



International
Labour
Organization

A Guide for Employers' Organizations



Maximizing the opportunities for Employers' Organizations in the framework of Decent Work Country Programmes



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Employers' Organizations

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for Employers' Organizations
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Guide for Employers' Organizations: Maximizing the opportunities for Employers' Organizations in the framework of Decent Work Country Programmes

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Foreword

This Guide is a practical tool to strengthen employers' participation in the formulation and implementation of Decent Work Country Programmes (DWCPs). It is intended to help employers better understand the nature, purpose and process of DWCPs so that they can be more actively engaged in them.

First-hand information from employers' organizations about their experiences with DWCPs was used in the preparation of the Guide. The employer insights came from three workshops conducted with employers' organizations and one bipartite workshop, all held in 2009 and 2010.

DWCPs are the main delivery tool or instrument of ILO's technical cooperation programme in a country. They provide an opportunity for employers' organizations to work more closely with the ILO and to harness the ILO's competencies in terms of *employers'* priorities. Strengthening the capacities of the employers' organizations to participate actively in DWCPs is essential to promote the tripartite process and to ensure that ILO technical cooperation reflects business needs. In countries where there is a weak tradition of tripartism or where social partners' institutional capacity needs to be strengthened, DWCPs can represent an important opportunity for support.

DWCPs should provide space for national definition and this process must involve employer participation through social dialogue. This is the value of DWCPs and what makes them relevant in the national context. They give employers the opportunity to advance their agendas and have their voice heard.

Involvement of employers in DWCP's is especially important in times of crisis. As difficult as a national situation can be, and the crisis and its aftermath has revealed and weakened fragile country level situations, social dialogue needs to be an element of the response. DWCP is a tool to integrate this response on a tripartite basis.

Strategically, participation in DWCPs is an opportunity to bring the vision of the private sector into national development priorities and frameworks, including the United Nations Development and Assistance Framework (UNDAF). In fact the ILO's entry point into the UN consolidated country programmes and UNDAF is the DWCP.

The main funding source for this Guide is the ILO project *Mainstreaming Tripartism Across the Netherlands-ILO Cooperation Programme (NICP) and Product Development for Employers' and Workers' Organizations*. The project, which was funded by the Government of Netherlands and jointly managed by the ILO Bureau for Employers' Activities (ACT/EMP) and the Bureau for Workers' Activities (ACTRAV) had the aim of strengthening tripartism and social dialogue in the context of the DWCP. It was designed to build the capacity of employers' organizations so that they would be better able to participate in the process of formulating and implementing DWCPs as well being involved in the results. In order for the DWCPs to be successful through the active involvement of effective employers' organizations, a related outcome was to make the organizations more valuable to their members through new and improved membership services, and to enhance their capacity to influence socio-economic and governance policies.

The Guide on DWCP and employers' organizations was developed by the Employers' Activities Programme of the International Training Centre of the ILO (ITCILO) and the ILO Bureau for Employers' Activities. We wish to express thanks to Paolo Salvai from ITCILO, who was instrumental in organizing the DWCP training workshops for employers' organizations and in drafting the Guide. We thank our ACT/EMP colleagues from both the field and headquarters who made vital contributions to the training workshops and helped to shape the Guide. Without their much appreciated involvement and guidance the training workshops would not have taken place and the Guide would not exist. As project coordinator of the Mainstreaming Tripartism project, Ilka Schoellmann contributed to the Guide and oversaw timely project implementation.

We hope that the users of the Guide will find it a useful tool for increasing their involvement with DWCPs. Since the ILO experience with DWCPs is evolving rapidly, so too is the guidance being provided. This Guide therefore is a work in progress that will need to be updated periodically. In order to ensure its continued usefulness and relevance for your organizations, we would welcome your feedback and suggestions.

Jean-François Retournard
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International Training Centre of the ILO

1. Overview on Decent Work Country Programmes

What are DWCPs?

Decent Work Country Programmes (DWCPs) are the main instrument for International Labour Organization (ILO) cooperation. They are four to six year development frameworks aimed at prioritizing ILO support in a country. The ILO works closely with constituents at the national level to formulate these programmes. Full involvement of ILO constituents and partnerships with national and international actors and institutions are indispensable for the success of DWCPs.

During the process of DWCP formulation, the ILO and tripartite constituents, comprising workers' organizations and employers' organizations at national level, and national government agree on the priority areas where efforts will be focused. A DWCP will normally respond to a maximum of three key priority areas defined by the national tripartite constituents. The priority areas should be demand-driven and needs-based. DWCPs often combine various means of action, such as advocacy and technical advice, capacity building and services, as well as strategic partnerships, direct demonstration projects, and research.

The concrete output resulting from the formulation of a DWCP is a brief strategic document, signed by the ILO national coordinator, the Labour Ministry and employers' and workers' representatives. This becomes public once it has been approved.

The content of DWCPs varies from country to country. It is based on national circumstances, the ILO's global commitments and the priorities established during the formulation process. All DWCPs should identify the areas in which the ILO has an advantage or major expertise when compared to other international cooperation agencies or national institutions: the DWCP should be the intersection of workers', employers', and government's priorities and the ILO mandate and capacity.

DWCPs do not mean new ILO engagement with countries and constituents but merely a new *structured way* of engagement.

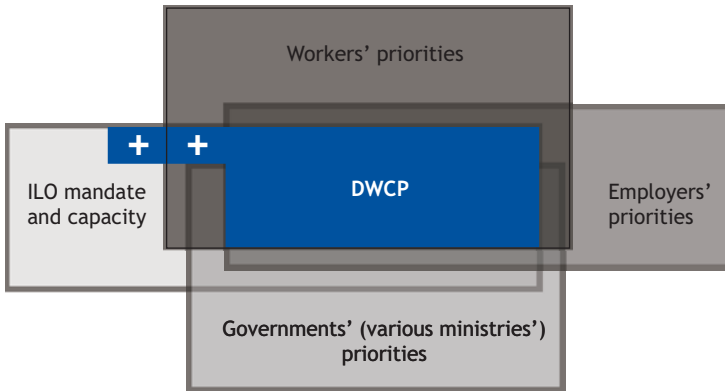


Figure 1: DWCP should be the intersection of workers', employers' and government's priorities and the ILO mandate and capacity

DWCPs are based on a results-based management approach. They define intended results to be achieved at the country level, elaborate strategies to achieve them, and indicate how to measure their achievements. The programmes focus not on what the ILO delivers in products and services, but on changes in the policies and capacities of the constituents.

Major areas of ILO work taken into account in DWCPs

The major areas of work of the ILO are reflected in the four ILO strategic objectives. These are:

- Promotion and realization of the standards and fundamental principles and rights of work.
- The creation of greater opportunities for women and men to secure decent employment and income.
- Enhancing the coverage and effectiveness of social protection for all.
- Strengthening tripartism and social dialogue.

Each DWCP is expected to reflect the Decent Work agenda, which combines these four strategic objectives into a single concept.

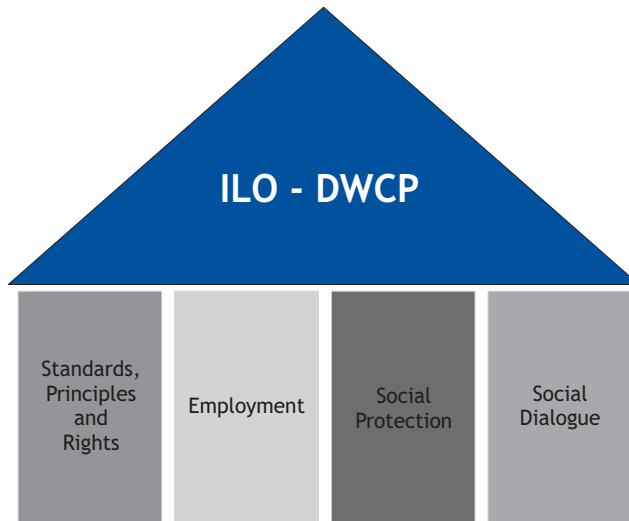


Figure 2: ILO strategic objectives

The value of the DWCP is that it is composed of these four interrelated and mutually supportive elements, which cannot be sustained individually.

What is the role of employers' organizations in DWCP?

The role of employers' organizations in establishing the national definition of Decent Work, expressed at a national level through the DWCP, is to advocate the needs and priorities of the business community. There is no global definition of Decent Work that would suit all situations. What is important is that the DWCP provides room for a national definition to be developed on a tripartite basis. It is essential that employers' organizations are involved in the development of the DWCP and shape ILO strategies at country level according to their needs and priorities.

