

**ORGANISATIONAL REVIEW OF THE BUREAU FOR
WORKERS' ACTIVITIES/ACTRAV**

(A UNIT OF INTERNATIONAL LABOUR OFFICE)

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Evaluation Team

Christine Nathan & Ty Morrissey

ACRONYMS

ACTRAV	Bureau for Workers' Activities
ACTEMP	Bureau for Employers' Activities
DWT	Decent Work Teams
CPO	Country Programme Outcomes
GB	Governing Body
GLO	Global Products
HQ	Headquarters
ILO	International Labour Organisation
M&E	Monitoring and Evaluation
WG	Workers Group
DG	Director General
ILC	International Labour Conference
DWCP	Decent Work Country Programmes
ITUC	International Trade Union Confederation
PPP	Private Public Partnerships
GUF	Global Union Federation
LED	Local Economic Development

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EXECUTIVE SUMMARY

The Bureau for Worker's Activities (ACTRAV) is currently in preparations for the new biennium (2016-2017). Prior to the commencement of planning, ACTRAV has commissioned an organisational review to provide an external assessment of current work approaches, areas of enhancement, strengthening and guidance, through recommendations, on areas for improvement.

ACTRAV is entering a new phase of work and there is a need to critically reflect and appraise current working arrangements, particularly as they relate to the ongoing relevance of the unit, its communication and coordination activities both internally and externally with other ILO work units. The main purpose of the review is on-going improvement and organisational learning. To reach this goal it will be necessary to examine the internal work organisation and functioning of ACTRAV, its effectiveness, and efficiency and possible ways to improve the relevance of the operation.

The organisational review applied an exploratory sequential mixed-method design whereby both qualitative and quantitative information were utilised to address the evaluation questions contained in the inception report. The exploratory sequential design allows the review to explore a number of key issues pertinent to the strategic and operational approach of ACTRAV.. Key findings of the review are detailed below.

Relevance

ACTRAV remains an integral unit within the ILO. ACTRAV's mandate remains strong, particularly with recent political and social upheaval in some areas where worker's rights are becoming paramount. ACTRAV is perceived as a vital player within the ILO, playing an important role to raise awareness, provide technical input and support and to assist in the coordination of ILO activities as whole.

Validity of Design

Work planning is an important component of ACTRAV's work. Unfortunately, a work plan template has not been finalized and the current evidence suggests that these are not adequately followed up and reviewed.

To assist with a more professional approach to work, ACTRAV has implemented a series of work teams to promote greater coordination and to support implementation and management of relevant technical aspects. The range of technical issues to be covered and discussed is quite broad. This has meant that the effectiveness of some groups has been reduced given that some specialists are spread across a number of groups meaning that time is not adequately spent focusing on key areas.

The team approach is not without its challenges, namely that there have been no clear guidelines established as to how the team should operate and function. Compounding the situation is that the number of teams is numerous and resources are spread quite thin with some individuals in teams where they feel they have very limited opportunity to contribute.

Effectiveness

The current Management structure of ACTRAV and the decision making process has proved useful and the relationship between field staff, specialists, desk officers and management has been critical and satisfactory. The structure allows ACTRAV to have direct contact with Constituents at National level, with DWT, Regional office and the SMT at HQ. It also allows contact with GB members and workers' groups of ILC committees.

Efficiency

The current portfolio of work covers a very large geographical area across a number of regions. This has the tendency to spread resources too thin and in some cases could be an inefficient use of specialist's time and resources. An appropriate approach would be to

carefully prioritise activities and seek to fund activities where traction has already been established. This approach would assist in targeting available resources and also provide an opportunity for better monitoring and evaluation approaches to assess progress and achievements.

Impact

Impact measures are very difficult to assess at this point in time due to the lack of an overarching monitoring and evaluation (M&E) framework to assess the quality and reach of deliverables and contributions to broader outcomes. The lack of an overarching M&E framework also reduces the ability of ACTRAV to effectively communicate results and success stories. A common approach to M&E would also assist in better engagement with other ILO units and programmes in that common and shared indicators could be identified and prepared as a means to working in a more coordinated and integrated fashion.

Sustainability

ACTRAV at present appears to operate without a clear strategy to ensure sustainability. Many activities across the geographical regions tend to focus on ad hoc and individual requests. The current approach does not appear sustainable given the focus on training and seminars. Compounding the situation is a lack of a formalised approach to M&E, which would capture some of the important results and deliverables derived from the work. An important component of sustainability would be the development of an overall M&E framework that seeks to prioritise interventions and works towards developing interventions that can be built upon over an extended period of time.

In conclusion the evaluation team has also made some recommendations for the consideration of ACTRAV. Recommendations include some suggestions on how to improve the visibility, role and functions of ACTRAV. It includes suggestions to overcome knowledge gaps of ACTRAV Specialists, improvement on the coordination and cooperation with other Units in

ILO and suggestions for strengthened working relations with the Workers Group. It is also aimed to strengthen Workers' interventions at the ILC and the GB.

SECTION I: INTRODUCTION

ACTRAV has its roots in the very early days of the International Labour Office. Albert Thomas, the first Director General, decided to structure the Office in the following way. He created a central secretariat for administrative matters and organised the rest of the Office in 3 divisions. A Diplomatic Division to deal with governments; a Political Division to deal with relations with workers' and employers' organisations; and a Scientific Division responsible for statistics, publications and technical questions. ACTRAV and ACTEMP have their roots in the Political Division which was set up to have relations with workers' and employers' organisations and to advise the Director General on developments among the social partners. For Albert Thomas, this was also a way to keep the culture of tripartism alive, not only in the Organisation, but also within the Office. ACTRAV was established with the rationale that "there was a need for a unit in the organisation which could directly liaise with the unions (who are the constituents of the ILO) and provide advice and guidance to the DG".

The Bureau for Workers' Activities (ACTRAV) is a department of the International Labour Office (ILO) that consists of a Bureau at ILO Headquarters (HQ) in Geneva, Regional Specialists in workers' education and a network of Senior Workers' Specialists in the Decent Work Teams in different regions. One of its major tasks is the link between the International Labour Office and one of its key stakeholders: workers' organisations. Its role is to ensure that the concerns of workers' organisations are taken into consideration in the policy development and activities of the ILO and at the same time that the Office policies and priorities are known and made clear to workers' organisation ; both at HQ and in the Field. ACTRAV's role is to support workers' organisations in the defence and promotion of workers' rights.

ACTRAV is expected to work in close coordination within the ILO with other ILO departments and assist the Workers' Group of the ILO Governing Body including through its Secretariat. Thus ACTRAV is semblance of tripartism within the organisation. Hence, ACTRAV as the link with the workers' organisations should be involved in all aspects of work of the ILO. It should be seen as equal partners, have mandatory involvement of ACTRAV in all

Relevant programmes of the other departments, units, projects and activities at global, regional and national levels. It should be similar to the manner that workers are involved in the GB and ILC. This also should reflect the presence of ACTRAV Specialists at all levels of the ILO structure. Workers' Specialists are present at regional levels and within DWTs. This is also outlined in the Guidelines of the Bureau for Workers and Employers and the ILC Resolution adopted in 2002.. This dual role of ACTRAV implies important challenges for its management and staff, both professional and general and entails a form of organising work and reporting that is different from the other ILO departments. ACTRAV's strategy is grounded in the priorities of the Organization as set by the Conference, the Governing Body, including Workers' Group priorities, as well as by ILO regional, sectorial and technical meetings. It takes into account the needs expressed by workers' organizations in countries, in regions and globally and is guided by International Labour Standards and their effective application at the national level.

ACTRAV's approach is threefold:

- support to workers' organizations at the national, regional, global and sectorial levels spanning all outcomes of the ILO results framework;
- assistance to worker constituents in ILO governing organs and tripartite policy making bodies; and
- work with technical units to mainstream the policy perspectives of workers constituents into other ILO outcomes and programmes.

The ACTRAV strategy framework for 2014-15 includes the priorities and delivery tools established at the ACTRAV retreat in December 2013, the strategy text of Outcome 10, Global Products (GLOs), Country Programme Outcomes (CPOs), work plans and end of the biennium implementation report. It contributes to the objectives not only under outcome 10, but also to the other outcomes of the Organization as well as the eight Areas of critical Importance (ACIs) and the seven ILO centenary initiatives.

The main purpose of the review is on-going improvement and organisational learning. To reach this goal, it will be necessary to examine the internal work organisation and functioning of ACTRAV, its effectiveness and efficiency and possible ways to improve the relevance of the operation. Further details on the approach and methodology are provided in the next section.

Context and Purpose of ACTRAV Organisational Review

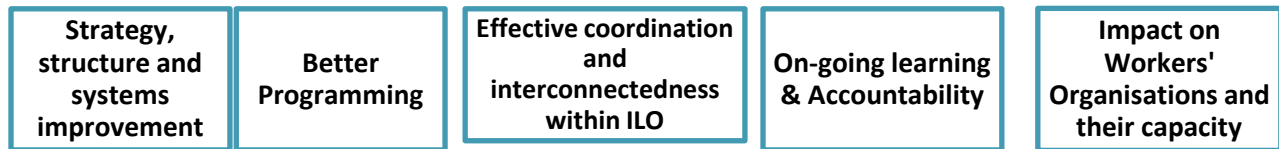
The Bureau for Workers' Activities (ACTRAV) decided to carry out an evaluation of its structure, work organisation and its working methods. This was decided with the background that ACTRAV would be embarking on its plans to prepare itself for the new biennium (2016-2017) to plan and deliver the programmes and activities developed under the International Labour Organisation (ILO) Programme and Budget. It was also done to evaluate and review its experiences and lessons learned in the recent past. It was done to learn from the evaluation results in order to maximise the potential of each member of the bureau and to improve their relationships with colleagues in the department. This was also to improve their working relationship in the ILO at large. There is a relationship with the constituents and the evaluation was also expected to suggest ways to improve this partnership. The evaluation was carried out with the objective to improve the capacity of ACTRAV, working in close coordination with the worker constituents and the ILO structures across the world, and in order to contribute to the promotion of social justice and decent work and to deliver better results

The primary purpose of the organisational review is to **promote on-going improvement and organisational learning**. The review is also expected to provide guidance and recommendations to further enhance ACTRAV activities In order to effectively implement its mandate to build and strengthen the capacity of workers' organisations. The review findings and analysis will inform management decisions surrounding strategic and operational direction to enhance organizational performance.

The evaluation overall was participatory. The methodology was selected, as it was feasible and effective given the limited timeframe and resources for the evaluation. The review sought to address the following broad evaluation questions:

- To what extent has ACTRAV'S strategic framework been incorporated into individual workplans in an *appropriate* manner to address workers' organisations development priorities and also broader institutional programs of the ILO as outlined in the Programme and Budget?
- To what extent does ACTRAV have the capacity in terms of Human Resources (skills and knowledge appropriate to deliver its programme and priorities)?
- To what extent have ACTRAV's program implementation strategies been *useful* and how has the *partnership* approach (*ACTRAV and other units in ILO*) supported program implementation and promoted appropriate levels of *gender mainstreaming*?
- To what extent has ACTRAV *adapted and adjusted strategies* to reflect changing and emerging priorities and needs (e.g. responding in particular workers' organisations or regional priorities)?
- To what extent has ACTRAV supported the *effectiveness* of organizational arrangements (managerial, administrative and business processes) and the availability of resources in delivering results?
- To what extent does the ACTRAV demonstrate *efficiency* in implementation (time and cost) Examination of the *sustainability* with particular attention to capacity/institutional development and the creation of enabling environment

Figure 1 below captures the essential purpose of the review



Scope of the Review

In order to achieve this purpose, it became necessary to examine the internal work organisation and functioning of ACTRAV, its effectiveness, and efficiency and possible ways to improve the relevance of the operation. The **scope** of the evaluation is the operation of ACTRAV in HQ and in the Field in the last four years (2012-2015) and the work developed under that period, although there was a special focus on the last biennium (2014-2015).

Audience

The primary audience of the review would be ACTRAV management, ACTRAV Headquarters (specialists and general staff), field staff, specialists and general staff. Secondary audience members include the secretariat of the workers' group, a selected number of members of the workers' group of the ILO Governing Body and a group of selected heads of ILO departments.

Evaluation criteria and key questions

The review had taken into consideration the key evaluation criteria defined by OECD/DAC that are directly in line with the international standards of good practices. These criteria are: **relevance, effectiveness, efficiency, impact and sustainability**. In addition, it also focused on the following:

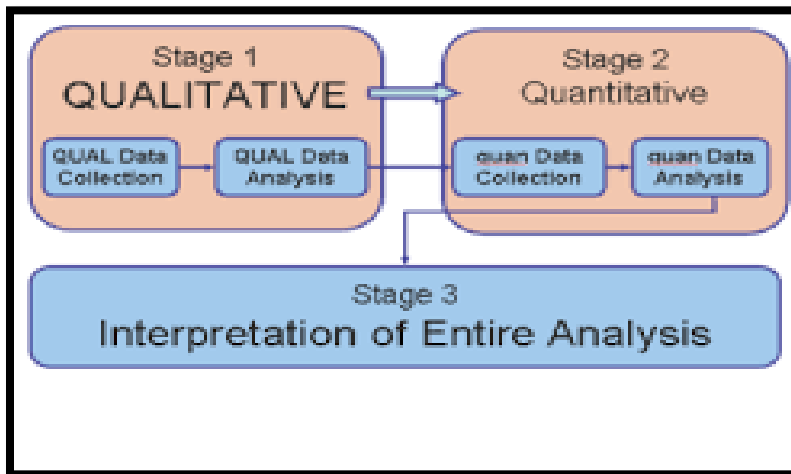
- ACTRAV's priorities in a wider context relating to the ILO priorities
- Collection of good practices around key priority areas at global, regional and national level
- Lessons learned

A message that has been a continuous thread throughout the evaluation process is the question whether there is a danger of losing the principle of tripartism within the Office. In other words questions have been raised whether workers' organisations are still a part of the ILO. This is because it was pointed out that more and more ILO programmes and projects were being implemented without the involvement of workers' organisations. One begs to consider whether the different units in the Office has a lack of understanding about tripartism or is it that ACTRAV is too weak to influence the other Units? A related issue is how ACTRAV Specialists see the role and the importance of ACTRAV in their work.

SECTION II REVIEW METHODOLOGY

The review applied an exploratory sequential mixed-method design whereby both qualitative and quantitative information were utilised to address the evaluation questions contained in the ToR and inception report. The exploratory sequential design is characterised by *a method of collecting qualitative data and analysis that informs and develops a quantitative element of data collection and analysis*. The application of an exploratory sequential design allows the review to explore a number of key issues pertinent to the strategic and operational approach of ACTRAV.

Figure 1 below summarises the overall approach.



The first stage of the methodology was primarily qualitative in nature through a series of semi-structured interviews and group discussions with key stakeholders including ACTRAV staff as well as staff of other ILO departments. The second stage of the review presented a quantitative survey of ACTRAV staff. The survey enabled questions raised during the interview process to be quantified to a degree and also allowed for the deeper exploration of some of the issues raised during the interview process. The review team also developed a series of small case studies to highlight areas of best practice or areas that could be replicated as part of future strategic planning efforts. The studies focused on areas of work planning, coordination and communication and alignment to strategic frameworks. These are included in Section III..

2.3 Data collection methods

2.3.1 Collection of Qualitative Data

The mixed methods approach engaged with all members of ACTRAV. This was a considerable increase to the purposive sampling approach outlined in the inception report and increased the workload of the review team. Flexibility was also maintained to include other stakeholders, namely other ILO work units, members of the Workers' Group of the ILO Governing Body and its Secretariat. The evaluation team utilised a number of different mediums to communicate with participants - face-to-face interviews, Skype, online surveys and via phone.

The set of questionnaires are provided as Annexures. Given the broad range of questions, effort was made to prioritise questions into primary and secondary questions. Some questions are more relevant for some stakeholders than others and the semi-structured nature of the process enables the opportunity to adjust any line of questioning.

Sample details for qualitative data collection through face-to-face interviews/Skype calls

Organisation	Category of respondents	Number of Respondents	
		HQ/Global	Regional
ACTRAV	Professionals	17	17
	General staff	8	
ILO	Directors	8	1
	Dept. staff	7	
WG Secretariat		2	
ILO Governing Body	Workers' Group Members	7	
Others		1	
Total No. of		68	

persons interviewed			
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2.3.2 Collection of Quantitative Data

A copy of the quantitative survey tool is included as Annexure. The development of the survey was informed by the results of the semi-structured interviews and discussions held in Geneva and at the ACTRAV Retreat in Aix-Les-Bains in France. Google Forms was used as a preferred method due to its ease of use and ability for participants to complete online.

Sample details for quantitative data collection through on-line survey

Organisation	Category of respondents	Number of Respondents	
		HQ/Global	Regional
ACTRAV	Professionals	14	7
	General staff	6	

SECTION III: REVIEW FINDINGS

As outlined in the previous section, the review undertook a mixed-methods approach aimed at collecting both qualitative and quantitative data and information. The findings presented in this section, are derived from the initial desk review, interviews and observations with key stakeholders within ACTRAV and other work units and through the online survey form. For the quantitative survey a total of 26 people across ACTRAV completed the online survey. Diagram 1 highlights the breakdown of males and females.

