



International
Labour
Office
Geneva

FINAL INDEPENDENT EVALUATION

Project' s numbers:	GLO/11/57/SID and GLO/12/59/NOR
Project' s titles:	Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID) Promoting Freedom of Association and the Right to Collective Bargaining (NOR)
Project administrative and technical backstopping unit:	Fundamental Principles and Rights at Work (FPRW) (ex-DECLARATION)
Projects period:	1 January 2012 – 31 March 2014
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Evaluation Manager:	Wamiq Umaira
Evaluation Consultants:	Ana María García Femenía and Freedom Overseas Ltd.
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1 LIST OF ACRONYMS

ACI	Area of Critical Importance
ACT/EMP	Bureau for Employers' Activities
ACTRAV	Bureau for Workers' Activities
AFP	Armed Forces of the Philippines
AFPHRO	Armed Forces of the Philippines Human Rights Office
AGRI SA	Association of Agriculture Employers, South Africa
AOFWG	Association of Owners of Factories, Workshops and Garments
APL	Alliance of Progressive Labour
BW	Better Work
CA	Collective Agreement
CB	Collective Bargaining
CPO	Country Programme Outcome
COSATU	Congress of South African Trade Unions
CTA	Cooperation Technical Assistant
DITSELA	Development Institute for Training, Support and Education for Labour
DOL	Department of Labour
DOLE	Department of Labour and Employment
DWC	Decent Work Country
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EPZ	Export Processing Zones
EQ	Evaluative Question
EVAL	Evaluation Unit
FFE	Federation of Free Workers
FoA	Freedom of Association
FoACB	Freedom of Association and Collective Bargaining
FPRW	Fundamental Principles and Rights at Work
GENDER	Gender Bureau
GP	Global Product

GTUWTGCI	General Trade Union of Workers in Textile, Garment & Clothing Industries
HQ	Head Quarters
ILO	International Labour Organization
INWORK	Inclusive Labour Markets, Labour Relations and Working Conditions Branch
IPEC	International Programme on the Elimination of Child Labour
IR	Industrial Relations
JCI	Jordan Chamber of Industry
J-GATE	Jordan Garments, Accessories & Textiles Exporters' Association
JGFTU	Jordan General Federation of Trade Unions
LF	Logical Framework
KSBSI	Confederation of Indonesia Prosperous Trade Union
KSPSI	Confederation of All Indonesian Workers' Unions
M&E	Monitoring and Evaluation
MTR	Mid Term Review
NEDLAC	National Economic Development and Labour Council
NORAD	Norwegian Agency for Development Cooperation
NPC	National Programme Coordinator
OBF	Outcome Based Funding
OBPF	Outcome-Based Partnership Funding
OC	Outcome Coordinator
PARDEV	Partnerships and Field Support Department
P&B	Programme and Budget
PEZA	Philippines Economic Zones Authority
PNP	Philippine National Police
PSLINK	Public Services Labour Independent Confederation
QIZ	Qualified Industrial Zones
RB	Regular Budget
RBTC	Regular Budget Technical Cooperation
RBM	Results Based Management
SA	South Africa
SIDA	Swedish International Development Cooperation Agency
SPF	Strategic Policy Framework

TC	Technical Cooperation
TU	Trade Unions
TUCP	Trade Union Congress of the Philippines
USD	United States Dollars
USDoS	United States Department of State

Freedom of association and the effective recognition of the right to collective bargaining are fundamental rights that make it possible to promote and realize decent conditions at work. The ILO Declaration on Social Justice for a Fair Globalization, adopted in 2008, noted that freedom of association and the effective recognition of the right to collective bargaining are particularly important to the attainment of all ILO strategic objectives. The ILO's strategy in promoting these rights is addressed under Outcome 14, "The right to freedom of association and collective bargaining is widely known and exercised". The existence of strong and independent workers' and employers' organizations, and effective recognition of their right to engage in collective bargaining, are major tools for labour market governance. Collective bargaining is a way of attaining beneficial and productive solutions to potentially conflicting relations between workers and employers. It provides a means of building trust between the parties through negotiation and by articulating and meeting the differing needs and interests of the negotiating partners. Collective bargaining plays this role by promoting peaceful, inclusive and democratic participation of representative workers' and employers' organizations.

Since 2011, partnership agreements with Norway and Sweden are now outcome-based rather than project-based, in accordance with the ILO Strategic Policy Framework (SPF) 2010-15. The SPF focuses upon four strategic objectives, providing the framework for the Programme and Budgets (P&B) for 2012-13 and 2014-15. These contain nineteen Decent Work Outcomes, each comprised of one or more indicators. Outcome 14 has been identified as a priority outcome in partnerships with Norway and Sweden and subsequently two technical cooperation projects have been funded: "Promoting Freedom of Association and the Right to Collective Bargaining", under Norwegian cooperation, and "Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors" together with a project to develop "Global diagnostic tools on freedom of association and collective bargaining rights in the rural, export processing and domestic work sectors", under Swedish cooperation. The ILO's Programme for the Promotion of the Declaration of Fundamental Principles and Rights at Work managed the implementation of both projects, which fell under the responsibility of the coordinator of Outcome 14.

A joint final independent evaluation has been commissioned for the two projects, the primary purpose of which has been to determine to what extent the projects achieved their stated objectives, and how and why these objectives have or have not been achieved. The evaluation has also sought to reflect on the extent to which the project outputs are applicable as global tools, with specific attention having been given to the tool developed by the Swedish project - providing recommendations on how to build on the achievements and lessons learned, as well as identifying and documenting good practice to be used in any further project phases or other relevant areas of ILO work.

The evaluation took place in March and April 2014 and focussed on the results achieved by both projects through the activities implemented from January 2012 to March 2014. The principal clients of this evaluation are the donors of both projects, the “Freedom of Association and Collective Bargaining” programme teams, ILO offices in target countries and other relevant HQ staff, and tripartite constituents in target countries.

The evaluation has aimed to assess the effect and impact of the support provided by Sweden and Norway to the ILO’s Outcome 14. It has done this by evaluating the relevance, effectiveness, efficiency, sustainability and impact of their activities, including an evaluation of the projects’ outcomes for beneficiaries. In accordance with the methodology of Outcome Based Funding (OBF) evaluations, the key question to have been addressed was the extent to which the donor(s) contribution has allowed the ILO to make progress on the targets established for Outcome 14.

A master list of key evaluation questions contained in the terms of reference has been included in the Evaluation Matrix. The methodological approach for data collection was primarily qualitative in nature. The evaluators reviewed project documents, developed data collection instruments and interviewed representatives from ILO HQ and the field, as well as national stakeholders. Country visits took place in Indonesia, Jordan, the Philippines and South Africa. A total of 103 stakeholders were interviewed, of which 41 were women.

The findings and conclusions below address the key questions listed in the terms of reference and are presented according to the evaluation’s principal criteria: relevance,

coherence of projects design, project management, efficiency, effectiveness, impact and sustainability.

The projects under evaluation are highly relevant, as they address those areas identified as barriers to the realization of decent work conditions. They are aligned with the ILO strategy in promoting the right to freedom of association and collective bargaining contained in the P&B 2012-2013 for Outcome 14, addressing mainly export processing, the rural sector, domestic work and sectors with a high proportion of vulnerable workers and a majority of women. These are also priority sectors under the gender-mainstreaming component of Outcome 14, as identified in the P&B. The Project also builds on ILO efforts to promote the rights of domestic workers, in line with the recent approval of the Domestic Workers Convention, 2011 (No. 189). Moreover, as reflected in the Outcome Based Partnership Agreements, the projects addressing full the priorities identified by the donors, Norway and Sweden. ,

Under the new outcome-based partnership approach, the projects comprise an important contribution to Outcome 14. They were designed as coordinated interventions, but the design of the two projects as a single strategy highlighted two main weaknesses. Firstly, it assumed that coordination would take place without establishing a clear and coherent common logical framework. Secondly, it planned, as part of the same intervention, to develop a new global tool, to achieve tripartite national plans of action of a political nature in specific countries, in addition to implementing and reviewing these. This was far too ambitious.

The Swedish project applied a new sociological approach to the ILO's strategy and expertise in promoting rights to FoACB. Both the Swedish and Norwegian projects fell under the technical coordination of the Outcome 14 coordinator, based in NORMES, while the management responsibility fell under FPRW. A formal mechanism for coordination between the two project teams was not established and attempts at cohesion of the two projects with a view to creating a single intervention was weak, mainly due to flaws in the projects' design. All these elements represented significant challenges for the projects in terms of the effectiveness of their management processes.

The design of the global diagnostic process for the Swedish project was initially documented in two project documents - one global, and one country-specific. Neither the objectives nor the strategy regarding how each of them was to contribute to the development of the global tool were clear, whilst the Swedish project had a flaw in its design that affected the process throughout. However, through a methodical and rigorous process of gathering quantitative and qualitative data from individual workers and employers, the project succeeded in developing a very innovative methodology, which not only utilized a new sociological approach but also effectively complemented existing ILO knowledge on the practice of FoACB.

Accordingly, the Norwegian project faced substantial delays in its delivery, given that, as initially conceived, it depended upon the achievements of the Swedish project. Nevertheless, after some strategy adjustments, it was able to achieve a reasonable rate of delivery, by building up existing ILO work in the field. With regard to the Swedish project, it met with new challenges and complexities concerning fieldwork management, in particular those which concerned diagnostic missions. As a consequence of challenges that emerged in drafting the diagnostic reports and in approving national plans of action, the delivery rate of expected outputs was slow.

Nevertheless, the Norwegian project was particularly effective when it sought to complement existing strategies at the national level and when it cooperated with other ILO projects, including Better Work. Timely responses to the identified needs of the tripartite constituents also contributed to an achievement of project outcomes. Outcome 1, which centred upon concrete steps having been taken towards the introduction of legislation and/or policies to improve the framework for the realization of FoACB, was achieved in China and Jordan. Outcome 2, which focussed upon the government and social partners demonstrating that they were better equipped to implement FoACB, was achieved in Benin, China, Jordan, Ivory Coast, Niger, the Philippines, South Africa and Zimbabwe, among other countries. With regard to Outcome 3, which centred on the wide dissemination within the Office of good practice and lessons learned to inform future activities with constituents, the project supported the development of two global tools to support this that are currently being finalized. Norway's change in strategy in 2013, disassociating it from the achievements of the national plans of action, noticeably improved its efficiency and effectiveness.

The Swedish project made some progress towards the achievement of its three outcomes, such that governments and social partners were more aware of freedom of association and collective bargaining rights and were better able to address gaps in law and practice in the rural, export processing and domestic work sectors. This was achieved by preparing diagnostic reports on the export processing sector in Indonesia and Jordan, by developing action plans for EPZs in Bangladesh and Indonesia and for the rural sector in South Africa, and by conducting a diagnostic mission for the domestic work sector in Brazil.

The impact of the global tool developed by the Swedish project will be measured in the long term. Throughout the process, employers and workers who took part in the diagnostic work demonstrated increased knowledge of FoACB, and social dialogue was shown to have strengthened in countries where national plans of action had been agreed. General improved awareness on these fundamental rights was also reported in some countries.

The diagnostic methodology applied in the Swedish project was, in and of itself, a sustainable model, requiring initial tripartite buy-in and a tripartite agreement for the national plans of action. In those countries where there was *momentum* to work on specific sectors, the project was successful in gaining buy-in, such as the export processing sector in Bangladesh, domestic work in Brazil or the rural sector in South Africa. The decision not to work in countries where there was no buy-in from social partners mitigated the risk of a lack of political will and commitment at later stages in the process.

With regard to the global tool, the lack of clear buy-in from technical departments at the HQ, coupled with insufficient involvement of the field technical staff dealing with FoACB in the diagnostic process, puts use of the diagnostic methodology by the ILO in future at risk. With regard to the Norwegian project's intervention, a number of activities have contributed to a change in the existing framework for freedom of association and industrial relations, and to a shift in knowledge and mindsets. New processes integrated in labour administration have also been reported, whilst the establishment of links between the Swedish and Norwegian projects and national decent work agendas, CPOs and existing ILO strategies has been shown to contribute to the sustainability of achievements made by constituents, an approach which should accordingly be promoted.

The global tool, as currently designed, comprises five phases: a diagnostic mission, a diagnostic report, a plan of action, the implementation of the plan of action and its review. Field experience showed that the achievement of a plan of action based only on inputs coming from the diagnostic mission presented many challenges. However, the diagnostic report in itself is a very rich source of new information for the ILO and could be used in a variety of forms. For instance, it can be used together with other ILO work to better design a comprehensive and long-term strategy in a country for the promotion of the rights to FoACB.

The evaluators have identified a number of lessons learned, linked to the following evaluation topics: coordination between the two projects evaluated; the design of a global tool by the ILO; the design, use and unexpected impacts of the tool developed by the Swedish project; likelihood of South-South cooperation in promoting FoACB; and decentralisation.

Expected cooperation among different projects under the OBPF method is difficult to achieve without the establishment of a common logical framework to guide their common actions.

A principal challenge for the intervention has been to link research activity aimed at developing a global tool with political processes and the agreement of national plans of action. Moreover, evidence gathered in the evaluation indicated that the design of the tool (which comprised five steps, namely a diagnostic mission, a diagnostic report, a plan of action, implementation of the plan of action and its review) was not effective.

The use of the tool and the sociological approach it applies could be of particular value in specific sectors or countries where there is *momentum*, such as in areas where social partners deem the issue to be a social, economic and political priority. Strikes in the farm sector in South Africa in 2012 formed the backdrop to the project and clearly influenced the way the constituents approached diagnostic work in the rural sector. In the case of Brazil, the recent Constitutional Amendment improving conditions for domestic workers *increased the momentum* to conduct the diagnostic work.

The diagnostic mission and its various methods for gathering information have also had a direct and unexpected impact on the workers and employers that participated in the surveys, particularly those who were non-organized. This impact took the form of improved knowledge of the rights to FoACB and better awareness regarding the benefits that exercise of these rights could bring to the workplace. This unexpected impact corresponds effectively with the strategy designed by the ILO under Outcome 14.

In the Philippines, South-South cooperation with Sri Lanka has proven to be very effective in promoting and implementing a computerized labour compliance system, where the government greatly appreciated being able to learn from countries in similar stages of socio-economic development. Peer learning could be especially useful in such sensitive issues as FoACB. The ILO could provide space to the social partners themselves to discuss with peers their own experiences, expectations, and options for improving the practice of these rights. Being able to promote this approach in future interventions puts the ILO in a position of advantage.

Field offices should adopt a strategic leadership position in designing a national strategy for the promotion of rights to FoACB. The model could involve using various sources of knowledge and experience available to the ILO, including the experience of ILO projects in a particular country, other available technical reports and outcomes of previous processes of tripartite dialogue. The proactive coordinating role played by the ILO offices in Beirut and Manila has been instrumental to the process of achieving positive results in Jordan and the Philippines, having been conducted in a strategic way.

Following previous comments, a number of recommendations have also been provided. In relation to the cooperation process, future interventions involving different projects that are expected to cooperate under the OBPF methodology, or an Area of Critical Importance, would benefit from the establishment of a common logical framework to guide their interventions. Additionally, strengthening capacities regarding RBM and M&E issues for staff involved in this would be advisable.

The Global Tool developed by the Swedish project should continue to be supported, as it is an extremely effective instrument. In itself, it acts as an awareness raising tool for workers,

employers and their organizations. However, changes in the approach are recommended: (i) amend the strategy so as to reduce the binding link between the diagnostic report and the plan of action; (ii) regard the diagnostic report as a contribution to a broader and more comprehensive ILO strategy, managed at the country level, that could eventually lead to national plans of action whenever there is momentum and buy-in, or be used as an input for other ILO strategies in addressing FoACB; (iii) take advantage of the wealth of information obtained through the diagnostic mission, exploring its potential diverse uses; (iv) provide sex-disaggregated data; (v) continue to strengthen a sustainability plan for the Global Tool within the Office, including a peer review by specialists to ensure internal ownership.

In order to improve efficiency and effectiveness of the diagnostic process, the establishment of formal partnerships with local research institutions (i.e. universities) for data gathering in the diagnostic mission would be advisable. Outsourcing part of the process of data gathering should also be considered. Involvement of ILO officials at this stage, from HQ and the field, should be limited to quality control, coordination of activities, quality data gathering and relationships with constituents.

As regards the Norwegian project, it should take advantage of the extremely effective flexible conditions under the Norwegian partnership and continue addressing specific needs related to FoACB at a country level, given that their relevance, efficiency, effectiveness, impact and sustainability have been proven in almost every case. There is, however, still room for improvement with regard to coordination with specialists and officials in the field during the planning stage.

In line with the OBPA signed with Norway, there should be an increase in South-South and Triangular cooperation as part of an ILO global strategy on issues related to FoACB. Joint work with peers, facilitated by the ILO, could bring a qualitative improvement in terms of learning opportunities for constituents. In the Philippines, for instance, South-South cooperation with Sri Lanka has proven to be very effective in promoting and implementing a computerized compliance system. Peer learning could be particularly useful for the ILO in such a sensitive issue as FoACB, and could give more space to the social partners themselves to discuss with peers their own experiences, expectations, and options for improving the

practice of these rights. The ILO is in an extremely advantaged position to implement this approach.

3 BACKGROUND

In 2011, the International Labour Organization (ILO) renewed its partnership agreements with Norway to cover a period of four years (Phase I, 2012-13, and Phase II, 2014-15) and entered into its second phase with Sweden (2012-13). Under these agreements, funding has become outcome-based rather than project-based and is aligned with the Strategic Policy Framework (SPF) 2010-15 and the Programme and Budget (P&B) for 2012-13 and 2014-15.

As a key contribution to the implementation of Outcome 14 on the fundamental rights of “Freedom of Association and Collective Bargaining”, Norway and Sweden each funded one of two global technical cooperation projects; one project was based upon “Promoting Freedom of Association and the Right to Collective Bargaining”, and the other on “Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors” respectively, accompanied by a project to develop “Global Diagnostic Tools on Freedom of Association and Collective Bargaining Rights in the Rural, Export Processing and Domestic Work Sectors”. Both projects were delivered by the ILO’s Fundamental Principles and Rights at Work Branch.

The project on “Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors”, funded by Sweden at a budget of USD 1,800,897 for the period 2012-2014, was targeted at rural areas, export processing sectors, and the domestic work sector, with a view to their rights to freedom of association and collective bargaining being widely known and exercised. The project’s strategy was based upon an awareness that these groups of workers face particular challenges in exercising their fundamental rights and it therefore aimed to develop specific tools and strategies for the tripartite constituents in each of these sectors. The project was also based on the premise that, by developing global tools, this would enhance the ILO’s capacity to deal with the growing demand for technical assistance in the rural, export processing and domestic work sectors.

The project was designed to build on the successes of the first phase (2009-2011), during which a systematized, sociological method for diagnosing the challenges facing freedom of association and collective bargaining in the rural and export processing sectors had been developed. The diagnostic mission and the subsequent report were to form the basis for the preparation and implementation of national plans of action in selected countries. Within the 2012-2014 phase, the project was to refine the diagnostic process for the rural and export processing sectors, extend the diagnostic process to the domestic work sector, and implement the diagnostic process in Bangladesh, the Philippines, South Africa, Indonesia, Malawi, Jordan and Brazil. The complementary project, "Global Diagnostic Tools on Freedom of Association and Collective Bargaining Rights in the Rural, Export Processing and Domestic Work Sectors", which was also funded by Sweden, was to assist in the development of global diagnostic tools for the three sectors. The evaluation covers both Swedish projects, which were designed according to the same development and intermediate objectives.

The project "Promoting Freedom of Association and the Right to Collective Bargaining", funded by Norway at a total budget of USD 1,003,070 and currently concluding its second phase, was also intended to contribute to the implementation of the ILO's strategy for Outcome 14 on the right to freedom of association and collective bargaining. The strategy placed particular emphasis on raising constituents' and the public's awareness and knowledge regarding the rights of employers' and workers' organizations, under Conventions No 87 and No 98, to freely organize and engage in voluntary collective bargaining. Particular attention was given to supporting the tripartite constituents in adopting legal and practical measures aimed at realizing freedom of association and collective bargaining rights at the national and sectorial level.

The project's strategy was designed to maximize the results and coherence of the ILO's technical cooperation on freedom of association and collective bargaining rights, building on the previous results of the ILO/Norway partnership and linking global tools with national interventions to refine innovative policies and labour law compliance strategies. Following this approach, the project developed close synergies with the two Swedish-funded projects, supporting the implementation of national plans of action, focusing on the development of government policies on the promotion of collective bargaining rights in different regions,

contributing to the implementation of new labour law compliance systems, expanding the scope of its work on the promotion of tripartite social dialogue, and building capacity on freedom of association and collective bargaining rights in China and African countries (Benin, Niger and Togo).

In accordance with the ILO's requirements, an independent evaluation has been commissioned for both projects, to ensure accountability and appropriate use of the funding provided by the donor. The evaluation aims to examine the extent to which the project's objectives have been achieved, assessing the project's impact, reporting on lessons learned and identifying a future strategic direction to ensure the sustainability of the projects.

4 EVALUATION PURPOSE, SCOPE AND CLIENTS

Purpose

The primary purpose of this final independent evaluation was to determine to what extent the projects achieved their stated objectives and how and why they have or have not been achieved. It also sought to reflect on the extent to which the project outputs are applicable as global tools, (i.e. response to stakeholder needs), providing recommendations on how to build on the projects' achievements and lessons learned, as well as identifying and documenting good practice to be used in any further project phases or other relevant areas of ILO work.

Scope

The evaluation focused on the results achieved by both projects through the activities implemented from January 2012 to March 2014. The evaluation has covered expected results (i.e. planned outcomes) and unexpected results (i.e. indirect outcomes or externalities). The terms of reference specified that some of these unexpected changes could be as relevant as those that had been planned. The evaluation has therefore reflected on them all for learning purposes.

With regard to its analytical scope, the evaluation has identified the extent to which objectives have been achieved, and has explained how and why they have been attained by these and not other methods.

Clients

The principal clients of the evaluation, identified in the ToR, are:

- a. The donors of both projects;
- b. The “Freedom of Association and Collective Bargaining” programme teams, ILO offices in target countries and other relevant HQ staff;
- c. Tripartite constituents in target countries.

5 EVALUATION APPROACH AND METHODOLOGY

Evaluation Team

The evaluation has been coordinated by an internal ILO evaluation manager, external to the FPRW Branch, under the guidance of the ILO Evaluation Unit. The evaluation manager was required to liaise with the independent evaluation collaborators, the project team and other stakeholders. The independent evaluation team consisted of a senior evaluator (with ten years’ experience evaluating technical cooperation projects funded by the European Commission), the ILO, a range of other international donors, and a senior expert on industrial relations with extensive experience in evaluation.

Approach and Information Needs

The evaluation has aimed to assess the effect and impact of the support provided by Sweden and Norway to the ILO’s Outcome 14. It has done this by evaluating the relevance, effectiveness, efficiency, sustainability and impact of their activities, including an evaluation

of the projects' outcomes for beneficiaries. In accordance with the methodology of Outcome Based Funding (OBF) evaluations, the key question to have been addressed was the extent to which the donor(s) contribution has allowed the ILO to make progress on the targets established for Outcome 14.