The Employers' Vision of the ILO¹, which was adopted by the Employers' Group in May 2008, can help guide the positions adopted by employers' organizations in DWCP formulation and implementation.

DWCP within the framework of development policies

Constituents need to take into account national development strategies, including Poverty Reduction Strategies and UN Development Assistance Frameworks (UNDAFs) in defining DWCPs. In particular UNDAFs are becoming the primary vehicles to help bring about better coordination of the work of UN agencies in specific countries, as part of UN reform. Where a UN Development Assistance Framework or similar vehicle already exists the development of a DWCP is expected to take that into account and align with it.²

¹ International Organizations of Employers (May 2008), *Employers' vision of the ILO*, www.ioe-emp.org

² For more information see International Labour Organization and the International Organisation of Employers (2010), *United Nations Reform and Employers' Organizations*, www.ioe-emp.org

Why are DWCPs relevant for employers' organizations?

DWCP can improve and strengthen tripartism

Underlying the ILO's work is the importance of cooperation between governments, employers' organizations and workers' organizations in fostering social and economic progress. Dialogue between government and these two social partners promotes consensus-building and the democratic involvement of those with vital stakes in the world of work. Since DWCPs should be formulated and implemented by the tripartite constituents and the ILO, they represent for employers' organizations an opportunity to promote the agenda of employers on major labour and socio-economic issues in the country. The DWCP programmes also provide an opportunity for employers' organizations to work more closely with the ILO and to harness the ILO's competencies in terms of employers' priorities. In some countries where DWCPs have been undertaken, this has been a beneficial experience for the social partners nationally. Through engagement in the process, their role and profile has been significantly raised.

DWCP can build the institutional capacity of social partners

DWCPs represent a tool to identify major labour market issues in the country; to map the capacity-building needs of employers' organizations; and to derive benefit from ILO assistance. The programmes often combine advocacy and technical advice, capacity building and services, as well as strategic partnerships, direct projects and research. The appropriate mix differs according to the situation, but in general employers' organizations can:

- Benefit from capacity building initiatives and activities targeted to the social partners to strengthen their engagement in DWCPs.
- Assume responsibility for the implementation and management of certain DWCP activities and projects (i.e. conduct research on skills gaps in the country) with DWCP funding support.
- Benefit from improvements in the business / labour market environment as a result of ILO technical assistance provided to the governments (i.e. improvements in labour market information system).

2. How have employers' organizations benefited from involvement in DWCP?

Examples of concrete results

Direct management of projects	
Survey on productivity in selected Small and Medium Enterprises (SMEs) in agro-processing sector	DWCP 2006-2009 Ghana Employers' Association
Establishment of consultancy unit in the employers' organizations for Occupational Safety and Health (online consultancy and publication of materials)	DWCP 2007-2011 Republican Union of Employers of Armenia
Implementation of awareness raising activities on HIV-AIDS at workplace	DWCP 2007-2010 Federation of Uganda Employers
Implementation of youth employment skills development program	DWCP 2008-2010 Federation of Nepalese Chambers of Commerce and Industry
Implementation of activities regarding elimination of child labour	DWCP 2006-2009 Bangladesh Employers Federation
Elaboration of an Ethical Code on good practices inside companies	DWCP 2010-2013 The Coordinating Committee of Agricultural, Commercial, Industrial and Financial Associations (CACIF - Guatemala)

Participation in projects/activities organized by the ILO	
Training of Trainers on "Start and Improve your Business" package	DWCP 2006-2009 National Confederation of Entrepreneurs' (Employers') Organizations of Azerbaijan Republic
Participation in workshops on "Women entrepreneurship development"	DWCP 2008-2010 The Cambodian Federation of Employers and Business Associations
Participation in workshops on "Skills development Programme"	DWCP 2006-2009 Jordan Chamber of Industry
Participation in workshops on "Essential Macroeconomics concepts for social dialogue"	DWCP 2006-2009 Federation of Employers of Ukraine
Participation in projects targeting informal economy	DWCP 2006-2009 Mali National Council of Employers
Organization of crafts skill training for youth	DWCP 2008-2010 The Cambodian Federation of Employers and Business Associations
Participation in technical and vocational training with an emphasis on public-private partnership	DWCP 2006-2009 Bangladesh Employers Federation

Benefit from improvements in the business / labour market environment/services of labour administration	
Development of a Labour Market Information System (LMIS)	DWCP 2006-2009 Employers' Federation of Pakistan
Consolidation, simplification and rationalization of labour laws into a limited numbers of categories.	DWCP 2006-2009 Employers' Federation of Pakistan
Update and improvement of the LMIS	DWCP 2007-2010 Zambia Federation of Employers

Strengthened social dialogue	
Establishment of a National Tripartite Occupational Safety and Health (OSH) Council	DWCP 2006-2009 Employers' Federation of Pakistan
Establishment of Skill Development Tripartite Council	DWCP 2006-2009 Jordan Chamber of Industry
Participation in tripartite discussions on social protection schemes	DWCP 2006-2010 Senegal National Council of Employers
Consultation of employers' organizations for the definition of socio-economic policies	DWCP 2007-2010 Zambia Federation of Employers

Success stories of employer involvement in DWCP³

Ghana Employers Association – DWCP 2006-2009

The Ghana Employers Association (GEA) received funding support in the framework of the 2006-2009 Ghana DWCP to undertake research on productivity in the agro-industry sector. Improving the productivity level in selected sectors was one of the objectives of the DWCP. GEA developed a methodology to calculate the productivity level and to help the government in designing a policy to improve the productivity in this sector. Based on this experience GEA is now exploring the possibility of extending its membership service portfolio by introducing a specific service for productivity audit and measurement.

Federation of Employers of Ukraine – DWCP 2006-2009

One of the objectives of the DWCP was to develop an action plan for improvement of the labour market situation along the flexicurity approach. Labour market reform was considered essential both by employers' and workers' organizations. The ILO organized a national bipartite workshop on "Essential macroeconomics concepts for social dialogue" which provided intensive training (and an economic manual in the Ukrainian language) on fundamental macroeconomic concepts used in social dialogue. The training provided insights on flexicurity measures which have been introduced in some European countries. The programme was considered useful by the Federation which is now more knowledgeable and able to effectively participating in bi- and tripartite discussion in economic committees for labour market reform.

³ Examples are taken from an "Impact evaluation" survey among Employers' Organizations from different regions conducted by the Programme for Employers' Activities in October 2009

Employers' Federation of Pakistan – DWCP 2006-2009

The ILO –in the framework of DWCP- facilitated a tripartite revision of the Draft Labour Law. Employers' Federation of Pakistan participated in the revision. The Labour Law was consolidated and simplified into six categories (OSH, industrial relations, employment conditions, labour welfare and social safety net, payment of wages, and human resource development). These changes were particularly appreciated by the business community in Pakistan which before the simplification had to deal with complex and time-consuming regulations.

Federation of Uganda Employers – DWCP 2007-2010

One of the objectives of the DWCP was to mitigate the socio-economic impact of HIV/AIDS at the workplace. In the framework of the DWCP, the Federation has developed, with the support of the ILO HIV/AIDS, workplace solutions aimed at creating awareness and mitigating the impact of the HIV/AIDS scourge through a programme of AIDS Education and Prevention in the Work Place and the development of HIV/AIDS workplace information, educational and communication material. Lessening the socio-economic impact of HIV/AIDS at the workplace is a permanent challenge for companies in the region: the initiative was well received by the member companies of the Federation which considered the material practical and informative.