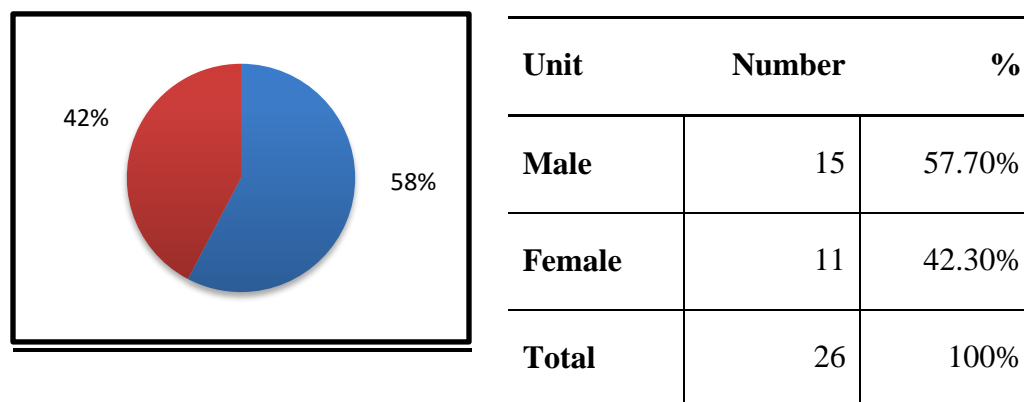


Diagram 1: Gender disaggregation of ACTRAV staff

A total of 65% of respondents came from ACTRAV headquarters and 35% from respective field offices.

3.1.1 CRITERIA: RELEVANCE

Summing up by the review team:

This covers the interviews with ACTRAV HQ and Field Specialists, ILO units, Members of the Governing Body, Secretariat of the Workers' group and Director of the Decent Work Team.

ACTRAV is a department of ILO and the ILO is incomplete without this unit. It brings the voice of the workers to the House and hence, plays a dual role i.e. with workers' constituents and the ILO office. It is seen as a vital player very often assisting and guiding projects and programmes of the House on the issue of Tripartism.

- i) ACTRAV implements the policies of the ILO and its priorities. The specialized knowledge of ACTRAV on the issue of workers' organisations contributes to the implementation of the priorities of the Decent Work Country programmes and it is highly valued.
- ii) ACTRAV reflects the view of the constituents and perspectives in the programming, planning and delivery of activities in the various Units. ACTRAV Specialists provide inputs which come with experience and information from the constituents and knowledge from the field, and hence helps in making programmes and activities relevant to the needs of the Constituents and the Office.
- iii) The interventions by ACTRAV Specialists in various programmes and projects resulted in ensuring the involvement of workers' and employers' organisations. This was appreciated by other Units and this has also re-emphasised the role of ACTRAV.
- iv) The work carried out by ACTRAV brings in strongly the mandate of the ILO in the areas of tripartism and bipartism. The inputs of ACTRAV are considered important as it has played a major role in various forums at the GB, ILC, various tripartite forums and keeps the mandate of the ILO in motion.
- v) ACTRAV has a dual reporting system. ACTRAV has to safeguard this right of having the dual reporting process i.e. the ACTRAV Field Specialist reports to the ACTRAV Director and the DWT Director.
- vi) ACTRAV is visible in the House through its work on different issues as they bring in important view points from the worker constituents in the field. This is appreciated as the CTAs and/or the technical specialists lack this knowledge and experience. The information provided by ACTRAV adds value to the projects and makes them truly tripartite. The challenge is that sometimes CTA's, Programme Officers and Managers lack understanding of workers' organisations – their role, functions and responsibilities in a democratic society. Here the role of ACTRAV is seen as highly important to bring in the points of views of the social partners.

- vii) It was pointed out that all activities and programmes planned and carried out by ACTRAV Specialists both from Geneva and the Field can be considered as relevant to the ILO mandate and they could be seen as based on the needs of the constituents. This is because all activities are about strengthening the capacity of workers organisations. However, it was also reflected that some activities could not necessarily be considered as part of the ACTRAV strategy as many of them were disjointed and they did not show what would be the impact of it on the ground. It also did not result in building effective partnership – amongst workers’ organization and between Social Partners and the Government. It was also brought out that there was no point in just providing training but seeking to identify strategies and approaches that have greater impact and engagement. It has to be about moving away from just training to how do we strategically use these trained people.
- viii) ACTRAV’s current structure provides for an opportunity to have excellent coordination between Geneva and the Field. The structure of ACTRAV is the only unit in the ILO other than ACTEMP that has very close relationship between specialists in the field and the HQ. The participation and presence of ACTRAV as a Unit is important as it has the structure to reach the grass root workers. Hence, due to the structure the visibility should be at all levels. ACTRAV also has a good understanding of the trade unions at the global, regional, national and local and enterprise levels too. In times of conferences and meetings it has the responsibility of providing expert opinions on technical issues, assists the Secretariat to the Workers Group, provide guidance and professional advice to the WG GB members. It facilitates the work of the Workers Group and provides technical guidance and assists in the Governing Body meetings.

Challenges:

- i) One of the major challenges faced by the Specialists was in the preparation of their biennium work plans. It was pointed out that at the HQ level, it seemed, the focus was on the big picture, the global issues and the wider politics. At the same time the minor issues and concerns although they seemed small yet they were about the life and livelihood of

real people which could not be fitted in templates provided by ACTRAV for preparing work-plans. So the Field Specialists felt they almost had to perform miracles to accommodate all the issues i.e. the people's needs and at the same time adhere to ILO expectations and requirements. It was further pointed out that there was constant conflict in terms of what workers organisations wanted as their needs, and what the ILO developed as its programmes. So there is constant tension between HQ and the Field.

It is evident from the above comments by the Specialists that there are challenges faced by them in designing their work plans strictly adhering to the requirements of the P&B. It is also an issue that the specialists have a lack of understanding of the process.

- ii) It was also highlighted that ACTRAV Field Specialists faced challenges linked to the dual reporting system whereby they have to report to the ACTRAV Director and DWT Director. The RO and the DWTs in most occasions did not understand this role of ACTRAV Specialists.
- iii) It was also pointed out that while they are seen as part of the multi-disciplinary teams, in other words they are also part of the DWT programmes of the office; at the same time they also have their own programmes with the Workers' Organisations, which is not necessarily covered in the DWCP. As such, they feel that DWCP can be in conflict with ACTRAV's priorities and programmes. At the same time, the Specialist also realize that DWCP cannot cover all aspects of their work. Many workers' organisations did not participate in programmes such as Employment, as they do not see them as priorities of the Unions. At the same time they were not included in the programmes by the ILO, as many Specialists from the different Units lack understanding on how to involve Unions. They could not see the value on how a workers' organisation could make a difference in terms of Employment policies and related issues. This reflects the lack of understanding and knowledge on the historical establishment of ACTRAV. Hence, it is treated as any other unit in the House, it is consulted as and when needed and not seen as a partner in the planning, delivery and evaluation of the various projects and programmes.

- iv) The present structure and interest of ACTRAV limits its role to the delivery of only Outcome 10 and ACTRAV is not seen to be involved in the other Outcomes, hence ACTRAV is sometimes not involved and marginalized.
- v) In addition, challenges in terms of ACTRAV's relationship and relevance with other stakeholders were identified: lack of communication and coordination between ACTRAV and other Units; lack of communication, sharing of information and coordination amongst ACTRAV staff; the GB members lack information on the work carried out by ACTRAV on its priorities, activities and challenges faced in delivery and sharing of achievements.; and insufficient communication between the Secretariat of the Workers Group and ACTRAV.
- vi) It was also pointed out that there was a lack of understanding in the ILO on the relationship between ACTRAV, the ITUC, the GUFs, the Secretariat of the Workers' group and the Governing Body members. As a result, Units in the house by-pass advice from ACTRAV and seek it directly from the ITUC (Workers' Group Secretariat). This creates complications in the relationship with ACTRAV and other Units.
- vii) Some Units claimed that as ACTRAV has its own budget, they set their own priorities and programmes. ACTRAV lacks the practice of sharing the successes and challenges of their activities. Hence, the Specialists feel that ACTRAV is isolated.
- viii) Another challenge was that ACTRAV is seen focusing largely on IL Standards and Rights issues while the other units focused on other issues in their projects and programmes. They considered focusing on IL Standards and Rights was highly political and challenging.
- ix) Despite the fact that there is a general view that ACTRAV and its work was useful, on the other hand it was indicated that ACTRAV lacked vision and strategy and the quality of personnel and professionalism was weak. The staff lacked experience and knowledge

on technical issues hence they are unable to fully contribute to the debate and discussions.

- x) Another challenge that surfaced in discussions with other Units was that sometimes ACTRAV was seen in a negative image. Its action was seen as intimidating and creating problems; and hence it was seen as deliberately delaying implementation of activities in some projects. It has emerged that there is lack of understating by the other Units on the role and work of ACTRAV.
- xi) ACTRAV's role in the Office could be threatened if Workers' Group, the ITUC and the GUFs do not respect the ILO structures and the channel of communications. Workers' Group has their role in the management of the Office and the development of policies. These are activities within the GB and the ILC. The role and function of ACTRAV becomes confused with other Units when the Workers' Group (Secretariat) begins to intervene in the work of the Office through different Units and in projects and programmes. Many Units encourage such interventions because they can then avoid dealing with ACTRAV. This practice has to be stopped in order to uphold the respect of tripartism.

Recommendations:

Based on these findings the following is recommended:

- i) There is a need for the Office to send out a clear policy guideline from the DG clarifying to all the Units/Departments on the origin and the role of ACTRAV and ACT/EMP. The Office should reinforce and remind the staff on the Guidelines adopted and the ILC Resolution (2002) with a clear message.
- ii) Working within the framework of the Programme and Budget, ACTRAV should influence to include indicators that make it necessary for all Outcomes to show how

workers' and employers' organisations were involved in the implementation of the activities. This would then make it necessary for all Outcomes to involve ACTRAV. ACTRAV should play an active role in all the Outcomes. This will integrate ACTRAV in the entire core and other relevant programmes in the office. This will also help to bring in the constituents into the projects and activities. This involvement will open the doors for the Specialists and workers' organisations at the country and enterprise levels to gain from these activities.

- iii) On the issue of communication and coordination ACTRAV, should be in regular touch with the units in the House via meetings, and ACTRAV newsletter. This will update them on the work and developments of the activities undertaken by ACTRAV. The information should include successes and challenges of the activities. This will help ACTRAV to mobilise resources both human and financial from the different units, programmes and projects. It will gradually erase the negative image and ACTRAV will be seen as an associate and partner.
- iv) Visibility of the workers' organisations should be increased within the Office (both at HQ, country and the regional levels). One way where this could be possible would be for ACTRAV to organize discussion sessions (informal talks, brown bag lunch sessions, lectures, etc.) inviting prominent trade union speakers or hold discussion on topical subjects.
- v) The ITUC, GUFs, Workers' Group Secretariat have different channels of intervention with ILO. Respecting these different channels and roles will avoid any confusion. It will at the same time strengthen the role of ACTRAV and above all it will safeguard tripartism.
- vi) ACTRAV interventions have to be more strategically designed. This will empower workers' organization in order for them to be able to effectively participate in tripartite discussions at national levels with Government and employers as equal partners. This can be done only by strengthening the capacity of workers' organisations through

Outcome 10 and other Outcomes in the framework of the Strategic Policy Framework and Programme and Budget of the organisation.

CRITERIA 2: VALIDITY OF INTERVENTION DESIGN

3.2.1. Strategic Framework

The strategic framework of ACTRAV assists in guiding the development and implementation of individual work plans. The online survey revealed that most ACTRAV staff believes that the framework has been very relevant to assisting the development of individual work plans. Diagram 2 below highlights the responses to the question *"In our opinion, how relevant has the ACTRAV strategic framework been to your individual work and work plans?"*

Unit	N	%
Not relevant	2	8%
Neutral	4	16%
Very relevant	15	60%
Extremely relevant	4	16%
TOTAL	25	100%

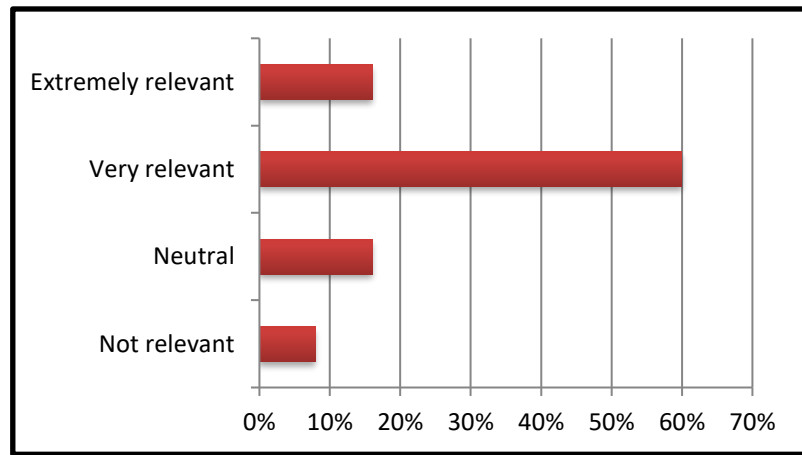


Diagram 2: Relevance of ACTRAV strategic framework to workplans.

In light of the findings above, ACTRAV team members also highlighted a number of areas where improvements can be made with the development and alignment of individual work plans to the overall ACTRAV strategic framework. Diagram 3 summarises the key results to the question *"How can programming be improved to assist in the preparation of your future work plans?"*

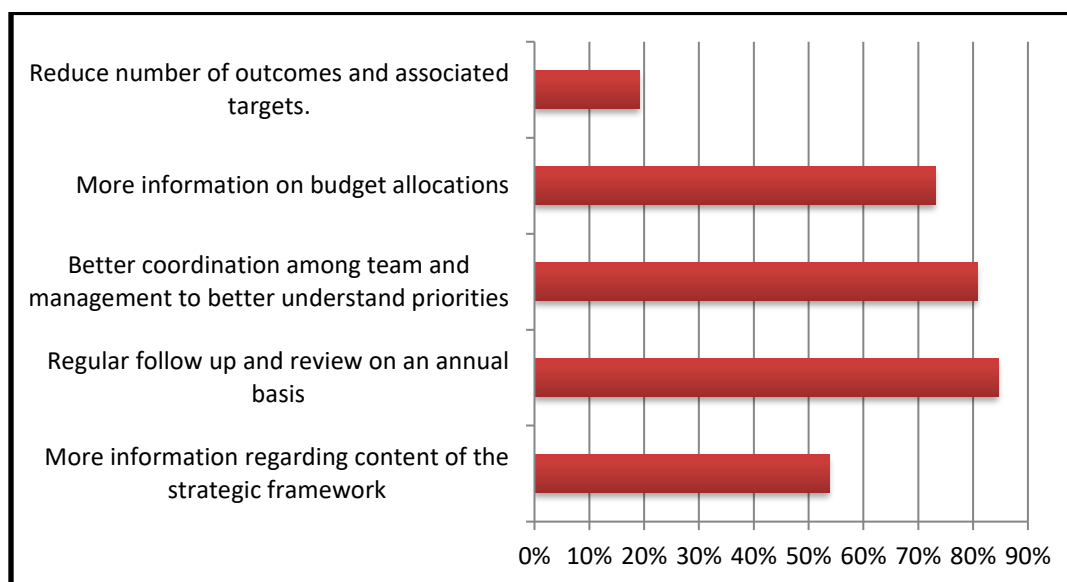


Diagram 3: Suggested improvements to individual work plans

Unit	N	%
More information regarding content of the strategic framework	14	53.80%
Regular follow up and review on an annual basis	22	84.60%
Better coordination among team and management to better understand priorities	21	80.80%
More information on budget allocations	19	73.10%
Reduce number of outcomes and associated targets.	5	19.20%

The main issue with work plans is that they do not appear adequately followed up and reviewed. Considerable effort is placed into developing work plans but there appears to be no systematic or rigorous attempt to assess, review or evaluate. The coordination of work plans along team groups also needs to be reviewed. Information on budget allocations is also important to ACTRAV staff. The review team is aware that accountability in this area has been enhanced to reduce inefficiency and poor allocation of funds; it highlights the need for the management to provide staff with some indicative ranges in the appropriate planning and development of activities in respective work areas.

3.2.2. Assessment of work teams in line with ACTRAV Strategy.

ACTRAV has recently implemented an approach to promote increased coordination and technical relevance through the formation of work teams. The formation of work teams is

theoretically sound; however the practicality of functioning of these teams has proven more difficult. One observation is that the rationale for work teams has not been clearly articulated or communicated. Compounding the situation has been the perceived 'forced grouping' of individuals into teams. This has meant that some technical staffs are involved in groups for which they have limited experience or expertise and are generally not interested to be involved in.