The principles and approach adopted during the evaluation were in line with established guidelines set forth in the ILO's Guidelines for Results-Based Evaluations¹.

A master list of key evaluation questions contained within the terms of reference has been included in the Evaluation Matrix², which served as the basis for developing the data collection tools.

The methodological approach for data collection was primarily qualitative in nature. Quantitative data were drawn from project documents and reports, and incorporated into the analysis. The proposed evaluation matrix mainstreams gender throughout the evaluation questions, with its corresponding indicators, leading to a higher quality of gender analysis³.

Data Collection Methods and Analysis

The evaluation has utilized the following Data Collection Methods:

1. *Desk review:* Prior to beginning the interviews, the independent evaluators reviewed project-related documents covering a wide range of project background, design and implementation issues. During the mission to Geneva, additional supporting documents were collected and reviewed⁴.

¹ ILO policy guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations / International Labour Office, Evaluation Unit (EVAL) - Second edition - Geneva: ILO, 2013

² Annexe 3.

³ Following the Guidance Note No. 4 on Integrating Gender Equality in Monitoring and Evaluation Projects, the evaluation has taken into account the (i) involvement of both men and women in constituents'/beneficiaries' consultations and analysis; (ii) the inclusion of data disaggregated by sex and gender analysis in the background and justification sections of project documents; (iii) the formulation of gender-sensitive strategies and objectives and gender-specific indicators; and (iv) outputs and activities consistent with these.

⁴ See List of documents in Annexe II.

2. Semi-Structured Interviews:

Stakeholder Selection and Interviews: The evaluation team conducted 103 face-to-face semi-structured interviews with the ILO Officials listed in the ToR (using Skype when required) between March and April 2014. This included individuals from the core project team and steering committee, participating field offices, collaborating units or projects, external consultants or advisors, as well as constituents in the four countries visited. (See complete list of names in Annex VII).

Type of interviews: The evaluators based the interviews on the Template for Interviews included in Annexe IV. Although questions were very detailed, evaluators adapted them and included additional questions as appropriate, as was consistent with the semi-structured nature of the interviews. The emphasis varied and weight was placed on particular questions in order to maximize the use of time. The fact that both evaluators used common templates ensured smooth coordination, comparability and exchange of information.

Triangulation: Given that two projects were being covered under the evaluation and the fact that analysing the *evaluands* was therefore more complex, especially due to the variety of stakeholder, client and user views and interests, the stakeholders' perspectives have been triangulated for many of the evaluation questions, in order to bolster the credibility and validity of the results.

3. Field Missions:

The evaluation was required to include four field visits: Jordan, South Africa, Indonesia and the Philippines. Due to unexpected difficulties in fitting those visits into the initial evaluation calendar, mentioned in the ToR, the evaluation team proposed to start the evaluation by first conducting the visit to the HQ (instead of scheduling that visit at the end of the evaluation as was first foreseen in the ToR). The final evaluators' agendas, both in Geneva and in the field, are included in Annex V and VI.

Constraints and Limitations

The major constraints of the evaluation related to the missions themselves and to the nature of the intervention under evaluation. The first challenge the team faced was to develop a clear understanding of the theory underpinning the connections between the two projects being evaluated. The absence of a common logical framework and a common reporting process for both projects also posed a challenge, as did the lack of a monitoring system for either project. Furthermore, the desk review process was hindered by the delayed delivery of documents, particularly in the case of the Norwegian project.

The organization of field missions was determined by the availability of the country offices responsible for arranging the agenda. Dates of field missions were moved once the evaluation had already started. One member of the team had to undertake two return trips from Europe to South East Asia within the framework of the evaluation, leading to a delay in implementing the work as per the initial plan. In the field, evaluators encountered a number of difficulties concerning the capacity of some ILO offices and constituents to accommodate the evaluation needs in their own agendas. A number of relevant meetings were cancelled in Indonesia, and some organizational constraints to the evaluation mission were encountered in South Africa.

The evaluation took place during the last month of the projects' implementation, whilst both projects still had a significant amount of activities on-going. The efficiency analysis, outlined below in this report, does not include a comprehensive cost-efficiency analysis based on the utilization of financial records; it does, however, incorporate information from key stakeholders who were interviewed about those specific aspects of the projects concerning cost-effectiveness and efficiency of project outputs and outcomes.

6 REVIEW OF IMPLEMENTATION PHASE

As explained above, the outputs initially established in the Norwegian project document were directly linked to the outputs of the Swedish project, namely regarding follow-up of the national plans of action. Due to delays in the completion of the plans, the Norwegian project did not achieve initial targets; however, in the context of the existing logical framework and outputs, it decided to set new target countries. The review of the implementation phase

reflects the completion of the outputs initially established under the Swedish project and the revised strategy under the Norwegian project.

The projects' status at the end of the implementation phase is summarized in the tables below.

a) Swedish project on Freedom of association and collective bargaining rights in the rural, export processing and domestic work sectors

<i>Immediate objective 1: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the rural sector</i>	
Outputs	Status
Output 1.1: National plans of action on freedom of association and collective bargaining in the rural sector in Kenya and South Africa	Partially completed: Not completed in Kenya Completed in South Africa
Output 1.2: Diagnostic report on gaps and opportunities in relation to freedom of association and collective bargaining in the rural sector in Malawi	Not completed (underway)
Output 1.3: National plan of action on freedom of association and collective bargaining in the rural sector in Malawi	Not completed
Output 1.4: Review of progress in implementation of national plans of action in the rural sector in Kenya, South Africa and Malawi	Not completed: Not completed in Kenya and Malawi Not completed (underway) in South Africa
Output 1.5: Refinement of global diagnostic tools and preparation of tools for wider dissemination	Completed

Output 1.6: Sustainability plan for global diagnostic tools on freedom of association and collective bargaining in the rural sector	Not completed
<i>Immediate objective 2: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the export processing sector</i>	
Output 2.1: National plans of action on freedom of association and collective bargaining in the export sector in Bangladesh and the Philippines	Partially completed: National plan adopted by the workers and the government in the Philippines Completed in Bangladesh
Output 2.2: Diagnostic report on gaps and opportunities in relation to FoACB in the export sector in Indonesia and Jordan	Completed
Output 2.3: National plans of action on freedom of association and collective bargaining in the export processing sector in Indonesia and Jordan	Partially completed: Completed in Indonesia Not completed in Jordan
Output 2.4: Review of progress in implementation of national plans of action in the export sector in Bangladesh, Philippines, Indonesia and Jordan	Not completed
Output 2.5: Refinement of global diagnostic tools and preparation of tools for wider dissemination	Completed
Output 2.6: Sustainability plan for global diagnostic tools on freedom of association and collective bargaining in the export processing sector	Not completed
<i>Immediate objective 3: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the domestic work sector</i>	

Output 3.1: Diagnostic reports on gaps and opportunities in relation to FoACB in the domestic work sector in Brazil	Not completed (underway)
Output 3.2: National plans of action on freedom of association and collective bargaining in the domestic work sector in Brazil	Not completed
Output 3.3: Global research study on gaps in law and practice of freedom of association and collective bargaining in the domestic work sector	Not completed
Output 3.4: Global tool to diagnose gaps and opportunities in relation to FoACB in law and practice in the domestic work sector	Completed
Output 3.5: Refinement of global diagnostic tools and preparation of tools for wider dissemination	Completed
Output 3.6: Sustainability plan for global diagnostic tools on freedom of association and collective bargaining in the domestic work sector	Not completed

b) Norwegian project on Promoting Freedom of Association and the Right to Collective Bargaining

<i>Immediate Objective 1: Concrete steps are taken for the introduction of legislation and/or policies to improve the framework for exercising the rights to freedom of association and collective bargaining in targeted countries</i>	
Output 1.1 Draft legislation that is more in conformity with C.87 and C.98 (initial target 5)	Not completed

Output 1.2 Draft policies that improve the framework for realizing the freedom of association and collective bargaining rights (initial target 6)	Completed in China and Jordan
Output 1.3 Policy and decision makers are well informed about their countries' obligations towards freedom of association and collective bargaining rights in their legislative and policy framework (initial target 6)	Completed in Jordan
<i>Immediate Objective 2: Governments and social partners are better equipped to implement freedom of association and collective bargaining rights in practice</i>	
Output 2.1: Based on the outcomes of the national plans of action of action, an awareness raising strategy for the tripartite constituents is implemented (initial target 6)	Completed in a new set of countries
Output 2.2 Based on the outcomes of the national plans of action, capacity building training activities for the tripartite constituents are designed and implemented (initial target 6)	Completed in a new set of countries
<i>Immediate Objective 3: Lessons learned and good practice are disseminated widely within the Office to inform future activities with constituents</i>	
Output 3.1 A compilation of good practice and lessons learned by theme	Completed
Output 3.2 A strategy for disseminating the good practice and lessons learned, including directions for their use	Completed

EQ1. Relevance and Strategic Fit

Promotion of the rights to freedom of association and collective bargaining, established as the development objective of the projects under evaluation, are at the core of the ILO's mandate, being one of the four Fundamental Principles and Rights at Work set by the 1998 Declaration. Both freedom of association and effective recognition of the right to collective bargaining are fundamental human rights at work, enshrined in the ILO Constitution since its establishment in 1919, and constituting a priority for ILO assistance. These rights, which are essential to a stable and strong democracy and crucial to social and economic development, have particular relevance in times of crisis. For a number of years, the ILO's control organs have been identifying gaps in law and practice that hinder the realization of these rights throughout a number of countries covered by the project, such as Bangladesh, Zimbabwe and the Philippines. Accordingly, the projects aim to address these gaps and contribute to the realization of decent work conditions in these countries.

When facing challenges to the realization of these rights, the ILO responds in a coordinated way, as part of Outcome 14. The strategy for "the right to freedom of association and collective bargaining to be widely known and exercised" is reflected in the ILO's Programme and Budget 2012-2013. It includes the need to upscale information dissemination and awareness raising in relation to the two fundamental ILO Conventions – the Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87), and the Right to Organize and Collective Bargaining Convention, 1949 (No. 98) – both of which "remain badly under-ratified and insufficiently applied in practice"⁵. The ILO's strategy included "the promotion of awareness of the role of freedom of association and collective bargaining in promoting gender equality and to strengthen the capacity to organize in areas with a high proportion of women, such as the rural sector, the informal economy, export processing zones (EPZs) and the domestic work sector, so as to reduce the existing rights gaps."⁶

⁵ ILO Programme and Budget 2012-2013, page 66. See Annex VIII for a list of ratified conventions 87 and 98 in projects' countries.

⁶ ILO Programme and Budget 2012-2013, page 67.

During 2012-2013, a major area of emphasis for the ILO was also to ensure that the right to freedom of association could be exercised in a meaningful way by rural workers and workers in EPZs. In light of this, advocacy and policy advice work in this area would need to focus on building the capacity of governments, workers and employers. The strategy also contained a set of criteria to measure advancements in the realization of these rights, such as changes in law, policy or practice which advanced freedom of association, launching awareness raising strategies and/or programmes, or promoting progress to the fundamental civil liberties of the members of trade unions and employers' organizations, to which the projects have fully aligned. Responsibility for the coordination of Outcome 14 sat with an ILO official who has also been a member of the Project Steering Committee, with a view to ensuring that coordination and coherence with other projects and ILO's interventions in this field are maintained.

ILO field office representatives identified freedom of association and collective bargaining rights as a priority area for ILO intervention, as has accordingly been reflected in their Decent Work Country Programmes. Many countries also identified Decent Work deficits in the actual application of these rights, given that social partners' genuine commitment to their application was difficult to assess. For various social, historical and ethnic reasons, the sectors where the Swedish project intervened were identified as core areas of Decent Work deficits in some countries, as was the case for domestic work in Brazil and the rural sector in South Africa.

Outcome 14 has been identified as a clear priority, in terms of allocation of resources, in both Outcome Based Partnership Cooperation Agreements with Norway and Sweden. The technical cooperation interventions developed in light of this, under Global Products and Country Programme Outcomes, are expected to cater for the demands not only of the tripartite constituents but also of workers and employers more generally, promoting awareness raising aimed at ensuring greater respect and realization of these rights, assisting constituents in developing sound legal frameworks in compliance with the Conventions, and supporting them to effectively put into practice the standards and principles of freedom of association and collective bargaining. In this regard, the projects address both the donors' specific priorities and their concerns.

EQ2. Coherence of Project Design

The logical link between the two projects

According to the ToR, the evaluation covers two projects: GLO/11/57SID, Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors (Sweden), with an allocation of USD 1.800.897, and GLO/12/59NOR, Promoting Freedom of Association and the Right to Collective Bargaining (Norway), with an allocation of USD 1.003.070.

These projects correspond, as per the documentation received by the evaluation team, to three Project Documents with their corresponding budgets. These are:

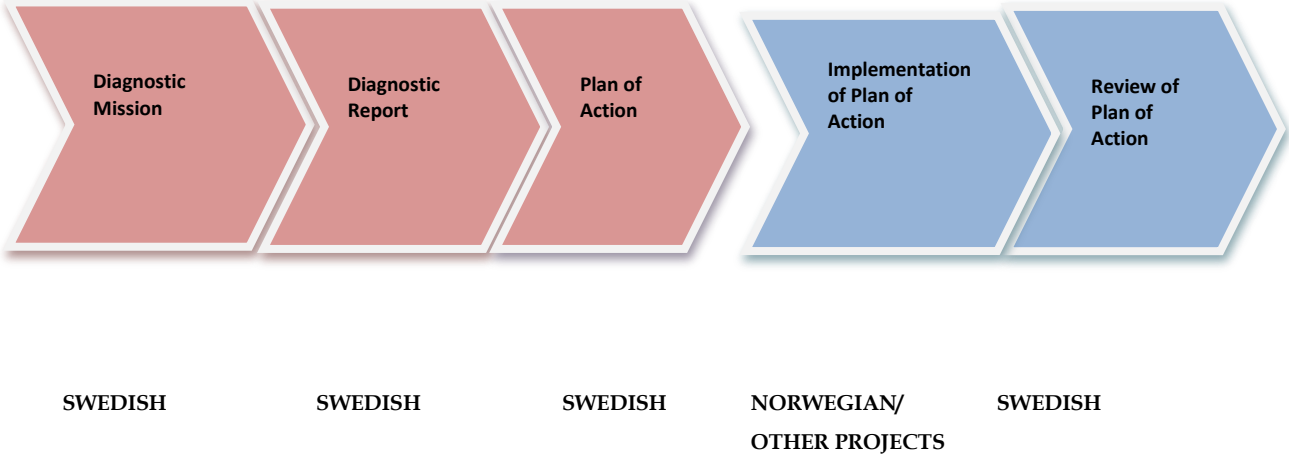
- Global Diagnostic Tools on Freedom of Association and Collective Bargaining Rights in the Rural, Export Processing and Domestic Work Sectors (USD 534.000 from SIDA, allocated to Outcome 14)
- Promoting Freedom of Association and Collective Bargaining Rights in the Rural, Export Processing and Domestic Work Sectors (USD 1.026.262 from SIDA, allocated to Outcome 14). The Swedish project team explained that they always considered these two concept notes together as only one Project Document, and consequently this formed the framework for a single project.
- Promoting Freedom of Association and the Right to Collective Bargaining (1.003.070 USD from Norway, allocated to Outcome 14).

The two concept notes for the Swedish project include a logical framework wherein the three immediate objectives are common (i.e. identical), while the outputs vary only slightly.

The logical framework for the Swedish projects did not clearly distinguish the interventions at the outcome and output levels between the GP (global tool) and the CPO (countries where it would be implemented/tested). Activities relating on the one hand to the development of the global diagnostic tool and on the other to the implementation of the national plans of action seem to have been mixed, thus hindering a clear understanding of the logical

sequence required to develop the global tool (GP). This blurs the very strategy that should be contributing to the development of the global tool. Given that the logical framework had proved to be too ambitious for the established duration of the project, the logical framework was updated during the intervention and was replaced in countries where activities were yet to be pilot tested.

In accordance with the concept notes for the three projects, and through discussions with key interviewees at HQ, the two projects covered under this evaluation were initiated under the assumption - or, for some, a clear strategy - that the Swedish project would undertake a diagnostic mission and prepare a consequent report in each country, and that the Norwegian project would come in once the national plans of action were agreed and support the implementation of the activities, whenever other sources of funding were not available. Up to 80 per cent of the Norwegian funds were to be spent in countries covered by the Swedish project. This assumption was shared by a number of ILO Officials at HQ who were involved in the design of the Project and is outlined in the following diagram, including identified sources of funding:



While this assumption was reflected in the project documents and those involved in the project management were clear on the sequence, a common logical framework would have helped to formally establish a coordination mechanism for the immediate objectives and outputs of the projects. A common monitoring mechanism to measure progress in the achievement of coordinated outcomes was not established either, nor any close informal coordination amongst the staff of both projects, such as through key informants.

Despite the nature of the connection between the two projects and the lack of a common framework, the logical framework of the Norwegian project has been shown to include clear links between inputs, activities, outputs and objectives.

Involvement of stakeholders in the design of the projects

The Norwegian project was designed largely to complement the Swedish project, and therefore no stakeholder consultation was judged to be necessary, given that consultations had already been undertaken for the purposes of the Swedish project.

There appears to be quite some disparity in the responses of those interviewed regarding the degree of stakeholder involvement in the project design phase. Most ILO country offices are of the view that they were informed and invited to participate, but only once the project had already been designed, whilst a number of country offices felt there was no opportunity for their suggestions to be reflected in the project document. Despite the Appraisal Unit having sent the project documents to the relevant departments and units, specialists in HQ and the field indicated that they were not consulted during the design phase. ACTRAV and ACT/EMP also reported a lack of consultation and indicated regret at this, noting that FoACB is a core component on their agendas.

Consultations did take place at a later stage, whenever it was proposed that a country would take part in the project. Representatives of the ILO's constituency in the countries visited expressed their concern that the nature and scope of the work to be undertaken under the diagnostic process was not sufficiently explained at the initial stage, indicating that they would have welcomed more clarity on the project objectives and testing of the global tool. Although tripartism seems to have been the approach in consultation, some constituents felt that the customary process was not followed.

Adjustments made to the strategy of the projects

In the case of the Norwegian project, a new strategy was adopted in June 2013. This occurred as a response to the project's low delivery rate, given that implementation had to wait until

tripartite agreements on national plans of action were achieved under the Swedish project, issues which will be outlined under the “Efficiency” section (EQ4). This change in strategy followed adjustments made in project management, and implied replacing those countries initially envisaged as potential participants with new countries. In both Jordan and the Philippines, where diagnostic missions were undertaken, the activities implemented under the Norwegian project were not connected with the diagnostic process. As will later be outlined in EQ5, the new strategy increased the level of discussion and promotion of new legislation and policies to improve the framework for realizing the rights to FoACB in some countries and sectors. Those adjustments also contributed to wider dissemination of good practice and lessons learned, with a view to informing future activities with constituents, although some of these activities had not yet been finalized when this evaluation was concluded.

The gender dimension

The projects under evaluation selected three sectors with a majority of women workers, a stated criteria for gender mainstreaming in the ILO’s strategy to promote the right to FoACB, as indicated in the strategy for Outcome 14 in the P&B 2012-2013. However, it can be seen that the projects’ outcomes and indicators only weakly reflect the gender dimension, neither having stated objectives to be achieved in terms of gender. The projects’ designs do not reflect the fact that SIDA and NORAD cooperation allocated a specific budget for gender mainstreaming to ensure that the gender dimension was addressed in the Swedish and Norwegian funded cooperation. This fund was to be managed by the Gender Bureau at HQ and by the field offices that received most of the allocations. However, the project did not describe how cooperation with GENDER was to take place. Additionally, the projects’ design could also have included elements to promote awareness of the role of freedom of association and collective bargaining in promoting gender equality.

EQ3. Effectiveness of Implementation and Management Arrangements

Management capacities and arrangements

A key feature of the ILO's funding from Norway and Sweden is that it is outcome-based. This implies that funding is assigned to a specific outcome and, in the case of these two projects, to Outcome 14 on the Promotion of the Rights to Freedom of Association and Collective Bargaining. At the ILO, responsibility for coordination of the outcomes sits with individuals, rather than a technical unit. In the case of the projects hereby under evaluation, technical responsibility fell to the Outcome Coordinator from NORMES, while management responsibility fell to FPRW. This implied the need to put in place a mechanism to ensure coordination, through the Steering Committee, with the participation of officials from NORMES and FPRW.

It is not clear, however, whether the existing coordination process was sufficient to address the important challenges that both projects were facing in their implementation phase and, therefore, whether the projects' governance facilitated good results and efficient delivery. The Swedish project brings to the ILO a truly innovative approach in promoting FoACB. Given that two units were involved in governance and the intervention's sociological approach in promoting FoACB was new to the ILO, this resulted to some extent in a lack of technical ownership and leadership from the ILO's technical unit, and in what could be described as an isolated strategy with implications regarding the sustainability of the work done (see EQ7). The project's general reliance on external consultants may have been a contributory factor to this.

The scope of the project was ambitious. To design such a complex global tool to be used in a variety of contexts presented enormous challenges that needed a substantial amount of expertise, well beyond the known capacities of the project staff. The project management team obtained expertise by hiring external consultants, often with sound expertise in the various regions and sectors, but in most cases with no ILO experience, nor any specific knowledge on FoACB. Stronger involvement from field and HQ ILO experts could have helped the project in responding to these challenges.

Communication between projects, ILO offices, departments and the field

The Swedish and Norwegian projects were centralized projects. While staff in the field were of the general view that decentralization improved efficiency, all ILO field staff reported having had excellent communication with project teams at the implementation phase. Communication with the field team was also considered very good by both project teams.

The Norwegian project's change in strategy implied strengthening links with the ILO's national offices, since the approach was to respond to the immediate needs by supporting on-going ILO interventions - funded either by RB or TC - and by having the tripartite constituents identify areas for ILO support. The project management team's capacity to apprehend the work being done in the field of FoACB, and to quickly respond to the needs of constituents was very appreciated by national staff and constituents, especially in Jordan and the Philippines. This will be further elaborated upon below (see EQ4 and EQ5).

With regards to communication between the projects, no particular strategy seemed to exist, which probably contributed to the lack of synergy between the two projects.

National ownership

National ownership is key for the effectiveness of ILO interventions, and even more so when it comes to the use of instruments which are HQ-based.

The Norwegian project was successful in ensuring national ownership of its interventions, since it addressed specific national needs, either identified by the ILO field offices, by constituents themselves or through other on-going ILO interventions. On the Swedish side, the project faced a few significant challenges regarding national ownership for a variety of reasons, with some important exceptions, as will duly be further analysed in this report.

As Protocol: Step 1 of the tool indicates, *"While the diagnostic process is designed to work in all countries, it will only work fully in countries in which the tripartite constituents have agreed to be involved in the process and are in good faith"*. Stakeholder involvement has differed in the various countries where the diagnostic process was undertaken. The project's approach

seems to have been very similar in all cases: it would first invite the relevant national or regional office to consider whether this would be a useful intervention in a proposed country, and subsequently it would discuss this with the tripartite constituents to obtain buy in.