3. The DWCP six-step cycle

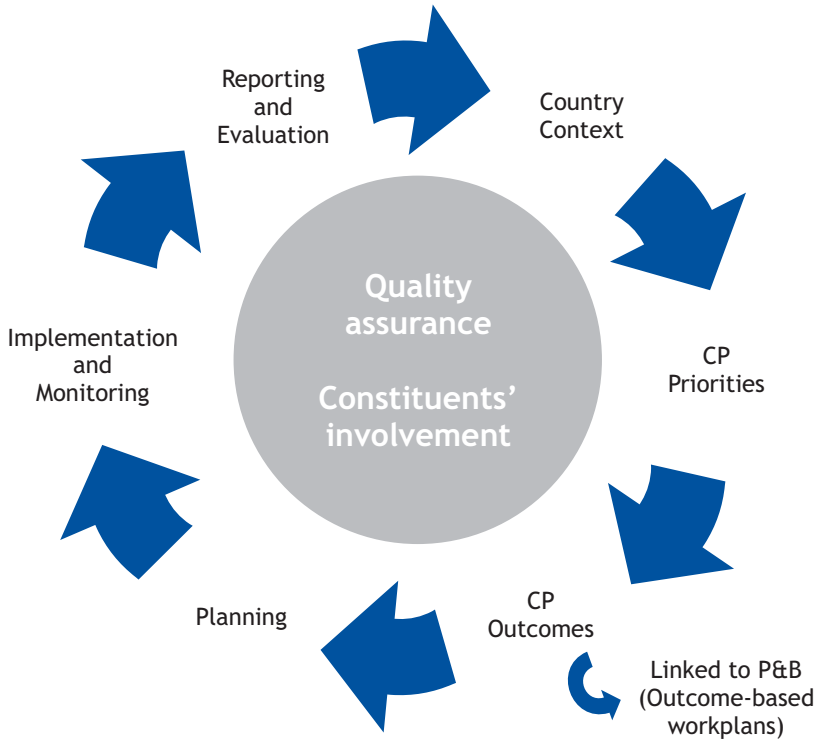


Figure 3: *The DWCP cycle*

The ILO uses a six-step cycle for devising each national DWCP. This cycle is a useful framework for planning, executing and evaluating activities, and provides enough flexibility for different national circumstances. The DWCP are managed by the ILO Office Director.

The way the DWCP process begins depends significantly on the situation in the particular ILO member State. Typically it starts with ILO officials raising awareness about the purpose and value of such a programme. The development of the programme may be carried out by the ILO Office Director responsible for the particular country or by ACT/EMP Employer or ACTRAV Worker specialists. Constituents themselves may seek out ILO support for the development of a DWCP.

A first stage might be a meeting or workshop of constituents to learn more about DWCP and what is expected of partners in the process. For instance a workshop was organized in the Peruvian capital Lima in June 2009 to explain the DWCP process to representatives of

employers' organizations from Central American and Andean countries and to explore their likely roles. First stage meetings could be linked to activities related to a national development plan or to the creation of a UN Development Assistance Framework.

In all cases, the process of developing and implementing a DWCP, as well as tracking and reporting on the programme's progress, follows the six-step structure set out on the following pages.

Key actors in formulating and implementing the DWCP within a State

1. ILO National Coordinator
2. Labour Ministry
3. Representatives of employers' organizations (supported by the ACT/EMP Employer Specialist⁴)
4. Representatives of workers' organizations (supported by the ACTRAV Worker Specialist)

Step 1: Defining the country context

A country context analysis is a fact-finding exercise that produces the information needed to identify priority areas and tailor ILO programmes to each country's needs. This analysis should focus on the specific issues that the ILO may be expected to help address.

A country context analysis is a limited exercise aiming to produce a report of two to five pages, rather than an extensive overview of the economic, social and political situation of a country. The focus should be on the specific issues that the ILO may be expected to help address, based on its comparative advantage. The report normally contains information on:

- Major Decent Work trends (using any statistics or data disaggregated by sex) and the principal factors driving these trends within the country.
- Labour indicators and the main social and economic indicators, including business environment indicators.
- How Decent Work issues are reflected in national priorities, development frameworks and plans (Millennium Development Goal Reviews, Poverty Reduction Strategies, UN Development Assistance Frameworks) and other bilateral and multilateral strategies.
- Commitments that the member State has undertaken under ratified ILO Conventions, and actions on implementation gaps raised by ILO supervisory procedures.
- The extent of development aid that major donors are investing in areas that are relevant to the Decent Work Agenda.
- Key lessons learned from past cooperation on Decent Work issues in the particular country (e.g. policy experience, constituents' capacity, partnerships, networks). This information should be drawn from ILO and other sources (e.g. project evaluations, implementation reports, assessments and other studies).

⁴ The ILO's Bureau for Employers' Activities provides support to employers' organizations in all their relations with the ILO. The Bureau operates from ILO headquarters in Geneva and through a network of ACTEMP Employer Specialists in the ILO's multi-disciplinary advisory teams around the world. Each ACTEMP Employer Specialist is responsible for a sub region: his/her tasks are to make the resources of the ILO available to employers' organizations and to keep the headquarters constantly aware of their views, concerns and priorities. For the list and contact details of all ACTEMP Employer Specialists please consult page 30.

Methods for gathering information

While there is no hard and fast model on how best to gather the relevant information, the task should be approached systematically with a clear checklist of the categories of data needed. Here are three methods that have been used:

- A. *Commissioning an external consultant to conduct the research and produce the Country Context Report.* This option entails the following steps:
- ILO Coordinator and constituents draft Terms of Reference and select the consultant.
 - The consultant conducts a desk review and consults ILO constituents for preparing the first draft of the Country Context Report.
 - Social partners and ILO coordinator review the draft Country Context Report. *Employers should circulate the report to a selected Technical Committee for comments and inputs that represent the views of employers.*
 - The consultant prepares a second draft Country Context Report that incorporates validated comments from the Social Partners and the ILO.
 - A Tripartite workshop, eventually with involvement of other key stakeholders, is organised to discuss, negotiate and build consensus on the social partner comments incorporated into the *second draft report*. Tripartite meetings are normally held in the Labour Ministry or in the ILO Office.
 - The consultant prepares a *final draft* report for discussion at a stakeholders' validation workshop.
 - The consultant incorporates the outcomes of the validation workshop into a final Country Context Report.
- B. *The ILO National Office (or local ILO representatives) conducts the research in close coordination with the constituents.* This option entails the following steps:
- The ILO National Office prepares the *first draft* Country Context Report.
 - Review of the first draft Country Context Report by social partners.
 - The ILO National Office prepares the *second draft* report incorporating validated comments from the social partners.
 - A tripartite workshop is organized to discuss, negotiate, build consensus and validate the social partners' comments.
 - The outcomes of the validation workshop are used by the ILO National Office for preparing the *final Country Context Report*.
- C. *The Country Context Report is prepared by a tripartite committee that includes representatives of government, and workers' and employers' organizations together with the ILO National Office.* While this option requires more resources and meetings, and greater effort from constituents it has the effect of strengthening social dialogue at national level. The statistics are derived from a baseline constructed from both official and non-official sources so as to arrive at an agreed baseline using the most up-to-date data. This approach is recommended for countries that do not have a strong national statistics institute and where there is no agreed, reliable source of labour market indicators.



Step 1 sets the stage for the next two steps establishing priorities and defining outcomes. It is therefore helpful at this stage to identify the challenges, strategic developments and trends that are of the greatest interest to the ILO and which are most likely to influence the priorities and strategies of the DWCP over a period of four to six years. It is important to bear in mind that the data from the Country Context Report will serve as the *baseline* of the DWCP. Indicators will take into account these data when measuring the impact of ILO actions within the framework of the DWCP.

What should employers' organizations do in Step 1? How the ILO can help you?

Checklist

- Ensure that you have the mandate (received from the Board) to follow the DWCP process and speak on behalf of the members.
- Develop an internal 'needs assessment' in relation to DWCP – break down your needs into two categories:
 - *How can the organization be strengthened by involvement in the process?*
 - *What role can you play nationally in the process?*
 - *What are ILO's "advantages" over other agencies*
- Identify a few key persons (Chief Executive Director, ILO focal point, specialists on labour issues) in the employer organization that will consistently follow the entire DWCP process.
- Find out from the *ACT/EMP Employer Specialist* in your region when the national DWCP is anticipated and, in particular, when the formulation phase will start.
- Be proactive and seek out early meetings with local ILO Office/Representative.
- Be involved in the consultations for selection of the national consultant who will draft the Country Context Report.
- Be involved in the preparation of the terms of reference (TORs) for the national consultant.
- Be consulted by the person(s) responsible for (external consultant or ILO National Office) and in charge of the preparation of the Country Context Report.
- Review the draft Country Context Report: employers' organizations should circulate the report to a selected internal Technical Committee for comments and inputs.
- Be aware of data / research gaps at national level. Ensure that the most reliable data have been used.
- Check that the social partners' comments are incorporated into the draft Country Context Report and identify issues of concern that are missing or not fully addressed. Ensure that indicators on business environment are included. If you are not satisfied, compare the DWCP concept paper with other strategic documents, such as DWCPs in other countries or developmental plans of other international organizations (World Bank, European Union, etc).

