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STOCK-TAKING OF THE ILO'S PROGRAMME ON MEASURING DECENT WORK

Decent Work Indicators and Decent Work Country Profiles

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Preface

This report of the stock-taking exercise of the ILO's programme on measuring decent work was prepared by Ms Ana María García Femenía, an ILO evaluation consultant. The exercise, which was carried out from October 2013 to January 2014, was guided by the same principles as an independent evaluation and included a combination of desk research and interviews with ILO staff and constituents at ILO headquarters and in the field. It was undertaken concurrently with the final evaluation of the ILO/EC Project *Measuring and Assessing Progress on Decent Work (2009-2013)* and covers countries that were not included in that project's evaluation: i.e. Azerbaijan, Jordan, Kyrgyzstan, Moldova, Senegal and South Africa. Technical backstopping was provided by the Department for Multilateral Cooperation under the coordination of Ms Margaret Mottaz-Shilliday.

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ABBREVIATIONS

CIS	Commonwealth of Independent States
DWC	Decent Work Country
DWCP	Decent Work Country Programme
DWI	Decent Work Indicators
EU	European Union
EC	European Commission
GB	Governing Body
HQ	Headquarters
ICLS	International Conference of Labour Statisticians
ILO	International Labour Organization
LF	Legal Framework
MAP	Monitoring and Assessing Progress
MoU	Memorandum of Understanding
NEDLAC	National Economic Development and Labour Council
SA	South Africa

Executive Summary

The 2008 ILO Declaration on Social Justice for a Fair Globalization endorsed the Decent Work Agenda and recommended "*the establishment of appropriate indicators or statistics, if necessary with the assistance of the ILO, to monitor and evaluate the progress made*". The ILO's Governing Body invited the Office to hold a Tripartite Meeting of Experts on measuring the dimensions of decent Work. The meeting took place in Geneva from September 8 to 10, 2008 and proposed a framework for the measurement of Decent Work in its four strategic objectives, including a number of Decent Work Indicators.

The Decent Work Indicators framework adopted at the International Conference of Labour Statisticians (ICLS) in December 2008 covers ten substantive elements corresponding to the four strategic pillars of the Decent Work Agenda: full and productive employment, fundamental rights at work, social protection and the promotion of social dialogue. The ten areas are: employment opportunities, adequate earnings and productive work, decent working time, combining work, family and personal life, work that should be abolished, stability and security of work, equal opportunity and treatment in employment, safe work environment, social security, and, social dialogue, employers' and workers' representation. This framework has evolved since then and now includes one more area on the economic and social context (Chapter 11).

The Decent Work Indicators Framework is an important effort by the ILO that provides countries with a common set of indicators to approach Decent Work with a comprehensive perspective. The two sets of indicators, statistical and legal, are mutually reinforcing and thus both considered essential for monitoring progress towards decent work in a given national economy. The methodology used to develop the Decent Work Indicators is sound and relevant and follows guidance by the Governing Body.

In November 2008, the Governing Body endorsed the preparation of Decent Work Country Profiles for a limited number of pilot countries, including low-, middle- and high- income countries. A first set of Decent Work Country Profiles were produced for Austria, Brazil, United Republic of Tanzania and Ukraine, thus covering all major regions and low-, middle- and high -income countries. As part of the ILO's global programme on "measuring decent work", the Profiles were a step forward from the Decent Work Indicators since they brought together three important processes at national level: tripartite consultation and participation, capacity building in data collection and an analytical approach to data. The programme has been supported by both ILO resources and an ILO/EC technical cooperation project "Monitoring and Assessing Progress on Decent Work (MAP).