Furthermore, the range of technical issues to be covered and discussed is quite broad. This has meant that the effectiveness of some groups has been reduced, given that some specialists are spread across a number of groups meaning that time is not adequately spent focusing on key areas. In moving forward, the review team would suggest a consolidation of teams into a smaller, more focused technical grouping and to allow staff to determine which technical areas should be enhanced and for individuals to decide which groups they want to be involved in. Diagram 4 summarises the results to the question *"In thinking about teams moving forward, how they could be strengthened and enhanced?"*

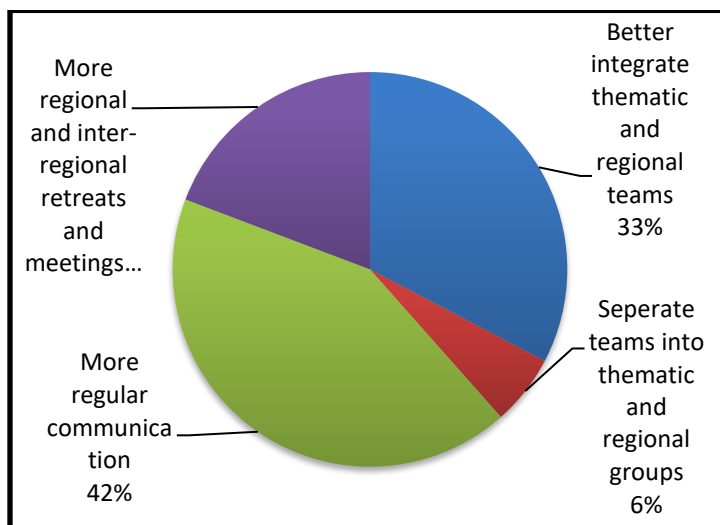


Diagram 4: Strengthening Teams

Several respondents agreed that the formation of Work Teams has proved to be useful because it now involves a group of people to work collectively on an issue rather than one individual. In the past individuals used to deal with particular issues and on many occasions, no

one else was aware of what the individual was discussing with Units in the Office. Once the individual retired or left, the knowledge, connections and work done was lost with the person leaving ILO

A key finding overall is the need for better communication and integration of work. Importantly, ACTRAV staff believes that more regional and inter-regional retreats and meetings serve as a positive means to bring team members together to share ideas and discuss approaches to work

Unit	N	%
Global priority areas	16	64%
Regional priority areas	14	56%
ILO Departmental structures	11	44%
Specific intervention (e.g. days of action ¹)	7	28%
Other	2	8%

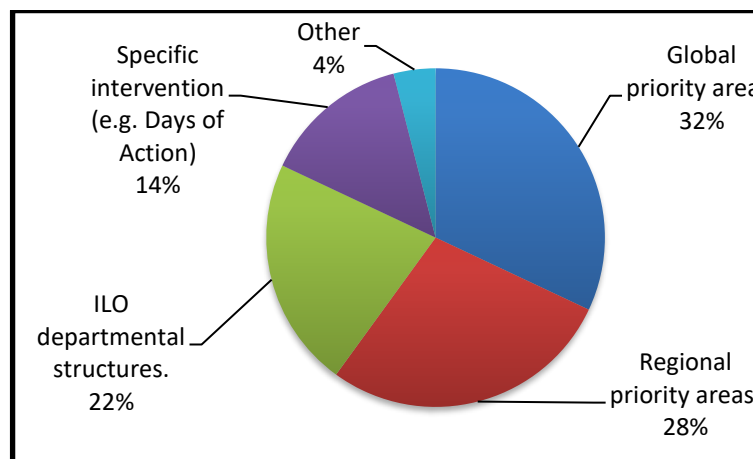


Diagram 5: Priorities for teamwork

Diagram 5 above indicates that Global and Regional priority areas are perceived as the most important area for focus (32% and 28% respectively).

During the process of the evaluation there were challenges but a few good examples of good practices emerged and these have been highlighted below as case studies.

¹ By days of actions organising events or producing research/studies/briefing notes linked to remarkable international days like International Migrants' Day, Labour Day, HIV/AIDs Day is meant.

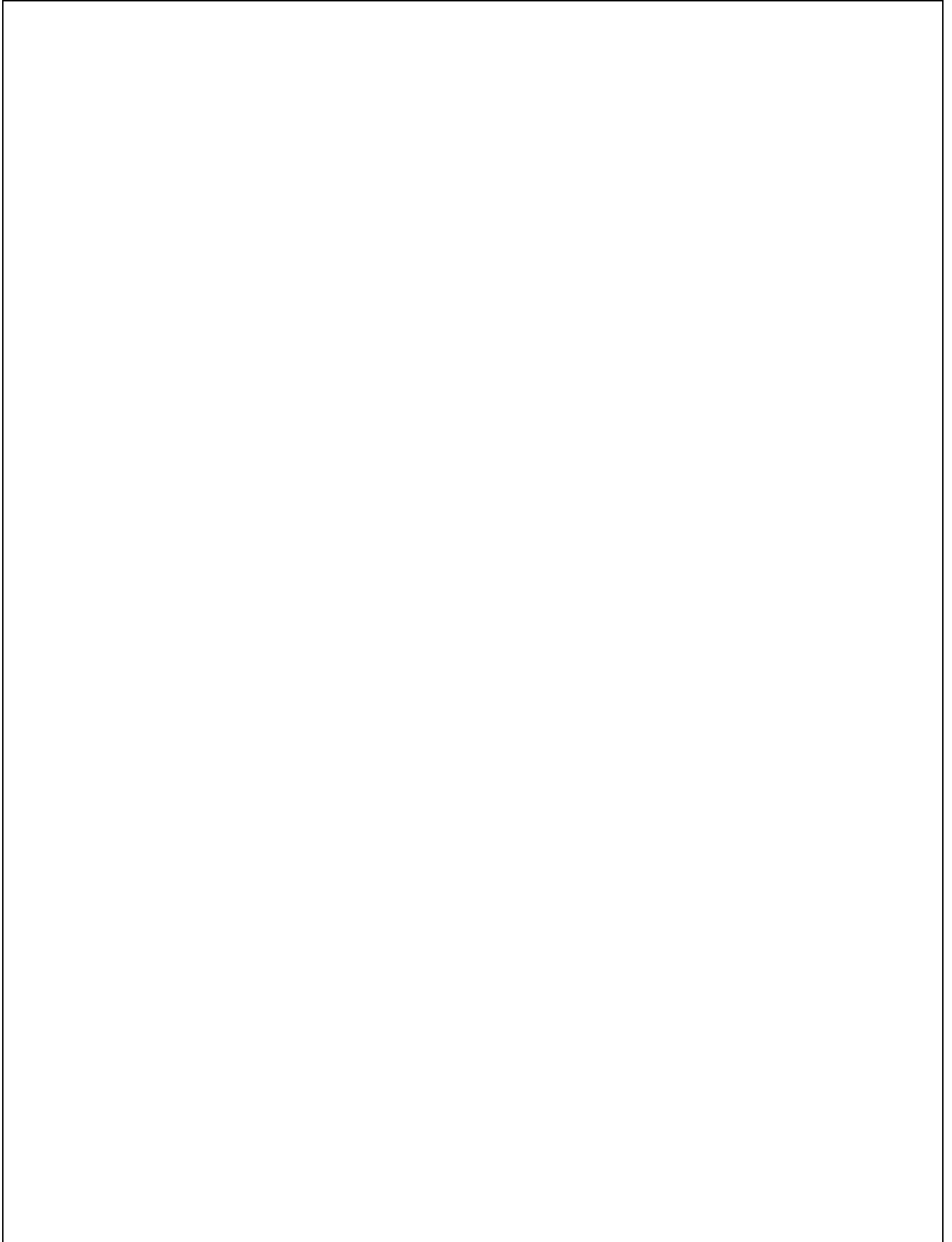
Good Practices 1–Team Work on migration

The evaluation noted that the recent establishment of Teams was a major step taken by the ACTRAV Management and this new initiative had greatly affected the working methods of ACTRAV. While there has been major challenges faced in the proper functioning of the Teams, there has been some examples where the Teams were working well.

The following is an example of one Team (a sub-team) that worked fairly well.

The Team on Migration (a sub-team) had helped to develop ACTRAV’s strategic position on migration issue. The Team had later worked with the Migration Unit to include ACTRAV’s views and positions in the work of the Migration unit. The Team had also assisted and worked with the Migration Unit in order to establish and facilitate cooperation with ITUC and GUFs. The Team was also able to develop a strategy which had included the development of a manual on how to organize a trade union campaign on the ratification of migration conventions. It had worked with ITUC and GUFs to plan and organize a campaign on the ratification of conventions on migration. It worked with other Units in the House on the preparation of the format for Survey Questionnaire (ILC discussion) and it developed an action plan to follow up with unions so that more unions could be encouraged to respond to the questionnaire (on the survey). This survey will result in GB making decisions and assist in the discussion at the ILC in 2016. This was a clear indication that a Team which was well structured, worked together and focused on the purpose was able to deliver results. Moreover, the Team was able to continue work after the team leader had retired. The Team also reported that with such a planning process of the information, knowledge, documentation and experience was not lost with the retirement of the Specialist.

Good Practice 2 - Governance Team (Vera to finalise)



It is evident from the review that the formation of teams was considered a useful addition to the work of ACTRAV. It ensured quality control as there were several concepts brought in by the team. It also reinforced and reminded the team of the ILO values in the process of discussions. It was reported that results achieved were useful as the team mobilized around one issue and displayed collective responsibility.

Finally, the Specialists endorsed the vision for establishing teams as it was seen as strategically important.

As for the role of Desk Officers in Teamsit was expressed by most of the respondents that the role of the Desk officers was important as they brought in the views from the constituents in the field and also via the Field Specialists to the discussion.

Challenges

i) Some respondents, while appreciating the need for teams, faced several challenges as it is a new concept with no clear guidelines. It was stressed that some team leaders lacked leadership qualities and a spirit of democracy. This challenges the performance and functioning of the team. The team lacked guidance on how to organize and/or reorganize themselves. Another challenge was there were too many teams and some staff were members of several teams. This was considered additional work and responsibility to what they already committed to their work plans.

ii) The lack of direction and approach on how to share information was a challenge. Some Teams had reduced impact due to an inability to communicate and coordinate with other team members. Some attributed the reduced impact of teams to the manner in which it was set up and hence members were not comfortable. Also there were no monitoring mechanisms on the impact of the work done by the teams and hence some questioned the value of the Teams.

iii) Involvement of Field Staff in HQ team was cited as another challenge. It was claimed there was a lack of contact between them and the HQ and hence the Team discussions and decisions remained at the HQ level. The decisions taken at HQ level may pose challenges to execute them at the field levels due to poor understanding and information. In some cases, field staff took decisions which were not in line with the policy of ACTRAV. Due to this it was also reported that in some cases field specialists transmitted incorrect information to the Technical specialists and to the constituents. This leads to confusion which may be difficult to rectify.

iii) Another challenge has been the differentiation between Professional and General staff. Work and operations tend to centre on the needs and priorities of P-staff. G-staff tend to be excluded from technical events and meetings. Interviews with G-staff reveal a desire to be fully integrated into the work of the Unit and to offer assistance beyond standard administrative duties. A key finding has been a desire to learn more about the technical workings of the Unit. This could be facilitated through informal presentations and sessions on a technical area.

Recommendations

- i) The Review Team suggests that as it is a new concept, there should be a set of guidelines and orientation on the topic, vision, direction, time frame, and the choice of teams. The team leader should be elected by the team and also have a direction from the management to make the meetings and the team work in general useful.
- ii) The concept of Specialists working in Teams is a positive development and it needs time to establish itself.
- iii) A smaller number of teams will help them focus and contribute effectively and not spread itself too thin. It is better to have few teams that are effective.

- iv) There is need for the teams together with the management of ACTRAV to develop mechanisms to address barriers and challenges which are hindering the work of the team,
- v) The teams need sharing of successes of other teams, so they appreciate the impact and the effect it has on ACTRAV and other units in the house.
- vi) There is an urgent need expressed to create a structure and strategy on how to involve the field specialists in the debates and discussions. Set up a time, date and agenda in advance so preparations are made. There should be a two way flow of information on the successes and challenges. An increased and better use of the video and telephone conferencing could facilitate better involvement of Field colleagues. It is important that Field colleagues feel part of the Teams.
- vii) There is a strong need for Desk officers to be involved in the teams as they are regularly in touch with their field specialists and hence will advise appropriately.

3.2.3. Extent to which the coordination of interventions was in place

Coordination is a central tenet of ACTRAV. However, the results indicate more work is required to improve coordination, not only with other ILO units but more coordination is required within ACTRAV. Most respondents are fairly neutral on their perceptions about coordination. Diagram 6 summarises the results to the question *"In your opinion how effective is the coordination (with other specialists, regional office and headquarters) of your work activities under your work plan?"*

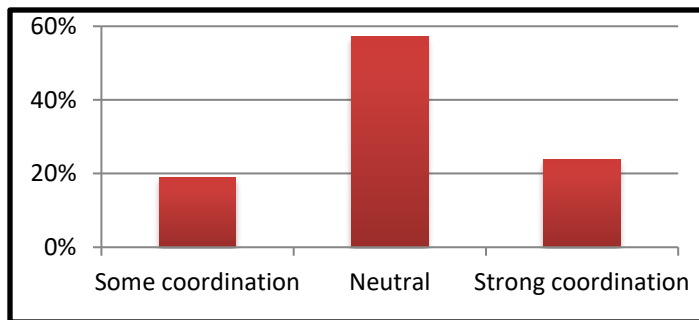


Diagram 6: Effectiveness of Coordination

As reflected above, further work is required to increase the visibility of ACTRAV within the ILO. At present 46% of respondents believe that ACTRAV needs to do more to increase visibility. Results are not differentiated between headquarter and field staff as there may be further differentiation between different sites as to the visibility issues. Diagram 7 below summarises the results to the question *"Does ACTRAV have a highly visible role in the ILO?"*

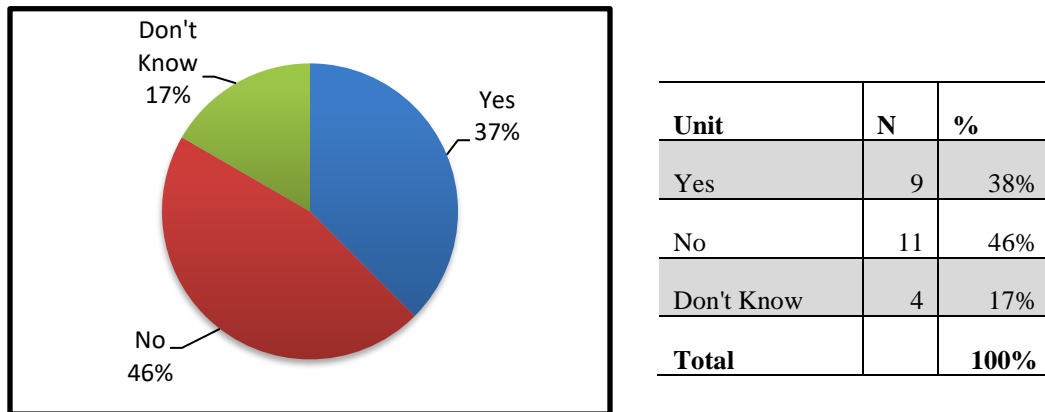


Diagram 7: Visibility of ACTRAV

In considering the suggestions of respondents on how ACTRAV could increase and enhance its visibility, more formal engagements at the Director level and more formal communications being presented by ACTRAV specialists merit special consideration. Diagram 8 below summarises the results below to the question *"What could be done to improve or maintain the visibility of ACTRAV within the ILO?"* The common theme from all responses is for more formal communication and coordination through a series of interventions to promote greater alignment

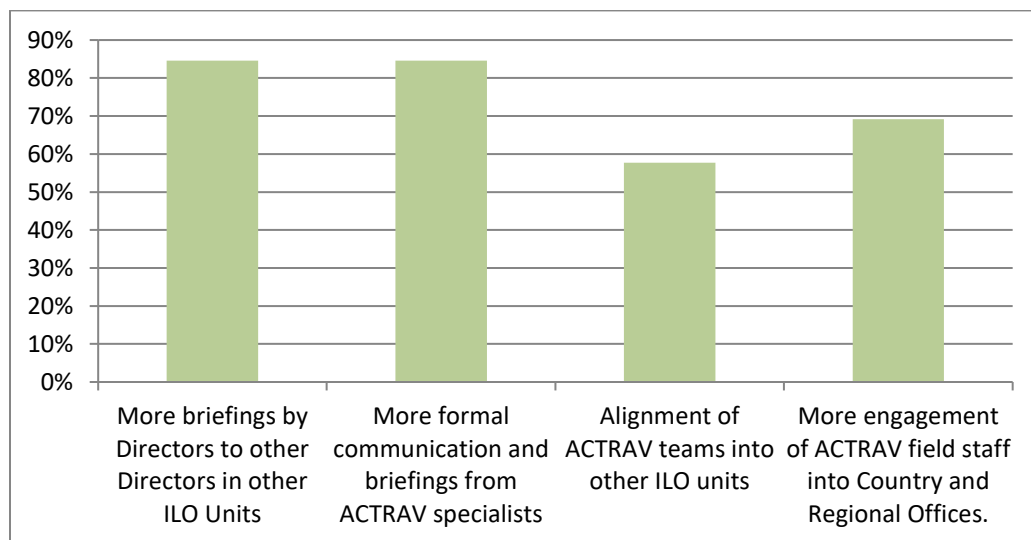


Diagram 8: Improvements to Coordination and Communication

Unit	N	%
More briefings by Directors to other Directors in other ILO Units	22	85%
More formal communication and briefings from ACTRAV specialists	22	85%
Alignment of ACTRAV teams into other ILO units	15	58%
More engagement of ACTRAV field staff into Country and Regional Offices.	18	69%

The main challenges in promoting coordination illustrated by the review results below appear to be that ACTRAV specialists are not fully informed of what other ILO work units and programmes are doing. There is also a challenge that some perceive limited opportunities to engage with ILO Units. Immediate action is required to formalise possible approaches to engage with other units within the ILO. Diagram 9 below summarises the results to the question : *“What are some of the challenges in coordinating individual work plans and delivery of activities to other ILO units?”*