A number of constituents interviewed were of the view that the diagnostic process had not been sufficiently explained. This indicated that the challenges in communication already identified in the final evaluation of the first phase of the project were not being sufficiently addressed in the current phase. Suggestions for decentralization were also made by informants in the field, particularly as a way of ensuring stronger national ownership.

EQ4. Efficiency of Resources Used

Allocation of resources

One year after the commencement of the Norwegian project, the delivery rate remained very low, but it grew during the second year to achieve a final delivery rate close to 90%⁷. Jordan and the Philippines, two out of the four countries visited during the evaluation, were those with higher investments (Jordan: USD 63,225.35; The Philippines: USD 73,996.00). According to information provided by constituents and ILO officials in Amman, Beirut and Manila, use of resources for the project was extremely efficient. The delivery rate of the Swedish project has been approximately 97% and, in addition, it utilized approximately \$100,000 of RBTC money from the FPRW Department.

In the case of the Swedish project, the diagnostic missions showed significant elements of inefficiency in terms of work organization and cost-effectiveness. Those inefficiencies seem to be inherent to the way the process was designed. They might be understandable in a project-pilot phase, but should be remedied in later stages. Developing the different steps of the diagnostic mission implied conducting activities that had never been done by the ILO before. Major inefficiencies related to:

⁷ At the time that the evaluation report was finalized the final financial statement was not yet available.

- An ILO administrative framework currently not prepared to respond to the needs that such field activities require; in some cases, survey respondents received a small amount of money. The ILO had to pay those allowances without being able to report who was receiving the payment, due to the anonymous condition of participation in the survey.
- The way the surveys were conducted, i.e. hiring local students (mostly from the field of sociology). The project team at HQ, including the CTA, were directly involved in the selection of the students who applied to take part in the data collection process; for the sake of efficiency, HQ could play a supervisory role in the process, leaving other time-consuming tasks to local counterparts.

These examples would suggest that the ILO should have further reflected upon *the distribution of responsibilities (i.e. who should have had responsibility for what)* and whether more efficient arrangements could have been put in place for data collection and outsourcing, wherever possible.

Delivery time

The two interventions under evaluation present a very low time delivery rate in the sequence of the strategy. Reasons for this have already been provided with regard to the Norwegian project. As for the Swedish project, the link between the diagnostic mission and the diagnostic report was very time inefficient, an issue that will be analysed in more detail in EQ5. This led to considerable delays in the preparation of the national plans of action, and consequently in the entire project cycle. This was stressed by the Jordan Chamber of Industry (JCI) and ILO officials in Malawi in evaluation meetings.

Some delay was also experienced in acquiring agreement for plans of action, as was the case in South Africa. According to the ACT/EMP Specialist, *“the topic is very sensitive, and you really need to find a way of accommodating the programmes”*. However, a key informant from the Ministry of Labour reported that the ILO could have made greater effort to speed up the process, so as not to lose *momentum*.

Synergies with other ILO initiatives

Interviewees in the field reported that, while cooperation did take place with Better Work and other projects, namely in the phase of implementation of national plans of action, the Swedish project did not sufficiently take into account other relevant work that had been done by the ILO in the field of FoACB. The fact that the Swedish project was intended to be innovative and aimed to develop a new approach for ILO interventions on this issue, may be an explanation for. However, in future, ILO efficiency could be enhanced by building on existing strategies and ILO work on FoACB at the national level.

In the case of Better Work, a number of respondents highlighted the relevance of the diagnostic approach and showed enthusiasm and support for the tool that complemented their work: *“Better Work cannot take responsibility for improving working conditions if these issues (FoACB) are not tackled. The diagnostic work brought all these issues to the surface in a very constructive and efficient way, with authority and neutrality”*.

The Norwegian project developed important synergies with projects in the various countries in which interventions were undertaken and was technically efficient, often using existing ILO products.

EQ5. Effectiveness of Project Activities and Outcomes

The Norwegian projects' interventions, as stated earlier, were initially conditioned by the achievement of tripartite national plans of action. Given that finalizing the diagnostic reports took longer than initially expected, ILO staff responsible for the Norwegian project felt that, unless the strategy was changed, little impact could be achieved by the project as a result. Within the existing logical framework, the new strategy, put in place in June 2013, implied identifying new target countries where the office could see potential needs or opportunities to advance these rights.

As a result, and within the limited timeframe, the Norwegian project was able to make contributions to the immediate objectives as described below.

Concrete steps are taken to promote the introduction of legislation and/or policies to improve the framework for realizing freedom of association and collective bargaining rights (Norway)

In China, the Congress of the Communist Party adopted a resolution on the importance of the development of industrial relations (IR), backed by Parliament. In that context, the ILO developed a strategy to develop IR, supported by Norwegian funding. The project contributed by supporting awareness raising regarding collective negotiation on wages and labour dispute settlement. In addition to re-designing existing institutions, awareness raising activities or supporting the development of sectorial bargaining at the provincial or city levels, the ILO is currently supporting the creation of a national framework for collective bargaining that includes how to position strikes, defining good faith bargaining and trade union discrimination. The project support was timely and corresponded with the existing ILO strategy to support the tripartite constituents. Staff from the field also stressed the usefulness of the donor's flexible approach in adapting to the specific needs of the country.

Other key interventions include Jordan, where the project, in close cooperation with Better Work, was able to take advantage of the right momentum to support the development of the first sectorial collective agreement for textile and garment workers and employers, a milestone in the development of industrial relations. Alongside that, the Office has prepared a document entitled "Strategy" to promote collective bargaining in the country, a document that was expected to be discussed at a tripartite meeting at the time this evaluation was taking place. A key contributory factor in this success was the strategic approach of ILO Beirut for Jordan, close cooperation amongst TC projects, and the high quality consultants selected to undertake interventions in the field.

Stand-alone awareness-raising activities took place in a number of other countries (Benin, Haiti, Ivory Coast, Morocco, Niger, Oman, Rwanda and Togo), often as a component of a more comprehensive ILO national strategy. With regard to some of these countries, the relevant officials interviewed expressed the difficulties they had encountered in making an

assessment of the effectiveness of the activities at such an early stage, but the coordination effort with the ILO's on-going work on the ground should be highlighted.

Government and social partners are better equipped to implement freedom of association and collective bargaining rights in practice (Norway)

To achieve this objective, the Norwegian project pursued various strategies, depending on the groups targeted. In the Philippines, the objective of strengthening trade unions included a specific strategy to develop the capacity of young trade union leaders, by training them in media and communication skills, through their participation in a youth camp and by way of creating an ILO Youth Core Group to have young leaders participate in the organization of those activities that were targeted at them. The strategy helped the unions to reinvigorate their message and better reach out to young workers, as well as strengthen trade union unity in a context of fierce trade union division. A key factor in the success of this strategy has been the involvement of trade unions since the inception phase, through their participation in the ILO-led Project Management Board, an extended platform available to workers for trade union intervention in ILO activities.

Furthermore, in the Philippines, another innovative approach has been the support provided to a national trade union confederation to organize workers in the informal economy, resulting in the association of more than 400 new workers to the union. While this might strengthen the trade union, it will most probably not have an effect in its capacity to engage in collective bargaining as understood by the ILO, since the target group comprised street vendors and bike drivers, who were self-employed workers.

In Zimbabwe, and to a lesser extent in the Philippines, the strategy has been to cooperate with other projects working with the security forces, with a view to improving their respect for workers' rights to engage in collective action. In both countries, ILO officials, police and military staff have reported a change in mindsets and behaviours, and a reduction in the number of incidents reported by the trade unions.

The capacity of the labour administration in Jordan and the Philippines to better ensure respect for legal provisions, including the newly signed sectorial agreement in Jordan, has

been strengthened as a result of the intervention of the Norwegian project. In South Africa, the important role that labour inspectors could have in ensuring the protection of the right to freedom of association, in spite of the lack of mandate of inspectors on this issue, was identified by workers during the diagnostic process. In the Philippines, this included the development, through South-South cooperation between Sri Lanka and the Philippines, of a computerized labour inspection system. The system is currently being pilot-tested in selected provinces and will shortly be refined and rolled out to the rest of the country. Central to the success of the strategy was the project's capacity to quickly respond to the needs of the Department of Labour and Employment, South-South cooperation, and a strategy formally consulted and agreed with the social partners. Co-funding of the DOLE also ensured the governments' commitment to achieving maximum impact.

Training and awareness raising of the tripartite constituents has been at the core, or has comprised a part of, all project interventions at the national level, and formed a central component of the Norwegian project. This has been an on-going request made by the government and social partners, seeking as they do to improve knowledge, change mindsets and be prepared to deal with the gaps in law and practice concerning the right to freedom of association and collective bargaining.

Lessons learned and good practice are disseminated widely within the Office to inform future activities with constituents (Norway)

The Norwegian project has supported the development of two global tools: a guide for government policies on collective bargaining - the Handbook on Collective Bargaining - and the global database of labour law provisions on freedom of association and collective bargaining.

The handbook aims at developing an intervention model for the ILO in terms of providing assistance in developing policies on collective bargaining, so that the ILO has a coherent approach to its interventions in the field. A first draft of the guidelines was prepared by two consultants, and has since then benefited from the input of ILO field officials, Project CTAs, and other ILO experts, including officials from NORMES, ACTRAV and ACT/EMP. While the tool still needs to be pilot-tested, some field specialists familiar with it noted its potential

benefits in guiding ILO experts when assisting the countries in developing national collective bargaining policies.

Regarding the database, it has been designed as a policy tool to track changes and measure progress in legislation and to have a more systematic management of information. It aims at having 60 profiles before the end of 2014. The ILO is trying to team up with the academia to ensure sustainability.

Both global tools have developed as a result of joint cooperation between the Norwegian project and the solid technical input of INWORK, which holds technical responsibility for industrial relations at the ILO.

The global meetings organized by the project, where these tools were discussed, are an effective way of testing various models of ILO intervention and of acquiring the views and experiences of experts in the field. It is also a platform for exchanging information, discussing tools that have been developed which could potentially be used in other countries or regions, and exploring lessons learned in terms of ILO assistance in the field of freedom of association and collective bargaining.

Improve awareness of freedom of association and collective bargaining rights and enhance the capacity to address gaps in law and practice in the rural sector

With regard to the rural sector, the Swedish project focused on three countries in the African region: Kenya, South Africa and Malawi. The idea behind the project intervention, which was common to all three sectors, was to undertake a diagnostic mission, produce a diagnostic report based on the ILO's tested-methodology, followed by a tripartite meeting to agree on a national plan of action for ILO intervention.

The sequence has been completed in South Africa, where the constituents agreed on a national plan of action in August 2012 that is currently being implemented. As a part of its implementation, a training programme for labour inspectors in Western Cape was conducted in 2013, as well as capacity building for workers' and employers' organizations. Key constituent respondents emphasized the need to improve their knowledge of

constituents' experiences in other countries on these issues. No review of the implementation, as planned by the project, seems to have taken place. So far, the process could not be completed in Kenya, where the diagnostic work was done in the previous phase of the project, nor in Malawi where, for reasons not clear to the evaluators, the diagnostic report has not yet been finalized. The global diagnostic tool benefited from the expertise of the academia, and was refined and prepared for wider dissemination.

Improve awareness of freedom of association and collective bargaining rights and enhance the capacity to address gaps in law and practice in the export processing sector

In the export processing sector, the strategy also encountered challenges to its full implementation. Diagnostic work had already taken place in Bangladesh and the Philippines in the previous phase of the project, and thus, constituents in both countries were to agree on national plans of action. This was able to be completed in Bangladesh in March 2012. In the Philippines, the employers, while admitting that they had been consulted by the ILO, were strongly opposed to the diagnostic report, on the basis that it did not contain facts, but perceptions, and that the isolated practices of a few employers had been generalized. The government also expressed its reservations on the basis that the process did not reflect the previous work that the ILO and the government had been doing in the field of FoACB, but agreed with the workers' organizations on a plan of action that is currently being implemented in the country with the support of the Norwegian project and a USDoS project.

In Indonesia, a tripartite agreement on the plan of action was reached in October 2013, and activities were implemented with Swedish funding. This included the development of a strategy to train trainers on bipartite cooperation, in collaboration with Better Work, and a series of workshops on FoACB, wage fixing, productivity, outsourcing and severance pay.

In Jordan, the diagnostic mission took place in 2012, with the report undertaken in 2013, and a national plan of action (although not directly linked to the diagnostic process) expected to be developed in 2014. The Jordanian case is very significant, as it reveals potentialities of the diagnostic report beyond those defined in the tool. In this country, the diagnostic report conducted in the chemical sector will be utilized together with other resources, namely a

document containing a “Strategy to promote FoACB in the country”, developed with the support of the Norwegian project, and the recently signed Collective Agreement in the Garment Sector, which was a result of the fruitful cooperation between Better Work and the Norwegian project. All these contributions will form the basis for designing the national plan of action in Jordan to promote FoACB.

Improve awareness of freedom of association and collective bargaining rights and enhance the capacity to address gaps in law and practice in the domestic work sector

As for the domestic work sector, that was added in the current phase of the project. The diagnostic mission could only be undertaken in February 2014 in Bahia (Brazil), and subsequently the report has not yet been finalized. It is, however, worth mentioning its positive reception by ILO officials, and according to them, by constituents as well. The diagnostic mission was reported to have been very successful and well-received, with a demonstrable impact on the target group in Bahia.

Effectiveness of the strategy

In order to better draw lessons in terms of the effectiveness of the strategy followed to achieve the outcomes, the timeframes of the process in each country have been included as Annex IX.

Considering the timeframes, a first observation that can be made is the extensive period between the time the diagnostic mission is undertaken to the delivery of the diagnostic report (South Africa, 8 months; Bangladesh, 9 months; Jordan, 16 months; the Philippines, 8 months; and Indonesia, 11 months), compared to the time recommended by the diagnostic tool to complete the report, 4 months. Reasons have been given for the delays, and it seems that the methodology for the data analysis has recently been improved, but these delays should also prompt the ILO to reflect on its capacity to invest the necessary technical resources in future, so that effective implementation of the various processes of the diagnostic methodology can be ensured.

In some countries (Kenya, Malawi), the diagnostic missions were undertaken but the reports never submitted to the countries.

In the Philippines, no tripartite agreement was reached; and in Jordan it has not yet been achieved, after 16 months from the date of the diagnostic mission. In the Philippines, an alternative strategy, which involved the high level mission following the recommendations of the Standards Committee of the ILC in 2009, triggered cooperation between the government and employers in these areas, a development which the government considered was not sufficiently taken into account when preparations were being made for the diagnostic work.

With regard to the projects' success in improving knowledge, attitudes and practices in relation to FoACB, a number of ILO officials and constituents, especially in South Africa and Brazil where the methodology was applied to the rural and domestic work sectors, indicated that participation in the survey process (i.e. filling in a survey) may have had an impact on individual workers, more specifically on those that are non-organized. Improving knowledge of these rights is in itself an effective awareness raising method and might also strengthen the practice of those rights.

In South Africa, the social partners that attended the discussion of the diagnostic report at NEDLAC concluded that FoACB was an issue that deserved much more attention in the rural sector, a key development resulting from the diagnostic process. The social partners also acknowledged that existing regulations and policies on the rural sector needed to be revised, a process that has already started with the commissioning of a number of studies, including working conditions and collective bargaining in the sector.

Interviewees also reported changes in the attitudes and behaviour of the security forces in the Philippines and Zimbabwe, which showed signs of shifting towards an improved respect for the right to freedom of association, where the Norwegian project made contributions to existing ILO strategies in this field.

In Indonesia and the Philippines, the government has extended cooperation with the ILO on compliance, acknowledging the importance of respecting workers' rights as a means of avoiding collective conflict.

In Indonesia, the Swedish project funded a number of bipartite training activities on bipartite cooperation and collective bargaining for trade union representatives and the management of selected enterprises. Participants of this training were interviewed and reported on how the practice of plant-level social dialogue had already been improved. Knowledge on collective bargaining also improved for workers engaged in bargaining in the Philippines, South Africa and China.

Gender equality

In terms of gender equality, the ILO Programme and Budget (P&B) 2012-2103 provided the framework for gender mainstreaming in all ILO work. It states, "The fundamental policy orientations of each of the 19 outcomes are rooted in international labour standards and in the wider Decent Work Agenda. Likewise, tripartite and/or bipartite social dialogue is a consistent feature of all the outcomes, as is gender equality and non-discrimination"⁸. "Three topics are mainstreamed in all outcomes and programmes: gender equality, youth employment and the inclusion of persons with disabilities."⁹. Furthermore, the Strategy under Outcome 14 stresses that work will be pursued to promote awareness of the role of freedom of association and collective bargaining in promoting gender equality and to strengthen the capacity to organize in areas with a high proportion of women, such as the rural sector, the informal economy, export processing zones (EPZs) and the domestic work sector, so as to reduce the existing rights gaps.

In the case of Sweden and Norway as donors, special allocations are given to the Gender Bureau to promote gender mainstreaming in Swedish and Norwegian technical cooperation, at all stages of project development. During the previous phase of the SIDA project, close cooperation with GENDER was established, and the funds allocated to GENDER contributed to the development of two women-specific manuals regarding FoACB for the rural and

⁸ ILO Programme and Budget 2012-13, Page 5.

⁹ Ibid. page 42.

export processing sectors. It is likely that the fact that both allocations were centralized encouraged cooperation and strategic mainstreaming at HQ. During the second phase of the projects, following PARDEV's recommendation to decentralize at least 75% of the funds, GENDER decentralized most funding to the field offices. The GENDER official interviewed attributed this disproportionate allocation to the reduced cooperation at HQ level. In his view, decentralization gave rise to women-specific activities in the field, and not gender mainstreaming. On the other hand, ILO Offices in South Africa and Manila reported activities organized with women workers, using the manuals that had been developed in the previous phase of the projects, and the South Africa Office highlighted the usefulness of decentralizing funds to pursue these activities.

As regards gender mainstreaming in the diagnostic reports, the reports handed out to constituents in South Africa, the Philippines, Kenya and Indonesia did not provide information disaggregated by sex. Only the report done for Jordan identified some differentiated perceptions between men and women, and includes a brief gender analysis. As a consequence, gender is absent in national plans of action agreed in this phase of the project. Information disaggregated by sex in the diagnostic report would indicate whether there are differences between men and women in their perceptions, knowledge and experiences in the exercise of rights to FoACB, analyse the root cause of these differences and eventually come up with specific interventions to tackle them in the national plans of action.

EQ6. Project Impact

The projects under review established the following as their development objectives: “that the rights of freedom of association and collective bargaining in the rural, export processing and domestic work sectors be more widely recognized and realized” (Swedish project) and “that the rights of freedom of association and collective bargaining in target countries be more widely recognized and realized” (Norwegian project).

Both projects contributed to the achievement of Outcome 14 - “The right to freedom of association is widely known and exercised” - in its two components: 14.1. number of

member States that, with ILO support, improve the application of basic rights on freedom of association and the right to collective bargaining and 14.2., number of member States that, with ILO support, take significant action to introduce freedom of association and the right to collective bargaining in EPZs.

The Swedish project proposes the development of a global methodology of intervention for the ILO that involves undertaking a diagnostic mission and preparing a consequent diagnostic report, forming the basis for a tripartite national plan of action. Since the Swedish project has aimed at developing a global tool and testing it in a number of countries, the impact of the strategy will be measured in the longer term.

The diagnostic process has already demonstrated an unexpected direct impact on workers and employers who participated in the surveys, particularly those who are non-organized. This impact takes the form of improved knowledge on rights to FoACB and better awareness of the benefits that exercising these rights could bring to the workplace.

Tripartite national discussions may also have strengthened social dialogue on strategic issues, both by using institutionalized dialogue, such as in the case of South Africa, where the diagnostic report on the rural sector was discussed at NEDLAC, or through ad-hoc meetings, such as those in Bangladesh. In the latter, longstanding obstacles to the practice of FoACB and weak social dialogue around these issues gives special value to the tripartite process leading to the conclusion of the national plan of action. In South Africa, improved awareness among the tripartite partners regarding the relevance of the rural sector in socio-economic terms was also reported.

With regard to the Norwegian project's interventions, the project has contributed to agreements being reached concerning changes to policy and the legal framework for collective bargaining in China and Jordan, with improved knowledge regarding freedom of association and collective bargaining among all trained workers, employers and government officials (more than 2,100, according to project estimates), with a likely spill-over effect to other members of the organizations or institutions.

The project was also shown to have impact in terms of improved awareness among the tripartite partners on dispute prevention and resolution in China, including changes in the mindsets of the social partners, by bringing in experiences from other countries and regions, as was the case on freedom of association and collective bargaining in Jordan, and on compliance in the Philippines, through discussions on a strategy to strengthen labour inspection in the National Tripartite Industrial Peace Council.

Interviewees also acknowledged an improved respect among police and military forces in Zimbabwe and the Philippines for the right to strike. It is to be noted that in this regard, as well as with regard to a number of other activities, the Norwegian project coordinated its efforts with other projects in the field in order to maximize the impact of its activities. Key to this development was the flexibility provided by the donor, swift identification of existing opportunities in the countries, and the capacity to provide fast responses.

EQ7. Sustainability

Involvement and buy-in from constituents is key to the sustainability of the results achieved in all ILO interventions that result in national ownership.

The strategy of the Swedish project in implementing the diagnostic process at the national level is in itself a sustainable model, since it requires initial consensus as a pre-requisite for the project to intervene. It also envisages the adoption by consensus of the national plans of action, ensuring the commitment of the social partners to its implementation. Sustainability also requires that the plans of action include activities that will deliver long-term impact, beyond training and awareness raising activities, and it requires integration of the methodology and the plan of action in the ILO's overall strategy for a specific country.

The Swedish project was effective in getting the buy-in in those countries where there was momentum to work on specific sectors, such as EPZs in Bangladesh, domestic work in Brazil or the rural sector in South Africa. Agreements reached on plans of action, and commitments made by social partners represent a means of ensuring sustainability, as long as the ILO is

able to succeed in integrating them in the Office's strategy for the promotion of the right to FoACB. Buy-in from the ILO national offices is also an important factor.

The project's decision not to work in those countries initially identified where there was no buy-in from the social partners, nor acceptance of the global methodology, mitigated the risk of political will and commitment being lost at later stages of the process. In Dominica, El Salvador, Morocco and Zimbabwe, despite apparent initial interest, a later lack of national support or commitment from the social partners led to these countries being dropped from the project's target objectives. In Lebanon, it was not considered the right time to implement the tool in the country. Political developments in Turkey resulted in an in-country delay to the diagnostic mission that extended beyond the term of the project. In the Philippines, initial commitment was obtained – and the report prepared – but commitment was then lost at a later stage. In Kenya, according to project staff, political realities led to the suspension of project activities in those areas where the diagnostic mission had taken place.

In terms of future use of the global tool and the intervention methodology tested by the ILO, clear buy-in from a technical unit in HQ will be needed to ensure that it is considered and offered to constituents as a model of intervention in advancing the two fundamental rights. Likewise, field specialists will need to familiarize themselves with the diagnostic process. Buy-in from field staff will be key to the tool being sustainable, since ILO field offices are often the first entry point for countries that request ILO technical assistance.