In October 2013 the Multilateral Cooperation Department¹ commissioned this stock-taking exercise, which has been carried out concurrently with the final evaluation of the ILO/EC MAP Project and covers countries that are not included in that project's evaluation (Azerbaijan, Jordan, Kyrgyzstan, Moldova, Senegal and South Africa). The exercise was guided by the same principles as an independent evaluation — it included a combination of desk research and interviews at HQ and in the field (Skype interviews and surveys in some cases). This exercise took place at a very busy time of the year (months of November and December 2013), when ILO officials were facing the end of the biennium with all that this implies in terms of the amount of work, missions, etc. It was also difficult to interview constituents for this exercise for the same reasons and because in some cases the correspondent ILO officials considered that they were not sufficiently aware of the content and process of developing the Decent Work Country Profile in order to participate in an evaluation exercise of this nature. It is important to note that the Decent Work Country Profiles

¹ As successor to the Policy Integration Department.

covered under this exercise are very recent. The methodology for developing the Decent Work Profiles has been found to be sound and relevant. It has been effective in transmitting the different dimensions of decent work and promoting an evidence-based discussion about them at national level. Combining statistics, legal framework indicators and analytical narratives has resulted in a broad and integrated approach towards measurement and analysis of decent work, and more importantly what progress looks like at the national level. It is also a flexible methodology since countries can adapt the tool according to their needs and to what they consider relevant for them. However the effectiveness of each Profile varies from country to country depending on how the three previously mentioned elements were achieved.

The tripartite consultation and participation process in the countries included in this exercise was in general considered successful by interviewees; however, differences can be found among countries, depending above all on the origin of the initiative. When the initiative to produce a Profile came from the social partners, as in the case of Azerbaijan, for example, the process can be considered more successful. If the initiative came from within the ILO, like the case of Jordan, the tripartite consultation and validation process was weaker and needed greater effort. When a social dialogue body was involved, such as NEDLAC in South Africa, the tripartite process was solid and more sustainable.

The effectiveness of the other two components: capacity building and analytical approach also varied from country to country. In some cases, the Profiles were drafted by personnel from the ministry of labour or planning, and this was considered a way to build capacity inside the ministries. Hiring national external consultants was a way to strengthen national ownership of the documents, but it was also considered in some cases as an obstacle to building capacity inside the national institutions, particularly government ministries and statistical offices. The quality of the analytical narratives varied from Profile to Profile because in some cases they did not provide a good explanation of the indicators and their relationship to decent work.

The methodology used to develop the Country Profiles was cost-efficient. In only a few cases were the costs of the lead consultants considered to have been too high and it was felt that the quality of the final document did not merit the fees paid. The printing and editing costs could be reduced in the future if the ILO were to decide to produce them in electronic format only.

The Decent Work Country Profiles were indeed very useful for the countries for four main reasons that have been underlined during the exercise: 1) they helped to produce more accurate statistics to monitor decent work on a regular basis; 2) they were considered an important tool for social dialogue and for discussion with the government, 3) they could aid national policymaking and development planning, and 4) they helped the development of the Decent Work Country Programme.

The Indicators Framework is indeed a novel framework for the ILO as it brings together both statistical and the legal framework indicators. Additionally, in all countries included in the study, the Decent Work Country Profiles can be considered innovative in the sense that they were the first document of this sort ever done at national level. It was the first time that tripartite constituents were able to come together to have an evidence-based discussion on decent work about the core issues relevant to them. This in itself was already an added benefit for the country.

The development of the Profiles has been useful for ILO professionals (usually technical experts on one topic) since it involves them in a process in which all dimensions of decent work are discussed together. This has helped ILO staff have a more coherent picture of decent work by allowing them to analyze the different dimensions from a common perspective. An additional added value for the

Office has been the country ownership created by developing and compiling the indicators *in the field*.

The relationship between the Profiles and the Decent Work Country Programmes was not clear, neither at Headquarters, nor in the field. In some countries under review, the Profiles were perceived as an output of the Decent Work Country Programmes and were expected to be an instrument to monitor them. However, the DW indicators are not suited to programme monitoring and evaluation. It would be difficult to attribute movement in these macro indicators directly to the DWCP. The Profiles can nonetheless provide a solid basis for setting priorities in the DWCPs.