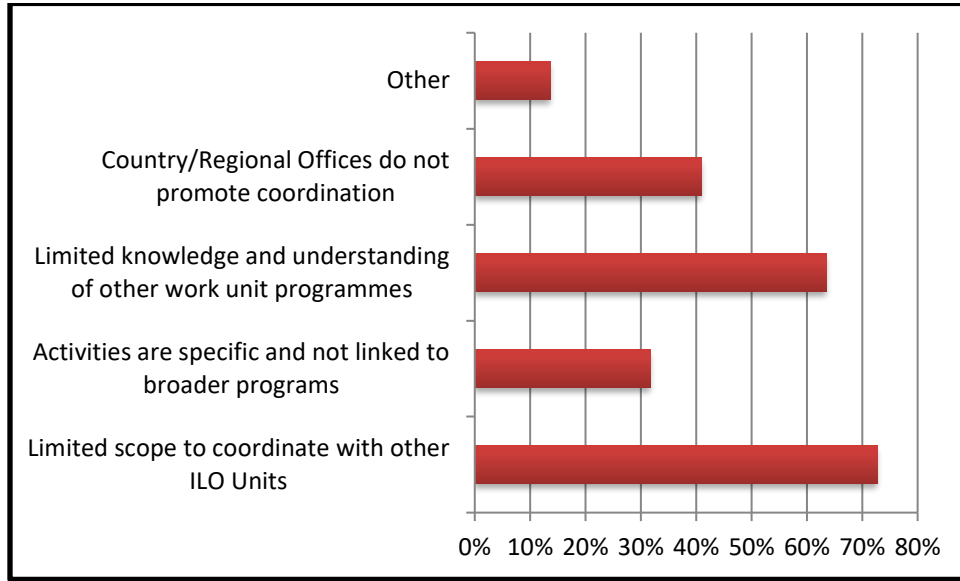


Diagram 9: Challenges in CoordinationUnit	N	%
Limited scope to coordinate with other ILO Units	16	73%
Activities are specific and not linked to broader programs	7	32%
Limited knowledge and understanding of other work unit programmes	14	64%
Country/Regional Offices do not promote coordination	9	41%
Other	3	14%

3.2.4. Extent of individual work plans and activities carried out falling in line with the priorities set in ACTRAV's Strategy Framework 2014-15

The general consensus among all respondents is that the work plan templates are helpful. However, there is a definite need to ensure that all templates are formalised and communicated to all staff to ensure the application of relevant information, Diagram 10 below highlights the range of responses to the question *"How useful are the ACTRAV work plan formats?"*

Unit	N	%
Not helpful	3	13%
Somewhat helpful	5	22%
Neutral	4	17%
Helpful	10	44%

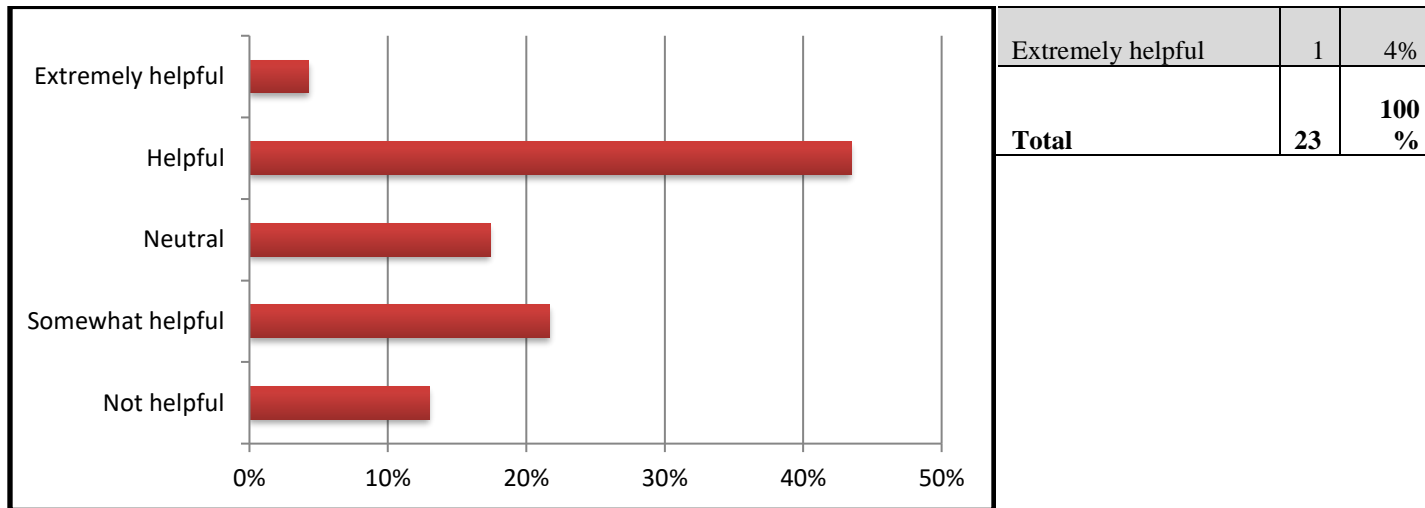


Diagram 10: Usefulness of ACTRAV work plan formats

The main challenge in developing work plans is primarily insufficient time. A high proportion of respondents noted a lack of clarity on outcomes and targets and also limited guidance on how to complete the work plan (21% each). Interestingly, 18% of respondents highlighted "other" reasons however; these were not clearly articulated in the survey. Diagram 11 below summarises the results to the question *"What have been some of the challenges you have faced in developing your work plans for 2014-2015?"*

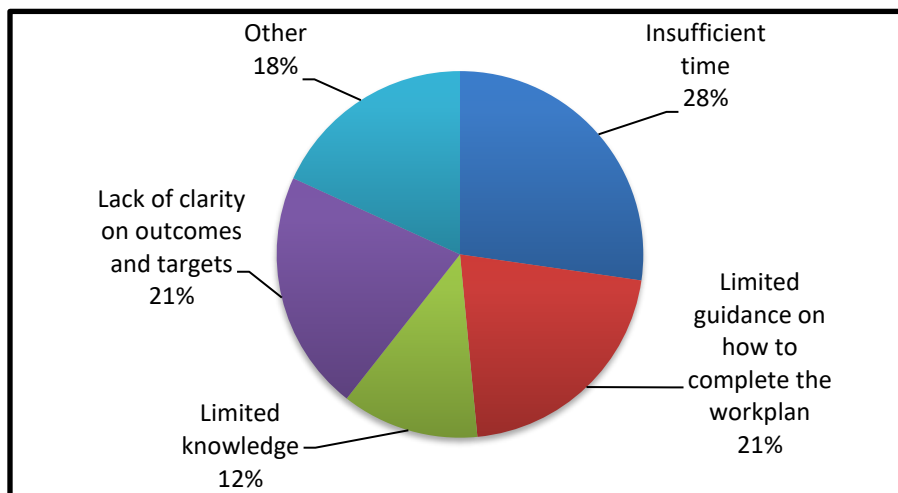
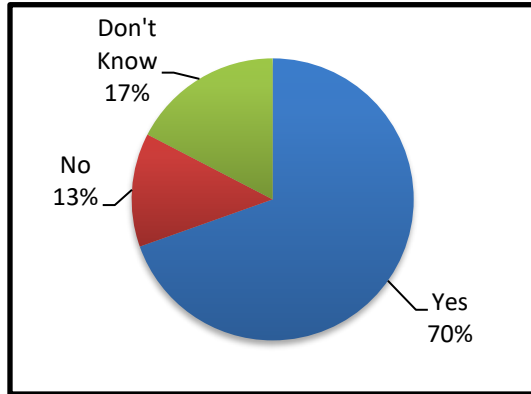


Diagram 11: Challenges in developing work plans

CRITERIA 3: EFFECTIVENESS

The relationship and internal communication between field staff, specialists, desk officers, and management is critical. Most respondents believe they received adequate support from headquarters (70%) as shown below in Diagram 12...



Unit	N	%
Yes	16	70%
No	3	13%
Don't Know	4	17%
Total		100%

Diagram 12: Adequacy of support from ACTRAV management, desk officers, and programme managers.

In looking forward, respondents are seeking more interaction with ILO work units and colleagues. Of particular importance is further engagement with desk officers and also more information regarding budget ceilings. Of interest is that only 9% of respondents want to see a reduction in geographical coverage, which suggests the current level of coverage, is to be maintained. In Diagram 13, respondents have highlighted a number of areas for improvement in programming to strengthen work plan improvements. The results are quite wide ranging and provide some practical guidance as to what could feasibly be considered by ACTRAV management.

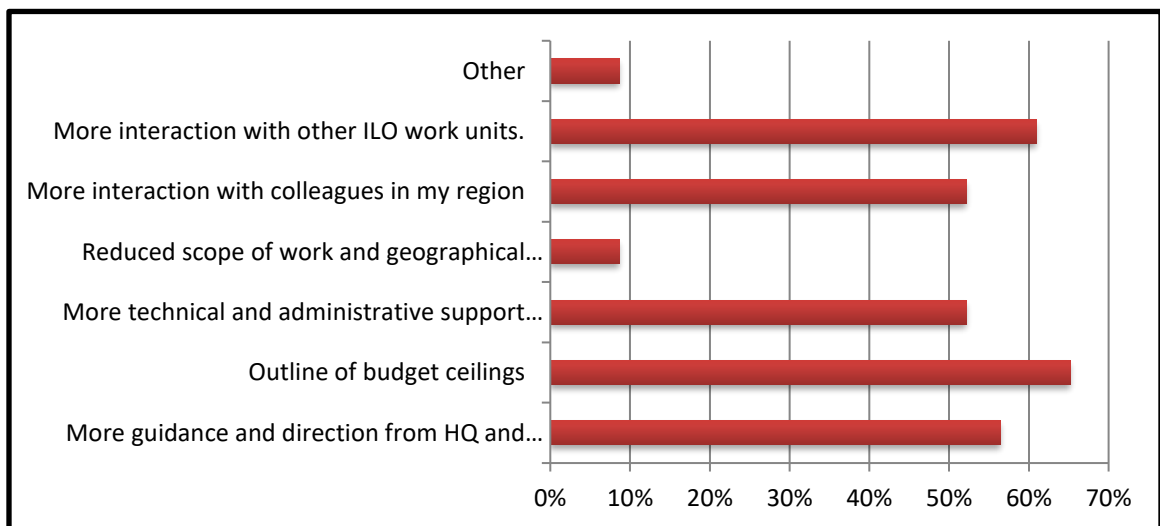


Diagram 13: Programming improvements

Specialists pointed out the departure from the past practice of developing work plans. In the past

lump	Unit	N	%	Specialists designed activities based on sum resources allocated to each region. The new practice is for Specialists to
	More guidance and direction from HQ and Field Offices	13	57%	
	Outline of budget ceilings	15	65%	
	More technical and administrative support from desk officers	12	52%	
	Reduced scope of work and geographical coverage	2	9%	
	More interaction with colleagues in my region	12	52%	
	More interaction with other ILO work units.	14	61%	
	Other	2	9%	

develop programmes based on ACTRAV Priorities and resources are then allocated to fund them once ACTRAV has reviewed and approved individual plans. Specialists appreciated this more holistic planning process and at the same time asked for training and more information on the ACTRAV Priorities, Programme and Budget and understanding of the templates for developing work plans.

Challenges

- i) Need for better understanding of work plan development based on the templates.
- ii) Asked for transparency in resource allocation and indication of resources that would be made available for a biennium.
- iii) ACTRAV Retreat proved useful but it could not serve the full demand for assistance in evaluating and planning future work plans.

Recommendations

The Review Team suggests the following:

- i) Need for ACTRAV Programme Specialists and Desk Officers to conduct training and hold information sessions prior to development of work plans for a biennium.
- ii) Need for regular contacts with Field prior to the planning process, during the planning process, during the implementation process and during the reporting process.
- iii) Need for training for HQ Specialists and other staff on developing work plans on a periodic basis.

CRITERIA 4: EFFICIENCY OF RESOURCE USE

Specialists in the Field argue that they are to cover a large number of countries but resources are limited. They have difficulty getting resources from the Regions and the DWTs. On face value, it appears that funding for regional offices is spread too thin. In many cases, regional specialists are covering up to 10 countries in a particular region. This reduces their time and effort to effectively coordinate work and provide relevant feedback. The general consensus is that "we must have representations in each country" however this is quite inefficient...

DWTs often decline to pay for mission costs for activities planned by ACTRAV Specialists. This places an even greater burden on ACTRAV's resources. More work is required at the Director level to harmonize approaches with other ILO work units with the aim of sharing resources in areas of joint interest. There was call by management for a better flow of information on resources that Specialists were able to use from different projects and programmes at the Field level. Staff raised the issue of a lack of team work and the sharing of workload. This resulted in some staff (administration staff) being overloaded with tasks. There is a need to ensure more coordinated responses to work and to better utilise existing G-staff members who are willing to take on greater roles and responsibilities. At present too much work is focused on a small number of P-staff. A greater sharing of workloads through communication would assist all levels of ACTRAV from HQ through desk officers to field specialists.

Recommendations

The Review team suggests:

- i) Effective use of resources and built-in system for monitoring of the use of resources by Specialists
- ii) Better preparation of work-plans and budgets in order to have a clear view of cost of activities, mission costs, etc.
- iii) ACTRAV to advise and follow up with Regional and DWTs in relation to ensuring ACTRAV Staff received adequate allocation of resources for activities as well as missions
- iv) ACTRAV to conduct regular audit of its expenditure and activities
- v) As Specialists manage training programme, administration and consultation with various units there is a need for ACTRAV staff to be trained on funds and budget management, fundraising, time management and people management.
- vi) ACTRAV Specialists should have adequate training to deal with donors who have a lack of understanding of the ILO mandate and the concept of tripartism.
- vii) A more appropriate approach would be to carefully prioritise activities and seek to fund activities where interaction has already been established. This approach would assist in targeting scarce resources and also provide an opportunity for better monitoring and evaluation approaches to assess progress and achievements

CRITERIA 5: IMPACT

Responses showed that ACTRAV impact on long term development of strong, independent and representative organisations is achieved through direct and indirect interventions by ACTRAV activities. Influencing other ILO units, contributing to the DWCPs, assistance through the Global Union Federations and Workers' Group were some of the interventions pointed out.

Impact measures are very difficult to assess at this point in time due to the lack of an overarching monitoring and evaluation (M&E) framework to assess the quality and reach of deliverables and contributions to broader outcomes. At present reporting tends to focus on activity and output level with assumptions made as to how these are contributing to broader

outcomes. The lack of detailed methodologies and experience in M&E means that possible valuable results and insights are not being effectively captured and reported against.

The lack of an overarching M&E framework also reduces the ability of ACTRAV to effectively communicate results and success stories. The review team notes that ACTRAV is aligned to broader ILO M&E systems and frameworks and reports through the IRIS system. However, a common approach to M&E would also assist in better engagement with other ILO units and programmes in that common and shared indicators could be identified and prepared as a means to working in a more coordinated and integrated fashion. There is an opportunity to develop a small ACTRAV specific M&E framework which aligns to the current priorities and work schedule and provide a valuable opportunity to feedback results and an achievements

ACTRAV could also consider more regular external reviews (both for the organisation as a whole and for specific interventions). The allocation of sufficient budget to M&E would be a sound investment as the ability to better communicate results and findings would certainly contribute to a raised profile and opportunity to secure more funding for ongoing works and activities.

Challenges

There is a lack of systematic way of measuring the impact of ACTRAV interventions on the development of strong, independent and representative workers' organisations.

Recommendations:

The Review team suggests:

- i) Need to create or adapt an existing methodology to measure ACTRAV impact on Workers Organisations
- ii) ACTRAV to develop a detailed M&E framework and system to better assess defined outcomes and ultimate impacts.

CRITERIA 6: SUSTAINABILITY

ACTRAV at present appears to operate without a clear strategy to ensure sustainability. Many activities across the geographical regions tend to focus on ad hoc and individual requests.

The current approach does not appear sustainable given the focus on training and seminars. Compounding the situation is a lack of a formalized approach to M&E, which would capture some of the important results and deliverables derived from the work.

Challenges:

- i. Communication between regional offices also appears somewhat limited with key lessons learned, success stories and other results not being effectively shared, except for regional events and workshops. This limited communication loop means that key messages are not being communicated and shared and thus enforces the existing situation of ad hoc approaches and individual work effort.
- ii. Evidence from the ACTRAV retreat indicated that staff does not have a strong grasp of M&E and merely place statements and assumptions against key outcome statements. The lack of rigour, authenticity and defined approaches and methodologies ensures that evidence of progress is somewhat lacking.

Recommendations:

An important component of sustainability would be the development of an overall monitoring and evaluation framework that seeks to prioritize interventions and works towards developing interventions that can be built upon over an extended period of time. At present ACTRAV appears to be caught in a situation of trying to measure too much in terms of meeting defined ILO outcomes. ACTRAV needs to prioritize and align current work to a core set of outcomes, rather than trying to measure performance against everything.

Here I am still in doubts if we need to leave this example since it is not directly linked to the evaluation. Christine leave for our consideration. Example of Good Practice which can be sustatnable after the intervention of ACTRAV

Trade Union collaboration with community in India

This is an example of how the Indian trade unions engaged themselves beyond their affiliated unions and their membership to work with academia and university in order to further their trade union campaign. This was new and innovative initiative and it showed how ILO (ACTRAV) assistance could go beyond the traditional avenues of support, particularly in view of the changing environment of industrial relations.