On the other hand, the diagnostic processes themselves that have had direct effects in terms of changing mindsets and strengthening social dialogue, as addressed in EQ6, are likely to have a long-term impact in advancing FoACB in countries where tripartite dialogue on the plans of action was achieved.

With regards to the intervention of the Norwegian project, a number of activities have contributed to changing the existing framework for freedom of association and industrial relations, in addition to new processes having been integrated in labour administration. The new collective agreement for the textile and garment sector in Jordan is an example of this, as is the establishment of a computerized system of labour law compliance in the Philippines, which is already being used by compliance officers in the country.

Changes in the mindsets of social partners and an upscaling of national expertise (through awareness raising and training) also constitute sustainable results. Activities of this nature mitigate the risk of a lack of political will developing at the national level, and contribute to making sustainable progress in advancing the rights to FoACB.

With regard to the global tools developed by the Norwegian project, the process to create the global ILO methodology for policy advice on collective bargaining has been inclusive, with participation from a number of technical units and experts in HQ and the field, including ACTRAV and ACT/EMP. The usefulness of the tool for the ILO's technical assistance in this domain was positively assessed by ILO field staff. The fact that the tool is grounded in the relevant technical unit in HQ will contribute to its sustainability and future use.

As regards the global database on industrial relations, the challenge to sustainability lies in the ILO's capacity to finalize, maintain and update the national profiles. Sustainability will strongly depend on whether the ILO is able to involve a research institution in maintaining and updating the database.

The existence of links between the Swedish and Norwegian projects and national decent work agendas, CPOs and existing ILO strategies will ensure the project's integration with other ILO work in the country, and will facilitate the sustainability of the results achieved by the constituents.

EQ8. Special Concerns

- **Complementarity of the projects at different stages**

In spite of the fact that both projects had similar development objectives under Outcome 14, complementarity between the two has indeed been very weak at the different stages, for the reasons previously explained under EQ2, EQ3, EQ4 and EQ5. This could have most probably been detected at an early stage through an assessment of the design of the intervention.

- **Potential for the global diagnostic process developed by the Swedish project to be used as a model for ILO interventions**

At the time of the project's completion, and taking into account the experiences of both phases of the Swedish project, data shows that:

- Eight diagnostic missions were undertaken: Bangladesh (ready-made garments), Philippines (call centres and electronics), South Africa (wine and citrus), Kenya (cut flowers and tea), Indonesia (textile, garment and footwear), Malawi (tobacco), Jordan (chemical products) and Brazil (domestic work).
- Five diagnostic reports were delivered to the constituents: Bangladesh (ready-made garments), Philippines (call centres and electronics), South Africa (wine and citrus), Kenya (cut flowers and tea) and Indonesia (textile, garment and footwear).
- Three plans of action were agreed by the tripartite constituents: Bangladesh (ready-made garments), South Africa (wine and citrus) and Indonesia (textile, garment and footwear).

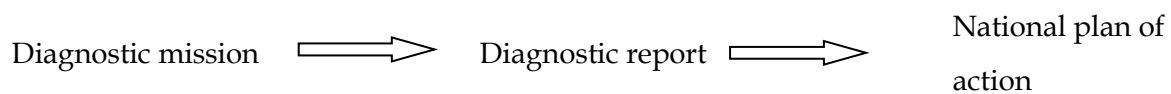
Field work and interviews with officials indicated that:

- The wealth of information gathered during the diagnostic mission was not sufficiently reflected in the diagnostic reports distributed to the tripartite constituents, resulting in very generic national plans of action. There seems to be potential for more value to be added when compared with other plans of action developed by the ILO on these issues.
- Given the complexity of the process and wealth of data, plans of action with longer-term objectives could probably have been developed.
- The inclusion in the plan of elements that fall outside the scope of the social partners' intervention, as was the case in South Africa with the land property issue, may have negatively affected the ownership and commitment of social partners in implementing the national plan of action.
- Difficulties in engaging the social partners to agree on national plans of action in a number of countries where interventions were planned indicate that the political

dimension of freedom of association – especially in the export processing sector - might not have been sufficiently addressed in the design and implementation of the strategy. New data on the practice of FoACB will not in itself necessarily change the positions of the social partners, which are often based on assessments or knowledge that is disassociated from the practice of a particular right.

- There also seem to be concerns regarding the fact that national plans of action are being prepared on the basis of a sectorial diagnosis and in some cases with limited geographical scope; the question remains as to how representative a sector can be in the context of the entire industrial relations system.

From these observations a conclusion can be drawn - the planned link between the diagnostic report and the plans of action was weak. The logical sequence between the diagnostic mission, diagnostic report and plan of action, as indicated in the graphic below, should be reviewed.



These observations prevent the evaluation team from validating “The tool in its five steps: Discover, Report, Plan of Action, Implementation and Review” as a model for ILO interventions. Nevertheless, evidence shows that steps one and two of the tool - the diagnostic mission and the diagnostic report - can indeed be a valuable contribution to broadening the approach of constituents in dealing with FoACB and could also contribute to a more comprehensive ILO strategy to advance these rights. In order to assure ownership, improve efficiency and better address political sensitivities, decisions on how to use the information obtained through the mission and the report in the promotion of FoACB should be led by the ILO field structure. These issues will be addressed later under *Lessons Learned*.

While further reflection on the tool is needed for the purposes of refinement - namely by involving specialists and undertaking a peer review - the evaluation team would like to stress the potential that the tool has for the ILO in its strategy to promote FoACB in a variety of situations, although not necessarily with links to a national plan of action.

1. The projects under evaluation are highly relevant as they respond to identified deficits in the realization of Decent Work. They are aligned with the ILO strategy to promote the right to freedom of association and collective bargaining contained in the P&B 2012-2013 for Outcome 14. They focus mainly upon EPZs, the rural and domestic work sectors, and sectors with a high proportion of vulnerable workers and a majority of women. These are also priority sectors under the gender-mainstreaming component of Outcome 14 in the P&B. The projects have built on ILO efforts to promote the rights of domestic workers, in line with the recent approval of the Domestic Workers Convention, 2011 (No. 189). They fully respond to the priorities identified by the donors, Norway and Sweden, as reflected in the Outcome Based Partnership Agreements.
2. The projects under evaluation are important contributions to Outcome 14 following the new approach contained in the outcome-based partnerships. They were designed as coordinated interventions, but the design of the two projects as sole strategies had two main weaknesses. First, it assumed that coordination would take place without the establishment of a clear and coherent common logical framework. Secondly, they foresaw as part of the same intervention the development of a tool that was intended to be global, the achievement of tripartite national plans of action of a political nature, and their implementation and review. This was far too ambitious. The project design followed a top-down approach, with ILO regional and country offices as well as national stakeholders not having being adequately consulted in the project design phase. The formulation of the Swedish project was particularly weak, as it did not establish a clear strategy for developing an intended global tool.
3. The Swedish project applied a new sociological approach to the ILO's strategy and expertise in promoting rights to FoACB. Both the Swedish and Norwegian projects fell under the technical coordination of the Outcome 14 coordinator, based in NORMES, while the

management responsibility fell under FPRW. A formal mechanism for coordination between the two project teams was not established. All these elements represented key challenges in terms of the effectiveness of the projects' management processes.

4.

The Norwegian project faced substantial delays in its delivery, as it depended upon the achievements of the Swedish project. Nonetheless, it was able to achieve a reasonable rate of delivery, by building up existing ILO work in the field, especially technical cooperation projects on FoACB. With regard to the Swedish project, it met with new challenges and complexities concerning fieldwork management, in particular those which concerned diagnostic missions. Challenges in drafting the diagnostic reports and approving national plans of action resulted in slow time delivery of its expected outputs.

5. The Norwegian project was particularly effective in building on existing strategies at the national level and in cooperating with other ILO projects, including Better Work. Timely and technically sound responses to the needs identified by the tripartite constituents contributed to the achievement of the project outputs and outcomes. Contributions to outcomes were made in Benin, China, Ivory Coast, Jordan, Niger, the Philippines, South Africa and Zimbabwe, among other countries. The Swedish project contributed to the achievement of its three outcomes through work done in preparing the diagnostic reports for the export processing sectors in Indonesia and Jordan, and by developing plans of action for EPZs in Bangladesh and Indonesia and for the rural sector in South Africa, and through the diagnostic mission for the domestic work sector undertaken in Brazil.

6. The impact of the global tool developed by the Swedish project will be measured in the long-term. An area of very positive unexpected impact resulting from the project has already been observed, in terms of improved knowledge and awareness raising on FoACB among the workers and employers that participated in the process of data gathering. Strengthening social dialogue and changing mindsets are long-term contributions of the project. The Norwegian project helped to make

advancements regarding changes to the policy and legal frameworks for collective bargaining, in addition to improved knowledge on FoACB, contributions to improved awareness among the tripartite partners on dispute prevention and resolution, and assistance in changing the mindsets of social partners by bringing in experiences from other countries and regions. Coordination with other projects created synergies to maximize its contribution to Outcome 14.

7. The diagnostic methodology as planned by the Swedish project was sustainable, requiring initial tripartite buy-in and tripartite consensus for the national plans of action, mitigating the risk of lack of political will and commitment at later stages. However, the global tool lacked clear buy-in from a technical department in HQ, and did not involve technical field staff, which put use of the diagnostic methodology by the ILO at risk in future. The Norwegian project contributed to improving the existing framework for freedom of association and industrial relations. Links held by both projects with national Decent Work agendas, CPOs and existing ILO strategies contributed to the sustainability of the projects' achievements.

8. Complementarity of both projects in forming a single intervention was fragile, due to flaws in their design. The global diagnostic process included two phases, one global and the other country-specific, but their differentiated role was not made sufficiently clear. The Swedish project developed an innovative process of data gathering and analysis that added a sociological approach to existing ILO knowledge around the practice of FoACB. However, field experience showed that new knowledge was not sufficient as the only basis for the achievement of national plans of action. The diagnostic report could potentially be used in a variety of ways - as a stand-alone source of knowledge for the ILO or as part of a comprehensive strategy to promote rights to FoACB. It should be adapted to the national contexts and, in line with the OBPF approach, have the ILO field structure decide how it could be best used to advance the ILO's fundamental rights to FoACB in a specific context.

9. The Swedish and Norwegian projects contributed to the promotion of tripartism and social dialogue at the national level. Tripartite national discussions

on the diagnostic reports strengthened social dialogue on strategic issues, both by using institutionalized dialogue, such as in South Africa, where the diagnostic report on the rural sector was discussed at NEDLAC, or through ad-hoc meetings, such as in Bangladesh. In the latter, longstanding obstacles to the practice of FoACB and weak social dialogue around these issues gives special value to the tripartite process leading to the conclusion of the national plan of action. Tripartite processes also took place in countries where the Norwegian project intervened, both through institutionalized structures or on an ad-hoc basis. In terms of gender equality, the Swedish project pursued work in areas with a high proportion of women - such as the rural and domestic work sectors and EPZs - although interventions in these sectors could have better addressed gender as a means of reducing existing gaps. Sex disaggregating data and gender analysis could have been included in reports handed out to constituents, as a contribution to tripartite discussions; and the Norwegian project could have further mainstreamed gender. The promotion of labour standards was key to the interventions of both projects. In the short term, and through the process of implementing the Global Tool, knowledge regarding FoACB among employers and workers that took part in the diagnostic process was increased. The Norwegian project also contributed to a promotion of the practice of fundamental rights, through training, awareness raising and technical assistance.

The evaluators have identified a number of lessons learned linked to the following topics: coordination between the two projects evaluated (Norwegian and Swedish projects); the strategy to design a global tool (Swedish); the design of the tool, its use and its unexpected impacts (Swedish); potentiality of South-South cooperation in promoting FoACB (Norwegian); and decentralisation (Swedish and Norwegian).

1. Lesson learned on cooperation between the two projects (Norwegian and Sweden)

The two projects under evaluation were expected to cooperate in their implementation. As conceived in the project documents, the Norwegian project was designed to complement the achievements of the Swedish project, a complementarity that for a number of reasons did not occur. A common logical framework or coordination established in a common document could have strengthened coordination. Expected cooperation among different projects under the OBPF modality or an ACI is difficult to achieve without the establishment of a common logical framework to guide their common actions and to frame them as a single intervention. A common logical framework would have improved effectiveness and aided the achievement of specific outcomes.

2. Lesson learned on the strategy to develop a global tool

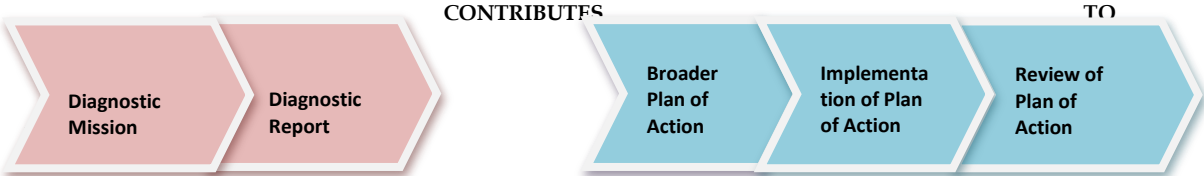
A principal challenge for the intervention has been to link, as a global strategy, research activity aimed at developing a global tool with political processes and the tripartite adoption of national plans of action. The establishment of this link has weakened the efficiency and effectiveness of the intervention.

The global tool should clearly identify those elements that are global (common for all countries) and those that are country-specific.

3. Lesson learned on the design of the tool (Swedish project)

Evidence gathered in the evaluation indicated that the design of the tool (which comprised five steps, namely a diagnostic mission, a diagnostic report, a plan of action, implementation of the plan of action and its review) was not effective. The two first steps – the diagnostic mission and diagnostic report – nevertheless contribute a very important new approach to existing ILO knowledge, reaching out to individual non-organized workers, employers and government officials - and can certainly be a valuable contribution to broadening the approach of constituents in dealing with FoACB. This could also contribute to a more comprehensive ILO strategy in advancing these rights. In order to ensure ownership, improve efficiency and better address political sensitivities, the design of a strategy to promote FoACB should be led by the ILO field structure.

A suggested strategy for intervention could be as follows:



As the tool stands now, the main goal of the diagnostic report is to feed a tripartite discussion to conclude a national plan of action, and thus the information gathered is only partially included. Data gathered and processed provides the ILO with a new and extremely rich source of information on perceptions and practices on FoACB. If the current connection between the diagnostic report and the national plan of action were suppressed, the report could be enriched and used in various ways, beyond those currently defined in the global tool.

4. Lesson learned on the use of the tool (Swedish project)

The use of the tool and the sociological approach it applies could be of particular value in specific sectors or countries where there is *momentum*, such as areas where social partners deem the issue to be a social, economic and political priority. This context may positively influence the constituents’ capacity to agree on a common plan of action. Strikes in the farm sector in South Africa in 2012 formed the backdrop to the project and determined the way

the constituents approached diagnostic work in the rural sector. In the case of Brazil, the recent Constitutional Amendment improving conditions for domestic workers *increased the momentum* to conduct the diagnostic work.

5. Lesson learned on the unexpected impact of the tool (Swedish project)

The diagnostic mission - and its various methods for gathering information - have also had an unexpected direct effect on workers and employers that participated in the surveys, particularly those who are non-organized, namely in terms of improved knowledge regarding rights to FoACB and better awareness of the benefits that exercise of these rights could bring to the workplace. This unexpected impact corresponds effectively with the strategy designed by the ILO under Outcome 14.

6. Lesson learned on South-South cooperation (Norwegian project)

In the Philippines, South-South cooperation with Sri Lanka has proven to be very effective in promoting and implementing a computerized labour compliance system. Being able to learn from countries in similar stages of socio-economic development was greatly appreciated by the government. Peer learning could also be especially useful in such sensitive issues as FoACB. The ILO could provide space to the social partners themselves to discuss with peers their own experiences, expectations, and options for improving the practice of these rights. Being able to promote this approach in future interventions puts the Office in a position of advantage.

7. Lesson learned on decentralisation (Norwegian and Sweden projects)

Field offices should adopt a strategic leadership position in designing a national strategy for the promotion of the rights to FoACB. The model could involve using various sources of knowledge and experience available to the ILO, including the experience of projects in a particular country, other technical reports available and outcomes of previous processes of tripartite dialogue. The proactive coordinating role played by the ILO offices in Beirut and Manila has been instrumental to the process of achieving positive results in a strategic way in Jordan and the Philippines.

1. Interventions involving different projects expected to cooperate under the OBPF modality or an ACI would benefit from the establishment of a common logical framework and monitoring system to guide their common actions. Strengthening capacities on RBM and M&E issues of relevant staff for this purpose would be advisable. PARDEV and EVAL could consider intervening in this regard.

2. The ILO (technical units) should continue to support the development and use of the global tool developed by the Swedish project. However, its current form should be revised, since the five steps included so far have not proved to be effective. The diagnostic mission and the diagnostic report have great potential when it comes to addressing gaps and opportunities in promoting FoACB. They are a straightforward awareness raising instrument for workers, employers and their organizations but should not necessarily be linked to the achievement of national plans of action. The development and use of the tool should preferably take place under the following conditions:

- Eliminate the binding link between the diagnostic report and the national plan of action, as part of the strategy.
- Consider the diagnostic report as a contribution to a broader and more comprehensive ILO strategy, managed at the country level, that could eventually lead to national plans of action whenever there is momentum and buy-in, or used as an input for other ILO strategies in addressing FoACB.
- Take advantage of the wealth of information obtained through the diagnostic mission, and explore its potential diverse uses. Provide sex-disaggregated data.
- Continue to strengthen a sustainability plan for the global tool within the Office, including a peer review by specialists in order to ensure internal ownership.
- Field offices should establish partnerships with local research institutions (i.e. Universities) for data gathering as part of the diagnostic mission. Involvement of ILO officials at this stage, from HQ or the field, should be limited to coordination activities and relationships with constituents.

- The ILO should identify the elements of the existing tool that are generic for all countries and sectors - accordingly keeping these in the tool - and those that are country-specific.

3. The ILO (technical units and PARDEV) should take advantage of the extremely effective flexible conditions under the Norwegian partnership and continue addressing specific needs for interventions related to FoACB at a country level, given that their relevance, efficiency, effectiveness, impact and sustainability have been proven in almost every case. However, there is still room for improvement when it comes to coordination with specialists and officials in the field at the planning stage.

4. In line with the OBPA with Norway, the ILO (technical units and PARDEV) should increase South-South and Triangular cooperation as part of an ILO global strategy on issues relating to FoACB. Joint work with peers, coordinated by the ILO, could bring a qualitative improvement in terms of learning opportunities for constituents. Peer learning could be especially useful for the ILO in advancing such a sensitive issue as FoACB and in giving more space to the social partners themselves to discuss with peers their own experiences, expectations, and options for improving the practice of these rights. The ILO is in an extremely advantaged position to implement this approach.

ANNEX I: TERMS OF REFERENCE OF THE
EVALUATION

Titles	Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors (Sweden) Promoting Freedom of Association and the Right to Collective Bargaining (Norway)
Budgets	1,800,897 USD (Sweden) 1,003,070 USD (Norway)
TC Codes	GLO/11/57/SID GLO/12/59/NOR
Project Duration	1 January 2012 – 31 March 2014 (Sweden) 1 January 2012 – 31 March 2014 (Norway)
Project administrative and technical backstopping unit	Fundamental Principles and Rights at Work (FPRW)(ex-DECLARATION)
Type of evaluation	Final Independent Evaluation
Evaluation Manager	Wamiq Umaira

Introduction and Rationale for the Independent Evaluation

In 2011, the International Labour Organization (ILO) renewed its partnership agreements with Norway covering a four-year period (Phase I 2012-13, and Phase II 2014-15) and entered into the second phase of its partnership agreement with Sweden (2012-13). Under these partnership agreements, funding is no longer project based but outcome-based and aligned with the Strategic Policy Framework (SPF) 2010-15 and the Programme and Budget (P&B) for 2012-13 and 2014-15. As a main contribution for the implementation of Outcome 14 on the fundamental right of “Freedom of Association”, Norway and Sweden funded respectively two global technical cooperation projects, the “Promoting Freedom of Association and the Right to Collective Bargaining” project and the “Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors” project. Both projects were implemented by the ILO’s Programme for the Promotion of the declaration on Fundamental Principles and Rights at Work. In January 2014, Norway confirmed funding for two additional years (2014-15) to implement the second phase technical cooperation under Outcome 14.

According to ILO's requirements, an independent evaluation will be carried for both projects to ensure accountability and appropriate usage of funding provided by the donor. The evaluation aims at examining the extent to which the project's objectives have been achieved, assesses the project's impact, reports on lessons learnt and identifies further strategic directions to ensure the sustainability of the projects.

An evaluation manager based at ILO Headquarters in Geneva will manage the evaluation. One or more external independent consultant(s) will conduct the evaluation. The evaluation process will be participatory and will involve stakeholder counterparts throughout the process. The Office, the tripartite constituents and other parties who were involved in the execution of the projects are the primary users of the evaluation findings and lessons learnt.

The evaluation will comply with standards for evaluation whose details are mentioned in the Methodology section.

Background and Context

Freedom of Association and Collective Bargaining in the Rural, Export Processing and Domestic Work Sectors: Swedish funded project

It is estimated that nearly half of the world's workforce is found in rural areas and that over sixty million workers worldwide work in export processing zones. Domestic workers also comprise a significant part of the global workforce in informal employment; there are at least 53 million domestic workers worldwide. Many of these workers are denied the fundamental rights of freedom of association and collective bargaining in law or in practice. The ILO supervisory bodies, the International Labour Conference, and the Governing Body have recognized the particular issues concerning the rural, export processing and domestic work sectors and emphasized the need to assist ILO constituents to address existing decent work deficits in relation to the observance of freedom of association rights in these sectors.

In this context, the Swedish International Development Cooperation Agency has funded an ambitious project promoting freedom of association and collective bargaining rights in the rural, export processing and domestic work sectors (USD 1,800,897 for the period 2012-2014). This project is an integral part of the ILO's response to support its constituents to organize and bargain collectively. It is based on the premise that the development of global tools will enhance the ILO's capacity to deal with a growing demand for technical assistance in the rural, export processing and domestic work sectors.

The project was designed to build on the successes of the first phase during 2009-2011, during which a systematized method for diagnosing the challenges in freedom of association and collective bargaining in the rural and export processing sectors was developed. The purpose of the diagnostic process is to assist the constituents in creating and supporting the implementation of responsive and practical action plans at the national level. Within the 2012-2014 phase of the project, it has refined the diagnostic process for the rural and export processing sectors; extended the diagnostic process to the domestic work sector; and implemented the diagnostic process in Bangladesh, the Philippines, South Africa, Indonesia, Malawi, Jordan and, during February 2014, in Brazil. This has involved undertaking diagnostic missions in Indonesia, Malawi, Jordan and, during February 2014, in Brazil; and supporting the development and implementation of national plans of action in Bangladesh, the Philippines, South Africa, and Indonesia.

Development Objective:

The rights of freedom of association and collective bargaining in the rural, export processing and domestic work sector are more widely recognized and realized.