This exercise concludes with recommendations for continued development the Profiles in the future under certain conditions:

1. Select countries for Profile development based on clear criteria and the engagement of ILO constituents: governments, the employer's organizations and the trade unions. If possible, link the Profile with a social dialogue institution already existing in the country. This would help reinforce social dialogue at national level and improve the Profile's national ownership and its sustainability. The closer involvement of the Governance and Tripartism Department could help on this issue.
2. Ensure the involvement of the National Statistics Offices (NSO) (or corresponding institution) in each country during the different stages of the process to ensure adequate consultation with the national statistical experts and for the benefit of NSO capacity building. Try to involve as many government officials as possible for the drafting of the Profile. The use of external consultants should be reduced and be complementary to the work developed by government officials and where possible by technicians from constituents (employers and unions).
3. Produce the Profiles in countries where a DWCP already exists and connect the two. Explore the interconnection between the Profile and the existing design and monitoring system of the Decent Work Country Programme. This connection should enlighten the decisions to make in terms of content and of updating the Profiles, eventually every two years.
4. Although very much appreciated by constituents, the content of the Profiles could be improved by reinforcing the economic and social context, and raising the quality of the analytical narratives, making sure they provide a good explanation of the indicators and their relationship to decent work.

In terms of future sustainability, decisions would need to be taken about whose needs the Profiles are primarily meant to serve, the ILO's or the country's. In case of the former, the links with the DWCP would need to be strengthened. It is recommended that the Profiles be produced in electronic format to reduce costs with hard copies made available exceptionally and on a case by case basis.

I. Background and description of the global programme on measuring decent work

Since the approval of the Decent Work Agenda, the ILO Office has undertaken a significant amount of research into various methods of measuring the four dimensions of decent work: rights at work, employment opportunities, social protection and the promotion of social dialogue. The 17th International Conference of Labour Statisticians (ICLS) presented a working paper in 2003 discussing a range of indicators on a number of the dimensions of decent work and recommended the holding of a tripartite meeting of experts on measuring the dimensions of decent work.

Since 2003, the Office has launched a wide range of activities in preparation for that discussion. Among others, carried out tests of some of the proposed indicators in pilot countries, leading to a seminar on the use of labour force surveys for their collection; undertook several thematic and regional compilation of statistics and statistical indicators for measuring dimensions of decent work; established a task team coordinated by the Bureau of Statistics to consolidate the various proposals for relevant indicators into an integrated set; published a special issue of the *International Labour Review* in 2003 devoted to measuring decent work, etc.

Some basic conclusions for future work could be drawn from that work²:

- The main value of measuring the dimensions of decent work would be to assist constituents in assessing progress at national level towards the goal of decent work against a set of indicators that are also available for other countries. The measurement of the dimensions of Decent Work would be of particular value for assessing progress in countries with Decent Work Country Programmes (DWCPs).
- Development of aggregate composite indices ranking countries has little value for policy analysis. Such indices fail to provide appropriate context and often require the use of restrictive assumptions in order to build comparative database.
- Quantitative indicators by themselves cannot adequately capture the wide-ranging and inherently qualitative nature of many aspects of decent work. Some, like employment, wages, working time and social security, lend themselves more easily to statistical measurement while other dimensions such as social dialogue, the functioning of labour markets and the application of international labour standards require different methodologies to generate objective measures.

The 2008 ILO Declaration on Social Justice for a Fair Globalization endorsed the Decent Work Agenda and recommended "*the establishment of appropriate indicators or statistics, if necessary with the assistance of the ILO, to monitor and evaluate the progress made*". The Governing Body invited the ILO to hold a Tripartite Meeting of Experts on measuring the dimensions of decent Work. The meeting took place in Geneva from 8 - 10 September 2008, and proposed a framework for the measurement of Decent Work in its four strategic objectives, including a number of Decent Work Indicators.