In mid-2014 the newly elected Government embarked on a campaign to revise the labour laws and make them more employer and investor friendly. The unions opposed the action by the Government claiming that the draft laws were against worker and they were all about reducing the rights of workers, their job security and their employment contract allowing the employers all the rights to “hire and fire” workers at their will. The Government claimed that it wanted to make the labour market flexible allowing employers to have the right to shed labour when they wished and employ workers on short term contracts. The unions opposed saying that the action by the Government would destroy the security of employment that unions had achieved through years of collective bargaining.

For some time the central trade unions in India had collaborated under a joint platform to collectively campaign for worker rights. The joint platform had brought together some 13 central trade unions who had different political backgrounds and who were supporting different political parties but they stood together on common union issues. The labour law reform was also taken up the joint platform as a collective opposition to the Government action.

The ILO through the Bureau for Workers Activities (ACTRAV) was working with the unions and supported the unions in their efforts under the joint platform. ACTRAV supported with technical and financial resources to support the union action and this included engagement of researchers who carried out studies to support union arguments on labour law reform and holding of national seminars. A special feature of the assistance was to bring the unions, the academia and universities together and help develop a stronger alliance to oppose the law reform.

With the support and leadership of ACTRAV the unions held national conferences on the law reform in different regions of India holding them together with universities and involving academia and students. In 2015 four such national conferences were held mostly with Law Universities. Two things happened. One, unions were able to talk to academia and students on issues faced by unions. Two, the academia and students found great alliance with unions and found themselves on common stand on many issues faced by unions and in particular the labour law reform. Moreover, students found themselves exposed to issues that they had not taken into account in their studies. An example was in XL University where post graduate students of Management Studies found that study of industrial relations was inadequate and their study mostly focused on management of labour and lacked understanding of workers from their rights point of views. Issues like collective bargaining and developing labour-management relations based on equality and rights of workers were absent from their studies.

It was important for the unions as they found alliances in their struggles. The cooperation established continues as there have been invitation extended to unionists to speak and share their views with students. This is a positive development especially in India where unions are mostly seen in negative terms. Also there has been greater cooperation developed between unions and academia and unions are more likely to work with academia in terms of getting research and studies done to assist in their work.

The students found themselves exposed to issues that they had not taken into account in their studies. An example was in XLRI University(a leading business school in India) where at a joint seminar organized by ACTRAV and the XLRI post graduate students of Management Studies found that study of industrial relations was inadequate and their study mostly focused on management of labour and lacked understanding of workers from the rights point of views. Issues like collective bargaining and developing labour-management relations based on equality and rights of workers were absence from their studies. Since then the University has organized activities where they have invited trade unionists to interact with students. Furthermore they are holding regular seminars and workshops where they, for the first time, have invited unionists, employers, ministry officials, researchers and other players in the industry to participate in the programme and discuss industrial relations.

It was important for the unions as they found alliances in their struggles. The cooperation established continues as there have been invitation extended to unionists to speak and share their views with students. This is a positive development especially in India where unions are mostly seen in negative terms. Also there has been greater cooperation developed between unions and academia and unions are more likely to work with academia in terms of getting research and studies done to assist in their work.

SECTION IV: EFFECTIVE INTERVENTION MODELS

During the course of the evaluation a number of intervention models that proved sustainable were highlighted. The reasons for their success included cooperation and support by the DWTs, ROs, other Specialists (from different Units) in the DWTs and resource allocated by them. This also included the involvement of Specialists from ACTRAV, Geneva.

Given below are some examples where the work of ACTRAV could be measured and impact reported. It was seen the results of the ACTRAV team working with the DW Country programmes, ACTRAV's priorities and ILO strategic programme framework.

Some Country Examples

Country	Outputs delivered by ILO office	Results (Action taken by the country)	Gender specific issues
Myanmar	<p>☐ Training, education, advice and guidance on the use of the ILO Supervisory mechanism, including the use of the provisions available within the GB and the ILC on the campaign to make the Myanmar government enact labour laws and eradicate forced labour and provide for the establishment of unions and the right to collective bargaining which had been denied for the last 20 years.</p> <p>☐ Assistance to the Free Trade Unions of Myanmar (FTUM) in training of trade union lawyers and trainers training on organizing.</p>	The labour laws were enacted in 2012 which allowed for the formation of unions. Since then some 500 unions have been established which include about 150 unions established by the FTUM with support from the ILO ACTRAV. The officials of the FTUM who had been in exile for the past 18 years returned to the country in 2012 and have begun to assist with the organisation of unions and collective bargaining.	
Mauritius	Capacity building workshop	Three working groups were	New

	<p>of unions in Mauritius to map and assess the situation of (Corporate Social Responsibility) CSR (Dec 2012). It included activities on Multinational Enterprises (MNE) and CSR to develop technical capacities and to play an effective role in tripartite dialogue and other decision making processes at company and national level in the area of freedom of association and collective bargaining. The workshop was shaped through a participatory process where trade union representatives discussed both the CSR policy in Mauritius as well as national legislation and strengthening of labour administration. The different chapters of the ILO MNE Declaration as well as International Labour standards were used by participants as checklist for action towards MNEs and other companies, interaction with government as well as definition of common trade union platform.</p>	<p>established on Industrial Relations and Collective Bargaining vs. CSR:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Working and living conditions <input type="checkbox"/> Employment <input type="checkbox"/> Skills <p>The Groups issued recommendations towards</p> <p>Bipartite and tripartite action, in particular for the upcoming tripartite activity on mainstreaming the ILO MNE Declaration in national policy in Mauritius. Areas that emerged as of new interest were:</p> <ul style="list-style-type: none"> <input type="checkbox"/> pay gap between sexes, including in MNEs <input type="checkbox"/> EPZs <input type="checkbox"/> other forms of discrimination <input type="checkbox"/> minimum national wage <input type="checkbox"/> formalization of national tripartite forum <input type="checkbox"/> re-organization of sugar service providing institutions (six institutions merged into one, redeployment, voluntary retirement scheme) <input type="checkbox"/> revision of 10 remuneration orders by December 2013 <input type="checkbox"/> registration of “Conseil des syndicats” <input type="checkbox"/> amendments of eight hour work for security 	<p>interest in work on pay</p> <p>Gap between sexes.</p>
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		guards (to be promulgated) <input type="checkbox"/> informal and precarious work	
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Lessons learned

By bringing national unions together at regional meetings and subsequently national seminars to share experiences and understand the value and advantage of working together, union solidarity and establishing of common national action platforms has had positive effect in several countries. Union organizations have jointly negotiated on common issues with Government and employers' organizations, increasingly also through the DWCP, and influenced negotiations on international development agreements such as UNDAF. In India, eleven national trade union confederations have come together to negotiate with the government on ten important issues. This approach will be continued, particularly in countries with multiplicity of unions.

Increased capacity building, through training to trade union activists and union friendly lawyers on the understanding of International Labour Standards and how ILO supervisory mechanism jurisprudence can be used in national courts, has proven positive for national trade unions. Trade union organizations and union lawyers have used labour standards to organize, engage in collective bargaining, campaign for revision of labour laws and ratification of ILO Conventions and use the ILO supervisory mechanism to protect and promote trade union rights. As a number of countries have still not ratified core labour standards, more focus on this is needed.

Backed up with studies and research, another successful area of capacity building has been understanding the establishment and negotiations on minimum wage bargaining. In countries including Cambodia, China, Malaysia, Cape Verde, and Palestine unions have developed strategies and policies in this area and have been able to influence national policies and strengthened negotiation capacity, and in some cases increased minimum wage.

Summary of most significant outputs by typology

Policy advice and technical support for the inauguration of the Trade Union Congress of Swaziland (TUCOSWA) in March 2012, by the merger of two national trade union centres and the national teachers union, and the adoption of resolutions that guided the development of its strategic plan in May 2012. TUCOSWA was established as a federation of trade unions in Swaziland at its inaugural congress, 11-14 March 2012. The federation was a merger of the Swaziland Federation of Trade Unions (SFTU) and the Swaziland Federation of Labour (SFL) to form TUCOSWA and was joined by the Swaziland National Association of Teachers (SNAT). The merger process began in 2008.

Policy advice and technical support by ACTRAV to the Kenya Police Union in their efforts to register their union:

Linkages with unions in South Africa and Norway provided examples on the operations of police unions in those countries, as well as tripartite discussions. After a long protracted Court process, based on an application filed by four retired police officers against the registrar of trade unions, a ruling was delivered on the 14 June 2013 by the Industrial Court paving the way for the registration of the Kenya Police Union. The Labour Relations Act, that initially barred police officers from forming or joining a trade union, was ruled to be inconsistent with Articles 24 and 41 of the Constitution.

Capacity Building

□ **Training** for more than 120 trade union friendly lawyers on the use of International Labour Standards (ILS) before national courts, with focus on freedom of association delivered in Latin America, Asia and Africa in collaboration with the International Trade Union confederation (ITUC) and the International Training Centre in Turin (the Turin Centre). Lawyers shared experiences on how to use international labour standards and the recommendations of the ILO supervisory bodies to support their submissions before national judges. **The Compendium of Court Decisions** prepared by the Turin Centre, containing judgments from more than 50 countries where judges have used international law to solve the cases, was used in the training.

□ **Capacity building programme** on trade union responses to the crisis through cooperatives: The programme includes a survey on relationships between trade unions and cooperatives with over 170 responses from trade union federations; an IJLR seminar and publication on relationships between trade unions and worker/producer cooperatives. A pilot training session was organized in Athens (Greece) on trade union response to economic restructuring through conversion into worker cooperatives. An example of such a conversion is Casino Rio in Patras where workers (through the union) bought 20% of the stakes of the company (by creating a cooperative) allowing its survival. The capacity building programme has proven useful for trade unionists and organizers in a sector where information on trade union organizing and on ILO standards were lacking.

□ **Regional Wage Seminar in Asia**, including minimum wage (Indonesia, Apr 2013): The seminar focused on training and awareness creation on wage negotiations and setting of minimum wage. Following the seminar, training and education activities on wages were held in Vietnam, China, Myanmar, Cambodia, Indonesia, Hong Kong and Malaysia. This has resulted in unions negotiating for higher wages (China, Hong Kong, Indonesia and Cambodia) and campaigns (Malaysia), including strikes (Cambodia and Indonesia) to ask for higher minimum wages.

□ **Trade union manual on Training of Trainers (TOT)** was developed including active learning methods for use by trade union educators in the Asian region to strengthen trade union education capacity building. This was also an outcome of the ACTRAV International Workers' Symposium “The Role of Trade Unions in Workers' Education: The Key to Trade Union Capacity Building”.

□ **7 regional seminars and a concluding Conference** on the promotion of the Decent Work agenda and publication on "Putting Decent Work in the heart of social policies" reflecting the trade union's Decent Work campaign (in English and Russian). The Russian trade unions actively participated and contributed in the process of the development of a new Programme of Cooperation 2013-2016 between the ILO and the Russian Federation (signed in Dec 2012). The new General Agreement to be signed by the end of 2013 includes negotiating and promoting Decent Work agenda.

Policy dialogue and Advocacy

□ **Training manual** on “*Achieving decent work for domestic workers: An organizer's manual to promote ILO Convention No. 198 and build domestic workers power*” (available in English, French and Spanish) Includes good practices and tips aiming at facilitating the organizing of domestic workers in trade unions. It has proven useful for trade unionists and organizers in a sector where information on trade union organizing and on ILO standards were lacking.

□ **Policy advice and technical support** to the establishment of the Joint Action Forum consisting of six national trade union centers in Tamil Nadu (India): Promotion of Core Labour Standards (especially on C87 and C98) by the Joint Action Forum in Tamil Nadu and jointly by national trade unions on C138 and 182. Through the Joint Actions Forum, the unions campaigned for ratification of the two remaining Core Labour Standards (C87 and 98). The ILO project which supports this campaign has the total outreach to approximately 300.000 workers.

□ **Policy advice and technical services to trade unions in Bahrain** to use the ILO's supervisory mechanism to promote the implementation of Convention 111, the promotion of Convention 87 as well as assist in the elaboration and signing of the tripartite agreement in Bahrain to solve the issue of the dismissed workers and promote internal trade union democracy.

□ **Policy advice and technical services** to the Tunisian General Labour Union (UGTT) to use the ILO's supervisory mechanisms, Conventions and legal advice to assist in the ratification of new ILO standards, elaboration of the national dialogue initiative and the social contract. The efforts of UGTT were instrumental in promoting the ratification of Conventions 144, 151 and 154. UGTT has played a leading role in the elaboration and development of a national dialogue initiative for democratic transformation in the country.

Conclusions:

The above interventions proved successful as they were appreciated by the constituents (workers organisations). This also showed the cooperation with other Units and the successful involvement of ACTRAV with other Units in the House. It is also seen how results could be achieved and greater impact shown if there is a collaborative effort amongst different Units using their resources and expertise.

The Desk Officer – Need, Role, Responsibility, Liaison between stakeholders and Field Specialists. (Potential for Replication)

The evaluation has team recognized that the position of Regional Desk Officer was an important and significant structure of ACTRAV and particularly it played a pivotal role in relation to liaison between ACTRAV Geneva and the Field. Discussions with Specialists have shown that there are certain characteristics that are important for the position of a Desk Officer.

In this regard the following is an example of a Desk Officer who reflects on some of these features which could be taken into consideration when developing the role and functions of Desk Officers.

Leadership – In order to provide leadership as the Desk Officer it is important she/he knows the subject, current issues facing unions in the region, has the experience of dealing with these issues, be familiar with the leaders in the region including familiarity with national and regional trade unionists, ITUC (Regional) officers and staff. In this regard this Desk Officer had that experience coming from a trade union movement from a country in the region and as was also part of a sub region he had worked directly with international trade union. So whatever discussion he had with the colleagues and whatever advice and guidance he had provided was based on that experience and knowledge.

Communications - Regularity of communication was important so that one was in touch with the Field colleagues on more-or-less day to day basis. It made sense if the Desk Officer could be specific on particular issues so that she/he could relate to the colleague or individuals

she/he was dealing with. The issue provides the basis to engage, providing guidance, providing answers where possible, searching solutions together with colleagues, establishing contacts and be able to be in constant touch with Regional and HQ other units.

“I used to tell colleagues, “Go ahead and do it and I will back you up””. It is important for colleagues to be comfortable with the knowledge that someone will take his or her side if he or she was challenged. “In our job we continuously have to challenge other units and other officials within the ILO in order to fight for that principle of tripartism in the house. I used to also meet with RD, DWT directors and other Specialists when visiting the region. At these meetings I would take up the issues of colleagues and colleagues would attend meeting with me-there were no secret discussions with Regional officials and other Specialists. I always protected or defended them –many Specialists wanted me to side with them against our colleagues”

Liaison between Director and colleagues: It is important to take decisions or provide answers and/or suggestions to the Director. But it should not be left with the Director for him /her to find answers. Many times this is a common problem. Colleagues think that it is better that the Director makes the final decision or finds the answers. This is giving the Director a wrong impression and Desk Officer is not doing the job.

There is no set guidelines provided to neither Desk Officers nor Field staff on how to do their work. This could be looked into. The guidelines could be based on examples of how an issue had been dealt with. For example India experience could be an example of how to deal with multiplicity of Trade Unions. Or it could be used for how ACTRAV could programme its activities around an issue that the trade unions are facing so it becomes a common platform for workers’ organisations and ILO to put their efforts together.

Also another good and useful example would be of how ACTRAV has dealt with inter-union and internal-union disputes in Bangladesh. Very often colleagues get involved in such matters of internal or inter-union disputes. It is none of ILO business to be involved though workers’ organisations would like ILO to be involved. Also this should a matter for the international trade unions-ITUC, WFTU, GUFs to deal with their affiliates. So such examples could provide some kind of good guidance to colleagues when they face with such issues. Similarly, some

example of planning of programmes and activities could be developed to help colleagues. At present ACTRAV Geneva approves the plans and sometimes colleagues are not pleased when activities are cancelled or reduced. This could complicate relationship between regions and HQ. A suggestion could be that at least programming people from HQ and Field should meet periodically particularly during the time of planning for the biennium so that there is common understanding developed. Experience shows that for nearly up-to the first six months of the beginning of a biennium the HQ programming also do not know exactly what is expected once the P and B has been adopted by the GB and ILC. This also delays implementation of activities and programming by staff.

SECTION V: LESSONS LEARNED & STRATEGIES TO MITIGATE OR REPLICATE

The following section highlights a number of key lessons identified through the interview process. The lessons are suggestions at this stage but were raised as important by the respondents. The review team has taken the liberty to highlight some possible key strategies to mitigate or replicate the lessons into the future.