Immediate Objectives:

- Immediate Objective 1: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the rural sector
- Immediate Objective 2: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the export processing sector
- Immediate Objective 3: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the domestic work sector

The project's main results, by immediate objective, are:

Immediate Objective 1: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the rural sector

Global:

- Generic diagnostic toolkit on freedom of association and collective bargaining in the rural sector, developed and ready to be applied in member States. Allows for the development, implementation and subsequent updating of a national plan of action based on the perceptions of stakeholders whose views are often not accessible.

South Africa:

- National plan of action on freedom of association and collective bargaining in the rural sector adopted by the tripartite constituents
- National plan of action implemented in collaboration with other ILO projects: (1) training for labour inspectors on freedom of association in the rural sector; (2) workshop for women trade unionists on organizing women workers in the rural sector; and (3) workshop for trade unionists in the rural sector on organizing workers in the rural sector

Malawi:

- Approximately 600 tobacco workers, small-holders, employers, government officials, employers' organization officials and trade union representatives involved in a diagnostic process on freedom of association and collective bargaining, increasing their awareness of issues and possibilities

Immediate Objective 2: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the export processing sector

Global:

- Generic diagnostic toolkit on freedom of association and collective bargaining in the export processing sector, developed and ready to be applied in member States. Allows for the development, implementation and subsequent up-dating of a national plan of action based on the perceptions of stakeholders whose views are often not accessible.
- Bipartite workplace level training package developed, ready to be applied in member States.

Bangladesh:

- National plan of action on freedom of association and collective bargaining in the export processing sector adopted by the tripartite constituents
- National plan of action implemented in collaboration with other ILO projects

Indonesia:

- Approximately 1200 textile, garment and footwear sector workers, employers, government officials, employers' organization officials and trade union representatives involved in a diagnostic process on freedom of association and collective bargaining, increasing their awareness of issues and possibilities
- National plan of action on freedom of association and collective bargaining in the export processing sector adopted by the tripartite constituents
- National plan of action implemented in collaboration with other ILO projects: (1) workplace level bipartite training; (2) national level awareness raising activities

Jordan:

- Approximately 600 chemical products sector workers, employers, government officials, employers' organization officials and trade union representatives involved in a diagnostic process on freedom of association and collective bargaining, increasing their awareness of issues and possibilities

Immediate Objective 3: Governments and social partners are more aware of freedom of association and collective bargaining rights and better able to address gaps in law and practice in the domestic work sector

Global:

- Generic diagnostic toolkit on freedom of association and collective bargaining in the export processing sector, developed and ready to be applied in member States. Allows for the development, implementation and subsequent updating of a national plan of action based on the perceptions of stakeholders whose views are often not accessible.

Brazil:

- Diagnostic mission on freedom of association and collective bargaining in the domestic work sector to gather information and raise awareness among the tripartite constituents and organized and unorganized domestic workers and domestic work employers.

Promoting Freedom of Association and the Right to Collective Bargaining, Norwegian-funded project

In 2012, FPRW started a two years global project on "Promoting Freedom of Association and the Right to Collective Bargaining" funded by the Norwegian/ILO Partnership. The project was allocated a total budget of USD 1,003,070 in order to contribute to the implementation of ILO's strategy for

Outcome 14 on Freedom of Association. The strategy places particular emphasis on raising the awareness and knowledge of the constituents and the public at large of the rights of employers' and workers' organizations under Conventions No 87 and No 98 to freely organize and engage in voluntary collective bargaining. Moreover, particular attention is given to ILO's support to the tripartite constituents for the adoption of legal and practical measures aiming at realizing freedom of association and collective bargaining rights at the national and sectorial level. In line with these priorities, the project was designed to attain the following objectives:

Development Objective:

The rights of freedom of association and collective bargaining in target countries are more widely recognized and realized.

Immediate Objectives:

- Immediate Objective 1: Concrete steps are taken for the introduction of legislation and/or policies to improve the framework for realizing the freedom of association and collective bargaining rights in targeted countries.
- Immediate Objective 2: Governments and social partners are better equipped to implement freedom of association and collective bargaining rights in practice.
- Immediate Objective 3: Lessons learned and good practices are disseminated widely within the Office to inform future activities with constituents.

The project's strategy aimed at maximizing the results and coherence of ILO's technical cooperation on freedom of association and collective bargaining rights, building on the previous results of the ILO/Norway partnership and linking global tools and national interventions in order to refine innovative policies and labour law compliance strategies.

Following this fold approach, the project developed close synergies with other technical cooperation projects implemented or backstopped by the Fundamental Principles and Rights at Work Branch in Bangladesh, Jordan, Philippines, Sri Lanka and South Africa. It advocated and/or supported the development of government policies on the promotion of collective bargaining rights in different regions and supported the implementation of new labour law compliance systems in Jordan, the Philippines and Sri Lanka. These systems introduced new approaches for labour inspectors to communicate and collaborate with employers and worker's representatives and introduce new technologies for better data collection, including on compliance with collective bargaining rights. The project also expanded the scope of its work on the promotion of tripartite social dialogue and capacity

building on freedom of association and collective bargaining rights in China and African countries (Benin, Niger and Togo).

As of today, the project's main results, per immediate objective are the following:

Immediate Objective 1: Concrete steps are taken for the introduction of legislation and/or policies to improve the framework for realizing the freedom of association and collective bargaining rights in targeted countries.

China

- Tripartite consensus on the need for a national regulation on collective bargaining with a list of key provisions to be reformed. As part of the labour law reform, the Government requested the project's technical advice on the discussion of the right to strike. This is the first time ever that the Chinese government made an explicit request to the ILO on this subject.

Jordan

- A draft policy on how to promote collective bargaining in the country developed by the project in close consultation with the constituents. The project started a tripartite dialogue on the strategy, which has also served as an input for discussions with the Government on legal amendments on freedom of association and collective bargaining.

Niger

- Tripartite members of the National Social Dialogue Commission trained on mediation and dispute prevention with tripartite recommendations on legal and practical measures to be taken on freedom of association and collective bargaining to reduce labour conflicts.

Morocco, Sri Lanka, and the Philippines

- A pilot of the collective bargaining handbook on how to promote collective bargaining in these three countries for the adoption of policy recommendations on the Governments' role and the services to support sound industrial relations and an enabling environment for the conclusion of collective bargaining agreements.

Zimbabwe

- A training workshop was carried out to build the capacity of law enforcement agencies on how to respect freedom of association and collective bargaining rights.

Immediate Objective 2: Governments and social partners are better equipped to implement freedom of association and collective bargaining rights in practice.

Jordan

- In collaboration with Better Work Jordan, the project supported the drafting and negotiation in line with ILO's convention No 98 of Jordan's first sectorial collective bargaining agreement. The agreement was concluded in the garment sector and improves wages and working conditions for 40,000 workers, counting a majority of women and migrant workers.
- A bipartite agreement reached for the establishment of a bipartite council to support the implementation of the collective bargaining agreement in the garment sector. The project also provided technical advice for the drafting of the working procedures of the council.

Jordan, Sri Lanka and the Philippines

- The project supported the development of modern computerized labour inspection systems, which include data on compliance with freedom of association and collective bargaining rights, and support the implementation and systematic evaluation of enterprises' labour compliance self-assessments, joint labour inspection and social partners' assessments or the collection and dissemination of information on the industrial relations' climate.

Philippines and South Africa

- Awareness raising strategies developed by trade unions to reach out and sensitize non-organized workers, particularly women, youth and workers in the rural sector.

Immediate Objective 3: Lessons learned and good practices are disseminated widely within the Office to inform future activities with constituents.

- A Global Team Meeting on Freedom of Association and Collective Bargaining to assess the effectiveness of ILO's technical assistance on freedom of association and collective bargaining rights and identify good practices and lessons learned.
- A network of ILO's technical cooperation experts on freedom of association and collective bargaining rights.
- A draft compilation of good practices and lessons learned available for use by ILO officials.

- A strategy guiding the future use of the compilation of good practices and lessons learned drafted.

Purpose, Scope and Clients

In line with the ILO's policy for evaluation of technical cooperation projects, a final independent evaluation of the projects will consider the project's effectiveness in ensuring that the tripartite constituents are better equipped to promote the fundamental rights of freedom of association and collective bargaining, in particular in the rural, export processing and domestic work sectors.

Purpose

- a) Determine to what extent the projects have achieved their stated objectives and how and why they have/have not been achieved.
- b) Reflect on the level of applicability of the project outputs as global tools, (i.e. response to stakeholder needs).
- c) Provide recommendations on how to build on the achievements and lessons of the projects.
- d) Identify and document lessons learned and good practice to be used in any further phases of the projects and other relevant areas of ILO work.

Scope

- a) The evaluation will cover all aspects of the projects implementation to date and will include desk review as well as interviews. The entire evaluation process shall take place within a period of 6 weeks.
- b) The evaluation will focus on the results achieved by both projects through the activities implemented from January 2012 to March 2014.
- c) For both projects, the evaluation should cover expected (i.e. planned) and unexpected results (i.e. side effects or externalities). Some of these unexpected changes could be as relevant as the ones planned. Therefore, the evaluation should reflect on them for learning purposes.
- d) The analytical scope should include identifying levels of achievement of objectives and explaining how and why they have been attained in such ways (rather than in other alternative ways).

e) Clients

The major clients of the evaluation are:

- a) The donors of both projects
- b) The “Freedom of Association and Collective Bargaining” programme teams, ILO offices in target countries and other relevant HQ staff;
- c) Tripartite constituents in target countries.

The evaluation will be implemented in collaboration with these key stakeholders through sharing the Terms of Reference, dialogue during the evaluation to ensure that their requirements are met; asking for comments on the draft report and debriefing at the end of the evaluation.

Evaluation criteria and questions

A. Relevance and Strategic Fit

- To what extent did the projects address a relevant need and decent work deficit?
- To what extent did the projects support ILO strategies and complement other ILO projects and programmes?
- To what extent did the projects effectively address national development priorities and donors’ specific priorities/concerns?

B. Coherence of Project Design

- Coherence of ILO strategies and actions with national approaches strategies.
- Were the linkages between inputs, activities, outputs and objectives clear and logical? Do the projects have a consistent logical chain of results from inputs to impact?
- Assess whether the projects’ designs were logical and coherent and took into account the institutional arrangements, roles, capacity and commitment of stakeholders.
- Assess the adjustments made to the project strategy and whether they successfully contributed to the achievement of immediate objectives and outputs.
- Were the time frames realistic regarding planned objectives and outputs?

C. Effectiveness of Implementation

- To what extent did the project results contribute to the strengthening of the influence of labour standards; to the strengthening of the social partners and social dialogue; and to gender equality?
- In which areas (sectorial, issue) did the projects have the greatest achievements? What were the supporting factors? How could this be built upon?
- To what extent can the approach of the projects be validated?
- In which areas did the projects have the least achievements? What were the constraining factors? How could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the objectives?
- Do the projects make use of monitoring and evaluation frameworks? To what extent are project indicators useful to measure progress and strike the balance in demonstrating accountability for progress against the projects objectives and not burdening project staff?
- What are the adjustments that have been made in the programme implementation? What motivated these adjustments? To what extent were these adjustments effective and enhanced the Projects' outcome achievements?

D. Efficiency of Resource Use

- Have resources (funds, human, time, expertise) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? In general, do the results justify the costs?
- To what extent have the projects been able to build on other ILO initiatives?
- Have synergies been created between different initiatives that allowed for more efficient use of resources?
- Have activities been delivered in a timely manner?

E. Effectiveness of Management Arrangements

- How were stakeholders involved in the projects implementation and how effective were the projects in establishing national ownership?
- Were management capacities adequate for the achievement of the projects' aims? Were there any substantive factors that supported (or hindered) smooth project implementation?
- Did the projects' governance facilitate good results and efficient delivery?
- How effective was communication between project teams, field and regional offices, responsible departments at headquarters and the donor?

- Did the projects receive adequate administrative, technical and political support from ILO field offices, specialists and technical units in headquarters?
- Was relevant gender expertise sought?
- Did the projects make strategic use of coordination and collaboration with other ILO projects?

F. *Sustainability*

- How likely are projects' achievements to be sustainable?
- Have the projects contributed to broader and longer-term development goals?
- What are the emerging impacts of the projects and the changes that can be linked to the projects' interventions?
- How can any future phases of the projects best contribute to the renewed partnerships?
- How can the approaches of the projects serve as models for future work of the organization? How can they be used for learning purposes?
- Have the risk factors that need to be mitigated to ensure maximum and sustainable capacity enhancement after the projects end been addressed?

G. *Special concerns*

- Review any planned, existing and potential complementarities and linkages between the projects
- Assess the extent to which the global diagnostic process developed by the Swedish project can be considered as a model for on-going ILO interventions.

Methodology

This evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. Please refer to the UNEG Ethical Guidelines for Evaluation¹⁰ as well as the OECD/DAC Evaluation Quality Standard¹¹.

43.44. The evaluation should be carried out in adherence with the relevant parts of the ILO Evaluation Framework and Strategy¹²; the ILO Policy Guidelines for Results-Based Evaluations 2012

44.45. Gender concerns should be addressed in accordance with ILO Guidance note 4: "Considering gender in the monitoring and evaluation of projects" .All data should be sex-disaggregated and

¹⁰ <http://www.unevaluation.org/ethicalguidelines>

¹¹ <http://www.oecd.org/development/evaluation/dcdndep/36596604.pdf>

¹² http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the review. Information gathering and analysis should be gender responsive and take into account the effects of an intervention on men, women and overall gender relations. All data collected should be sex-disaggregated.

The evaluation will be conducted by one or more external collaborator(s). The external collaborator(s) will undertake the briefing on the evaluation, initial desk review, and preparation of the inception report, and interviews within the period of the contract.

The evaluator(s) is/are expected to travel to four target countries, most likely South Africa, Indonesia, Philippines and Jordan for 5-day missions in each country. They will consequently travel to Geneva during the period March 11-14, 2014 to carry out discussions with project management and conduct certain individual interviews. During the visit to Geneva, there will be a validation meeting at which time the evaluator(s) will present the preliminary findings to the project teams and evaluation manager to obtain their viewpoints and any additional information, and clarify outstanding issues before drafting the evaluation report.

Interviews with persons not located in Geneva will be by telephone, email or Skype prior to travelling to the field offices and ILO HQ in Geneva. The project teams will provide the external collaborator(s) with a letter of introduction to ILO officials, constituents, and external project collaborators and may assist with setting interviews.

A first draft of the evaluation report shall be submitted by the external collaborator(s) to the evaluation manager no later than March 21, 2014. The evaluation manager, will circulate the draft report for comments and review and submit consolidated comments to the external evaluator by March 25, 2014. The final report, with comments integrated, will be submitted to the Evaluation Manager no later than March 31, 2014.

The evaluation methodology is expected to encompass, but will not be restricted to:

- Desk review of relevant projects documentation and other relevant publications and documents
- Country visits and interviews with tripartite constituents (to be determined in consultation with the evaluation manager and the project managers)
- Interviews with ILO officials, ILO constituents, and other stakeholders as determined by the evaluator in consultation with the evaluation manager

- Possible use of formal questions and electronic surveys
- Validation meeting at which the evaluator(s) will present preliminary findings to the project teams, and evaluation manager, so as to obtain their viewpoints and any additional information required
- Draft report circulated with an invitation for comments

The inception report will identify further the methodology to use.

To ensure compliance with ILO/UN rules safeguarding the independence of the evaluation, the contractor will not be eligible for technical work on the project for the next 12 months and cannot be the evaluator of the final project evaluation.

Expected Outputs

Inception Report

This short report should present the evaluation methodology (based on the TORs and amended as required) including evaluation instruments (i.e. interview guides, questionnaires, etc.) after initial desk review and prior to conducting the evaluation for approval of the evaluation manager. The report encompasses also the data sources, methods and techniques for data collection and analysis, as well as, criteria to be followed in selecting interviewees (who and where).

Tentative date: 4 March 2014

Draft Report

Following approximately five field visits, the external collaborator(s) is/are expected to provide an evaluation report of up to 30 pages, excluding annexes, which presents the viewpoints and experiences of a wide range of stakeholders. It is proposed that the draft report is structured as follows:

- Cover page with key project and evaluation data
- Executive summary
- Brief background of project and its context
- Purpose, scope and clients of evaluation
- Methodology employed (i.e. limitations and constraints)
- Review of implementation phase/"work done"

- Findings regarding projects' results and impact (organised as appropriate by components or areas of work within the projects)
- Conclusions
- Recommendations for future planning and the possible continuation of funding
- Lessons learned, including good practices and challenges, which may guide similar future projects on freedom of association and collective bargaining
- Annexes, including TORs, persons interviewed, documents reviewed

Tentative date: 28 March 2014

Final Report

Same structure as the draft report, with comments on the draft report incorporated.

Tentative date: 11 April 2014

Summary of the Evaluation Report

Tentative date: Same as above

Upon finalization of the overall evaluation report, the evaluator will be responsible for writing a brief evaluation summary which will be posted on the ILO's website. This report should be prepared following the guidelines included in Annex I and submitted to the evaluation manager.

Management and Resources

The external collaborator(s) will be paid a total lump sum for the tasks set out above. This all inclusive lump sum will cover all travel and other expenses associated with field missions and a mission to Geneva, as well as fees for the tasks set out above. Payment will be made by electronic bank transfer as follows:

1. A first instalment of 60% will be paid upon approval by the evaluation manager of the Inception Report and presentation of invoice.
2. A second instalment of 40% will be paid upon completion of the assignment at the end of the contract, against presentation of invoice and approval of the evaluation manager.

The project is implemented by the Fundamental Principles and Rights at Work (FPRW) Branch under the ILO Department of Governance and Tripartism. As per the ILO evaluation policy, the evaluation

will be coordinated by a designated evaluation manager, under the guidance of the ILO Evaluation Unit, from outside the FPRW Branch. The external collaborator(s) forming the evaluation will be coordinated by the evaluation manager. The project management of the two teams will provide operational and logistical support to the evaluation team.

A budget for the evaluation is available separately.

Roles and Responsibilities

Two consultants will be selected for this evaluation. While both will visit Geneva, the four field sites will be split evenly between them. In the respective field sites, consultants will gather the information that is necessary to conduct the evaluation. The report must be written jointly.

ANNEX I: List of suggested interviewees

The evaluator(s) will identify the individuals whom s/he wishes to interview in consultation with project management. This may be based on the attached organigrams and in accordance with the list of relevant individuals below.

A SWEDEN

Project steering committee

Name	Unit	E-mail	Tel	Office
Karen Curtis	NORMES	Curtis@ilo.org	7090	6-93
Kamran Fannizadeh	GOVERNANCE	fannizadeh@ilo.org	7153	9-
Wael Issa	GOVERNANCE	Wael-issa@ilo.org	6075	9-60

Core project team

Name	Unit	E-mail	Tel	Office
Lisa Tortell	FPRW/ GOVERNANCE	tortell@ilo.org	8094	5-112
Vanessa Raingard	FPRW/ GOVERNANCE	raingard@ilo.org	6587	5-142
Anca Apetria	FPRW/ GOVERNANCE	apetria@ilo.org	7185	5-124

Collaboration with other ILO programmes

Name	Unit	E-mail	Tel	Office
Dan Cork	BETTER WORK	cork@ilo.org	6974	3-117
Ned Lawton	GENDER	Lawton@ilo.org	7834	10-63
Susan Hayter	INWORK	hayter@ilo.org	6944	9-83

Field offices: The following field offices have been involved in the project during the application of the diagnostic process in 2011-2014.

1. Indonesia- diagnostic process in the export processing sector

Name	Involvement in project	E-mail
Van Rooij Peter	Director CO-Jakarta	vanrooij@ilo.org
Julia Lusiani	Involvement in the diagnostic mission and the national plan of action mission	lusiani@ilo.org
Lumingkewas Lucky	National Programme Coordinator for the implementation of the national plan of action	lucky@ilo.org
Soeharjono Soeharjono	National Coordinator for Workers' activities	soeharjono@ilo.org

2. Malawi- diagnostic mission in the rural sector

Name	Involvement in project	E-mail
Clemensson Martin	Director, ILO's Country Office for Zambia, Malawi and Mozambique	clemensson@ilo.org
Chanda Belinda	Programme Officer- involvement in the diagnostic mission	chanda@ilo.org
Mwenechanya Lusako	National consultant for the diagnostic mission	lusakomwenechanya@yahoo.com

3. Jordan- diagnostic mission in the export processing sector

Name	Involvement in project	E-mail
Fishman Phil	Programme Manager, BETTER WORK Jordan	fishman@ilo.org
Al Jundi Shaza	National Programme Officer - Collaboration to the diagnostic mission	aljundi@ilo.org
Bazadough Mardam	National consultant for the diagnostic mission	bazadough@yahoo.com

4. Bangladesh- national plan of action for the export processing sector

Name	Involvement in project	E-mail
Tapiola Kari	Participation to the high-level meeting for the elaboration of the national plan of action	tapiola@ilo.org
Rajbhandari Gagan	Deputy Director, ILO Manila	lusiani@ilo.org

Islam Saidul	Programme Officer- contribution to the national plan of action	islams@ilo.org
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5. Philippines- national plan of action for the export processing sector

Name	Involvement in project	E-mail
Johnson Jeff	Director, ILO Manila	Johnsonl@ilo.org
Respall Diane	Collaboration to the national plan of action	respall@ilo.org

6. South Africa- national plan of action for the rural sector

Name	Involvement in project	E-mail
Van Vuuren Vic	Director, ILO Pretoria	vanvuuren@ilo.org
Moitse Sindile	Collaboration to the national plan of action	moitse@ilo.org
Chinyangarara Inviolata	Collaboration to the national plan of action, Workers activities	Chinyangarara@ilo.org

Constituents: It is proposed that interviews with constituents take place during field visits to South Africa (or Brazil), and Indonesia. Field visits to these countries are proposed as they would allow for a full understanding of the diagnostic process:

- In terms of **South Africa**, the diagnostic process concerns the *rural sector* and was started in the first phase of the project; the national plan of action was developed and implemented during the course of this project. A number of activities have been undertaken in the country in collaboration with the field office and three other ILO projects (Norwegian project, RBSA project on labour inspection for FoACB in the rural sector, and Swedish-funded GENDER mainstreaming component). It would be helpful to learn lessons from the challenges in ensuring that the activities took place once agreed in the national plan of action.
- In relation to **Indonesia**, the diagnostic process concerns the *export processing sector* and the entire process has taken place during the course of the project, using the refined global tools. Approximately 1200 workers, employers and government officials participated in the diagnostic mission; approximately 50 representatives of the tripartite constituents were involved in the development of the national plan of action; and further constituents have been involved in the activities undertaken under the national plan of action in collaboration with the field office and other programmes in the Office (Better Work and INWORK). It would be helpful to learn lessons about the large-scale diagnostic mission and the value of a concerted focus on activities in the first 50 days of the national plan of action.
- In relation to **Brazil**, the diagnostic process would concern the *domestic work sector*. It is proposed that the first application of the diagnostic process to this sector take place during February 2014. In this case, it is proposed that the evaluator observe group meetings with government and employers, and interviews of workers organized by the trade unions and NGOs, so as to be able to fully comment on the methodology developed by the project.

Following determination of rational criteria for the choice, the field offices in Pretoria, Jakarta and Brasilia could assist with identification of representatives of the constituents to be interviewed.