In November 2008, the Governing Body endorsed the preparation of Decent Work Country Profiles for a limited number of pilot countries, including low, middle and high-income countries. A first set

² GB 301/17/6

of Decent Work Country Profiles were produced for Austria, Brazil, Malaysia³, United Republic of Tanzania and Ukraine, thus covering all major regions and low, middle and high income countries.

Collaboration with constituents, statistical offices and academic partners from the five pilot countries involved a number of common elements:

- Early consultations with constituents to provide transparent information of objectives of the pilot decent work country profile and the envisaged process, to obtain views on which issues are particularly pertinent in the national context, and to gather suggestions on which indicators should be included in addition to those identified as "main indicators" by the Tripartite Meeting of Experts.
- Close collaboration with national statistical offices and other institutions to compile statistical decent work indicators either from published sources or to compute them on the basis of primary data sets, the objective being to ensure that, in as far as possible, indicators follow standard definitions and were based on official statistics.
- Compilation of legal indicators with information on rights at work and the legal framework for decent work. A variety of sources was used to corroborate information, including documents generated by the ILO supervisory system, national legislation and existing legal databases maintained by technical units.
- Organization of national tripartite validation workshops in order to ensure that the profiles were factually accurate and adequately reflected constituents' concerns. In general, small working groups consisting of experts nominated by government, employers' and workers' associations reviewed draft versions of individual chapters and made proposals for amendments.

Between 2009 and early 2014, with the contribution of the European Union funded project, "*Monitoring and Assessing Progress on Decent Work*" (MAP), as well as with resources from other donors (like Finland), the Office completed more than 20 Decent Work Country Profiles: Asia: Bangladesh, Cambodia, Indonesia, Pakistan, the Philippines; Africa: Cameroon, Namibia, Niger, Senegal, South Africa, Tanzania, Zambia; Latin America: Brazil, Peru; MENA: Jordan; Europe/ CIS: Austria, Armenia, Azerbaijan, Kyrgyzstan, Moldova, Ukraine.

The MAP project contributed to the ILO efforts on measuring decent work by providing capacity building activities at the country level. It also produced guidance tools on best practices including the "*Guidelines on Assessing Progress on Decent Work*" (2013) and "*Manual on Monitoring Decent Work: lessons learnt from MAP project*" (2013).

The ILO Department of Statistics has contributed to the effort of measuring progress towards decent work by coordinating a draft technical manual entitled, "*Decent Work Indicators - Guidelines for producers and users of statistical and legal framework indicators*" published in October 2013. The Manual was supported in part by the MAP project.

II. Purpose of the exercise and methodology to be used

In October 2013 the Policy Integration Department undertook an internal stocktaking of the ILO's global programme on measuring decent work, including the Decent Work Indicators and the Decent Work Country Profiles. The exercise coincided with the final evaluation of the MAP project,

³ Malaysia later declined to participate.

and it was intended to review countries not covered by the evaluation of the MAP project, including: Azerbaijan, Kyrgyzstan (DWT Moscow), Moldova (DWT Budapest), South Africa (DWT Pretoria), Jordan (DWT Beirut), and Senegal (DWT Dakar).

The exercise was initiated by a visit of the consultant to ILO Headquarters in Geneva where it was clarified that the main focus of the stock-taking would be the Decent Work Country Profiles in the previously-mentioned countries. In order to respond to the information needs included in the Terms of Reference and expressed and clarified by the ILO officials during the meetings at HQ, the consultant included a draft evaluation matrix in the inception report where she related the evaluative questions with the evaluation criteria included in the Terms of Reference (ToR) (Annexe III).

As requested in the ToR the exercise was conducted as an external evaluation. It included a combination of desk research (documents listed in Annexe VI) and interviews at HQ and in the field (Skype interviews and surveys in some cases). Twenty-five key informants contributed to the exercise, including ILO officials from various departments at HQ: Policy Integration Department/Multilateral Cooperation Department, the Department of Statistics, the International Labour Standards Department, the Bureau of Programming and Management, the MAP project, and ILO Officials and constituents in the field. The list of interviewees is contained in Annex IV, and the guidelines for the interviews or the surveys completed by some of the respondents (Annexe V).