Step 2: Establishing Country Programme priorities

This step is normally the major focus of the constituents' consultations. Taking into account the Country Context Report (prepared in Step 1) the challenge is now to identify a small number (usually three) of agreed country programme priorities. The country programme priorities should synthesise:

- the shared priorities of constituents;
- ILO global objectives and commitments; and
- the ILO comparative advantage (its best contribution).

These priorities tend to embrace very large categories that reflect the main areas of ILO work, such as those in the box that follows.

Examples of Country Programme priorities

Argentina: Strengthen effective social dialogue and foster the dimension of Decent Work in social labour policies (see priority 3 Argentina DWCP 2008-11).

Romania: Enhanced capacity of constituents to increase employability of specific groups (see priority 1 Romania DWCP 2006-07).

Syria: Improve the capacity of tripartite constituents to implement labour policies and legislation (see priority 1 Syria DWCP 2008-10).

Ghana: Employment, productivity and incomes in selected sectors/areas rise (see priority 2 Ghana DWCP 2005-08).

The interests of employers falling within the ILO mandate are wide-ranging and can include:

- Ratifying ILO conventions and adapting national legislation to comply with International Labour Standards (ILS)
- Developing skills
- Working towards more sustainable enterprises
- Employment and employability policies
- Labour migration
- Labour administration and legislation
- Child labour and forced labour
- Reform of the social security system
- Occupational safety and health
- Institutional capacity building for labour market actors
- Social dialogue and workplace cooperation
- Employment services

The Employers Vision of the ILO can provide some guidance in this respect⁵.

How priorities are set

Country Programme priorities are identified by the tripartite constituents through consultation and meetings normally held in the labour ministry or ILO Office.

While the partnership between government, employers and workers forms the bedrock of the DWCP process, this does not necessarily mean that every DWCP intervention will be tripartite, as the constituents have different needs and views. Nevertheless, consensus is desirable, even though none of the three parties has a veto in the Decent Work process. The outcomes of any DWCP should reflect the priorities of individual constituents as well as the overall priorities of the tripartite collective.

Employers' organizations should make the case strongly for the inclusion of their agenda in DWCP and why this agenda needs to be tackled as a priority. For this reason, before tripartite

⁵ International Organizations of Employers (May 2008), *Employers' vision of the ILO*, www.ioe-emp.org

workshops for selection of priorities take place, employers' representatives should prepare their proposals outlining their priority areas and consult their members to solicit inputs.

In this respect the ACT/EMP Employer Specialists play a critical role: they should ensure adequate support to enable employers' organizations to participate effectively in these priority-setting discussions.

For the priority-setting meetings, the employers' organization can also provide views on what the Government's needs are - for instance, assistance in building its capacity as an effective labour administration or a review of labour legislation.

Priorities should be seen through the prism of what is important for the employers' organization and its members in the long term. The key question to be asked is whether a technical intervention by the ILO in a specific area is ultimately beneficial to the organization and its members. Can the organization link its internal strategic plan with DWCP priorities? Does the employers' organization have the capacity to become involved in and to benefit from the ILO technical assistance that would be provided in addressing the DWCP priorities? What are the employers' organization capacity building needs in relation to the DWCP priorities and how can these be addressed through the DWCP?

What should employers' organizations do in Step 2? How the ILO can help you?

Checklist

The key ILO persons in charge of following the DWCP process should:

- Be sure to take part in the DWCP formulation process from the beginning and be prepared for negotiations on this process.
- Disseminate the country context report to employers' organization members and solicit inputs for country priorities to be finalized by an internal technical committee who can review and provide inputs.
- Discuss employers' priorities before taking part in *tripartite workshop(s) for selection of priorities* – the ACT/EMP Employer Specialist could help you in this phase.
- Work closely with the ACT/EMP Employer Specialist in presenting your priorities and developing convincing arguments to support them.
- Conduct bilateral discussions with other constituents on priorities and decide if any areas can be jointly presented.
- Be sure that DWCP priorities are focused in areas where the ILO can offer added value.

Step 3: Defining outcomes, indicators and strategies

Once the key strategic priorities have been identified, the ILO coordinator, the labour ministry, and the representatives of employers and workers should define (always through meetings and workshops) the Country Programme *outcomes, indicators and strategies*.

Outcomes for the Country Programme

Outcomes are significant changes that are intended to occur as a result of ILO work and the desired consequences of a strategy. The identified Country Programme outcomes establish specific commitments under the country priorities. In order to ensure strategic focus, no more than three outcomes per country should be defined.



Example – Yemen DWCP (2008-2011)

In the DWCP for Yemen, the Country Programme priority, “*Improved capacity of the government to generate new employment opportunities*”, includes three Country Programme outcomes:

1. Improved institutional capacity for labour market information analysis to produce required data, in support of employment strategy implementation.
2. Institutional framework and mechanisms for SMEs development implemented, and entrepreneurship culture fostered
3. Women’s competitiveness and access to income generation activities in the labour market increased.

Indicators for Country Programme outcomes

Outcome indicators set out the criteria and data that will be used to verify or measure the achievement of each Country Programme outcome. For each outcome indicator you need to set a *baseline*, a *target* and a *series of milestones*.

Criteria for the selection of outcome indicators:

- Indicators should provide relevant and robust measures of progress towards the targets, goals and objectives.
- Indicators should be clear and their interpretation should be straightforward. They should be able to provide a basis for international comparison.
- Indicators should be constructed from well-established data sources. They should be quantifiable and consistent so as to enable measurement over time.

The outcome indicators can be either *quantitative* (expressed numerically) or *qualitative* (non-numeric). Examples of quantitative indicators are:

- The percentage increase in the number of members in an employers’ organization.
- The percentage of income in an employers’ organization derived from specific services.
- The *proportion* of women and men working in the formal economy who possess health insurance coverage through their employers.

Examples of qualitative indicators are:

- The *level* of satisfaction reported by member for a newly established service.
- The *extent* or *scope* of workplace HIV/AIDS policies in addressing prevention, treatment, care and support.
- Qualitative data are particularly important when an outcome indicator uses terms such as “effective”, for which there is no common definition that would normally be understood by people observing the situation.

Managers and planners can use the method outlined in Figure 4 to assess possible indicators.

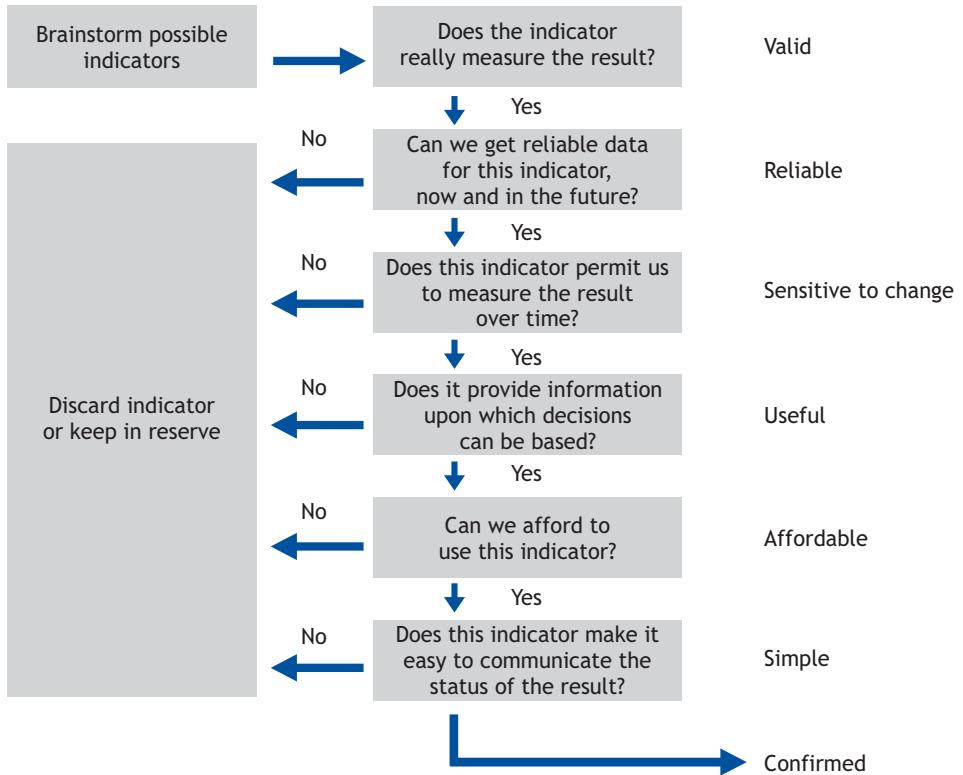


Figure 4: Quick tool for assessing indicators. [Source: ILO-PARDEV 2009]

In situations in which it is not feasible to use a direct outcome indicator because the information is not available, or the process of tracking the indicator is too complex, a *proxy indicator* provides an indirect tool to measure the outcome. For example, if it is not feasible to directly track an improvement in occupational safety, then tracking the number of work-related accidents could stand as a good proxy for safety.