Key Lesson Learned	Strategies to mitigate or replicate lessons
Strategic	
Clear communication lines between ACTRAV and other ILO units are essential for proactive partnership to ensure clear lines of responsibility and alignment of strategic priorities.	ACTRAV to consider more formalised approaches to communication with other ILO units.
Communication amongst ACTRAV is as important as external communication to promote a culture of teamwork and strategic priority setting. Poor communication leads to the creation of uncertainty and individualism	Regular meetings and updates required among HQ staff and also greater efforts to hold more formalised retreats to ensure greater teamwork and promotion of positive work.
ACTRAV would be best served through the strategic engagement in key priority areas, linked to the broader ILO agenda, rather than trying to meet all requirements related to trade unions.	ACTRAV to consider developing an appropriate M&E framework that aligns itself to key policy and strategy documents within the ILO.
An active awareness and educational campaign with other ILO units would assist in clarifying the role of ACTRAV in supporting the GB and other ILO units	Formalised meetings and consultation with other ILO units.
Technical	
The formation of teams is a positive and proactive step from a theoretical point of view but the results can be diminished through lack of effective communication and engagement from ACTRAV management.	Teams to be better coordinated through a reduction in the number of teams and opportunities for staff to select their own teams.
ACTRAV staff needs to select and participate in	Staff to select team composition. Also vitally

technical teams they have a genuine interest in. The appointment of staff to positions has the possibility of reducing incentive. In the past individuals used to be responsible for certain subjects and in their absence no one was equipped to follow on the matter. As such in many instances ACTRAV representation was absent if such individuals were away from Office.	important to engage G-staff into the specialist teams. The Teams should organize themselves in a manner such that any absence of any individual should not affect the functioning of the Team. Teams should avoid depending on individuals to lead the Team.
Operational	
Capacity development opportunities for all ACTRAV staff are an essential element aimed at promoting team morale and efficiencies in productivity.	A formalized programme for training and support to be developed for G-staff on technical topics dealt by the unit. This could involve formal training or even informal training and presentations by existing P-staff.
The geographical spread of countries in regions has the potential to limit impact, effectiveness, and efficiency in light of tightened budgets. ACTRAV should ideally prioritise countries of support.	ACTRAV to carefully consider funding priorities moving forward with strong justifications required for geographical spread of activities.

SECTION VI: CONCLUSIONS

This evaluation exercise is being held at an appropriate time. It is noted that this is the first time that such an evaluation is being carried out for ACTRAV. This could become the platform for future review of the unit.

Over the years the role and functions of the organization has become complex. At times there is a lack of clarity of what the organization stands for. This has given rise to confusion and many ACTRAV Specialists have expressed that the principle of tripartism is slowly fading away. They noted that ILO now has many programmes which do not clearly show how social partners have a role in the delivery of these programmes. Some of these programmes include “Better work”, “SCORE”, “LED”, “PPP”. The implementation of these programmes are seen as ushering in concepts of corporate social responsibility attitude rather than the activities based on ILS.

The areas of work of the ILO have also expanded and ACTRAV Specialists feel that they are unable to give proper attention to all these programmes and projects. For example in some countries there are too many projects and a large number of staff (80-120 staff). Many of these projects could not be considered as core work of the ILO but at the same time ACTRAV Specialists are expected to participate in all. At the same time the needs of the constituents which are the core values of the ILO are not given proper attention.

Specialists have also raised the issue that ILO is slowly moving away from its core mandate because of these programmes and projects. In particular the Private Public Partnership (PPP) programme is unclear and confusing and Specialists question whether enterprises (multinationals) are now considered as constituents.

It was brought up many times during the course of the evaluation exercise that there are immediate and growing challenges in terms of the relationship between ACTRAV and the Workers’ Group Secretariat. While the WG Secretariat expects more and better support and assistance from ACTRAV, the unit is of the view that they have provided what is expected of them as they are part of the Office and they have their limitations.

The Specialists have also pointed out that there is growing sense of confusion in terms of the lines of engagement between the Office and the constituents. The setting up of SECTOR and as a result there is direct relationship between SECTOR and GUFs.

Many Units have expressed that ACTRAV participation in their programmes are vital and examples were given where it showed the positive results of ACTRAV inputs. At the same time it was pointed out that there could be much improvement in the manner and method of engagement.

The evaluation has identified ways and means of strengthening the structure, role and functions of ACTRAV. These are reflected in the recommendations and lessons learned. The evaluation has also reemphasized the important role ACTRAV plays in terms of promoting tripartism in the Office and the pivotal role it plays as the liaison between the workers' organisations (constituent) and the Office.

SECTION VII: RECOMMENDATIONS

Recommendation 1: A Policy Guidance on the role and functions of ACTRAV to be developed by ACTRAV and Office to broadcast it throughout the organization. It should be based on the ILC 2002 Resolution on Tripartism and the Guide on involvement of the two bureaus -ACTRAV and ACTEMP in the work of the ILO. The guidance should, in particular, include reference to the dual reporting role of ACTRAV Field Specialists, ACTRAV role in support to Workers Group during GB and the ILC, and the need for orientation and awareness to all new staff, DWTs, ROs and CTAs on the requirement to involve ACTRAV in all programmes and projects of ILO.

Priority	Time Implication	Resource Implication
High	Immediate	Yes-staff time

Recommendation 2: It was highlighted that Specialists faced challenges at the beginning of every biennium when preparing work plans. In this regard there is need for a clear guidance, support and orientation provided to all Specialists in the development of biennium individual and collective work plans.

In order to do that, it is recommended that there is a need for discussion to be held at the field level between Programming Specialists from HQ and the Field staff. The suggestion is for HQ programming Specialists to visit the regions on a selective basis and this could involve, for example visiting two regions per biennium. The orientation should also include appropriate guidance and training provided on the development of work (plans) programmes. Also the development of a more user friendly template would be useful. Desk Officers should play a pivotal role on assisting Field Specialists through training and orientation. The need for more transparency on the allocation of resources was raised and this could be assisted through greater involvement of the Specialists in this regard. ACTRAV needs to build-in monitoring system in order to follow up and monitor on expenditure and the delivery of activities of Specialists.

Priority	Time Implication	Resource Implication
High	Immediate (beginning of the biennium)	Yes-staff time and finances for training in 2 regions

Recommendation 3: ACTRAV to develop and implement a comprehensive strategy for ACTRAV staff on the capacity building and orientation through training and education for the existing staff and new entrants. The strategy should include:

- ACTRAV Specialists, in particular Field Specialists be able to share at least basic knowledge and provide advice and guidance and training on a wide range of issues in relation to union development.
- Knowledge gaps on technical expertise to be identified and Specialists trained on them so that ACTRAV has a pool of Specialists who have specialized knowledge and expertise on different technical subjects and who could assist in training and provide advice to ACTRAV Specialists as well as to national level trade unions and be able to develop and issue policy papers in order to provide orientation to other ACTRAV Specialists and ACTRAV position papers to other Units.
- ACTRAV Specialists should have the knowledge and be able to advise and train (where appropriate skills exist) union officials on the ILO Supervisory Mechanism including how to draft complaints and follow up on recommendation made by the CFA, Committee of Experts and the ILC Standards Committee as required and needed.
- Briefing and training provided, where appropriate, to ACTRAV Specialists on new and emerging issues (e.g. Global Supply Chain, PPP-Public Private Partnership) in order that there is common understanding amongst all ACTRAV Specialists and that they have the capacity to advise at technical meetings (ILC, Tripartite Forums, symposiums etc.) as required and needed.

Priority	Time Implication	Resource Implication
High	On-going	Yes-staff time

Recommendation 4: Prioritizing and Efficient use of resources.

A more appropriate approach would be to carefully prioritise activities and seek to fund activities where interaction has already been established. This approach would assist in targeting scarce resources and also it would provide an opportunity for better monitoring and evaluation approaches to assess progress and achievements.

Priority	Time Implication	Resource Implication
High	Immediate (during biennium programming)	Yes, staff time

Recommendation 5: While the introduction of Specialists working in Teams has been a positive development in the working methodology of ACTRAV, there is need to improve the functioning of ACTRAV Teams.

The suggestions include greater involvement of Field colleagues in Teams; reduction in the number of Teams so that a smaller number of Teams are more manageable and this will also reduce the large number of meetings Specialists have to attend currently due to the big number of Teams. Moreover, there is need to resolve any problems that Teams face in their functioning. In this regard management could hold regular meetings with the Teams in order to seek their guidance on how to resolve problems and jointly they could develop a methodology to avoid such problems. ACTRAV could also take advantage of ILO expertise available with other Units or Turin Centre training facilities to resolve problems facing the functioning of Teams. In order to encourage greater involvement of Field Specialists, the access to and the use of video and telephone conference facilities would be useful. It is recommended that the results and positive impacts of Teams to be shared amongst the Teams.

Priority	Time Allocation	Resource Allocation
Medium	On-going	Yes Staff time and finance required if engaging outside consultants or Turin Centre

Recommendation 6: ACTRAV Strategy on Monitoring and Evaluation of ACTRAV activities:

ACTRAV to consider developing a unit specific M&E framework to assess progress toward defined ACTRAV objectives The M&E Framework to be prepared should be simple, concise and aligned to existing reporting structures and broader ILO objectives.

Priority	Time Implication	Resource Implication
High	On-going	Yes, Staff time, finance required if engaging external consultants

Recommendation 7: Strategy by ACTRAV to strengthen cooperation and coordination with other Units

The strategy could include:

Regular meetings with the other Units in the Office. Joint efforts between ACTRAV and ACTEMP Specialists to create bipartite cooperation at national and regional levels. Such joint work at national level has potential for greater impact on industrial relations at country level.

ACTRAV Organogram showing members of the Teams and the focal points, Specialists responsible for all Outcomes to be sent to all Units and focal point persons for all Outcomes

ACTRAV to provide other units ACTRAV's position on issues (ie via case studies, research papers, data analysis produced by ACTRAV showing position of Unions on the particular issues.)

Strategize and coordinate work with other units (e.g. NORMES) and develop common approaches to deal with issues in a country (Example ACTRAV led approach on Bangladesh that later resulted in the mission to Bangladesh and ACTRAV support to workers' organisations prior to the Direct Contacts mission to Philippines)

		Resource Implication
Priority	Time Implication	
	On-going	Yes-Staff time
High		

Recommendation 8: Strengthened cooperation between ACTRAV and members of the Workers' Group

Evaluation has shown the important role ACTRAV Specialists play in assisting the Workers Group in their participation in GB and ILC discussions. The cooperation could be strengthened. Some of the suggestions in this regard include holding of joint meetings prior to every GB session, ACTRAV to provide technical advice and briefs to Workers' Group members on technical issues. ACTRAV's newsletter to be sent to all Workers Group members so that they are more familiar with the work of ACTRAV. Creation of a website where Workers' Group members could have online discussion in order to facilitate greater understanding of issues and opportunity to discuss and debate issues. There could be improved efforts made, on one hand, for improved cooperation between ACTRAV and the WG in order that Workers Group is provided appropriate advice in good time frame and in appropriate language and on the other

hand, ACTRAV to respect its limitations as it is a Unit of the ILO. Efforts could be made to improve cooperation amongst ACTRAV, WG Secretariat and the WG members.

Priority	Time Implication	Resource Implication
High	On-going	Nil

Recommendation 9: ACTRAV strive to have better representation of staff from all regions of the world

In order to reflect the global nature of the organization it is recommended that ACTRAV to make efforts to have a balance in the representation of Specialists from all parts of the world and also keeping in mind the Gender balance.

Priority	Time Implication	Resource Implication
Medium	On-going	Nil

Recommendation 10: To Build “TEAM ACTRAV” and an inclusive nature of work programme

Building an environment of team-work and developing a spirit of cooperation amongst all ACTRAV staff including Field and HQ which will enhance and impact the work of ACTRAV with constituents and within the ILO through:

- More regular contacts amongst the Specialists, also Specialists working across different regions and greater involvement between Field and HQ staff.
- ACTRAV could consider holding Inter Regional meetings, seminars, workshops on certain common technical issues affecting workers everywhere. This will not only encourage cross fertilisation of ideas, but also create a bond among staff globally. (Eg ACTRAV Turin conducts inter regional programmes)
- To help facilitate there could be inter-regional programmes. Specialists with technical knowledge could provide assistance in other or across regions.
- There should be greater involvement of Field Specialists in Teams.
- Consideration could be given to seek external professional assistance to train and build teams..
- Increased interaction between Field Specialists and Programming Specialists.
- Development of an inclusive work programme (transparency and involvement of Specialists in developing programme of ACTRAV) and at the same time recognising and respecting the Director and Management team who is responsible for the

execution of the policies and programme of ACTRAV.		
Priority	Time Implication	Resource Implication
High	On-going	Yes, staff time, Finance if outside assistance required

ANNEXURES:

I. Final Terms of Reference for the Review

Rationale

In view of the preparation of the new biennium (2016-2017) and in the light of the experiences learned in the recent past, it is necessary to **evaluate and review work organisation and working methods** in order to maximise the potential of each member of the Bureau and to improve their relationships with colleagues in the department, in the ILO at large and with the constituents so as to deliver better results. The main objective is to improve the capacity of ACTRAV, in close coordination with the trade union constituents and the ILO structures across the world, to contribute to the promotion of social justice and decent work.

Background and Context

The Bureau for Workers' Activities (ACTRAV) is a department of the International Labour Office (ILO) that consists of a Bureau at ILO Headquarters (HQ) in Geneva, regional specialists in workers' education and a network of Senior Workers' Specialists in the Decent Work Teams in different regions. ACTRAV Is the main link between the International Labour Office and one of its key stakeholders: workers' organisations. ACTRAV ensures that the concerns of workers' organisations are taken into consideration in the policy development and activities of the ILO, both at HQ and in the Field. ACTRAV supports workers' organisations in the defence and promotion of workers' rights. ACTRAV works in close coordination with and assists the Secretariat of the Workers' Group of the ILO Governing Body.

This double role of ACTRAV implies important challenges for its management and staff, both professional and general and entails a form of organising work and reporting that is different from the other ILO departments.

ACTRAV's strategy is grounded in the priorities of the Organization as set by the Conference, the Governing Body, including Workers' Group priorities, as well as by ILO regional, sectoral and technical meetings. It takes into account the needs expressed by workers' organizations in countries, in regions and globally and is guided by international labour standards and their effective application at the national level.

ACTRAV's approach is threefold:

- (1) direct support to workers' organizations at the national, regional, global and sectoral levels spanning all outcomes of the ILO results framework;
- (2) assistance to worker constituents in ILO governing organs and tripartite policymaking bodies; and
- (3) work with technical units to mainstream the policy perspectives of our constituents into other ILO outcomes and programmes.

The ACTRAV strategy framework for 2014-15 includes the priorities and delivery tools established at the ACTRAV retreat in December 2013, the strategy text of Outcome 10, global products (GLOs), country programme outcomes (CPOs), work plans and end of the biennium implementation report. It contributes to the objectives not only under outcome 10, but also to the other outcomes of the Organization as well as the eight areas of critical importance (ACIs) and the seven ILO centenary initiatives.

PURPOSE, SCOPE, AND AUDIENCE OF THE REVIEW

The main **purpose** of the review is on-going improvement and organisational learning. To reach this goal it will be necessary to examine the internal work organisation and functioning of ACTRAV, its effectiveness and efficiency and possible ways to improve the relevance of the operation.

The **scope** of the evaluation is the operation of ACTRAV in HQ and in the Field in the last four years (2012-2015) and the work developed under that period, although there will be a special focus on the last biennium (2014-2015).

The **audience** of the evaluation will be ACTRAV Headquarters (specialists and general) staff, field specialists, specialists of the Workers' Programme in ITC-Turin, the secretariat of the workers' group, a selected number of members of the workers' group of the Governing Body and a group of selected heads of ILO departments.

Review Criteria and Questions

Each evaluation conducted by the ILO is expected to take into consideration the key evaluation criteria defined by OECD/DAC that are directly in line with the international standards of good practices. These criteria are: relevance, effectiveness, efficiency, impact and sustainability.

During the review process, the following key issues would be addressed:

Relevance:

- How relevant were the interventions by ACTRAV specialists to the strengthening of the capacities of workers' organisations in line with their needs and concern but at the same time bearing in mind the mandate and the priorities of the ILO?
- How well did this work contribute to the realisation of ACTRAV's strategy?
- How relevant was the organisation of work in HQ and Field in terms of roles, responsibilities and accountability and including the work in teams to the priorities set? (both for professional and general staff)

Validity of intervention design

- Were the priorities set in ACTRAV's Strategy Framework 2014-15 well reflected in individual work plans and activities carried out? What other factors were considered in the elaboration of individual work plans? Were outputs produced and delivered as per the work plans/milestones?
- What is interrelation of the priorities of ACTRAV and the priorities of work developed by the other ILO departments in HQ and DWT in the planning and implementation of activities by ACTRAV specialists? Was the coordination of interventions in place?
- Was the training programme implemented by ITC-Turin relevant for the implementation of ACTRAV's strategy?

Effectiveness

- To what extent does the current working methods and organisation of work (including relationship between the work in HQ/Field/Turin) allow for the provision of the best support to workers' organisations?
- To what extent have the priorities set been achieved or how likely are they to be achieved?
- To what extent has the organisation of work in teams helped to achieve the priorities, fostered collaboration and minimized duplication of effort?
- Was the overall communication consistent, clear and timely? What can be improved?

Efficiency of resource use

- Was the allocation of funds appropriate (optimal and well planned)? What per cent delivery of the allocated budget was achieved (in the end of the first year and after 18 months)? What is the balance between mission costs and effective activities implemented? How sustainable are the activities in terms of their follow-up?

- How important is the programming process to the specialists' and general staff own programming process? How the programming process can be used as a relevant tool for the daily work?

Impact

- How will achievement of the work plans contribute towards making a significant impact to broader, long-term, sustainable development changes of stronger, independent and more representative workers' organisations?
- To what extent was the gender dimension integrated/mainstreamed into policy proposals resulting from the activities?

Sustainability

- To what extent have the activities influenced sustainability of interventions that can be maintained, or even scaled up and replicated, within the local development context, or sustainable as a global approach or policy?
- Were the necessary frameworks put in place during the interventions or as a follow-up to ensure the capacity of workers' organisations to continue operations once the intervention is over?

Lessons Learned

- Which good practices and lessons can be drawn from the support provided by ACTRAV to workers' organisations?
- What are the recommendations for future programmes in addressing the strengthening of workers' organizations?
- How useful are the activities under Outcome 10 for ILO's ability to deliver on its priorities?