This exercise took place at a very busy time of the year (months of November and December 2013), when ILO officials were facing the end of the biennium with all that this implies in terms of workloads, missions and the like. It was particularly difficult to reach constituents for this exercise as it also was their end of year and in some cases because of additional language issues. There were cases as well where some of the ILO officials considered that it would be precipitous to interview constituents for this evaluative exercise due to the fact that their involvement in the process of producing the Profiles was very recent.

It is important to note that the majority of the Profiles studied in this exercise are relatively recent. Actually, as will be seen in the report, it was too soon to make judgement for certain issues related to the Profiles. It should be noted that only three countries had completed the process and finalized their Profile —Azerbaijan (published in 2012), Senegal and South Africa (recently finalized, in November 2013). In Moldova and Jordan, the Profiles have been validated but not finalized yet. In Kyrgyzstan the Profile is still being drafted.

III. Main review of programme performance

1. Relevance of the Methodology used for developing Decent Work Indicators

The Decent Work Indicators framework adopted at the ICLS in December 2008 covers ten substantive elements corresponding to the four strategic pillars of the Decent Work Agenda (full and productive employment, fundamental rights at work, social protection and the promotion of social dialogue): employment opportunities; adequate earnings and productive work; decent working time; combining work, family and personal life; work that should be abolished; stability and security of work; equal opportunity and treatment in employment; safe work environment; social security; and, social dialogue, employers' and workers' representation. This framework also includes an additional area on economic and social context.

The framework, presented to the ILO Governing Body in 2008, includes 18 core statistical (quantitative) and 21 legal framework (qualitative, textual) indicators. The information derives from various official sources: household and establishment surveys, administrative records, qualitative legal framework information, among others. While statistical indicators make up the vast majority of the indicators in the Framework on the Measurement of Decent Work, the legal framework indicators are equally important. The two sets of indicators are mutually reinforcing and thus both considered essential for monitoring progress towards decent work in a given national economy. The statistical indicators are divided into 18 main indicators (denoted "M"), additional indicators (denoted "A") future indicators (denoted "F", to be developed by the ILO)⁴ and context indicators (denoted "C") - they are contextual indicators that do not measure decent work per se, but rather serve to provide users contextual data and information that helps to frame the more specific features of decent work in a country's economy. The legal framework indicators are denoted by an "L".⁵

The framework of indicators was tested first in two very different countries in terms of socioeconomic development: Austria and Tanzania, and it worked for both. It is also a flexible methodology since countries can adapt the tool according to their needs, to what they consider relevant for them. They are encouraged to select from the total list of statistical and legal framework indicators and add additional indicators to reflect their national circumstances and decent work policy agenda. It is recommended, and it has been the case in the countries under the study, that indicators selection at the national level be accomplished through a tripartite consultation process.

As for the content of the framework for the Profiles, the overall issue of measuring Decent Work has been somewhat controversial at the Governing Body level, since there have been different perspectives, some more quantitative, some more qualitative, especially when it came to issues like measuring freedom of association. The discussion around this particularly sensitive aspect has affected the development of the Profiles' framework to a certain extent. Nonetheless, the framework has succeeded in offering a common perspective towards decent work that includes both statistical and legal framework indicators, that is quantitative and qualitative information, and in applying where possible all relevant international definitions, international statistical standards and international standards in general. Therefore, the DWI framework can be considered sound, relevant and comprehensive (it covers all four dimensions of Decent Work). It did not establish a ranking of countries or a composite index, neither of which the ILO Governing Body wished to see used. It responds to the need to reinforce the statistical agenda as a tool to measure progress made on the Decent Work Agenda. Its purpose is to assist constituents to assess progress towards decent work and offers comparable information for analysis and policy development.