It is necessary to decide how many indicators will best convey the magnitude and scale of the desired outcomes while being realistic about the effort entailed in tracking the proposed indicators. Having a greater number of indicators does not necessarily imply having better measures for the progress of your outcome.

Example: Key performance indicators for Yemen (2008-2011)

REMEMBER

In the DWCP for Yemen (2008-2011), the Country Programme priority, “Improved capacity of the government to generate new employment opportunities”, includes three Country Programme outcomes:

1. Improved institutional capacity for labour market information analysis to produce required data, in support of employment strategy implementation.
2. Institutional framework and mechanisms for SMEs development implemented, and entrepreneurship culture fostered
3. Women's competitiveness and access to income generation activities in the labour market increased.

Indicators for outcome 2 (Institutional framework and mechanisms for SME development implemented, and entrepreneurship culture fostered) are:

- Business environment assessment conducted, with clear SMEs development policy recommendations
- Number of national service providers that adopt and apply ILO/SME development tools
- Number of schools and training institutions that integrate the ILO tool “Know About Business (KAB)” in their curriculum
- Percentage of graduates who have taken the KAB course

Strategies for Country Programme outcomes

Once Country Programme outcomes have been defined, there is a need to establish a clear strategy that explains how *inputs* (human and financial resources), *activities* and *outputs* (new products, services or skills/abilities which result from an activity) will contribute to the achievement of the stated outcome. The strategy should describe how the ILO and the constituents plan to achieve the country outcomes: it should reflect a sound assessment of the capacities and commitment of the beneficiaries. The strategy should include a description of how the required base of knowledge will be built so as to offer policy advice and technical assistance.

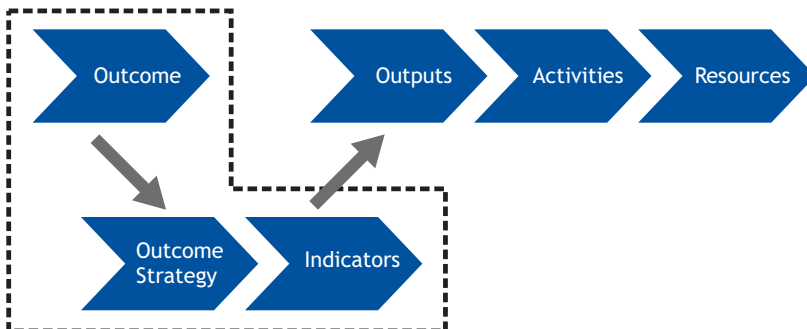


Figure 5: From activities to outcome

The role that employers' organization will play in achieving the outcomes needs to be clearly spelt out at this stage.

Setting outcomes - Important note for employers

- All DWCPs should contain an outcome on building the capacity of employers' and workers' organizations either purely institutionally or in relation to specific technical issues.
- In many cases, employers' organizations will first look for revenue-raising interventions – for example services for which they could charge. While this is a natural reaction it can be harmful if the employers' organization does not have the capacity to sustain such services once the seed funding dries up. The advice of ACT/EMP Employer Specialists and technical specialists can be important in implementing sustainable activities.

Employers' organization should carefully analyze identified outcomes and assess whether they:

- Have an interest in and the capacity to directly propose and manage projects or activities.
- Would like to collaborate with ILO officials and participate in projects managed by ILO officials.
- Prefer to simply receive ad-hoc assistance from the ILO.
- Prefer not to be engaged.

Example - Yemen DWCP(2008-2011): Strategy to reach the outcome: “Institutional framework and mechanisms for SMEs development implemented, and entrepreneurship culture fostered”

One of the major impediments for enterprise development is the absence of an enabling environment that facilitates and encourages start-ups. The ILO will work on promoting a conducive legal and regulatory framework for enterprise development with a special focus on start-ups. It will explore the possibility of introducing need-based and affordable business development services to SMEs through the development of a national business management training curricula and follow-up services in addition to building the capacity of national trainers/consultants.

Strategies and tools to foster an entrepreneurship culture in Yemen will also be implemented. The ILO developed the Know About Business (KAB), which is a set of training materials for entrepreneurship education. The KAB training concept draws on ILO's successful experience in the field where it is introduced in more than 20 countries and lately in Syria and Oman. The KAB package is intended to develop entrepreneurial skills and prepare students and trainees not only to establish their own businesses in the future, but also to work productively in SMEs.

The KAB training methodology develops among young people entrepreneurial competencies and particular knowledge needed for self-employment and creation of micro and small enterprises. The immediate objectives of the KAB training concept are to create awareness of enterprise and self-employment as a career option for trainees; develop positive attitudes towards enterprise and self-employment; provide knowledge and practice of the required attributes and challenges for starting and operating a successful enterprise; and to prepare trainees to work productively in SMEs.

The strategy for the implementation of a KAB in Yemen will focus on the implementation in secondary and vocational education and at higher education level. A project document was prepared in consultation with the national partners and funds are being sought for its implementation.

For example in this case the Federation of Yemen Chambers of Commerce and Industry should assess how it wants to be involved in activities aiming at “implementing institutional framework and mechanisms for SMEs development and fostering entrepreneurship culture”.

Within the framework of the identified DWCP strategy the Federation of Yemen Chambers of Commerce could:

- work closely with government and ILO to verify the opportunity and feasibility of simplifying business start-ups procedures and make concrete proposals;
- receive ILO assistance to develop business services targeting SMEs;
- after receiving adequate training from the ILO, participate as tutor in implementation of KAB in secondary and vocational schools;
- participate in the discussion to reform the school curricula.

Discussions about possible outcomes and strategies should take into account the resources currently being used and those that might be available. This will ensure that factors such as current and possible technical cooperation activities are taken into account. The discussions should lead to the development of a local resource mobilization strategy for the DWCP. In fact while DWCPs serve as a programming and resource mobilization platform for development assistance, ultimately they could strive to become almost aid-independent, as the capacity of constituents to mobilize internal resources and design efficient development interventions improves and Decent Work priorities are integrated into national budgets. In some cases tripartite constituents have already shown commitment to Decent Work outcomes by allocating budget resources to DWCP priorities.

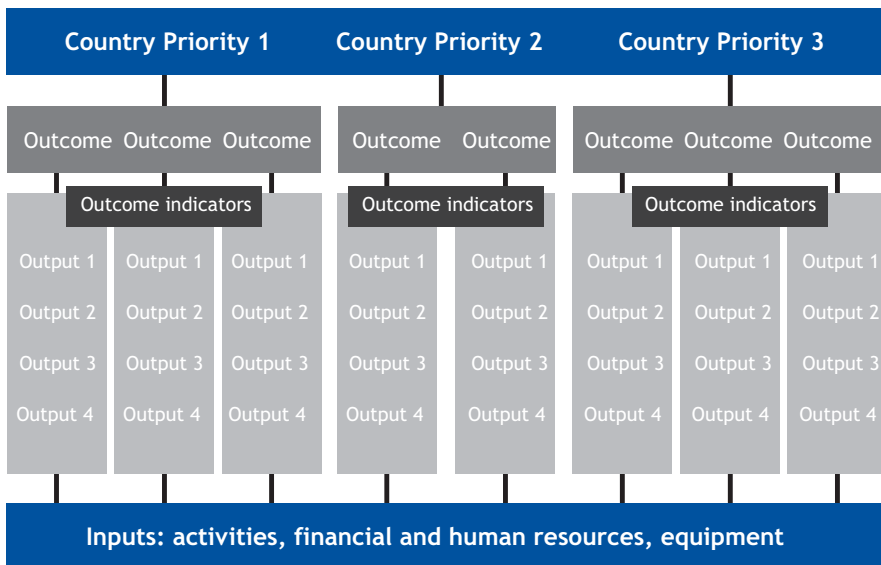


Figure 6: Global picture of DWCP

Other examples of DWCP outcomes and indicators involving employers



Serbia

One of the priorities in Serbian DWCP (2008-2011) is:

- Strengthening the capacity of government institutions and the social partners to improve the governance of the labour market

One of the three outcomes linked to this priority is:

Efficient labour administration, including the establishment of an effective dispute settlement mechanism

The indicators for the above mentioned outcome:

- Convention 150 (Convention on Labour Administration) is ratified and its main provisions are applied.
- The number of disputes settled amicably by the agency increases compared to previous years.
- Serbian Employers' Association receives and disseminates reports of numbers of disputes resolved at enterprise level.