Cross-cutting Themes

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this

implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report. The team of evaluators should be gender-sensitive.

Methodology

The evaluation will start off with the consultants' briefing, followed by a desk review of programme related documents and other appropriate materials the list of which is annexed to the terms of reference².

A desk review will lead to a number of initial findings that may point to additional or fine-tuned questions. A questionnaire (questionnaires) for interviews (face-to-face and by skype/e-mail/phone) with ACTRAV staff and other stakeholders (WG Secretariat, GB members, staff of other ILO Departments) will be prepared based on the findings of the desk review.

This will be followed by briefings and personal interviews (face-to-face and/or e-interviews) with all personnel in ACTRAV (professional and general, in field and headquarters), the Secretariat of the Workers' Group and a selection of members of the workers' group of the Governing Body and other technical departments as appropriate, as well as with specialists operating on behalf of the Workers' Programme in the ITC-Turin. Skype-interviews with DWT directors would also be considered to see their perspective on how work is organised in the Field .

Thereafter the evaluators will have the opportunity to follow the work undertaken in the context of ACTRAV Retreat (13-15 October 2015, Aix-Les-Bains, France) in order to prepare the work for the next biennium as well as the members of the Governing Body on the occasion of the ILO GB Meeting (2-12 November 2015 in Geneva), ILO officials, and other relevant key actors.

No field visits are envisaged.

Main Outputs

² Annex 1 Sources of Information

The expected outputs to be delivered by the team of evaluators are:

- A. An inception report prepared by the team leader of the evaluation team with inputs from the other evaluator identifying key aspects to address as well as approach and methods to be used and a detailed work plan with the distribution of tasks, roles and responsibilities in the team.
- B. Draft evaluation report.
- C. Final Report including:
 - Executive Summary with key findings, conclusions and recommendations,
 - Clearly identified findings,
 - Clearly identified conclusions and recommendations,
 - Lessons learned,
 - Potential good practices and effective models of intervention,
 - Appropriate Annexes including the TORs for the organisational review.

The total length of the report should be a maximum of 50 pages, excluding annexes; additional annexes can provide background and details on specific components of the evaluation.

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided both in paper copy and in electronic version (in all compatible formats).

Ownership of data from the evaluation rests exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

MANAGEMENT ARRANGEMENTS

The evaluation will be conducted by ACTRAV under the overall guidance of its director, managed by a department's evaluation manager³ and in collaboration with an evaluation team consisting of two evaluators. Administrative and logistical support will be provided by relevant ACTRAV staff at Headquarters and field.

³ Evaluation manager (Vera Guseva) will be doing it under the supervision of EVAL and as part of the practicum following an Evaluation Management training

It is suggested that the evaluation be conducted within the period of 21 September - 31 December 2015. The TORs would be discussed with the evaluators before the work commences in a consultant briefing by the evaluation manager. The final report must be submitted to the Evaluation Manager no later than 31 December 2015.

Upon completion of the review, a draft report in English will be compiled by the team leader of the evaluation team and submitted for comments to the Evaluation Manager two weeks after completion of the missions. The draft report will be circulated to key stakeholders for their review. Comments from stakeholders will be consolidated by the Evaluation Manager and provided to the evaluator. In preparing the final report the evaluator should consider these comments, incorporate as appropriate and provide a brief note explaining why any comments might not have been incorporated. The final evaluation report should be submitted by the Evaluation Manager to ACTRAV two weeks upon receipt of the evaluation manager's comments on the draft report.

II. Final Inception Report

1. Background and context

According to the Terms of Reference the purpose of the review will contribute to organizational learning in view of the preparation of the new biennium (2016-2017) and in the light of the experiences learned in the recent past and the necessity identified to **evaluate and review work organisation and working methods** in order to maximise the potential of each member of the Bureau and to improve their relationships with colleagues in the department, in the ILO at large and with the constituents so as to deliver better results.

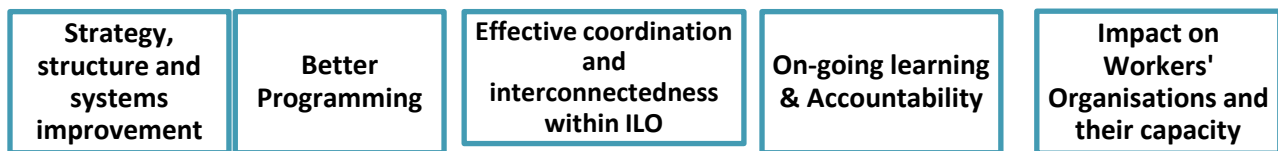
The purpose of the inception report seeks to specify the evaluation approach and methodology that will be used to address the main objectives and purposes of the review.

The main findings thus should contribute to the ongoing improvement of working methods and work organization.

2. Review purpose

The primary purpose of the organisational review is to **promote on-going improvement and organisational learning**. The review is also expected to provide guidance and recommendations to further enhance ACTRAV activities. In order to effectively implement its mandate to build and strengthen the capacity of workers' organisations, it will provide analysis to inform management decisions surrounding strategic and operational direction to enhance organizational performance.

Figure 1 below captures the essential purpose of the review



3. Scope of the Review

In order to achieve this purpose, it is necessary to examine the internal work organisation and functioning of ACTRAV, its effectiveness and efficiency and possible ways to improve the relevance of the operation. The **scope** of the evaluation is the operation of ACTRAV in HQ and in the Field in the last four years (2012-2015) and the work developed under that period, although there will be a special focus on the last biennium (2014-2015).

4. Audience

The primary audience of the review will be ACTRAV management, ACTRAV Headquarters (specialists and general staff), field staff, specialists and general staff. Secondary audience members include the secretariat of the workers' group, a selected number of members of the workers' group of the ILO Governing Body and a group of selected heads of ILO departments.

5. Evaluation criteria and key questions

The review will take into consideration the key evaluation criteria defined by OECD/DAC that are directly in line with the international standards of good practices. These criteria are:

relevance, effectiveness, efficiency, impact and sustainability. In addition, it will also focus on the following:

- Connects and disconnects of ACTRAVs priorities with ILO's priorities, as mentioned in the ToR
- Collection of good practices around key priority areas at global regional and national level
- Lessons learned

Gender dimension will be kept as a cross-cutting theme during the entire review exercise. The evaluators will review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information will be accurately included in the final evaluation report.

The review will address the following broad evaluation questions:

- To what extent has ACTRAV'S strategic framework been incorporated into individual workplans in an *appropriate* manner to address workers' organisations development priorities and also broader institutional programs of the ILO as outlined in the Programme and Budget?
- To what extent does ACTRAV have the capacity in terms of Human Resources (skills and knowledge appropriate to deliver its programme and priorities)?
- To what extent have ACTRAV's program implementation strategies been *useful* and how has the *partnership* approach (*ACTRAV and other units in ILO*) supported program implementation and promoted appropriate levels of *gender mainstreaming*?
- To what extent has ACTRAV *adapted and adjusted strategies* to reflect changing and emerging priorities and needs (e.g. responding in particular workers' organisations or regional priorities)?
- To what extent has ACTRAV supported the *effectiveness* of organizational arrangements (managerial, administrative and business processes) and the availability of resources in delivering results?
- To what extent does the ACTRAV demonstrate *efficiency* in implementation (time and cost)

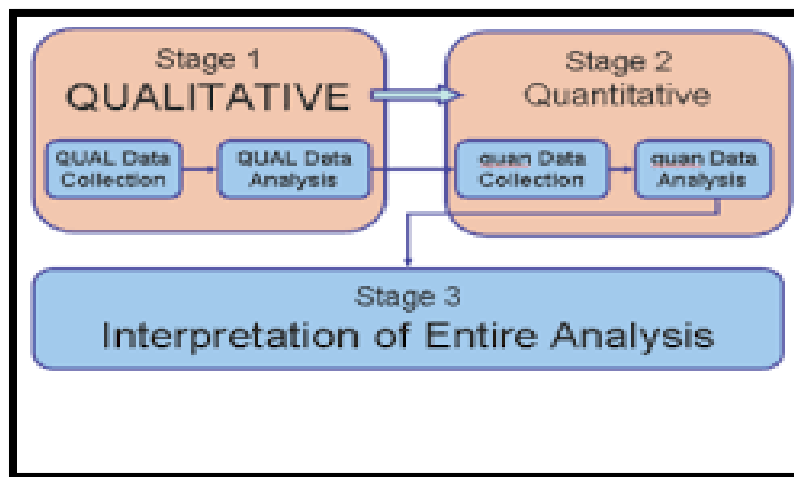
- Examination of the *sustainability* with particular attention to capacity/institutional development and the creation of enabling environment.

6. Approach and Methodology

The review proposes an exploratory sequential design whereby both qualitative and quantitative information will be utilised to address the evaluation questions above.

The exploratory sequential design is characterised by *a method of collecting qualitative data and analysis that informs and develops a quantitative element of data collection and analysis*. The application of an exploratory sequential design allows the review to explore a number of key issues pertinent to the strategic and operational approach of ACTRAV.

Figure 2 below summarises the overall approach.



The first stage of the process will be primarily qualitative in nature through a series of semi-structured interviews and group discussions with key audiences. The main priority is the collection of data and information to address the key evaluation questions presented above. The second stage of the review will present a quantitative survey to the entire global network of ACTRAV staff and other audience. The evaluation overall is participatory. The methodology is selected, as it is the more feasible and effective given the limited timeframe and resources for

the evaluation. The following sections provide specific details on each step of the data and information collection and analysis process.

The review team may also consider developing a series of small case studies to highlight areas of best practice or areas that could be replicated as part of future strategic planning efforts. The studies will focus on areas of work planning, coordination and communication and alignment to strategic frameworks.

6.1. Desk review

The evaluation has commenced with an initial desk review of available documents listed below.

- ACTRAV's strategic priorities, 2014-15
- Organisational Structure, Work Teams, key staff positions and their role and responsibilities in HQ, Regions and Field
- ILO Workers' Group priorities, 2011-14 & 2014-17
- ILO's Strategic Policy Framework, 2010-15
- ILO Programme & Budget for 2012-13 & 2014-15 and Implementation report on the relevant Outcome 10
- ACTRAV work plans at HQ & Regional level, 2014-15
- Work plans of Work Teams at Global and Country level, 2014-15
- Reports on Outcome 10
- Evaluation Checklists and Guidelines of ILO

6.2. Development of evaluation plan and tools

The desk review has contributed to the development of this evaluation plan in accordance with ILO guidelines. It has also led to the development of data collection tools as shown in Annexures to gather information from the following stakeholders:

- Semi-structured Interview Schedules for face-to-face interviews and discussions in Geneva and Aix-Les-Bains, France

- Short questionnaires/checklists for discussions through e-mails and/or skype/phone calls
- Mailed questionnaire/on-line survey from those not covered by face-to-face interviews and skype/phone calls

-

6.3. Data collection methods

6.3.1. Collection of Qualitative Data

The qualitative approach utilises a *purposeful sampling* whereby project participants and groups have already been primarily identified and selected who could provide a rich, in-depth level of information. Flexibility is maintained to consider the possibility of including other stakeholders as the evaluation progresses. The evaluation team is open to alternative forms of communication and is happy to meet with stakeholders via Skype or email.

Data/information will be gathered chiefly by using the following methods and tools:

- Face to face interviews
- Skype/ telephone calls
- Participation at ACTRAV Retreat in October and ILO Governing Body Meeting in November to meet with ACTRAV staff – Professional and General (HQ and Field), WG Secretariat, members of WG in ILO Governing Body, ILO key staff, Directors of DW teams
 - side meetings
 - one to one meetings outside the official sessions,
 - observation and recording of important proceedings and discussions

The set of questionnaires given in Annexure provides an outline of the detailed evaluation questions to be discussed and assessed, given the broad range of questions, effort has been made to prioritise the questions into primary and secondary questions. Some questions are more relevant for some stakeholders than others and the semi-structured nature of the process enables the opportunity to adjust any line of questioning. There is also scope to add additional questions if new or emerging trends are identified or become apparent. Given the limited time available and the complexity of the data collection process, it is advised that the team will split at certain points to allow for greater program coverage.

6.3.2. Collection of Quantitative Data

Concurrently, the review team will seek to develop a quantitative online survey that can be distributed to a broader range of stakeholders both internal and external to ACTRAV. The development of the survey will be informed by the results of the semi-structured interviews and discussions proposed to be held in Geneva and at the time of ACTRAV Retreat in Aix-Les-Bains in France

Ideally the survey will be developed and distributed using an online survey (namely *Google Forms*).

6.4. Data sources

Documents

From ACTRAV – HQ & Field, ILO and Workers’ Group

Staff teams

ACTRAV staff (Professional and General in HQ and Field)

ACTRAV Regional Specialists and Work Teams

Specialists operating on behalf of the Workers Programme in the iTC, Turin

Key staff of ILO Departments in HQ as appropriate

ILO Directors & key staff at Regional and Country level

Decent Work Country Team Directors

Others

Secretariat of the Workers’ Group

WG members in ILO Governing body

6.5. Purposive Sampling details

Organisation	Category of respondents	*Number of Respondents		
		HQ/Global	Regional	Total
ACTRAV	Professionals	16	17	33
	General staff	9		9
	Work Teams	6		6
ILO	Directors		3	3
	Dept. staff	3		3
WG Secretariat		2		2
ILO Governing Body	Workers' Group Members	6		6
Others		1		1
TOTAL				63

*Fill in the numbers only in the columns appropriate to the Organisation

6.6. Data analysis and synthesis

In terms of data processing and analysis, the evaluation team will consolidate notes and findings through internal discussions and agreements. The team will identify key trends and findings and prioritise results so as to ensure key points are raised, discussed and analysed. The Team Leader will facilitate this process and the team will meet in person/on-line to discuss pertinent findings and results. The evaluation team will also liaise with ACTRAV to ensure consistent standards are applied and to support with reviewing and quality checking the data and information.

6.7. Draft report preparation

A draft report will be prepared by the Evaluation Team and submitted for comments to the ACTRAV Evaluation Manager for review and comments from key stakeholders. Stakeholders will have the opportunity to comment on findings, conclusions, recommendations and lessons learned of this evaluation. The final report will reflect these comments and will acknowledge any substantive disagreements.

6.8. Final report submission

The Evaluators will prepare the final report on receipt of consolidated comments from the Evaluation Manager and incorporate them as appropriate and provide a brief note explaining why any comments have not been incorporated. The final evaluation report, not exceeding 50 pages excluding Annexures, will be submitted to ACTRAV Evaluation Manager by 31st December 2015.

Main Deliverables:

OUTPUT 1

Develop Questionnaire for online and face to face interviews

- Questions for HQ Staff (General and Specialists)
- Questions for Management
- Questions for Regional Staff and Field Staff (G and S)
- Questions for Work Teams at HQ and Regional Levels
- Questions for Workers' Group (GB Members)

OUT PUT 2

- Preparation of Inception Report

OUTPUT 3

- First Draft Report on the organizational overview

OUTPUT 4

Submission of final report including:

- a. Executive summary with key findings
- b. Conclusions and recommendations
- c. Lessons Learned
- d. Good practices and effective models of intervention
- e. Annexes including the TOR for the organisational review.

7. Detailed Work plan with timeline

S. No.	Task	Deadline
1.	Desk review of documents received from ACTRAV	30, September
2.	Tools development for data/information collection	5, October
3.	Submission of Draft Inception Report	11. October
	Review of Inception Report	
	Submission of Inception report	20, Oct
4.	Interviews in Geneva and participation in ACTRAV Retreat	12-16, Oct
5.	Data collection through Skype/phone calls and e-mails	Till 31, October
6.	Data collection through on-line survey	Till 31, October
7.	Consultations with key stakeholders (management) and EM	On-going
8	Preparation for the interviews at the GB?	
9.	Interviews and participation in ILO Governing Body meeting	2-6, Nov
10.	Processing of data/information gathered so far and analysis	20, Nov
11.	preparation of draft report	25, Nov
12	Submission of the draft report to the Evaluation manager	Not later than December 1
13.	Submission of final report to ACTRAV	31, December

8. Limitations and Constraints

All evaluations and reviews have limitations. ACTRAV is working on a global scale with a variety of stakeholders. Contributions to longer-term outcomes remain tentative. However, the ACTRAV Retreat to be held in France, particularly the deliberations planned to happen on the first day is expected to throw more insights in this regard.

The organisational review also recognises that some interventions (e.g. capacity building and policy influence) are long-term in nature and that results derived at this stage may be minimal. Flexibility should be maintained to identify areas and approaches that are positive and value add to the development context.

Other key limitations for the review include:

Time and Resources: the rigour of the data gathering analysis will be constrained to some degree by the time available. The evaluation team may not be in a position to meet with all key stakeholders, particularly for follow-up meetings and discussions.

List of questions: The ToR contains a significant number of questions that need to be prioritised and ranked. Given the limitation of time, some questions will need to be merged and perhaps considered as secondary questions.

Judgements: the time limitations mean that professional judgements will need to be employed to interpret stakeholder perspectives.

Attribution: ACTRAV works in a fluid and dynamic environment and many factors influence performance and operational efficiency. Defining and identifying specific areas of attribution remain a challenge.

Measurement of results: Organisational development and associated change remains "open" and challenging to articulate and define. There are no standardised indicators of measurement. This poses a significant challenge in attempting to measure change and providing a basis upon which to draw conclusions

9. Additional activities proposed for ACTRAV's consideration

The review team provide these points as issues for discussion during the course of the week commencing 11 October 2015.

