.
- Development of a Knowledge Sharing Platform (KSP) in coordination with the CEB to provide an interactive platform where all tools would be found and accessed, and through which all agencies could collaborate and share knowledge and experiences on mainstreaming employment and decent work.
- Compilation of knowledge and the identification of needs guiding the development and testing of new tools for specific fields in collaboration with the agencies, and thus expanding the knowledge base.
- Building agencies' capacity on mainstreaming employment and decent work into their agendas and activities through a combination of awareness and training activities, and the production of advocacy materials, drawing on the resources of the ILO Turin Centre (ILO-ITC) and UN Staff College.
- Advocacy campaigns on DW, complementing capacity building to contribute to create widespread awareness and understanding on the DWA, as a necessary element of effective mainstreaming of employment and decent work.

Country level component (outcome 2):

This component was meant to test the application of the Toolkit in four pilot countries through a strategy composed of the following elements:

- Testing the Toolkit in four selected countries to improve the knowledge of the Toolkit, draw lessons learned and develop tools for a wider dissemination. The focus was put on countries developing or expanding the UNDAFs or One UN Programmes so

mainstreaming of employment and decent work into national development frameworks could be made ex-ante, rather than ex-post.

- Provision of assistance to the UNCT and individual member agencies to use the country-level application of the Toolkit to review the national development frameworks and refine strategies to improve employment and decent work outcomes in those frameworks. This process would allow testing of the country level application of the Toolkit.
- Testing the Toolkit as a tool to improve the understanding of governments, workers' and employers' organizations of the DWA. The results of the application of the Toolkit would facilitate the identification of strategic collaboration between the national stakeholders and the agencies in the promotion of employment and decent work.
- Based on the experience, assessment of the coherence between the ILO's Decent Work Country Programmes (DWCP) and the national development and assistance frameworks to improve the Toolkit.
- Draw lessons learned and good practice to share with the EC and other countries.

Pilot countries background

Argentina

In June 2008, the Toolkit was introduced by the UN RC to a group of UN system agencies (UNDP, UNAIDS, UNIC, WB, IMF, CPAL HCUNR and OPS/WHO). In that meeting the UN-wide commitment to decent work was presented, including the ECOSOC endorsement of the Toolkit, the CEB call to the multilateral agencies to apply it, and the UN mandate to apply the Toolkit, GJP, SPF and other instruments to mainstream employment and decent through in the country assistance frameworks, including UNDAFs and joint programmes. The meeting also included presentations on the toolkit components, the country level application module, the self-assessment checklists, the action plans and the KSP. It was agreed to designate an ILO focal point to support UN agencies during the process.

In September 2008, a follow up activity was held at UNCT level with the Programming offices of the above mentioned agencies, within the framework of the UNDAF elaboration. In this activity the emphasis was also placed on the DWCP. As a result two complementary lines of action were established: a) bilateral assistance with each agency according to its specific areas of work, and b) inter-agency work in the framework of the first UNDAF in the country.

Serbia

Since 2001, the Republic of Serbia has undergone major economic and political changes to catch up with a late start of its transition to a market economy. In January 2001, the Serbian government launched a major economic reform programme to accelerate the transition to a market economy.

The main area of UN multilateral involvement lies in technical cooperation projects and multi-donor projects promoting employment development policies and activities around: i)

developing evidence based policies on youth employments and migration; ii) strengthening the capacity of national institutions to design integrated labour market and social services. These two main areas outline the UN Country Team cooperation framework further elaborated in the UNDAF document 2009-2013.

Vietnam

The Vietnam economic development model is based on a market economy with socialist republic orientation. The country has carried out numerous social and economic policies that have lead to high growth rates as well as a quite comprehensive development.

At the end of 2006, the Ministry of Labour, Invalids and Social Affairs (MOLISA) and the ILO office in Vietnam signed an agreement for cooperating and strengthening decent work for all in Vietnam by 2015. The MOLISA Minister was introduced to the CEB Toolkit during the annual conference in Geneva and ILO experts later introduced and discussed this issue with MOLISA.

Structure of the Knowledge Sharing Platform

The KSP is organized in different sections according to the main categories of content and objectives, namely Themes, Countries, Agencies, Workgroups and Capacity building.

In the Themes section, relevant tools and materials (such as research reports, guidelines, manuals, policy recommendations, etc.) can be found which are classified around the four pillars of the Decent Work Agenda - broken down into subsections according to the Toolkit checklist items, and by Global Development Goals. This latter category comprises global agendas that are closely interlinked with the DWA, such as crisis recovery; the MDGs; decent work and education; decent work and health; decent work and the environment; human rights; and HIV/AIDS.

The Agencies section of the KSP contains the folders assigned to each CEB organization. Each folder hosts information on the agency's participation in the process of mainstreaming decent work and the use of the Toolkit, including the self-assessments and the tools that they have related to employment and decent work.

The Countries section contains information from the countries that have applied the toolkit, including reports of the application of the self-assessment to the One UN programmes, UN agencies, and national employment and development plans, among others, as well as a range of country level tools.

The KSP includes a Workgroups section. Workgroups are spaces that join colleagues from a UN agency, UNCT or ad-hoc groups, such as the ILO focal points on the Toolkit can interact, exchange information and collaborate using the content management tools included in the KSP. As of October 2010, the KSP host 31 Workgroups.

The KSP also includes a Capacity building section with information on various capacity building workshops and training activities held by the ILO on the Toolkit and on decent work, including delivered, lists of participants, agendas and other materials.

The organization of the information is coherent with the thematic dimensions of the DWA, and with the main UN agendas related to DW. This is good to help the user to navigate the KSP following the logic of the DWA and the global priorities linked with the DWA, and facilitate to identify research, studies, tools and other materials that CEB agencies have produced for each of the items covered by the toolkit. In each of the sections, documents are organized by how-to tools, knowledge-based tools and good practices. Again, this organization is well adapted to the most common areas of interest of the KSP users.

Table. Materials posted in the KSP, by agency

CEB Agency	Approximate Number of tools posted in the KSP	Entered or submitted materials to KSP	Carried out self Assessment
FAO	24	yes	yes
IAEA	0		yes
IFAD	13		
ICAO	0		
ITU	11		
UNAIDS	11		
UNCTAD	9		
UNDP	51	Yes	yes
UNEP	9	Yes	yes
UNESCO	16		yes
UNFPA	13		
UNHCR	13		
UNICEF	21	yes	yes
UNIDO	12	Yes	yes
UNODC	9		yes
UNRWA	0		yes
UNU	0		
UNWTO	9	yes	yes
UPU	7	Yes	yes
UN-HABITAT	22	yes	yes
WFP	7		
WHO	18	yes	yes
WIPO	0		
WMO	0		
WB	43		yes ⁸
WTO	22		

⁸ Submitted the report “The World Bank and the Social Dimension of Globalization: Update on the Bank’s Activities on Employment and Collaboration with the ILO”, but not the Toolkit self-assessment.