An example of "non-outcome" is:

- Organization of one training activity with 80 participants trained on the subject: the activity was a great success, it was widely reported in national media and the speakers were much appreciated.



Philippines

One of the DWCP priorities in the Philippines (2009-2012) is:

- Strong and representative employers' and workers' organizations

One of the three outcomes linked to this priority is:

3.1 Strengthened institutional capacity of employers' organizations

The outcome indicators for the above mentioned outcome are:

- Employers' Confederation of the Philippines (ECOP) regional representation strengthened, with Cebu Chapter organized and made operational;
- ECOP training capacity strengthened and sustained to generate revenue;
- ECOP's capacity to promote productivity, competitiveness and employment, including youth employment, enhanced; strategies to support SMEs developed and implemented; programmes to improve local business climate developed and piloted; (...)
- ECOP's capacity to support member efforts to comply with workplace standards enhanced; service to support enterprises eligible for self-assessment under Labour Standards Enforcement Framework developed and institutionalized;
- ECOP's child labour-free and child-friendly recognition accepted as seal of good performance.

What should employers' organizations do in step 3? How the ILO can help you?

Checklist

- Be sure to master the difference between outcomes, indicators, targets and strategies.
- Be fully involved in defining the strategies for Country Programme outcomes and defining indicators.
- When detailing outcomes, start thinking of possible DWCP outputs and activities that your employers' organization could directly implement or could benefit from. If your organization has the capacity, propose that it takes responsibility for the implementation of specific activities and outputs.
- Inform your members about negotiation results and possible DWCP outputs/activities that your organization could carry out. Be realistic!
- Consult the ACT/EMP Employer Specialist if you need clarifications or support.
- Ensure that an outcome on building the capacity of employers' organizations either purely institutionally or in relation to specific technical issues is part of the DWCP.
- Sign the DWCP once you fully agree on the identified priorities, and the outcomes and strategies needed to realize these.



Success story

Federation of Swaziland Employers and Chamber of Commerce and DWCP Formulation Process (FSECC)

The Federation of Swaziland Employers and Chamber of Commerce participated in the workshop “Maximizing the opportunities for employers' organizations in the framework of Decent Work Country Programme” held in April 2009 for employers' organizations in the southern Africa region. The participation enabled staff of the Federation to participate effectively in the Swaziland DWCP formulation process.

How did FSECC participate in DWCP?

The Employers formed a Technical Committee to oversee the process. FSECC was able to review and make inputs on the three drafts of the Country Context Report. FSECC negotiations in the DWCP process led to the introduction in the priority on “Employment Promotion” of three outcomes which reflect three key priority areas of FSECC internal strategic plan:

- More conducive business environment
- SME development
- Skills development

Another priority area where the employers played an important role was “Social dialogue for policy interventions”. FSECC even played a mediatory role for consensus between the trade unions and the government to set up a tripartite committee on labour and economic policies, which is now active and important in ensuring that social partners' views are taken into account when designing socio-economic policies.

From step 3 to step 4

Before starting the planning phase described in the next step (Step 4) the draft of the DWCP that constituents have approved must be revised by a *Regional DWCP Country Programme Support Group* composed of several ILO officials. This is an ILO internal mechanism designed to ensure overall consistency and compliance with certain minimum qualitative and quantitative criteria. The Support Group reviews the draft DWCP, provides comments and recommendations as feedback to the appraisal and mobilizes field and headquarters support for the DWCP, including resource mobilization. An ILO official of the Bureau for Employers' activities (normally the ACT/EMP desk officer at headquarters level for the Region) will be part of the *Regional DWCP Support Group*. This ILO official is the "ambassador" of DWCP at headquarters⁶.

Step 4: Planning

In the final DWCP document there is usually an extensive section covering the first three steps (country context, priorities, outcomes and strategies) and a shorter section covering steps 4, 5 and 6. It is important in these later stages to participate attentively in the discussion and to clearly define who does what to mobilize funds and implement the activities to reach the desired outcomes.

Planning to implement a DWCP has two main elements: (1) a general and inclusive discussion among constituents and ILO about the inputs needed and (2) the creation of a broad implementation plan.

Inclusive discussion: ILO and constituents should identify funding gaps and discuss how to mobilize resources to realize the identified outcomes, as ILO technical cooperation activities are increasingly funded from a variety of sources that can be effectively combined to achieve Country Programme priorities and outcomes. The strategic focus of a DWCP and its linkage to a national development plan can provide a compelling argument for mobilizing additional external resources at the global and local levels. Identification of resource gaps is important in terms of potential allocations and as a basis for dialogue with donors, especially where clear opportunities exist to accelerate progress towards Country Programme outcomes. The tripartite constituents with the support of the ILO should participate in the resource mobilization efforts. The "alliance" between the ILO and constituents can represent a powerful way to mobilize additional resources.

Implementation plan: The planning step should produce a broad plan to implement the DWCP strategy agreed upon by all partners. The implementation plan should incorporate all existing ILO activities and funding relevant to the strategies for achieving the Country Programme outcomes.

To support this broad plan, each of the partners (government, employers' organizations and workers' organizations) needs to develop its own specific implementation plan together with the ILO. These plans should cover opportunities for strategic alliances with other international organizations and civil society groups that can channel resources towards Decent Work objectives and address common priorities.

⁶ Please consult page 31 for a full list of the ACT/EMP desk officers.

Examples: How are DWCP funded?

DWCP in Ghana (2006-09)

DWCP in Ghana was financed by ILO, the Danish International Development Agency (DANIDA) and technical cooperation funds received by the Government of Ghana. ILO was responsible for mobilizing additional funds to achieve the Country Programme outcomes.

DWCP in Yemen (2008 -2010)

DWCP in Yemen is mainly financed by ILO resources, Ministry of Social Affairs and Labour of Yemen, Government of Netherlands, US Department of Labour. The ILO has elaborated on a plan to mobilize further resources.

DWCP in Solomon Islands (2009 – 2012)

The DWCP in Solomon Island will be mainly financed by ILO. ILO and tripartite constituents will try to mobilize additional resources from “traditional donors”: the European Community delegation, Australian Government Overseas Aid Programme and New Zealand International Aid and development agencies.

What should employers' organizations do in step 4? How the ILO can help you?

Checklist

- Prepare your implementation plan giving precise timeframe, specifying responsibilities and describing financial and human resources needed.
- Contact the ACT/EMP Employer Specialist to show the implementation plan and ask his/her advice on it.
- Keep the members updated on any activities/actions/project developed in the framework of DWCP.
- Insist on the importance of resource mobilization to realize activities which are important to reach desired outcomes. Use your network, in collaboration with the ILO, to mobilize resources.



Success story

Botswana Confederation of Commerce, Industry and Manpower (BOCCIM)

In the formulation of Botswana's DWCP there was vigorous involvement by the Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) with high-level participation from the confederation's board of directors and management

BOCCIM participated in the formulation process of the Botswana DWCP, which is still under finalization⁷. First of all, BOCCIM formed a Technical Committee to oversee its participation in the process. BOCCIM negotiated and built consensus on the Country Priorities. In the final draft of the DWCP under the third priority "Improving social dialogue", BOCCIM representatives introduced a specific outcome for employers, namely "Employers' Organization is stronger and more independent". This outcome extends through the following three outputs:

Output 1: BOCCIM has *improved communication with its membership*

Proposed activities financed through the DWCP that will be carried out by BOCCIM:

- Review the organization's communication strategy to enhance information dissemination
- Develop an interactive website
- Develop a member relationship management system

Output 2: BOCCIM has extended and improved representation and services to medium, small and micro enterprises (SMMEs)

Proposed activities financed through the DWCP that will be carried out by BOCCIM:

- Carry out a study on the nature and needs of the informal sector as well SMMEs in relation to the services BOCCIM could provide.
- Undertake a workshop to validate the study
- Implement the proposals set out in the study
- Provide technical assistance to help BOCCIM in extending services to members

Output 3: As part of a sub-regional study, a research is conducted on the impact of the global financial crisis on the business environment in Botswana

Proposed activities financed through the DWCP that will be carried out by BOCCIM:

- Undertake a research study on the impact of the global financial crisis on the national business environment
- Integrate the Botswana study component into a sub-regional study

⁷ At the time of writing (March 2010) the Regional DWCP Country Programme Support Group is examining it - please see the paragraph "From step 3 to step 4" on page 21.