External collaborators

A number of external collaborators have provided expertise to the project. A selection of those who were most involved includes:

Name	Involvement in project	E-mail
Bernard Banks	International consultant for the diagnostic mission in Indonesia	Bernard.banks@kielywgtm.co.nz

Antonio Velez	International consultant who participated in the diagnostic mission in Malawi and Jordan, and provided data analysis for the project as a whole	velez.ac@gmail.com
Pierre Guibentif	International consultant who collaborated in the refinement of the diagnostic tools	pierre.guibentif@iscte.pt
Carlos Oya	International consultant who collaborated in the refinement of the diagnostic tools	co2@soas.ac.uk

B NORWAY

FPRW Implementation Unit at ILO HQ, Geneva

Name	Title	Unit	E-mail	Tel	Office
Ms Katherine Torres	Technical Cooperation Officer	FPRW/ GOVERNANCE	torresk@ilo.org	6879	5-134
Ms Valentine Offenloch	Technical Cooperation Officer	FPRW/ GOVERNANCE	offenloch@ilo.org	7243	5-136

Collaboration within ILO HQ GOVERNANCE Department

Name	Title	Unit	E-mail	Tel	Office
Mr Kamran Fannizadeh	Deputy Director GOVERNANCE, Officer in Charge for FPRW	GOVERNANCE	fannizadeh@ilo.org	7153	9-
Mr Wael Issa	Senior Technical Cooperation Coordinator	GOVERNANCE	wael-issa@ilo.org	6075	9-60
Ms Lisa Tortell	Senior Project Officer	FPRW/ GOVERNANCE	tortell@ilo.org	8094	5-112
Ms Vanessa Raingard	Technical Officer	FPRW/ GOVERNANCE	raingard@ilo.org	6587	5-142

Collaboration within ILO HQ (other Departments)

Name	Title	Unit	E-mail	Tel	Office
Ms Karen Curtis	Deputy Director, NORMES; Outcome 14 Coordinator	NORMES	curtis@ilo.org	7090	6-93
Ms Oksana Wolfson	Legal Officer	NORMES	wolfson@ilo.org	7510	6-83
Ms Susan Hayter	Senior Specialist on Labour Relations	INWORK	hayter@ilo.org	6944	9-83
Mr Chang Hee Lee	Senior Specialist on Labour Relations and Collective Bargaining	INWORK	chlee@ilo.org	6444	5-59

ILO Field Offices

1. ILO Decent Work Team Dakar - activities in Côte d'Ivoire, Benin and Niger

Name	Title	E-mail
Mr Jules Oni	Social Dialogue and Labour Administration Specialist	oni@ilo.org

2. ILO Regional Office for the Arab States - for activities in Jordan

Name	Title	E-mail
Mr Phil Fishman	Programme Manager, BETTER WORK Jordan	fishman@ilo.org
Ms Shaza Al Jundi	National Programme Officer	aljundi@ilo.org
Ms Gada Salem	National Project Coordinator	salem@ilo.org

3. ILO Country Office Pretoria - activity in South Africa

Name	Title	E-mail
Mr Vic Van Vuuren	Director, ILO Pretoria	vanvuuren@ilo.org
Ms Inviolata Chinyangarara	Senior Specialist in Workers' Activities	Chinyangarara@ilo.org

4. ILO Country Office Beijing - activities in China

Name	Title	E-mail
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Mr Youngmo Yoon	Senior Specialist on Industrial Relations and Social Dialogue	youngmo@ilo.org
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5. ILO Country Office Colombo - activities in Sri Lanka

Name	Title	E-mail
Mr Ravi Samithadasa	National Project Coordinator	ravis@ilo.org

6. ILO Country Office Manila - activities in the Philippines

Name	Title	E-mail
Mr Johnson Jeff	Director, ILO Manila	Johnsonl@ilo.org
Ms Diane Respall	Programme Officer	respall@ilo.org
Ms Hilda Veronica Tidalgo	Senior Programme Assistant	tidalgo@ilo.org
Ms Janice Datu Sanguyo	National Project Coordinator	g12mnl@ilo.org

7. ILO Country Office Harare - activities in Zimbabwe

Name	Title	E-mail
Ms Rosemary Hunidzarira	Finance Officer	hunidzarira@ilo.org

ILO Training Centre, ITC-ILO, Turin

Name	Title	E-mail
Ms Maura Miraglio	Programme Officer	M.Miraglio@itcilo.org

If needed, the project team can provide further contact details.

ANNEX II: Suggested sources of documentary information for review

Swedish project:

- 1 Project documents
- 2 Progress reports
- 3 Mid-term evaluation reports
- 4 Mission, meeting, workshop and training reports
- 5 Diagnostic process tools/instruments
- 6 Diagnostic reports
- 7 National plans of action
- 8 Project budgets - planned and actual expenditures

ANNEX II: LIST OF DOCUMENTS

A) Norway project: Promoting Freedom of Association and the Right to Collective Bargaining

1	Project document
2	Outcome based mid-term report
3	List of Activities
4	Timeline of Activities
5	Norway budget overview
6	Budget: initial/ final comparison
7	Project monitoring and evaluation plan
8	Jordan: Strategy to promote collective bargaining
9	Jordan: Text collective agreement in the textile sector
10	China: Concept note on disputes settlement
11	China: Report on ILO CEC Workshop on Wage Collective negotiations and Dispute Settlement
12	China: Agenda of the ILO/ MOHRSS Workshop on labour Disputes Settlement Mechanisms
13	China: InWork Mission Report to China, 18-20 December 2013
14	Philippines: Armed Forces Manual on FoACB
15	Philippines: Organizing Activities and Launching Workers in the Informal Economy under the Three-Phased Project on Organizing, Protecting & Empowering Workers in the Informal Economy (POPEWIE)
16	Philippines: two Power Point presentation on how to administer the Computerized System of labour Inspection, ILO/Infoshare
17	Philippines: Final report Part I on the Project "Support to the Implementation of a Computerized System of Labour Law Compliance System, Infoshare, December 2013
18	Report of the Global Meeting on Freedom of Association and Collective Bargaining, Turin, November 2013
19	Final list of participants global meeting
20	Timetable global meeting

21	Concept note of the ILO Database on Industrial Relations
22	Western Africa: Terms of Reference for a Series of Workshops on Social Dialogue in West Africa (Cote d'Ivoire, Togo, Benin, Niger) November 2013- Promoting Freedom of Association and the Right to Collective Bargaining (GLO/12/59/NOR)
23	Benin: L'expérience de la République du Bénin en matière d'organisation des élections professionnelles nationales.
24	Avant projet de convention collective interprofessionnelle du Niger
25	Mise en oeuvre de l'agenda de travail décent en Afrique de l'Ouest, ILO Office in Dakar
26	Benin: Power Point Presentation Le Dialogue Social: Principes, Organization s et Pratiques

B) Swedish project: Promoting Freedom of Association and Collective Bargaining Rights in the Rural, Export Processing and Domestic Work Sectors

1	Concept Note on Promoting freedom of association and collective bargaining rights in the rural, export processing and domestic work sectors
2	Concept note for Global diagnostic tools on freedom of association and collective bargaining rights in the rural, export processing and domestic work sectors
3	Project' organigram
4	Initial Budget
5	Logical framework
6	Tablet containing the global tool
7	Diagnostic reports for Bangladesh, Indonesia, Jordan, Kenya, the Philippines and South Africa
8	Mission reports (Bangladesh, Indonesia, Jordan, London, Malaysia, Malawi, Morocco, the Philippines, South Africa).
9	Report of the Technical Working Group "Methodology for diagnostic process on freedom of association and collective bargaining in the rural, export-processing, and domestic work sectors", Geneva

10	National plans of action for Bangladesh, Indonesia, the Philippines, and South Africa.
11	Final Evaluation report: Promoting freedom of association and collective bargaining rights in the rural and export processing sectors: August 2009-December 2011
12	Mid Term Review of the ILO/Sweden Partnership Programme (2009-2011)
13	ILO/Sweden Partnership Outcome 14 Progress report, January-December 2012
14	1 st Annual Progress Report, Sweden- ILO, Outcome Based Partnership Programme, Phase II, 2012-2013
15	Sida-ILO Partnership Programme (PP) 2009-13, Phase II, TECHNICAL COOPERATION OUTCOME-BASED REPORT; Outcome 14 The right to freedom of association and collective bargaining is widely known and exercised Reporting period: 01/2012 - 12/ 2013
16	Explanatory brochure for constituents
17	Intro to global tool for ILO colleagues
18	Current Budget

c) PARDEV's documents

1	Agreement between Sweden and the International Labour Organization on Phase II of the Sweden Partnership Program (2009-2013)
2	Programme Agreement Cooperation between the Norwegian Ministry of Foreign Affairs (MFA) and the International labour Organization (ILO) 2012-2015
3	Swedish delivery rate tracking table
4	Inception report Sweden-ILO Partnership Programme 2009-2103, second Phase 2012-2013
5	Inception report Norway Programme Cooperation Agreement 2012-2015
6	Norway delivery rate tracking table
7	Norway-ILO 1 st Outcome Based Progress Report (Period 2012)
8	Sweden Annual Progress Report 2012

9	Norway-ILO Technical Cooperation Outcome Based Report, Reporting Period 01/01/2012- 31/12/2013
10	Cross Partnership review of outcome based funding modality (Ireland, Norway, Sweden)
11	ILO management response to recommendations of the cross partnership review
12	Reporting of contribution to Outcome 1
13	ILO Expenditure by outcome and OBF Partnerships overview

D) Other ILO relevant documents

1	C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
2	C098 - Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
3	Reports of the Committee of Experts on the Application of Conventions and Recommendations: http://www.ilo.org/public/libdoc/ilo/P/09661/
4	NORMLEX: Freedom of Association cases: http://www.ilo.org/dyn/normlex/en/f?p=1000:20060:0::NO:20060::
5	ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up

E) Documents from the field missions:

JORDAN	
1	Decent Work Country Program for Jordan, 2012-2015
2	List of status of Technical Cooperation Projects in Jordan (ILO, Beirut)
3	Minutes of the Tripartite review meeting to discuss the Implementation & monitoring of Jordan DWCP, 11-12 February 2014
4	List of Amendments to Jordanian Law
5	Better Work Jordan: Garment Industry, 5th Compliance Synthesis Report
6	Final Independent Evaluation of Better Work Jordan Phase 1
7	MOM of meetings with the tripartite committee
8	DWCP Tripartite Committee (roles and responsibilities)
9	Annual Progress reports on the DWCP Jordan (2012-2015)

10	List of Jordan projects, February 2014
11	Minutes of the Video Conference ILO Amman - ROAS - HQ consultation on Jordan DWCP (February 2013)
INDONESIA	
1	Indonesia Decent Work Country Programme, 2012-2015
2	Labour and Social Trends in Indonesia 2013: Reinforcing the role of decent work in equitable growth
3	Draft training module of Better Work on Workplace cooperation: Worker and Management Rights and Responsibilities
4	List of participants of training and activities undertaken by the Swedis Project
5	Report of the tripartite meeting on collective bargaining and minimum wage, December 2013.
SOUTH AFRICA	
1	Decent Work Country Program for South Africa, 2010-2014
2	Freedom of Association and Labour Inspection in Rural Areas: A Trainer's Handbook, ILO, 2014
3	Freedom of Association for Women Rural Workers. A Manual, ILO, 2012
THE PHILIPPINES	
1	Outcome based workplan 2010-2011 for the Philippines
2	DWCP Results framework
3	The Philippines Labour and Employment Plan 2012-2016: Inclusive Growth through decent and productive work
4	Freedom of Association and the Right to Collective Bargaining, training guide and materials for military, police and security forces in the Philippines
5	Final Report (Part I) Progress Report on Project "Support to he Implementation of a computerised system of labour law compliance system in the Philippines"
6	Terminal Report "Organizing Activities and Launching Workers in the Informal Economy"

	under the Three--Phased Project on Organizing, Protecting & Empowering Workers in the Informal Economy (POPEWIE)
7	Set of documents of the training on FoACB for workers in Cebu and Dabao
8	Set of documents of the Youth Camp for young trade union leaders

ANNEX III: EVALUATION MATRIX

Evaluation criteria and questions	Indicators	Sources of information
1. RELEVANCE AND STRATEGIC FIT		
1.1. To what extent did the projects address a relevant need and decent work deficit?	1.1.1. The Project development objective aims at promoting the respect and realization of a human right. 1.1.2. FoACB is considered a fundamental right for the realization of Decent Work 1.1.3. UN and ILO control organs have identified a deficit in the realization of FoACB	ILO and UN Documents Project Documents
1.2. To what extent did the projects support ILO strategies and complement other ILO projects and programmes?	1.2.1. The projects contribute to achieve the ILO mandate 1.2.2. FoACB have been identified as ILO fundamental principles and rights and a priority for ILO assistance 1.2.3. There is complementarity between the projects to be evaluated and other ILO projects and programmes 1.2.4. The Projects are aligned with ILO strategy in promoting the right to FoACB (Outcome 14)	GB documents Project Documents Interviews in HQ and the field
1.3. To what extent did the projects effectively address the national development priorities and donors' specific priorities/concerns?	1.3.1. Freedom of association and collective bargaining is identified in beneficiary countries as a decent work deficit, particularly in the rural, domestic work and export processing sectors.	Technical Cooperation Outcome Based Reports Documents on cooperation agreement and Outcome-Based Partnership Decent Work Country Programmes
	1.3.2. FoACB has been identified by the beneficiary country as a	

	<p>priority area for ILO intervention and reflected in the relevant document that provides the framework for ILO assistance (such as DWCPs).</p> <p>1.3.3. FoACB has been identified as a priority in the national agenda as a result of social, economical and political developments</p> <p>1.3.4. Freedom of association and collective bargaining is included in the Outcome Based Partnership Cooperation Agreement with Sweden (or in the relevant document).</p> <p>1.3.5. Freedom of association and collective bargaining is included in the Outcome Based Partnership Cooperation Agreement with Norway (or in the relevant document).</p>	<p>Annual Progress Reports</p> <p>Interviews in HQ and the field</p>
2. COHERENCE OF PROJECT DESIGN		
<p>2.1. Were the linkages between inputs, activities, outputs and objectives clear and logical? Do the projects have a consistent logical chain of results from inputs to impact? Were the time frames realistic regarding planned objectives and outputs?</p>	<p>2.1.1. The Projects' logical frameworks are solid: chain from inputs, activities, outputs and objectives are clear and logical</p>	<p>Logical Frameworks</p> <p>Project Documents</p>
	<p>2.1.2. Time frames regarding planned objectives and outputs were realistic</p>	<p>Progress Reports</p> <p>Mid Term Evaluation Reports</p> <p>Interviews in HQ and the field</p>
<p>2.2. To what extent were the projects' designs logical and coherent and took into account the institutional arrangements, roles, capacity and commitment of stakeholders.</p>	<p>2.2.1. Consultations have taken place with the ILO country offices and field specialists in the phase of the projects' design</p>	<p>Logical Frameworks</p> <p>Project Documents</p>
	<p>2.2.2. Suggestions from country offices were taken into consideration in the project document</p>	<p>Progress Reports</p> <p>Mid Term Evaluation Reports</p>
	<p>2.2.3. The projects designs were sensitive to institutional</p>	<p>Interviews in HQ and the field</p>

	arrangements and roles of the different stakeholders involved.	
	2.2.4. The projects designs were sensitive to the capacity and commitment of stakeholders.	
2.3. To what extent did the adjustments made to the project strategy successfully contributed to the achievement of immediate objectives	2.3.1. The adjustments made in the program strategy enhanced the introduction of legislation and/or policies to improve the framework for realizing the FoACB rights in targeted countries and selected sectors	Logical Frameworks Project Documents Progress Reports Mid Term Evaluation Reports Interviews
	2.3.2 The adjustments made in the program strategy contributed to a better equipment of governments and social partners to implement FoACB rights.	
	2.3.3. The adjustments made in the program strategy contributed to a wider dissemination of good practices and lessons learned to inform future activities with constituents.	
2.4. Did the project design adequately consider the gender dimension of the planned interventions?	2.4.1. The project objectives an outcomes adequately include gender concerns	
	2.4.2. The output and outcome project indicators are gender sensitive.	
	2.4.3. The selection of sectors seeked a balance between women-dominated and men –dominated sectors.	
3. EFFECTIVENESS OF IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS		
3.1. To what extent are project indicators useful to measure progress and strike the balance in	3.1.1. The indicators are SMART (specific, measurable, achievable, relevant and timely).	Logical Frameworks Project Documents

<p>demonstrating accountability for progress against the projects objectives and not burdening project staff?</p> <p>3.2. To what extent was the project successful in involving the stakeholders and establishing national ownership?</p> <p>3.3. To what extent were management arrangements effective?</p>	3.1.2. Participatory monitoring mechanisms have been established to measure progress with the full involvement and support of the project team, including field staff	<p>Mid term reports</p> <p>M&E Documents</p> <p>Interviews</p> <p>Interviews with gender focal points in ILO offices</p> <p>Interviews with workers' and employers' representatives</p>
	3.2.1. National stakeholders involvement took place at all stages of the project.	
	3.2.2. A mechanism to follow up the projects' implementation has been established at the national level with the full involvement of constituents.	
	3.3.1. Projects' governance facilitated good results and efficient delivery.	
	3.3.2 Management capacities were adequate for the achievement of the project's aims.	
	3.3.3. Communication between project teams, field and regional offices, responsible departments at headquarters and the donor was effective.	
	3.3.4. The projects received adequate administrative, technical and political support from ILO field offices, specialists and technical units in headquarters.	
<p>3.3. To what extent was the gender dimension addressed in implementation and the management arrangements?</p>	3.4.1. Gender expertise has been sought in the planning and implementation of activities	
	3.4.2. The rate of participation of men and women in project activities reflect the composition of the workforce in the sector.	
	3.4.3. The gender structures of workers' and employers' organization have been consulted /involved in the project	

	implementation phase.	
4. EFFICIENCY OF RESOURCE USED		
4.1. To what extent have resources been used efficiently?	4.1.1. Resources (funds, human, time, expertise) have been strategically allocated to achieve outcomes.	Project Documents Progress Reports
	4.1.2. Activities have been delivered in a timely manner.	Mid Term Evaluation Reports
4.2. To what extent have the projects been able to build on other ILO initiatives and create synergies that allowed for more efficient use of resources?	4.2.1. Synergies have been created with existing ILO projects on FoACB	Interviews
	4.2.2. Projects have taken into account products, evaluations and lessons learnt from previous projects and ILO initiatives in this field of intervention.	
5. EFFECTIVENESS OF PROJECTS' ACTIVITIES AND OUTCOMES		
5.1. To what extent were the projects effective in achieving the outcomes?	5.1.1. New legislation and/or policies have been introduced to improve the framework for realizing the FoACB rights in targeted countries	Logical framework M&E Documents Project Documents
	5.1.2. The government and the social partners are better equipped to implement FoACB rights.	Progress Reports Mid Term Evaluation Reports
	5.1.3. Wide dissemination of good practices and lessons learned to inform future activities with constituents.	Interviews
	5.1.4. Workers and employers report an improvement in FoACB rights in practice	
	5.1.5. The application of FoACB rights in the rural sector	
	5.1.6. The application of FoACB rights in the export processing	

	sector	
	5.1.7. The application of FoACB rights in the domestic sector	
5.2. To what extent were the projects successful in improving the knowledge, attitudes and practices in relation to FoACB?	5.2.1. Governments experienced a positive change in their attitudes towards FoACB rights	
	5.2.2. Trade Unions experienced a positive change in their attitudes towards FoACB rights	
	5.2.3. Employers experienced a positive change in their attitudes towards the realization of FoACB rights	
	5.2.4. Governments improved their understanding on the needs to promote FoACB rights and the benefits of their realization.	
	5.2.5. Unions improved their understanding on the needs to promote FoACB rights and the benefits of their realization.	
	5.2.6. Employers improved their understanding on the needs to promote FoACB rights and the benefits of their realization.	
5.3. To what extent was the program successful addressing gender equality?	5.3.1. The project has assessed the differences of the Projects' benefits on men and women.	
	5.3.2. The projects' outputs and outcomes contribute to gender equality	
	5.3.3. The projects' political and implementing partners (ILO's constituent and others) are aware of the Projects' gender related objectives and have been trained or sensitized on gender issues.	
	5.3.4. The management of the project has sufficient expertise on gender/ the project received technical backstopping from gender	

	specialists/ made use of external gender expertise when needed	
6. PROJECTS' IMPACT		
6.1. To what extent have the projects contributed to broader and long-term development goals?	6.1.1. Tripartite agreements on changes needed in the legal framework to comply with the principles of freedom of association and collective bargaining.	M&E Documents Project Documents Progress Reports
	6.1.2. There is progress in the respect of the fundamental civil liberties of the members of trade unions and employers' organizations	Mid Term Evaluation Reports Interviews National documents
	6.1.3. Changes are introduced in law, policy or practice to ensure that trade unions and employers' organizations can be registered and function without undue restrictions.	
	6.1.4. Mechanisms to ensure protection against acts of anti-union discrimination or interference are established or expanded	
	6.1.5. Policies and mechanisms to promote collective bargaining are established or expanded.	
	6.1.6. An awareness raising strategy and/or programmes on freedom of association and collective bargaining targeting the workers and employers in EPZs are launched	
	6.1.7. An awareness raising strategy and/or programmes on freedom of association and collective bargaining targeting the tripartite constituents are launched.	
	6.1.8. Measures are adopted to permit workers' organizations to be established and function in EPZs, to ensure anti union	

	discrimination and to promote collective bargaining in EPZs	
6.3. To what extent did the project contribute to unexpected results, such as strengthening the influence of labour standards, strengthening social partners and social dialogue or to gender equality?	6.3.1. A mechanisms for regular bipartite or tripartite dialogue is created as a result of the projects' intervention. 6.3.2. An ILO convention is ratified by a recipient country as a result of the projects' intervention.	
7. SUSTAINABILITY		
7.1. How likely are the projects' achievement to be sustainable?	7.1.1. Risk factors identified in the project design phase have been addressed during the project implementation (to ensure maximum and sustainable capacity)	M&E Documents Project Documents Progress Reports
	7.1.2. Changes introduced in law, policy or practice ensure the sustainability for the projects' achievements.	Mid Term Evaluation Reports Interviews
7.2. What are the emerging impacts of the projects and the changes that can be linked to the project interventions?	7.2.1. Specific achievements can be reported at the outcome level that is sustainable due to the commitment of the national constituents.	
8. SPECIAL CONCERNS		
8.1. To what extent were the projects complementary at their different stages?	8.1.1. Project designed seeking complementarity.	Interviews
	8.1.2. Coordinaton between the projects was effective during the implementation phase to ensure complementarity.	Project documents Progress Reports
8.2. To what extent the global diagnostic process developed by the Swedish project can be considered as a model for on-going ILO interventions?	8.2.1. The diagnostic tool can be used globally	Mid Term Evaluation Reports
	8.2.2. The global diagnostic process can be used in sectors other than the rural, EPZ and domestic work.	
	8.2.3. The global diagnostic process can serve as a model for other	

	fundamental principles and rights at work	
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ANNEX IV: TEMPLATE FOR INTERVIEWS