- Visit to Bangkok regional office for meetings and discussions with strategic units of ILO, Workers Specialist/ACTRAV Staff and Management
- Visit to ILO India country office to gather country specific inputs
- Meeting of the two Evaluators either in Jakarta or Bombay before the actual analysis and report preparation

Admittedly, these have budget implications. However, the benefits of including these additional tasks/activities as part of the review process should be carefully considered.

10. Utilisation of results

The organisational review will maintain a strong utilisation-focused approach, aimed at providing practical and relevant findings and recommendations that will clearly articulate the results of ACTRAV to date and provide practical guidance moving forward. The review will be a joint approach ensuring appropriate levels of consultation and engagement to ensure key stakeholders own the process.

Feedback and comment will be received on these findings and consolidated into shaping the final report. The final report will also contain an executive summary, which can also be utilised as a summary briefing of findings.

11. Ethical considerations

The review will adhere to strict ethical standards during the course of the assessment process. The review will adhere to international standards (ILO Guidelines and professional guidelines from international evaluation societies) throughout the process and in the preparation of evaluation documents.

The consulting team will also adhere to high-levels of culturally appropriate behavior and safety when conducting interviews, travelling in-country and in meeting with ACTRAV stakeholders

and representatives. If certain questions are too challenging or if stakeholders feel uncomfortable, then a different line of questioning will be pursued.

Annexures:

- i. Semi-structured interview schedules/questionnaires for face to face meetings and discussions in Geneva and Aix-Les-Bains, France
- ii. Questions for in-depth interviews with key informants through skype/telephone calls.
- iii. On-line survey form/questionnaire to be mailed to the respondents
- iv. Questions for GB members of the Workers' Group

III. ONLINE SURVEY FORM FOR QUANTITATIVE DATA COLLECTION

ACTRAV has commissioned an independent organisational review to support in the preparation of the new biennium (2016-2017). The purpose of the review is to maximise the potential of each member of ACTRAV to improve their relationships with colleagues in the department, in the ILO at large and with the constituents so as to deliver better results.

The main purpose of the review is on-going improvement and organisational learning. To reach this goal it will be necessary to examine the internal work organisation and functioning of ACTRAV, its effectiveness and efficiency and possible ways to improve the relevance of the operation.

You have been interviewed recently (at ACTRAV retreat or via phone/Skype) by a team of external consultants to ascertain your views and opinions on a range of issues as they relate to ACTRAV. As a means to quantify some of the responses, the review team invite you to complete this brief online questionnaire. The questions are aligned to the questions raised with you during the earlier interview process.

The survey is completely anonymous and should take approximately 15 minutes of your time. The review team thank you for your contributions to this important work.

Please state your gender*

Required

Male
Female

Please state your work location*

Required

Headquarters (Geneva)
ITC Turin/Field Office

How long have you worked/been involved with ACTRAV?*

Required

Less than one year
1-5 years
5-10 years
10-20 years
20+ years
Other:

ACTRAV Strategic Framework and Approach in the 2014-2015 biennium

These set of questions focus on how ACTRAV has formulated, decided and implemented its strategy across its network of staff and stakeholders.

In our opinion, how relevant has the ACTRAV strategic framework been to your individual work and workplans?

1 2 3 4 5

Not relevant

Extremely relevant

In your personal view, have ACTRAV priorities been effectively integrated and coordinated with your own individual workplan?

1 2 3 4 5

Not at
all

Fully integrated

To what extent has the ACTRAV strategic framework supported you to strengthen the capacity of worker organisations?

1 2 3 4 5

Not relevant

Extremely relevant

How have you been personally involved in the development of ACTRAV's strategic framework?

Please tick all that apply

☐ I provided technical written input.
☐ I attended planning workshops and provided input.
☐ I provided written submissions from my work location.
☐ I was not involved in the development of strategy.
☐ I don't know
☐ Other:

In your own opinion, have roles and responsibilities (HQ and field office) been clearly articulated in the ACTRAV strategic framework?

1	2	3	4	5
<hr/>				
Not at all				Very clear
<hr/>				

In what way could the ACTRAV strategic planning process be improved to assist with your workplan development?

Please tick all that apply

☐ More information regarding content of the strategic framework
☐ Regular follow up and review on an annual basis
☐ Better coordination among team and management to better understand priorities
☐ More information on budget allocations
☐ Reduce number of outcomes and associated targets.
☐ No additional information required.

Working in Teams

This section focuses on the development and implementation of thematic work teams within ACTRAV in 2014-2015

Have you seen changes in your work since the introduction of work in thematic teams?

☐ Yes
☐ No
☐ Don't Know

If yes, have these changes been positive or negative overall?

Positive
Negative
Don't Know

How has working in teams helped in the planning and delivery of your work programmes?

1 2 3 4 5

Not at
all

Extremely helpful

In what ways have you been involved in these respective teams?

Please tick all that apply

I have participated in all formal groups and meetings.
I occasionally participate in teams.
I have provided technical advice and guidance.
I have not participated in any team sessions.
Other:

How can teams and the associated working in teams be improved overall?

Please tick all that apply

More formalised systems and structures to support teams
More communication from ACTRAV headquarters/Regional Office
Team aligned to tasks rather than themes.
More practical support and guidance in developing workplans and programmes
More formal workshops and retreats for specialists
Reduced number of teams focusing on priority themes
Other:

In thinking about teams moving forward, how could they be strengthened and enhanced?

Please tick all that apply

Better integrate thematic and regional teams
Seperate teams into thematic and regional groups
More regular communication
More regional and inter-regional retreats and meetings

What would you recommend as priorities for team work?

Please tick all that apply

- Global priority areas.
- Regional priority areas.
- ILO departmental structures.
- Specific intervention (e.g. Days of Action)

Programming and Workplans of Specialists

This section relates to the development of individual programmes and workplans for individual field staff.

How useful are the ACTRAV workplan formats?

1 2 3 4 5

Not
helpful

Extremely helpful

What have been some of the challenges you have faced in developing your workplans for 2014-2015?

Please tick all that apply

- Insufficient time
- Limited guidance on how to complete the workplan
- Limited knowledge of broader strategic framework
- Lack of clarity on outcomes and targets
- Other:

Have all the activities carried out by you in the last biennium been included in one workplan?

- Yes
- No
- Don't Know

To what extent have you been able to deliver all targets in your workplan?

- Less than 30%
- Between 31-50%
- Between 51-70%
- Between 71-90%

More than 90%
I have achieved all targets for the last reporting period.

Are you likely to deliver all activities by the end of the biennium?

Yes
No
Don't Know

Have you received adequate resources to implement activities within your workplan?

Yes
No
Don't Know

Was adequate support provided by ACTRAV Management, Desk Officer and Programme Officer of ACTRAV

Yes
No
Don't Know

How can programming be improved to assist in the preparation of your future workplans?

Please tick all that apply

More guidance and direction from HQ and Field Offices
Outline of budget ceilings
More technical and administrative support from desk officers
Reduced scope of work and geographical coverage
More interaction with colleagues in my region
More interaction with other ILO work units.
Other:

Coordination and Communication - Internal and External to ACTRAV

This section focuses on internal and external coordination and communication with ACTRAV members and external stakeholders and groups.

In your opinion how effective is the coordination (with other specialists, regional office and headquarters) of your work activities under your workplan?

1 2 3 4 5

No coordination

Very strong coordination

In your opinion, does ACTRAV have visible role within the ILO?

Yes

No

Don't Know

What could be done to improve or maintain visibility of ACTRAV within the ILO

Please tick all that apply

More briefings by Directors to other Directors in other ILO Units

More formal communication and briefings from ACTRAV specialists

Alignment of ACTRAV teams into other ILO units

More engagement of ACTRAV field staff into Country and Regional Offices.

What are some of the challenges in coordinating individual work plans and delivery of activities to other ILO units?

Please tick all that apply

Limited scope to coordinate with other ILO Units

Activities are specific and not linked to broader programs

Limited knowledge and understanding of other work unit programmes

Country/Regional Offices do not promote coordination

Other:

How has coordination worked effectively?

Aligned work programmes to ILO priorities

Needs Improvement

Does not work at all

Other:

Are adequate resources allocated for the work done for worker's organisations by other ILO Departments?

Yes

No

Don't Know

Concluding Questions and Recommendations

Based on your overall experience with ACTRAV please state in a few short words how better planning and programming can contribute to better development outcomes.

If ACTRAV was to start tomorrow and you were a Director of ACTRAV how would you structure ACTRAV and what priorities would you focus on and how would you structure programmes?

Please feel free to add any additional information or comments.

IV. List of Interviewees – face to face, skype calls, telephone calls and conference calls

ILO ACTRAV STAFF – Geneva, Latin America, Africa, Arab Countries, Europe & Asia Pacific

Professional Staff :

1. Maria Helena Andre, Director
2. Anna Biondi , Deputy Director
3. Lene Olsen
4. Magnus Berge
5. Frank Hoffer
6. V. H. Ricco
7. Faustina Aperen
8. V Guseva
9. Claude Akpokavie
10. Enrico Cairola
11. Melanie Jeanroy
12. Amrita Sietaram
13. Mamadou Souare
14. Wolfgang L
15. Hilda Sanchez }
16. Eduardo R }
17. Paula R } Latin America
18. Carmen B }
19. Oscar V }
20. Carlos R }

21. Inviolata C }
22. M Cisse }
23. M Harve } Africa
24. Ben Said }
25. Fred Parry }
26. Mwamadzingo M }

27. Nezam Q }
28. Mustaph Said } Arab Countries
29. Mohammed Trabelsi }

30. Shigeru Wada }

- | | | |
|------------------------|---|------------------|
| 31. Pong Sul Ahn | } | Asia and Pacific |
| 32. Arun Kumar | } | |
| 33. Raghwan (Retired) | } | |
| 34. Ovidiu Jurca | } | Europe |
| 35. Sergeyus Glovackas | } | |

General Staff :

- 36. Veronique Coutherez
- 37. Elizabeth Fornier
- 38. Anna Gasparini
- 39. Zohreh M
- 40. Y Rovira
- 41. K Hooton
- 42. L Chang
- 43. C Namah

ILO DEPARTMENT - UNITS

SECTOR

- 44. Mr. Akira Isawa, DY Director
- 45. Ms. Beacunha, Senior programming specialist

PARDEV

- 46. Mr. Virgilo Levaggi, Director
- 47. Ms Georgia Muresu

PROGAMME

- 48. Mr. Andre Bogui, Director

WORK QUALITY

- 49. Ms Manuela Tomei, Director

SOCIAL DIALOGUE AND TRIPARTISM UNIT

- 50. Mr. Youcef Ghellab, Director

NORMES

51. Ms Karen Curtis, Director

EMPLOYMENT

- 52. Ms Azita Berar Awad, Director
- 53. Mr Girma Agune, Chief OIC, Skills
- 54. Ms Claire Harasti, Senior employment Specialist (EMP LAB/CEPOL)
- 55. Mr Valter Nebuloni, Head, YEP EMPLAB)
- 56. Ms Maria Pireto, Specialist Youth Employment (EMPLAB YEP)
- 57. Mr Terje Tessem, Chief (DEVINVEST)

Governing Body Members (GB)

- 58. Mr. Sam Gurney, TUC UK
- 59. Ms Sra Eulogia Familia, VP of NCTU Santo Domingo Dominican Republic
- 60. Maria Fernanda Carvalho Francisco, Angola
- 61. Mr Kofi Asamoah, General Secretary of GTUC, Ghana
- 62. Mr. Bernard Thibault GCL – CGT France
- 63. Mr. Takaaki Sakurada,– RENGO, Japan
- 64. Mr. Luc Cortebeck Brussels, Belgium

ITUC – WG SECRETARIAT

- 65. Ms Raquel Gonsalves Secretary – WG
- 66. Ms Esther Busser

Regional Director & Decent Work team

- 67. Africa – Mr. Chuma

ACTRAV TEAMS :

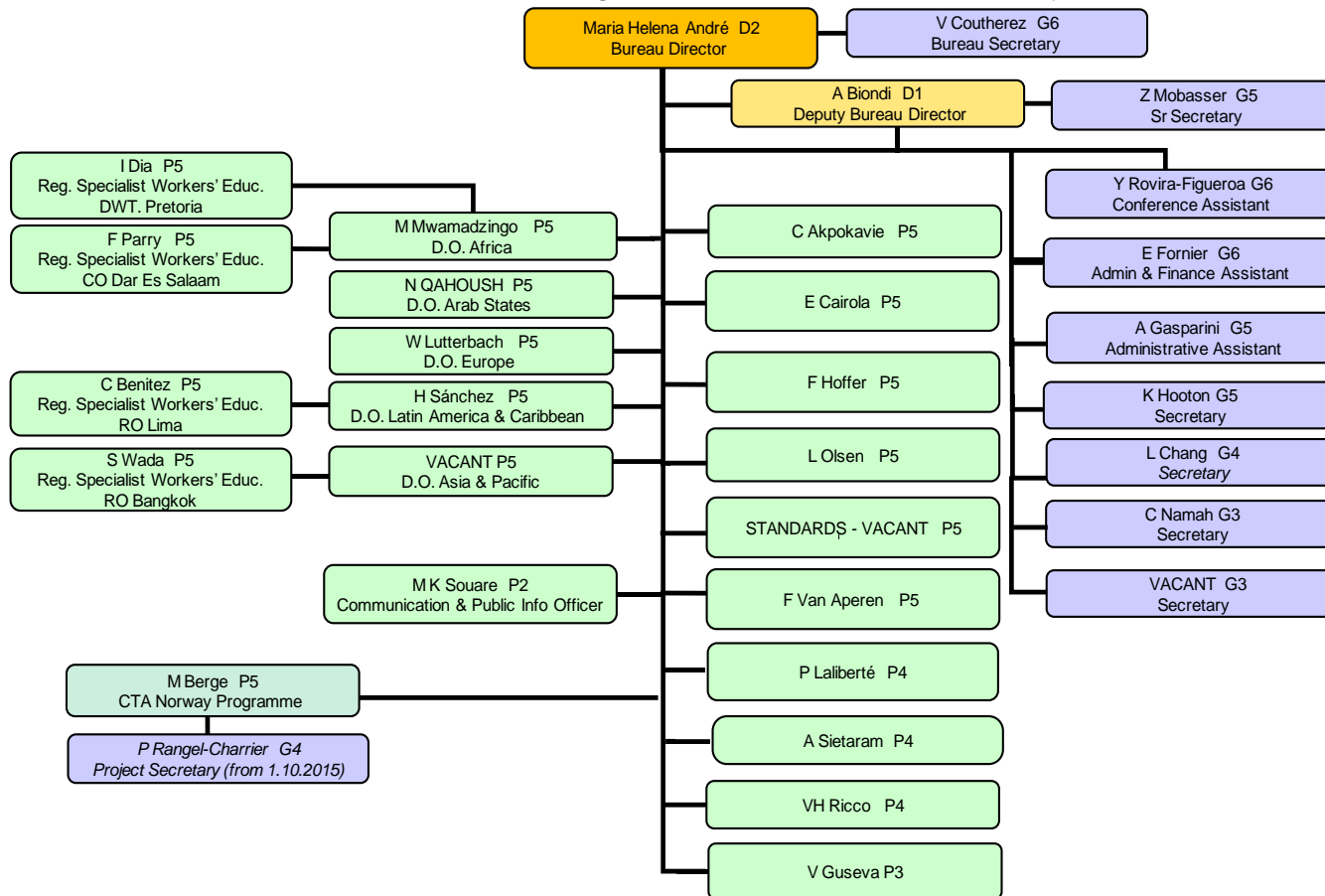
- 68. (6) 6 teams

V. LIST OF DOCUMENTS REVIEWED:

- i. ACTRAV's strategic priorities, 2014-15
- ii. Organisational Structure, Work Teams, key staff positions and their role and responsibilities in HQ, Regions and Field
- iii. ILO Workers' Group priorities, 2011-14 & 2014-17
- iv. ILO's Strategic Policy Framework, 2010-15
- v. ILO Programme & Budget for 2012-13 & 2014-15 and Implementation report on the relevant Outcome 10
- vi. ACTRAV work plans at HQ & Regional level, 2014-15
- vii. Work plans of Work Teams at Global and Country level, 2014-15
- viii. Reports on Outcome 10
- ix. Evaluation Checklists and Guidelines of ILO

VI. ORGANOGRAM OF ACTRAV – 27 JULY 2015

ACTRAV Organisation Chart as from 27 July 2015



VII. BRIEF PROFILE OF THE EVALUATORS:

Ms Nathan has 15 years' of experience in managing and coordinating development projects in human rights, education and trade union development at the local, regional and international level; 25 years' experience in needs analysis, designing, conducting and evaluating a range of trade union education programmes for individual unions from all sectors and general curricula open to all unions and 20 years' experience in designing and implementing evaluation processes and methodology for organisations and education programmes. She has worked for 8 years as regional specialist for workers' Education at the ILO.

Mr Morrissey is a multi-disciplinary development specialist with fifteen years' experience in the international development sector specialising in Project Design and Monitoring and Evaluation. He has advised a variety of International Organisations including the ILO, NGOs, consulting firms and donors on the design, implementation, and monitoring and evaluation of programs and projects, with an emphasis on maximising intended outcomes and developmental impact. He is experienced in the design and development of monitoring and evaluation frameworks, theory of change, logic modelling and commissioning and conducting both qualitative and quantitative evaluations. Mr Morrissey holds a primary degree in Development Studies from the Australian National University and a Master of Business Administration from the University of Canberra and a Masters of Evaluation through the University of Melbourne.