2. Effectiveness of the Methodology used to develop the Decent Work Country Profiles

As part of the global programme on measuring decent work, the Profiles are a step forward from the decent work indicators since they bring together three important elements at national level: a tripartite consultation and participation process, capacity building in data collection (which data are most appropriate and need improvement), and an analytical approach to data.

⁴ The Future indicators are not yet developed but considered important for assessing the sense of progress in decent work and monitoring purposes.

⁵ Draft ILO Manual on Decent Work Indicators, *Guidelines for Producers and Users of Statistical and Legal Framework Indicators*.

Therefore, Decent Work Country Profiles are the result of an important effort by the ILO to contribute to improving national capacities to face the challenges of developing a Decent Work Agenda. The methodology used to develop the Profiles can be described as follows:



The effectiveness of this methodology can thus be evaluated at national level through the analysis of three main elements: tripartite consultation and participation process⁶, capacity building in data collection, and wide and evidence-based perspective to decent work from the contribution of DWI framework and the analytical approach of the Profiles.

Starting by the third point, the methodology has been effective in transmitting the different dimensions of decent work and promoting an evidence-based discussion about it at national level. Combining statistics, legal framework indicators and analytical narratives has resulted in a wide and comprehensive approach towards decent work. The Country Profile is the first item to provide a tool for constituents to make assessments on all dimensions of decent work in one time, in one document. However, the quality of each Profile differs depending on the available data from national sources, on the expertise and knowledge from consultants who wrote the draft reports, etc. In particular, the quality of the analytical narratives varies from Profile to Profile since in some cases they neither give a good explanation about the indicators and their relationship to decent work (this has been particularly mentioned by ILO officials in the field for the case of the Moldova Profile), nor include an analysis of the trends sufficiently (mentioned for the case of Jordan).

In the majority of the countries where the Profiles were developed, there was a clear interest on the part of the government. Since they had more expertise in certain technical areas, for example, the area of statistics, they understood that the initiative would be useful for them in building their capacity.

There was an effective tripartite consultation process in the countries analyzed, as constituents were able to intervene first to discuss and select the indicators to be included in the Profile, and then to validate and finalize the Profile. They could provide feedback on the draft documents at the workshops or by sending written comments. However, the level of engagement of the social partners varied from country to country. In some countries the initiative to develop the Profile came from them (e.g. Azerbaijan) or they were proposed by a social dialogue institution (e.g. NEDLAC in South Africa). This kind of involvement resulted in stronger ownership of the process and the profile itself. In other countries a stronger involvement by the constituents would have been desirable:

I think the process of tripartite consultation and validation succeeded in providing some participation and national ownership of the Profile....I say "some" because I think that all constituents have not always been [on time] at the same level of information in the process" (Senegal, ILO Official).

⁶ The constituents have three opportunities to be involved in the process: first selecting the indicators for the country, second validating the draft Profile and third through a last revision prior to publication.

A last element to consider for the effectiveness of the methodology concerns the involvement of the national statistics offices (NSOs) (or equivalent institution). In addition to the desirability to consult with NSOs throughout the process so as to tap into their expertise, the involvement of NSOs could have benefits in terms of capacity building for statistics production and data collection, although it may be too early to judge, even in cases where the Profiles have been drafted by people who were very closely associated with or connected to the NSO, like in Jordan. Here, we can find important differences among countries. In some cases, the drafters were officials from the labour ministry, like in Moldova, or the statistics office (belonging to the Government) like in Kyrgyzstan. In other cases the Profile was drafted by national consultants, although a stronger involvement of the NSO would have been desirable (South Africa).

3. Efficiency of the Methodology used to develop the Decent Work Country Profiles

The methodology used to develop the Decent Work Country Profiles has been considered by the interviewees in the field as efficient. The costs for hiring the consultants were considered reasonable in all cases with the exception of one country where the lead consultant was considered to have been extremely expensive. In Senegal the production of the Profile was considered efficient although an ILO official noted that there may be ways to make the process more efficient, for example if the statistical indicators were calculated regularly by national statistical institute and legal indicators were updated by the General Directorates of Labour or the Directorate of Labour Statistics at Ministries of Labour. This would eliminate the need to hire consultants to do these tasks.