EQ 1 RELEVANCE AND STRATEGIC FIT	ILO Officials		ILO Officials Field Constituents	Gov Constituents	EMP Constituents	TU	Consultants	Program Staff
	ILO HQ							
1.1. To what extent did the projects address a relevant need and decent work deficit?	X							
1.2. To what extent did the projects support ILO strategies and complement other ILO projects and programmes? Which ones?	X	X						X
1.3. To what extent did the projects effectively address the national development priorities and donors' specific priorities/concerns? Which ones?	X	X	X	X	X			X

EQ 2 COHERENCE OF PROJECT DESIGN	ILO Officials		ILO Officials Field Constituents	Gov Constituents	EMP Constituents	TU	Consultants	Program Staff
	ILO HQ							
2.1. Were the projects coherent with ILO strategies and actions?	X							X
2.2. Were the projects coherent with national approaches strategies?		X	X	X	X			X
2.3. What do you think about the logical framework of the project?								X
2.4. Do you think the time frames were realistic regarding planned objectives and outputs?	X	X						
2.5. Do you think the projects' designs were logical and coherent and took into account the institutional arrangements, roles, capacity and commitment of stakeholders?	X	X	X	X	X	X	X	X

EQ 2 COHERENCE OF PROJECT DESIGN	ILO	Officials	HQ	ILO	Officials	Field	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
	2. 6. What type of adjustments have been made to the project strategy? What motivated those adjustments?	X		X									
2. 7. In your view, Do you think the adjustments made to the project strategy successfully contributed to the achievement of immediate objectives? How?	X		X										X
2. 8. Do you think the project design adequately consider the gender dimension of the planned interventions? Why?	X												X
2. 9. Do you think the selection of sectors seek a balance between women- dominated and men - dominated sectors?	X		X		X	X	X	X	X	X	X	X	X

EQ 3 EFFECTIVENESS OF IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS	ILO	Officials	HQ	ILO	Officials	Field	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
	3.1. We would like to hear from you about the M&E framework for the project. Do you think the project indicators are useful to measure progress and strike the balance in demonstrating accountability for progress against the projects objectives? Have you felt the M&E framework burdening for you during the implementation of the project?	X		X									
3.2. Do you think the project was successful in involving the stakeholders and establishing national ownership? Why?	X		X		X	X	X	X	X	X	X	X	X

EQ 3 EFFECTIVENESS OF IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS	ILO	Officials	ILO	Officials							
	HQ		Field	Officials	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
3.3. Effectiveness of management arrangements.											
• 3.3.1. Did the project's governance facilitate good results and efficient delivery?	X		X								X
• 3.3.2. Do you think Management capacities were adequate for the achievement of the project's aims?	X		X								
• 3.3.3. Do you think communication between project teams was effective? And between HQ and field and regional offices? What about communication between responsible departments at headquarters and the donor, Was it effective?	X		X								X
• 3.3.4. In your opinion, did the projects received adequate administrative, technical and political support from ILO field offices? And from specialists and technical units in headquarters? Why so?	X		X								X
3.5. To what extent gender was the gender dimension addressed in implementation and the management arrangements? Could you please elaborate?	X		X								X

EQ 4 EFFICIENCY OF RESOURCE USED	ILO	Officials	ILO	Officials							
	HQ		Field	Officials	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
4.1. Do you think resources have been used efficiently? Why? Could you please specify by funds, human resources, time and expertise?	X		X								X

EQ 4 EFFICIENCY OF RESOURCE USED	ILO	Officials	ILO	Officials							
	HQ		Field	Officials	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
4.1. What is the budget delivery up till now? Is there any specific activity or need you could not cover with the funds? Were specific constraints for budget spending?				X							X
4.2. What type of synergies has been created with other ILO projects? How would you rate the efficiency of that cooperation? Did Projects have taken into account products, evaluations and lessons learned from previous projects and ILO initiatives in this field of intervention? Why so?	X		X								X

EQ 5 EFFECTIVENESS OF PROJECTS' ACTIVITIES AND OUTCOMES	ILO	Officials	ILO	Officials							
	HQ		Field	Officials	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
5.1. To what extent were the projects effective in achieving the outcomes?											
• 5.1.1. Could you please tell us what new legislation and/or policies have been introduced to improve the framework for realizing the FoACB rights in targeted countries ?	X		X		X		X		X		
• 5.1.2. Are governments and social partners better equipped to implement FoACB rights. Could you please explain how?	X		X		X		X		X		
• 5.1.3. Is there wide dissemination of good practices and lessons learned to inform future activities with constituents due to project implementation? Could you please describe?	X		X		X		X		X		X
• 5.1.4. Can you report an improvement in FoACB rights in practice? Could you please explain?	X		X				X		X		

EQ 5 EFFECTIVENESS OF PROJECTS' ACTIVITIES AND OUTCOMES	ILO	Officials	ILO	Officials	Field	Constituents	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
	HQ												
• 5.1.5. Has the application of FoACB rights in the rural sector improved? How? Where exactly?			X		X		X		X				X
• 5.1.6. Has the application of FoACB rights in the export processing sector improved? How? Where exactly?			X		X		X		X				X
• 5.1.7. Has the application of FoACB rights in the domestic sector improved? ? How? Where exactly?			X		X		X		X				X
5.2. To what extent were the projects successful in improving the knowledge, attitudes and practices in relation to FoACB?			X		X		X		X				
• 5.2.1. How would you describe the changes you have experienced in your personal attitudes towards FoACB rights? And what about the other's social partners attitudes?					X		X		X				
• 5.2.2. Do you think the understanding of your organization towards FoACB rights has changed as a consequence of the project intervention? How?					X		X		X				
5.3. To what extent was the program successful in addressing gender equality?	X		X		X		X		X		X		
• 5.3.1. Have the projects' outputs and outcomes contributed to gender equality? How?	X		X		X		X		X				X
• 5.3.2. Has gender expertise been sought during the project implementation phase?	X		X		X		X		X				X

EQ6 PROJECTS' IMPACT	ILO	Officials	ILO	Officials	Field	Constituents	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
	HQ												

EQ6 PROJECTS' IMPACT	ILO	Officials									
	HQ	ILO	Officials	Field	Gov	Constituents	EMP	Constituents	TU	Consultants	Program Staff
6.1. What do you think can be considered the impact of the project? That is, to what extent have the projects contributed to the broader and long-term development goals?	X	X								X	
6.2. For example, have there been, as a consequence of the project intervention, tripartite agreements on changes in the legal framework that helps promoting compliance with the principles of freedom of association and collective bargaining?	X	X	X	X	X	X	X	X			X
6.3. Can we report on tripartite agreements on changes needed in the legal framework to comply with the principles FoACB? Can we report progress in the respect of the fundamental civil liberties of the members of trade unions and employer's associations? Or maybe, that as a consequence of the project intervention collective conflicts do not lead to strikes? Others? Please, explain.	X	X	X	X	X	X	X	X			X
6.4. Have there been changes introduced in law, policy or practice to ensure that trade unions and employers' organizations can be registered and function without undue restrictions?.Can we report any kind of unexpected results, such as strengthening the influence of labour standards, strengthening social partners and social dialogue or gender equality? Others? Please specify.	X	X	X	X	X	X	X	X			X
6.5. Is there any mechanisms for regular bipartite or tripartite dialogue created as a result of the projects' intervention? Is there an ILO convention been ratified by a recipient country as a result of the projects' intervention?	X	X	X	X	X	X	X	X			X

EQ7 SUSTAINABILITY	ILO	Officials	ILO	Officials					
	HQ		Field	Constituents	Gov	Constituents	EMP	Constituents	TU
7.1. How likely are the projects' achievement to be sustainable?	X		X		X		X		X
7.2. Did the projects have any sustainability strategy from the beginning? How? Please explain.	X		X		X		X		X

EQ8 SPECIAL CONCERNS	ILO	Officials	ILO	Officials					
	HQ		Field	Constituents	Gov	Constituents	EMP	Constituents	TU
8.1. Could you please describe the projects complementary at their different stages? Were there Plans for potential complementarities and linkages between the projects?	X		X						
8.2. Do you think that the global diagnostic process developed by the Swedish project can be considered as a model for on-going ILO interventions?	X		X		X		X		X

Monday 10 March

- 9:30-11:30 Lisa Tortell, Project Manager Swedish project
GOVERNANCE, 5-112 (meeting room: 5-146), tel 8094
- 11:30-12:30 Vanessa Raingart, Anca Apetria, Swedish project team
GOVERNANCE, office 5-142, tel 6587
- 12:30-13:30 *Lunch with Wamiq Umaira*
- 14:00-16:00 Katherine Torres, Project manager, Norwegian project
GOVERNANCE
- 16:00-17:00 Francisco Guzmán, Senior Evaluation Officer
EVAL

Tuesday 11 March

- 9:30-10:30 Wael Issa, Project Steering Committee
GOVERNANCE, Office 9-60, tel 6075
- 10:30-11:30 Karen Kurtis, Project Steering Committee
STANDARDS DEPARTMENT, Office 6-95
- 11:30-12:30 Anca Apetria, Project Assistant
FPRW/GOVERNANCE
- 14:00-15:00 Maria Luz Vega
GOVERNANCE
- 15:00-16:00 Edward Lawton
GENDER, Office 10-63
- 16:00-16:30 Dan Rees

BETTER WORK, Office 3-90

Wednesday 12 March

9:30-10:30 Pawel Gmyrek
PARDEV, Office 7-134

10:30-11:30 Roy Chacko
ACT/EMP, Office 9-134

11:30-12:30 Valentine Offenloch,
Technical Officer, Norwegian project

14:00-15:00 Oksana Wolfson
Specialist, NORMES

15:00-16:00 Ludek Rychly
GOVERNANCE, Office 7-109

16:30-17:30 Faustina Van Aperen
ACTRAV

Thursday 13 March

9:30-10:30 Susan Hayter
InWork, Office 7-109

11.00-12:30 Katherine Torres and Lisa Tortell (Preparation of fields visits)

15:00-16:30 Wamiq Umaira (Wrap up)

ANNEX VI: EVALUATORS AGENDAS IN THE FIELD

INDONESIA (24-28 March)¹³

Monday 24 March

Time

- 9:00-9:30 Dyah Retno Sudartha and Lucky Ferdinand
Lumingkewas, Programme Officers
- 14:00-14:30 Peter van Rooij, Director, and Michiko
Miyamoto, Deputy Director
- 14:30-15:30 Michiko Miyamoto, Deputy Director
- 15:30-16:30 Meeting with Lucki Ferdinand Lumingkewas

Tuesday 25 March

- 16:30-17:30 Meeting with Julia Lusiani, Senior Programme
Officer for IR

Wednesday 26 March

- 9:30-10:30 John Ritchotte, IR Specialist, DWT Bangkok
- 15:00-16:00 Andalussia, Labour Inspectorate, DOLE
- 16:00-17:00 Participants of Pilot Bipartite training on
Labour Rights & Workplace cooperation in
Semarang (phone interview)

Thursday 27 March

¹³ In Indonesia, a number of meetings were cancelled during the mission : the meeting with Simon Field, CTA, Better Work ; the meeting with the Directorate General of Industrial Relations, Ministry of Manpower and Transmigration; the meeting with the Employers' Organization and the meeting with Soeharjono Soeharjono.

10:00-12:00 Trade Unions (participants of diagnostic survey of FoA & CB)

Friday 28 March

9:00-10:00 Dan Cork, Better Work

10:00-11:00 Pak Sutanto & Pak Iskandar (FoA trainer of the Bogor's Training)

11:00-11:30 Debriefing with Director

15:00-16:00 Ministry of Manpower, Department of Minimum Wage, Industrial Relations Department

JORDAN (24-28 March)

Monday 24 March

Time

10:00-11:00 Ms. Ghada Salem (ILO offices)

11:00-12:00 Mr. Phil Fishman (ILO offices)

14:00-15:00 Mr. Mardam Bazadough (consultant)
Kempinski Hotel

15:00-16:00 Mr. Mustafa said, ACTRAV Kempinski Hotel

Tuesday 25 March

10:30-12:30 Mr. Abedulla Jbour
Ms. Yasmin abu Hazim,
Ministry of Labour, Labour Relations
Department

13:00-13:30 Dr. Mohammad Qudah
Assistant to The secretary General of Ministry

of Labour
16:00-17:00 Shaza Al-Jundi, Programme Officer, Beirut
Office

Wednesday 26 March

13:00-14:00 Mr. Mazen Al-Maaytah (President)
Mr. Khaled Habahbeh
Dr. Ahmad Shawabkeh
JGFTU

15:00-16:00 Ms. Lama Oueijan, ACTEMP, Beirut (Skype
interview)

Thursday 27 March

9:00-10:00 Representatives of the garment Sector:
Mr. Farhan Afram, JGATE Board Member
Val D'or - VP of Operations
Sterling - General Manager

11:00-12:00 Mr. Fathallah Omrani
President, General Trade Union of Workers in
Textile, Garment & Clothing industries

12:00-13:00 Mr. Adnan Abu Al-Ragheb
Dr. Maher Mahrouq
Ms. Nada Al-Waked
Jordan Chamber of Industry

15:00-16:00 Visit to a factory in Madaba
Val D'or - VP of Operations
Sterling - General Manager
Sterling Apparel Manufacturing

SOUTH AFRICA (31 March -4 April)

Monday 31 March

Time

12:00-12:30 Ms. Mwila Chigaga
Gender Specialist, ILO Office, Pretoria

14:00-15:00 Ms. Rose Anang, ACTEMP Specialist, ILO
Office, Pretoria

Tuesday 1 April

9:00-10:00 Ms. Sindile Moitse, Programm Officer
ILO Office, Pretoria

10:00-11:00 Ms. Inviolata Chinyangarara
ILO Office, ACTRAV
Specialist, Pretoria

11:00-12:00 Mr. Joni Musabayana
ILO Office Deputy Director, Pretoria

14:00-15:00 Meeting with COSATU gender focal point Ms.
Gertrude Mwseni and Ms. Gcinaphi Dlamini
DITSELA, Workers Education Institute,
Program me Officer
Johannesburg

Wednesday 2 April

09:00-10:00 Eli van der Westhuizen AGRI SA
Senior Manager: Labor Relations

14:00-15:00 Ian Macun
Collective Bargaining Directorate, Dept of
Labour

Thursday 3 April

- 8:00-9:00 Mr. Vic van Vuuren
ILO Office Director, Pretoria
- 12:00-13:00 Flight to Cape Town
- 15:00-16:00 Western Cape Provincial Dept of Labour
Mr. David Esau
Provincial Chief Inspector, Cape Town
Province and Marc Samuels, Principal
Inspector

Friday 4 April

- Visit to DUTOIT Company Group in Ceres, Western Cape
Ms. Dalene Conradie
Mr. Dian Van der Westhuizen

PHILIPPINES (7-11 April)

Friday 4 April

- Time
- 17:00 Mr Tony Asper, Lead Trainer of Davao and
Cebu Activities (Skype meeting)

Monday 7 April

- 8:30-9:30 Meeting with ILO Officials
Ms Diane Respall
Ms Cerilyn Pastolero
Ms Hilda Tidalgo
- 9:40-10.40 Ms Hilda Tidalgo, Programme Officer

10:50-11:50 Ms Diane Respall, Programme Officer

13:00-14:00 Ms Cerilyn Pastolero, USDoS Project
Coordinator

15:00-17:00 Ms Rachel Angeles
Industrial Relations Division, Philippines
Economic Zone Authority (PEZA)
Atty Norma Cajulis
Head, Cavite Economic Zone

Tuesday 8 April

10:00-12:00 Undersecretary Rebecca Chato
DOLE

14:30- 15:30 Colonel Jose Antonio Carlos B. Motril
Chief, Armed Forces of the Philippines Human
Rights Office (AFPHRO)

Wednesday 9 April

NATIONAL HOLIDAY

Thursday 10 April

11:00-12:00 Supt. Tom Bañas, Chief, Human Rights Office,
Philippines National Police (PNP)

14:00-15:00 Mr Gerard R. Seno, General Secretary, Trade
Union Congress of the Philippines (TUCP)

16:00-17:00 Ms Judy Rosario Dino
Ms Monina Bello
Consultants/Trainers of Media Training

Friday 11 April

- 8:00-9:00 Mr Josua Mata
Secretary General
APL - SENTRO
- 9:00-10:00 Ms Joanna Bernice Coronacion (APL-SENTRO)
Ms Jillian Roque (PSLINK)
- 11:30-12:30 Mr Roland Moya and
Mr Rey Tadeo
Employers Confederation of the Philippines
- 14:00-15:00 Atty Jose Sonny Matula, National President,
Federation of Free Workers (FFW)
- 15:30-16:30 Mr Ernesto Herrera
President, TUCP-ITUC

ANNEX VII: LIST OF PEOPLE INTERVIEWED

NAME	Position/Office	DATE OF INTERVIEW
GENEVA		
Lisa Tortell	Project Manager Swedish project	10 March
Vanessa Raingart	Technical Expert, Swedish project	10 March
Katherine Torres	Project Manager, Norwegian project	10 March
Wamiq Umaira	Evaluation Manager	10 March
Francisco Guzmán	Senior Evaluation Officer, EVAL	10 March
Wael Issa	Senior, Project Steering Committee and Senior Adviser, GOVERNANCE	11 March
Karen Kurtis	Steering Committee, Deputy Director, Standards Department	11 March
María Luz Vega	Senior Specialist, Labour Inspection Unit	11 March
Anca Apetria	Project Assistant, Swedish project	11 March
Edward Lawton	Gender Specialist, GENDER	11 March
Dan Rees	Director, Better Work	11 March
Pawel Gmyrek	PARDEV	12 March
Roy Chacko	ACT/EMP	12 March
Ludek Rychly	Senior Specialist on Labour Administration, GOVERNANCE	12 March
Oksana Wolfson	Standards Specialist, Standards Department	12 March
Valentine Offenloch	Technical Officer, Norwegian project	12 March
Faustina Van Aperen	ACTRAV	13 March
Susan Hayter	Senior Specialist on Industrial Relations, InWork	13 March
Chang-Hee Lee	Senior Specialist on Industrial Relations, InWork	20 March(skype meeting)
Kamran Fannizadeh	Deputy Director, GOVERNANCE	20 March (skype meeting)
INDONESIA		
Peter Van Rooij	Director, ILO Jakarta	24 March

Michiko Yamamoto	Deputy Director, ILO Jakarta	24 March
Dyah Retno Sudartha	Evaluation Focal Point, Senior Programme Officer, ILO Jakarta	24 March
Lucky Ferdinand Lumingkewas	Programme Officer, ILO Jakarta	24 March
Julia Lusiani	Project Focal Point, Senior Programme Officer, ILO Jakarta	25 March
John Ritchotte	Senior Specialist on IR, ILO DWT for South East Asia, Bangkok	26 March
Andalussia	Focal Point for International Cooperation, Labour Inspectorate, Ministry of Manpower and Transmigration	26 March
Nurdeen	Trade union representative at the workplace	26 March
Helmi	All Indonesia Workers Union	28 March
Subiyanto, S.Sos, SH	General Secretary, PIMPINAN CABANG	27 March
Untung Riyadi	KSPSI	27 March
Helmy Salim	KSPSI	27 March
Abdullah Sani	KSBSI	27 March
Dan Cork	Trainer, Better Work	28 March
Pak Sutanto	Trainer, Ministry of Manpower and Transmigration, ILO Trained trainer on workplace cooperation, FoACB, Indonesia	28 March
Pak Iskandar	ILO Trained trainer on workplace cooperation, FoACB	28 March
Drs. Wahyu Widodo, MM	Director of Social Security and Wages, Ministry of Manpower and Transmigration	28 March
Jahoo Coue	Standards Specialist, DWT Bangkok	31st March
JORDAN		
Jean-François Klein	National Program Regional Officer for the Arab States	21st March (skype meeting)
Ghada Salem	National Project Officer Improve Protection of Labour Rights in Jordan	24th March
Phil Fishman	Director Better Work Jordan	24th March

Mardam Bazadough	Consultant for the Diagnostic Process	24th March
Mustafa Said	Senior Specialist in Workers' Activities (ACTRAV)	24th March
Adnan Aldhamshah	Head of Workers Relations Department, Ministry of Labour	25th March
Abedulla Jbour	Head of the Labour Relations Department, Ministry of Labour	25th March
Yasmin A. Abu Hazim	Supervisor of Labour Disputes, Ministry of Labour	25th March
Fuad Abu Jaber	Assistant of Head of Inspection Section, Ministry of Labour	25th March
Mohammad Al Qudah	Assistant Secretary General for Technical Affairs, Ministry of Labour	25th March
Shaza Al Jundi	Programme Officer Regional Programming Services	25th March
Mazen Al-Maaytah	President, General Federation of Jordanian Trade Unions	26th March
Khaled Hababbeh	International Relations Officer, General Federation of Jordanian Trade Unions	26th March
Ahmad Al-Shawabkeh	Labour Relations Expert, General Federation of Jordanian Trade Unions	26th March
Lama Oueijan	Senior Specialist in Employers' Activities (ACT/EMP)	26th March (Skype meeting)
Farhan Ifram	J-GATE Vice President	27th March
Fathalla Omrani	President, General Trade Union of Workers in Textile, Garment & Clothing industries	27th March
Nada M. Al-Waked	Director, International Relations Jordan Chamber of Industry	27th March
Maen Ali R. Ayasrah	Industrial Development Unit Jordan Chamber of Industry	27th March
Anan Zeitoun	Head of Economic Research Unit Jordan Chamber of Industry	27th March
Mahmoud W. Al Attal	Plant Manager Sterling Apparel Manufacturing	27th March
SOUTH AFRICA		

Sindile Moitse	Program Officer Pretoria ILO Office	31st March
Mwila Chigaga	Gender Specialist Pretoria ILO Office	31st March
Rose Annang	Senior Specialist in Employers' Activities (ACT/EMP)	31st March
Inviolata Chinyangarara	Senior Specialist in Workers' Activities (ACTRAV)	1st April
Joni Musabayana	Deputy Director, ILO Pretoria Office	1st April
Gertrude Mtsweni	Gender Coordinator COSATU	1st April
Gcinaphi Dlamini	DITSELA, Workers Education Institute, Programme Officer	1st April
Elize van der Westhuizen	AGRI SA, Senior Manager: Labour Relations	2nd April
Ian Macun	Labour Department, Director Collective Bargaining	2nd April
Vic Van Vuuren	Director, ILO Pretoria Office	3rd April
David Esau	Provincial Chief Inspector, Cape Town Province	3rd April
Marc Samuels	Principal Inspector, Cape Town Province	3rd April
Dalene Conradie	Human Resource Manager DUTOIT Group, Cese, Western Cape, SA.	4th April
Dian Van der Westhuizen	Personnel Officer DUTOIT Group, Cese, Western Cape, SA.	4th April
THE PHILIPPINES		
Toni Asper	Trainer, Federation of Free Workers (FFW)	4th April
Diane Respall	Senior Programme Officer, ILO	7th April
Hilda Tidalgo	Senior Programme Officer, ILO	7th April
Cerilyn Pastolero	Senior Programme Officer, ILO	7th April
Rachel Angeles	Head, Industrial relations Division, Philippine Economic Zone Authority	7th April
Atty Norma Cajulis	Head, Cavite Economic Zone	7th April
Rebeca Chato	Undersecretary, Department of Labour	8th April
Katerine Z. Lagados-Parado	OIC Director, Bureau of Working Conditions	8th April
Colonel Jose Antonio	Chief, Human Rights Office, Armed	8th April