Step 5: Implementation and monitoring

Implementation requires a series of activities to achieve the desired outcomes. These may include workshops, research, preparation of strategic documents, setting up new services, setting up new tripartite bodies for discussing policy reforms and implementing communication programmes.

All partners should be involved in the implementation of the strategy and in monitoring the implementation processes. Monitoring tracks the extent to which progress has been made towards the Country Programme outcomes and the extent to which partners are contributing to strategies as expected.

To coordinate DWCP implementation in collaboration with the ILO, a national Tripartite Steering Committee or similar forum may be established, although it is better to use an existing committee if there is one. The Tripartite Steering Committee should have clear rules and responsibilities. Its composition, specific role, and decision-making process should be defined and the frequency and location of meetings should be decided upon. It is the role of the Tripartite Steering Committee to oversee or monitor activity and serve as a forum to address challenges. There should be regular reporting on the impact of activities and progress towards the outcomes of the Country Programme, and milestones achieved should be tracked. The Tripartite Steering Committee may also be a basis for interaction with other interested groups such as those associated with the UN Development Assistance Framework process in a country.

The ILO National Office (or Sub-Regional Office) is the permanent secretariat of the Tripartite Steering Committee and should play the role of referee. This Office has first-level responsibility for setting up the committee and for checking and supervising its operation. In fact ILO Office directors, in their roles as Country Programme managers, are responsible for the results achieved in the country, and accountable to their regional directors for those results. Their role is fundamentally strategic, and not simply operational.

What should employers' organizations do in step 5? How the ILO can help you?

Checklist

- Take the lead in the organization/realization of activities relevant for your organization.
- Advocate for the establishment of a National Tripartite Committee to oversee the implementation process.
- Keep your board (and wider membership) informed of progress throughout the DWCP process.
- If there are policy elements of the DWCP with which you are particularly dissatisfied, develop a mechanism to monitor and report on their implementation. Develop a case for change, if necessary.
- Consult regularly with the ACT/EMP Employer Specialist throughout the implementation process.

Step 6: Reporting and Evaluation

DWCP reporting and evaluation help the employers' organization and other partners to learn about what the Country Programme is achieving and how the work can be improved in subsequent Country Programmes. The reporting and evaluation also strengthen the credibility of the ILO by demonstrating accountability for results to national constituents, UN partners and the ILO Governing Body.

The quality and usefulness of DWCP reporting and evaluations depend upon well-developed DWCP results frameworks with information on baseline situations, sound indicators and targets and regular reporting against these.

Annual Country Programme reviews are a means of critically reflecting on the outcomes and strategies of ongoing DWCPs to consider the appropriateness of their design, their work with partners, and their implementation performance. These reviews engage ILO national constituents and other partners in a joint enquiry.

Some relevant considerations for Step 6 are:

The results achieved should be credibly assessed.

- Performance against the indicators that were established when the DWCP was designed are essential to sound evaluation.
- Monitoring and evaluation plans should be structured to draw on accessible data in order to track progress towards outcomes, test underlying assumptions, and observe the programme environment.
- The DWCP monitoring plans should feed into UNDAF monitoring systems and draw on project-level monitoring and evaluation processes.
- Reflecting together on what has worked well and less well is an important means of building knowledge, learning lessons and improving capacity to achieve good results.

What should employers' organizations do in step 6? How the ILO can help you?

Checklist

- Provide the ACT/EMP Employer Specialist with regular analysis of DWCP impact in order to feed into policy and programme discussions at ILO Governing Body level.
- Do a cost/benefit analysis. Was your participation in DWCP process effective? Did you attain many of your goals? If not, why?
- Contact ACT/EMP and ILO Regional Office and explain what you expect from them to improve your participation in the DWCP formulation and implementation process and DWCP results.
- Make proposals to improve your participation in DWCP process: What can you internally do to improve: 1. your capacities? 2. your participation in the DWCP formulation and implementation process? 3. your results in DWCP process?

4. The DWCP document

Signing the agreement

To formalize a DWCP the following steps are usually taken:

- Signing of the document by the tripartite constituents in the particular country at the launching ceremony with the UN Resident Coordinator or the ILO National Coordinator.
- Signing of the document by the tripartite country delegation headed by the Minister of Labour with the ILO Regional Department in Geneva, during the International Labour Conference (ILC).
- An exchange of letters with the Minister/s.
- The exact procedure varies according to the specific situation of the country involved. Three types of documents can be used: a short DWCP narrative text, a memorandum of understanding and a workplan. The workplan sets out the specific indicators, the planned activities and timeframe, the partners and the source of funding.

Main characteristics of the DWCP document

The DWCP document should not be longer than 10 pages (4,000-5,000 words). It contains six sections, to address the six steps described.

Heading	Suggested length (pages)	Description of content
Step 1 - Country Context	2-5	Salient points only, not an exhaustive analysis. It includes: main trends and issues in Decent Work with any statistics or data disaggregated by sex; reference to national development goals and development cooperation frameworks (UNDAF and related), including any crosscutting or mainstreamed themes; priorities of constituents; commitments under ratified conventions, and other implementation gaps; relevant government/donor/other programmes; relevant lessons learned from past cooperation.
Step 2 - Country Programme priorities	1	Statement of Country Programme priority only (justification follows from prior analysis). Hard choices will have to be made because limiting the number of CP priorities is critical -one to a maximum of three seems adequate range.
Step 3 - Country Programme outcomes, indicators and strategy	1-3	Outcomes are formulated in as concise and precise language as possible. For each outcome, there are one or more indicators to measure performance. Each outcome is followed by a brief strategy statement indicating how and with whom work will proceed (who is the partner, who is the immediate beneficiary, if different from the partner, who is the target group or population), along with mandatory biennial milestones. Assumptions and risks can be mentioned. Fewer, focused outcomes are better.

Heading	Suggested length (pages)	Description of content
Step 4 - Implementation plan, including outcomes, outputs and resources for the biennium	NA	Brief description. The ILO and the tripartite constituents should develop their own implementation plan separately.
Step 5 - Implementation and Monitoring	1/2	Very brief description of arrangements, e.g. national Tripartite Steering Committee. Mention main partners.
Step 6 - Reporting and Evaluation	1/2	Brief description of arrangements planned (updating the implementation plan forms the basis for a periodic, but at least annual, internal implementation report based on planned versus actual delivery of outputs, and any annual self-evaluation).

5. Where are we? DWCP status/development

For up to date information please consult the DWCP website www.ilo.org/dwcp

AFRICA

Formulating second DWCP

Burkina Faso, Burundi, Ethiopia, Mali, Zimbabwe, Senegal, Lesotho, Ghana and Nigeria.

Approved DWCP final document

Ivory Coast, Kenya, Tanzania, Uganda, Zambia and Malawi.

Draft DWCP document (or in drafting process)

Cameroon, Mauritania, Comoros, South Africa, Congo, Djibouti, Mauritius, Algeria, Guinea, Botswana, Benin, Namibia, Rwanda, Seychelles, Swaziland, Democratic Republic of Congo, Togo and Sierra Leone.

Preparatory phase

Egypt, Madagascar, Niger, Somalia, Liberia, Eritrea, Sudan, Libya, Tunisia, Cape Verde, Gambia, Angola, Gabon, Chad, Equatorial Guinea, Guinea Bissau, Guinea, São Tomé and Príncipe, Morocco, Mozambique and Central Africa.

ASIA AND PACIFIC

Approved DWCP final document

Bangladesh, China, Indonesia, Mongolia, Nepal, Pakistan, Sri Lanka, Papua New Guinea, Vanuatu, Samoa, Solomon Islands East Timor and Cambodia.

Draft DWCP document (or in drafting process)

Malaysia, Vietnam, Tuvalu, Philippines, Marshall Island, India, Fiji and Thailand.

Preparatory phase

Laos, Afghanistan, Brunei Darussalam, Iran and Kiribati.

EUROPA AND CENTRAL ASIA

Formulating second DWCP

Moldova, Albania, Bosnia and Herzegovina, Ukraine, Azerbaijan, Kazakhstan, Kyrgyzstan and Tajikistan.

Approved DWCP final document

Armenia and Serbia.

Draft DWCP document (or in drafting process)

Macedonia

Preparatory phase:

Turkey and Uzbekistan.