Officials considered the costs of producing the profiles as investments in capacity building, particularly in the cases where the work was undertaken by national entities. At headquarters however, some officials considered that the costs of the lead consultants (i.e. those who have to ensure the overall quality of the product and the good connection between the statistics, legal framework indicators and analytical narratives) were in general too high. But again this depended on the quality of the final product: sometimes costs were merited and sometimes they were not.

Some officials commented that publishing the Profiles (editing, printing, etc.) represented a significant cost (around 20%) and that overall costs could be reduced by developing electronic Profiles (something that we will explore while tackling the issue of the Profile's sustainability). For some, the process of developing the Profile is very time consuming due to the tripartite discussions for selection of the indicators, validation, etc. But for the vast majority of interviewees this type of process was necessary because it ensured that the final product was owned and validated by the constituents. Lastly some interviewees linked the issue of efficiency with the establishment of a permanent tripartite body (Azerbaijan, Trade Unions).

4. The usefulness of the Profiles for the ILO and for the countries under the study

In all countries included in the study, both constituents and ILO officials believed that the Profiles were very useful. For the ILO officials, both the development of decent work indicators and the Profiles contributed to a better understanding of the overall approach to decent work within the Organization. Some mentioned that in the beginning there was some scepticism about the usefulness of the Profiles since there were other country analyses underway in the ILO.

It was also noted that the decent work indicators were actually being used in countries that did not intend to produce Profiles (like Lebanon or Saudi Arabia) as a starting point for other types of country policy analysis.

ILO specialists, who are generally experts in one area (social protection, employment, workplace violence, etc.), underlined that they benefitted from a process in which all dimensions of decent work were discussed together, and that this provided them with a more coherent picture of decent work and an opportunity to analyze different dimensions together. An additional important aspect was that the data compilation and the indicators development were carried out *in the field*, which helped increase country ownership.

All countries participating at the final global meeting organized by the EC-ILO MAP project in November 2013⁷ considered that it would be very useful for them to have regular Profiles. However, the reasons why the Profiles were considered useful varied from country to country. These reasons are summarized as follows:

- The profile is useful to produce more accurate statistics to monitor decent work on a regular basis.
- The profile is an important tool for social dialogue and for discussion with the government.
- The profile is useful since it can aid national policymaking and development planning.
- The profile helps in the development of the Decent Work Country Programme.

Due to the particular importance of the last point, we will tackle it in the next chapter.

For the countries in this review, which were not present at the MAP global meeting, similar observations were made.

The Profiles are useful to identify gaps in terms of national statistics:

The other thing that it did which I think is really useful, is that it identified gaps in terms of our national statistics, because while we have relatively good labour market statistics, the reality is that they don't necessarily talk to decent work. Hopefully in the future that becomes more self-sustaining, once we do it a bit more. Hopefully once those methodologies are more established and the statistics are all there, it will be easy to put it out,, because it was a big exercise; it was a lot of work and a lot of digging. (South Africa, Employers' Organization).

Related to this, the Profiles were seen as contributing to a better understanding of the Decent Work concept: "*To give greater meaning to the concept of decent work and its measurement*" (SA, ILO Official).

In some countries more than others, the Profile is considered an important tool for social dialogue and for discussion with the government (especially, Azerbaijan, Jordan, South Africa i.e. countries where constituents contributed to the study). For ILO officials, even if the quality of the Profile was not very good, the possibility that constituents would use this tripartite report at the national level for advocacy, social dialogue and mainstreaming different work in national policies made the exercise worthwhile.

⁷ Constituents from the following countries participated in that meeting: Brazil, Cambodia, Indonesia, Ukraine, and Zambia.