Carlos B. Motril	Forces of the Philippines (AFP)	
Ltn Hernando Siscar Jr.	Human Rights Office, AFP	8 th April
Supt. Tom Bañas	Chief, Human Rights Office, Philippines National Police (PNP)	10 th April
Gerard R. Seno	General Secretary, Trade Union Congress of the Philippines (TUCP)	10 th April
Judy Rosario Dino	Consultant/Trainer of Media Training	10 th April
Monina Bello	Consultant/Trainer of Media Training	10 th April
Josua Mata	Secretary General APL - SENTRO	11 th April
Joanna Bernice Coronacion	APL-SENTRO	11 th April
Jillian Roque	PSLINK	11 th April
Roland Moya	Executive Director, Employers Confederation of the Philippines	11 th April
Rey Tadeo	President, Employers' Confederation of the Philippines	11 th April
Atty Jose Sonny Matula, National	President, Federation of Free Workers (FFW)	11 th April
Ernesto Herrera	President, TUCP-ITUC	11 th April
CONSULTANTS (Skype meetings)		
Carlos Oya	Consultant	15 th April
Antonio Vélez	Consultant	15 th April
Bernard Banks	Consultant	16 th April
OTHER SKYPE MEETINGS		
Ravi Samithadasa	NPC and Programme Officer, ILO Office for Sri Lanka	31 st March
Camila Almeida	Program Officer, Brasilia ILO Office	11 th April
Jules Oni	Senior IR Specialist, ILO Office for West Africa	11 th April
Anjali Patel	Program Officer ILO Lusaka (Malawi)	14 th April
Khalid Hassan	CTA, IPEC, Lilongwe (Malawi)	14 th April
Charles Nangwale	IPEC, Lilongwe (Malawi)	14 th April
Stanley Gacek	Deputy Director, Brasilia ILO Office	14 th April

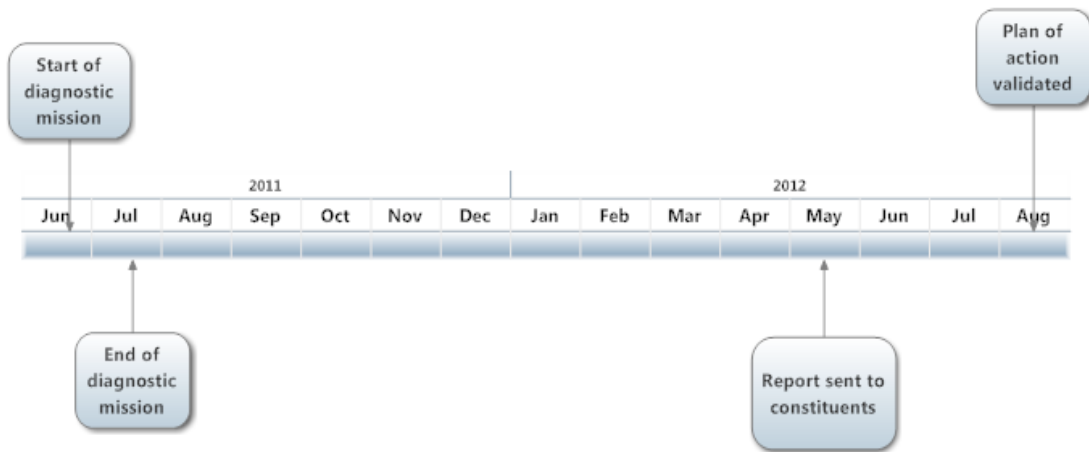
Saidul Islam	Programme Officer, ILO Office in Bangladesh	16 th April
Joun Youngmo	Senior IR Specialist, ILO Office for China	16 th April

ANNEX VIII: RATIFICATIONS OF
CONVENTIONS 87 AND 98 IN PROJECT
COUNTRIES

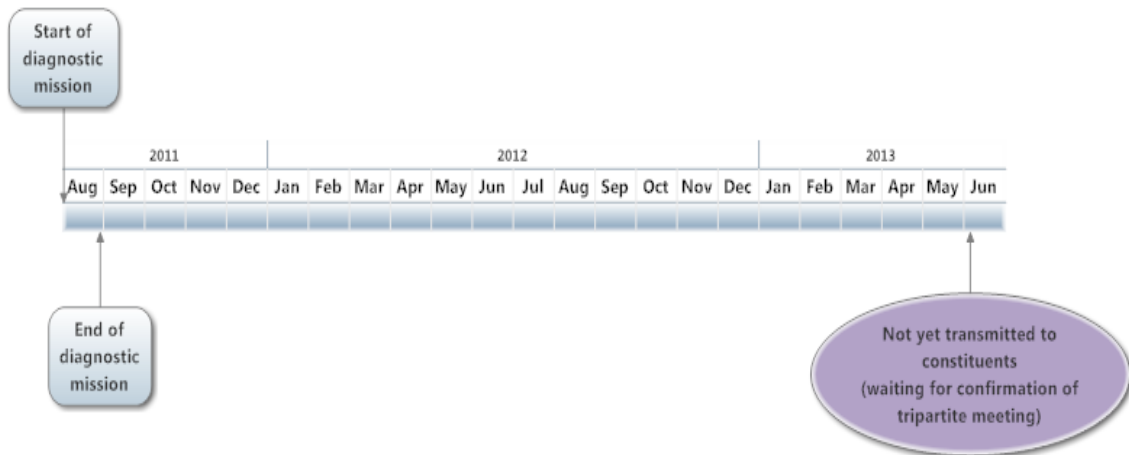
COUNTRY	C87 RATIFICATION YEAR	C98 RATIFICATION YEAR
Bangladesh	1972	1972
Benin	1960	1968
Brazil		1952
China		
Dominica	1983	1983
El Salvador	2006	2006
Haiti	1979	1957
Indonesia	1998	1957
Ivory Coast	1960	1961
Jordan		1968
Kenya		1964
Lebanon		1977
Malawi	1999	1965
Morocco		1957
Niger	1961	1962
Oman		
Philippines	1953	1953
Rwanda	1988	1988
South Africa	1996	1996
Sri Lanka	1995	1972
Togo	1960	1983
Tunisia	1957	1957
Turkey	1993	1952
Zimbabwe	2003	1998

ANNEX IX: TIMEFRAMES OF INTERVENTION OF THE SWEDISH PROJECT

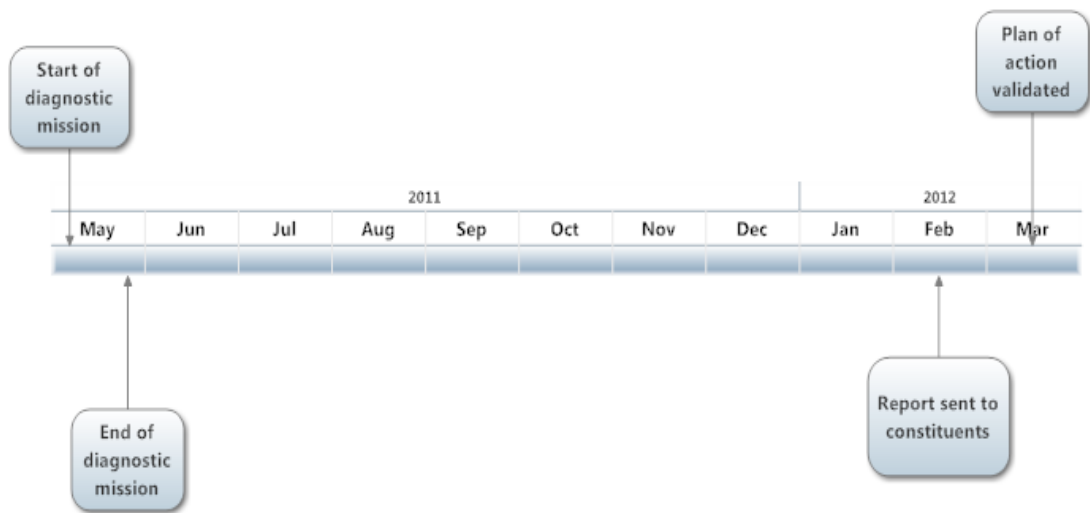
Timeframe for the process in South Africa:



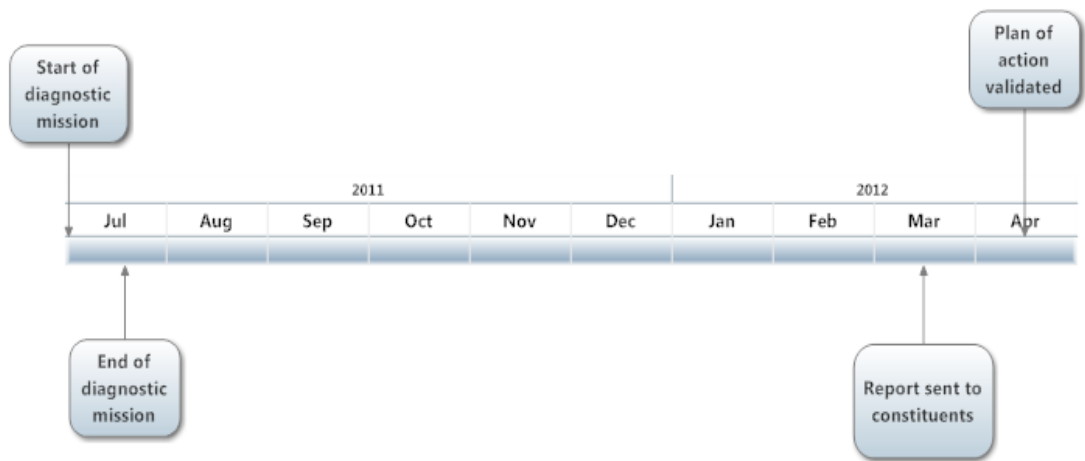
Timeframe of the process in Kenya



Timeframe for the process in Bangladesh



Timeframe of the process in the Philippines



Timeframe of the process in Indonesia



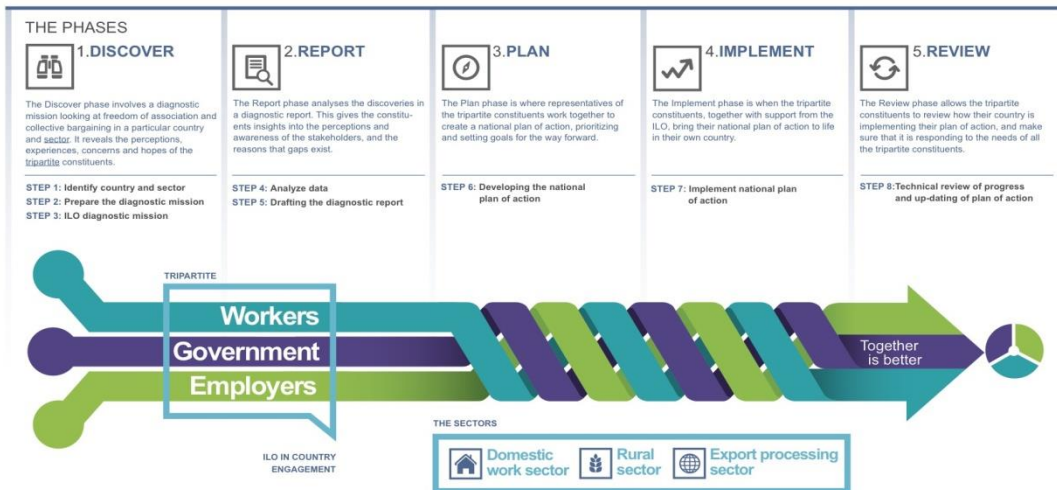
ANNEX X: STRATEGY OF THE SWEDISH PROJECT



Freedom of Association and Collective Bargaining Diagnostic Process

Freedom of Association and Collective Bargaining Diagnostic Process is about the ILO supporting Governments, employers' organizations and trade unions to work together to promote FACB in practice.

Why	Who	How	When	Where
FACB benefits society as a whole through increased workplace democracy, productivity and dialogue. The diagnostic process supports member States in promoting these rights in law and practice in three particularly challenging sectors.	The diagnostic process requires tripartite involvement. The country's workers, employers and Government come together to create their own national plan of action to address their priorities and needs.	The diagnostic process is a proven and successful way to empower the tripartite constituents to move forward together on FACB rights in their country. Its intention is to highlight the opportunities that exist to promote FACB.	The ILO will support the country throughout each step in the diagnostic process that will last about 4 years.	The diagnostic process can be adapted for countries in all regions. Between 2010-2013, the diagnostic process was applied in Bangladesh, Indonesia, Jordan, Kenya, Malawi, the Philippines and South Africa.



ILO Lesson Learned Template

Project Title: Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID) and

Promoting Freedom of Association and the Right to Collective Bargaining (NOR)

Project TC/SYMBOL: GLO/11/57/SID and GLO/12/59/NOR

Name of Evaluator: Ana María García Femenía and Freedom Overseas Ltd.

Date: 15th May 2014

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

LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>Lesson learned 1 on cooperation with the two projects:</p> <p>Real cooperation among different projects expected to cooperate under the OBPF modality or an ACI is really challenging without establishing a common logical framework to guide their common actions.</p> <p>Projects expected to cooperate under the OBPF modality or an ACI would benefit for the establishment of a common logical framework to guide their common actions.</p>

Context and any related preconditions	The two Projects under evaluation were expected to cooperate in their implementation. The Norwegian project was designed to complement the achievements of the Swedish. This was included in the Project Documents but not reflected further in any other common document.
Targeted users / Beneficiaries	Project staff would benefit from the establishment of such a common logframe since it would guide the intervention as a single one.
Challenges /negative lessons - Causal factors	The absence of such a common logframe has contributed to the lack of coordination between the two projects
Success / Positive Issues - Causal factors	Projects would benefit from the establishment of a common logframe since it would guide the intervention a single one. ILO could improve its effectiveness towards the achievement of the Outcome.
ILO Administrative Issues (staff, resources, design, implementation)	PARDEV Project's Design

ILO Lesson Learned Template

Project Title: Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID) and

Promoting Freedom of Association and the Right to Collective Bargaining (NOR)

Project TC/SYMBOL: GLO/11/57/SID and GLO/12/59/NOR

Name of Evaluator: Ana María García Femenía and Freedom Overseas Ltd.

Date: 15th May 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Lesson learned 2 on the strategy to develop a Global Tool</p> <p>A major challenge for the intervention has been to link an activity of research nature, aiming at developing a global tool, with a process of political nature, the tripartite adoption of national plans of action. Agreements with donor countries already included the elaboration of national plans of action. This element created some bond to further flexibility and capacity of the project to adapt its strategy.</p> <p>Efficiency and effectiveness of the intervention has been affected by the establishment of this bond.</p> <p>The project should have established a clear strategy about “how to build a global tool to promote FoACB rights based on employers’ and worker’s perceptions and practices. What elements was to incorporate the Global Tool? What questions can be generally asked and tackled and what others should be country /sector - specific?</p>
Context and any related preconditions	<p>ILO guidelines on how to build a global tool useful for the office may be necessary before designing a tool of this nature.</p>
Targeted users / Beneficiaries	<p>ILO Technical Departments, field offices, constituents.</p>
Challenges /negative lessons - Causal factors	<p>The absence of a clear strategy to the development of a global tool may affect its usefulness in the future</p>
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	<p>ILO Technical Units, PARDEV</p> <p>Project’s Design</p>

ILO Lesson Learned Template

Project Title: Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID) and Promoting Freedom of Association and the Right to Collective Bargaining (NOR) Project
TC/SYMBOL: GLO/11/57/SID and GLO/12/59/NOR

Name of Evaluator: Ana María García Femenía and Freedom Overseas Ltd.

Date: 15th May 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Lesson learned 3 on the design of the tool (Swedish project)</p> <p>Evaluation findings show that the original design of the tool tht included five steps -Discover, Report, Plan of Action, Implementation and Review- is not effective.</p> <p>However the two first steps -Discover, comprising the diagnostic mission and the diagnostic report) -that add a new approach to existing ILO knowledge and reaches out to individual non-organised workers, employers and government officials- can certainly be a valuable contribution to broaden the approach of constituents in dealing with FoACB. A suggested strategy for the intervention has been presented through a diagram in the Evaluation Report.</p>

Context and any related preconditions	<p>Drafting and agreeing a Tripartite National Plan of Action as a direct consequence of the Diagnostic Report only happened in three countries (Bangladesh, Indonesia and South Africa), out of the eight countries where the diagnostic missions took place. It is not clear however to what extent the approval of a tripartite national plan can be attributed to the diagnostic report or if other contextual factors were key to foster commitment from constituents (like the conflicts emerging in South African farms, for example).</p>
Targeted users / Beneficiaries	<p>Project staff, ILO field offices, constituents</p>
Challenges /negative lessons - Causal factors	<p>The existent bond between the diagnostic report and the development of a national plan of action inside the designed tool has proved to be ineffective</p>
Success / Positive Issues - Causal factors	<p>Suppressing the link between the diagnostic report and the national plan of action in the design of the tool would allow greater flexibility in the use of the report and would allow to enrich its content, since the information provided would be de-linked from the goal of developing a Tripartite National Plan. The ILO could use the report for other purposes.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>ILO Technical Units, PARDEV Project' s design</p>

ILO Lesson Learned Template

Project Title: Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID) and

Promoting Freedom of Association and the Right to Collective Bargaining (NOR)

Project TC/SYMBOL: GLO/11/57/SID and GLO/12/59/NOR

Name of Evaluator: Ana María García Femenía and Freedom Overseas Ltd.

Date: 15th May 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>Lesson learned 4 on the use of the tool (Swedish project)</p> <p>The use of the tool and the sociological approach that it brings could be of particular value in specific sectors or countries where there is <i>momentum</i>, such as the specificities of an industrial relations system in a particular sector, or the social, economic and political context that places the issue as a priority in the agenda of the social partners.</p>
Context and any related preconditions	<p>Strikes in the farm sector in South Africa in 2012 were part of the project's scenario and clearly influenced the way the constituents addressed the diagnosis in the rural sector. In the case of Brazil, the recent Constitutional Amendment improving conditions for domestic workers <i>built momentum</i> to conduct the diagnosis.</p>
Targeted users / Beneficiaries	<p>Project staff, ILO field offices, constituents</p>
Challenges /negative lessons - Causal factors	

Success / Positive Issues - Causal factors	A political, social or economical context that influences the constituents to develop a greater sensitiveness towards the issue of freedom of association and collective bargaining may ease the way to stronger commitments on their side, and eventually leads to a National Plan of Action as was the case for South Africa
ILO Administrative Issues (staff, resources, design, implementation)	ILO field offices and technical units Project's Implementation

ILO Lesson Learned Template

Project Title: Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID)

Promoting Freedom of Association and the Right to Collective Bargaining (NOR)

Project TC/SYMBOL: GLO/11/57/SID and GLO/12/59/NOR

Name of Evaluator: Ana María García Femenía and Freedom Overseas Ltd.

Date: 15th May 2014

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

LL Element	Text
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Brief description of lesson learned (link to specific action or task)	<p>Lesson learned 5 on the unexpected impact of the tool (Swedish project)</p> <p>The diagnostic mission -and its various methods for gathering information- has evidenced an unexpected direct effect on workers and employers that participated in the surveys, particularly those who are not organised. This effect takes the form of an improved knowledge on the rights to FoACB and a better awareness on the benefits that the exercise of these rights could bring to the workplace. This unexpected impact fits well in the strategy designed by the ILO under Outcome 14.</p>
Context and any related preconditions	<p>Workers and employers filling the survey or taking part in focus groups, declared a direct effect of these processes on their previous knowledge and perception towards the issue of freedom of association and collective bargaining.</p>
Targeted users / Beneficiaries	<p>Constituents: Workers, employers, labor inspectors, etc.</p>
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	<p>Through their participation in the process of data gathering (the survey, focus groups, etc), constituents confirmed a direct change in their perceptions and knowledge on issues related to FoACB. This is a direct and an effective link with Outcome 14 -awareness raising.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>ILO field offices, technical units.</p> <p>Project´s implementation</p>

ILO Lesson Learned Template

Project Title: Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID)

Promoting Freedom of Association and the Right to Collective Bargaining (NOR)

Project TC/SYMBOL: GLO/11/57/SID and GLO/12/59/NOR

Name of Evaluator: Ana María García Femenía and Freedom Overseas Ltd.

Date: 15th May 2014

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Lesson learned 6 on South-South cooperation (Norwegian project) In the Philippines, South-South cooperation with Sri Lanka has proven to be very effective in promoting and implementing a computerized system for labour compliance. Being able to learn from countries in similar stages of socio-economic development was very appreciated by the government. Peer learning could be especially useful in such sensitive issues as FoACB. The ILO could provide room to the social partners to discuss with peers their own experiences, expectations, and roads for improving the practice of these rights. The ILO is in a privileged position to promote this approach in future interventions.
Context and any related preconditions	FoACB are challenging topics to address by social partners. Learning from the peers instead of following a top-down approach from institutions like the ILO could increase their capacity to change their own perceptions.
Targeted users / Beneficiaries	Constituents

Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	There is a great potential for the ILO to promote peer learning among constituents from different countries. The practice of fundamental rights, difficult to address, could be promoted by knowing the experiences of the social partners in countries alike.
ILO Administrative Issues (staff, resources, design, implementation)	ILO Technical Units, HQ. To a lesser extent, field offices. PARDEV Project's design and implementation.

ILO Lesson Learned Template

Project Title: Freedom of association and collective bargaining rights in the rural and export processing and domestic work sectors (SID)

Promoting Freedom of Association and the Right to Collective Bargaining (NOR)

Project TC/SYMBOL: GLO/11/57/SID and GLO/12/59/NOR

Name of Evaluator: Ana María García Femenía and Freedom Overseas Ltd.

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LL Element

Text

Brief description of lesson learned (link to specific action or task)	<p>Lesson learned 7 on decentralisation (Norwegian and Sweden projects)</p> <p>Field offices should take the leadership to design a national strategy for the promotion of the rights to FoACB. The model could involve using various sources of knowledge and experience available to the ILO, including the experience of projects in a particular country, other technical reports available and outcomes of previous processes of tripartite dialogue. The proactive coordinating role played by the ILO offices in Beirut and Manila has been instrumental to achieve positive results in Jordan and the Philippines in a strategized way.</p>
Context and any related preconditions	<p>Field offices are in a better position to design a strategy on how to approach a sensitive issue such as FoACB with their constituents. Projects like those been evaluated produce different outputs towards the achievement of a common Outcome (number 14 in the current case).</p>
Targeted users / Beneficiaries	<p>Field offices, projects' staff, constituents.</p>
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	<p>Field offices may be in a more strategic position to decide how and when to use the different outputs of the projects for the purpose of achieving the outcome.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>Field offices, projects' staff, Technical Units</p> <p>Project's design and implementation.</p>