Russia signed a Programme of Cooperation for 2006-2009.

ARAB STATES

Formulating second DWCP

Jordan

Approved DWCP final document

Syria, Oman and Yemen.

Draft DWCP document (or in drafting process)

Bahrain

Preparatory phase

Iraq, Lebanon Kuwait, Qatar, United Arab Emirates and Palestine.

LATIN AMERICA AND THE CARIBBEAN

Approved DWCP final document

Argentina, Bahamas, Chile, Dominic Republic, El Salvador, Honduras, Nicaragua, Panama, Paraguay, Belize and Uruguay

Draft DWCP document (or in drafting process)

Costa Rica, Guatemala, Paraguay and Cuba

Preparatory phase

Colombia, Ecuador, Peru, Bolivia, Barbados, Brazil, Jamaica, Haiti, Netherlands Antilles, México, Trinidad and Tobago.

6. DWCP website

International Labour Organization

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DWCP Decent Work Country Programmes

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About Decent Work Country Programmes

Programmes by country

Information resources

Decent Work Country Programmes have been established as the main vehicle for delivery of ILO support to countries. DWCPs have two basic objectives. They promote decent work as a key component of national development strategies. At the same time they organise ILO knowledge, instruments, advocacy and cooperation at the service of tripartite constituents in a results-based framework to advance the Decent Work Agenda within the fields of comparative advantage of the Organization. Tripartism and social dialogue are central to the planning and implementation of a coherent and integrated ILO programme of assistance to constituents in member States.

DWCPs are the distinct ILO contribution to UN country programmes and constitute one main instrument to better integrate regular budget and extra-budgetary technical cooperation.

Each DWCP is organised around a limited number of country programme priorities and outcomes. These are further detailed in an implementation plan. Monitoring and evaluation guidelines complement this approach. A DWCP is the expression of the ILO Programme and Budget in a country. The country programme priorities and outcomes reflect the strategic results framework of the ILO, adapted to national situations and priorities. In turn Programme and Budget strategic outcomes and indicators are based on Decent Work Country Programme outcomes.

This website provides a sample of the DWCPs that are at an advanced stage of preparation and approval. In the future, it is intended to include all DWCPs.

Last update:09.09.2009 ^ top

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www.ilo.org/dwcp

What information does the website contain?

General information on DWCP.

- Approved DWCP by country (final document).
- Status of DWCP development in different regions.
- Information resources – guidebooks and other ILO tools.

7. Who can support you?

ACTEMP Employer Specialists	
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GLOSSARY OF TERMS USED IN THIS GUIDEBOOK

Activity: Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.

Baseline (study): An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made, or using a starting period as baseline reference.

Effects: Intended or unintended change due directly or indirectly to an intervention.

Effectiveness: The extent to which the development intervention's objectives were achieved, or are expected to be achieved.

Evaluation: The systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. Evaluation also refers to the process of determining the worth or significance of an activity, policy or programme. An assessment, as systematic and objective as possible, of a planned, ongoing, or completed development intervention.

Impact: Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Indicator: Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

Inputs: The financial, human, and material resources used for an activity aimed at a development intervention.

Logical framework (Logframe): Management tool used to improve the design of interventions, most often at the project level. It involves identification of the elements of the results chain (inputs, outputs, outcomes, impact) and their causal relationships, indications, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.

Milestone: project checkpoint to validate how the project is progressing and revalidate work. Milestones are also used as high-level snapshots for management to validate the progress of the project. In many cases there is a decision to be made at a milestone.

Monitoring: A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders with information of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Outcome: The expected likely or achieved effects of the combined outputs of a strategy.

Outputs: The products, capital goods and services which result from a development intervention.

Performance monitoring: A continuous process of collecting and analyzing data to compare how well a project, programme, or policy is being implemented against expected results.

Results-based management: A management strategy focusing on performance and achievement of activities, outputs, outcomes and impacts.

Target: desired goal

Target (group): The specific individuals or organizations for whose benefit the development intervention is undertaken.

CHECKLIST FOR VALIDATING OUTCOMES

	YES	NO
The outcome conveys institutional and/or behavioural change (The closing of the legal, institutional policy and capacity gaps that prevent rights-holders and duty-bearers from performing their roles)		
The outcome is NOT a discreet product or service, but a higher level statement of institutional or behavioural change		
There is clear 'if-then' causality		
The outcome does not repeat the UNDAF outcome or contributing output statements		
The outcome includes a subject of the intended change (a "who"). Wherever possible this 'who' is identified as a claim bearer or duty holder and by socio-cultural group and gender as appropriate		
The outcome addresses one ore more underlying or root causes of problems identified		
The outcome is specific, it does not combine 2 or more different types of results, and is not so general that it could cover just about anything		
The outcome specifically addresses a gap		
The outcome derives from the mandate of the ILO		

CHECKLIST FOR VALIDATING OUTPUTS

	YES	NO
The output is a new product or service, new skill or ability that can be developed and/or delivered by the ILO working with its partners		
The most vulnerable and disadvantaged will benefit from the output		
The output is linked to one (and only one) agency outcome		
Each output is stated using change language, and in the form of a deliverable, that will be completed in under 5 years		
The scale or scope of the output is not, intuitively, beyond the control or influence of the ILO and implementing partner		
There is obvious or intuitive causality between the output and the outcome to which it contributes (If ...then)		
The output does not repeat the outcome statement above it		
The output is not a completed activity (e.g. Training conducted; Workshop completed; Survey implemented – these are activities)		
The sum of the outputs are sufficient to achieve the higher level outcome		
The output is specific, it does not combine 2 or more different types of results, and is not so general that it could cover just about anything		

CHECKLIST FOR VALIDATING INDICATORS

	YES	NO
<p>The indicator describes how achievement of the result will be measured</p> <p>Each and every variable included in the indicator statement is measurable with reasonable cost and effort</p> <p>The indicator is clear and easy to understand even to a lay person</p> <p>The indicator lends itself to aggregation</p> <p>The indicator can be disaggregated by gender</p> <p>A baseline (current) value can be provided for each and every variable included in the indicator statement (except for Yes-No indicators)</p> <p>There is a target during a specified timeframe for each and every variable included in the indicator (except for Yes-No indicators)</p>		

CHECKLIST FOR MONITORING PLAN

	YES	NO
<p>The monitoring system guarantees feedback to the implementation plan</p> <p>Information-gathering efforts of data are not duplicated</p> <p>Milestones are set to allow for the detection of degrees in progress in terms of specific periods of time</p> <p>Baseline information for the monitoring plan has been collected</p> <p>The monitoring program conceptual framework is clearly defined including assignment of responsibilities</p> <p>The factors, conditions, or elements that could introduce measurement biases in terms of variations in the information-gathering systems, or as a cause of the variations in information-gathering criteria or standards, are identified</p> <p>The total costs associated with the monitoring system are rationale and proportionate to the total cost of the project</p>		

Information Resources

- ILO, *Decent Work Country Programmes, A Guidebook, Version 2* Geneva, International Labour Office, 2008.
- ILO, *Decent Work Country Programmes, A Guidebook, Version 1* Geneva, International Labour Office, 2005.
- ILO, *Technical cooperation manual*, Geneva, International Labour Office, 2006
- ILO, *Toolkit for mainstreaming Employment and Decent Work*, International Labour Organization, Geneva, 2008
- ILO, *Local resource mobilization*, Geneva, International Labour Office, 2006
- ILO, *Decent Work and Poverty reduction Strategies*, Geneva, International Labour Office, 2005
- ILO, *Decent Work Country Programme - Argentina 2008-2011*, Buenos Aires, Oficina de la OIT en Argentina, 2009
- ILO & IOE, *United Nations Reform and Employers' Organizations*", Geneva, International Labour Office and International Organisation of Employers, 2010
- IOE, *DWCP and UN reforms*, Geneva, International Organisation of Employers, 2006
- IOE, *Employers' vision of the ILO*, International Organisation of Employers, Geneva, 2008
- OECD, *Glossary of Key Terms in Evaluation and Results Based Management, Development assistance committee, Paris, 2002*
- UN, *Guidelines for UN Country Teams on preparing CCA and UNDAF*, New York, United Nations, 2009

Websites

- International Labour Organization <http://www.ilo.org>
- International Organizations of Employers, <http://www.ioe-emp.org>
- International Training Centre of the ILO, <http://www.itcilo.org>
- Learning Employers' Network, <http://lempnet.itcilo.org>
- United Nations Development Group, <http://www.undg.org>



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