In the countries under review, most of the Profiles were quite recent, and interviewees considered that it was too soon to judge their usefulness for national policy-making and development planning. The only exception was Azerbaijan, where the Profile was approved in 2012 and is being used by national policy-makers in a process of improving relevant national legislation (developing the National Employment Strategy), establishing a social dialogue institute, and elaborating a plan of activities in the areas of critical importance at the national level.

For the rest of the countries, respondents were optimistic that the Profile would be useful for National policy-making in the future:

I think it will be influential in the future and it should be, but it's too early now because we're still signing it all. But the reality is that up until now, we have the Department of Labor..., [they identify] where the gaps are and they draft the policy. Whereas I think once we're in the future, is that the social partners own that profile and connectedly buy into it and jointly identify the gaps that drive the policy". (South Africa, Employer's Organization).

The data [from the Profile] will serve as the foundation for the development and implementation of various initiatives aimed at the achievement of decent work...The data will be used as support and foundation for the strategic decisions in the country..." (Kyrgyzstan, Ministry of Labour)

In Jordan interviewees considered that it is still too soon to make a judgement on influence:

Yes, it can definitely contribute to [planning] and the Minister of Planning as I said was very excited. They said this is an area where we have major gaps and that they can extract some of the indicators from the Decent Work Profile to feed into the [National Development] plan. But more than that, it is also about them wanting and liking them. (Jordan, ILO Official)

In principle it should, but in reality it will rely on strong political will to achieve these aims, as well as pressure from social partners to ensure that decent work indicators are integrated into national policy-making and development planning processes.... The document should also be properly advocated for and presented to members of parliament as well as policy-makers". (Jordan, Trade Unionist)

In Moldova the Profile was produced with the intention of supporting the government to prepare a country analysis related to a number of indicators in the area of labour. Therefore, it has been used for policy-making and other types of forums, including Parliamentary discussions related to labour issues:

...because apparently up to now there was no such document in this area: there were bits and pieces on separate issues like social protection, gender and child labour, but they were not part of a single document that can be used for a discussion. (Moldova, ILO Official)

In Senegal the Profile is being distributed now and will be used in the formulation of national policies as well as development programmes, and it will be an advocacy document for strengthening the labour market information system.

5. The relationship between the Profiles and the Decent Work Country Programmes

As a result of this exercise we can deduce that *at the moment* the relationship between Decent Work Country Profiles and the Decent Work Country Programmes is not clear inside the ILO. Some officials at HQ seem to think that the Profiles were part of a measurement or monitoring system for the DWCPs; however, this was not meant to be the primary function of the Profiles. In the field they were generally understood to be useful for the design and development of the DWCPs rather than for monitoring and evaluation.

Among the countries under this study, there is actually only one case where there is not a Decent Work Country Programme (Kyrgyzstan and ILO have not signed a MoU in regards to DWCPs because of differing views on the immunities of specialized UN agencies).

In some cases, interviewees in the field see the Profiles more as a result of the DWCP than as an instrument to assess it. In South Africa the Profile is considered by its lead consultant as an output of the DWCP: *Output 3.2: Strengthened national capacity to analyze and access data on decent work following locally relevant indicators*. This is also the case for Moldova: *Priority 2: Promoting of decent work and employment opportunities: Outcome 2.1: Improved labour statistics for evidence-based policy formulation*.

A number of interviewees had an interpretation of what a Decent Work Country Profile is and what its main aims are that is broader than DWCP assessment and monitoring.⁸ During this exercise, interviewees in the field were asked to read the following descriptions of a Decent Work Country Profile and select two that reflected the current reality in their country and what they thought the Profile should be in the future:

1. An instrument for assessing decent work in the country
2. An instrument to assess the Decent Work Country Programme
3. An instrument to monitor progress on the Decent Work Country Programme
4. A tool for monitoring national policies and programmes by assessing progress on selected targets.
5. An instrument to boost a fact-based social dialogue

While describing the current situation, answer number one received the most votes. Almost no one selected numbers 2 or 3⁹. That implies that for the time being, the Profile is not considered as an instrument to assess or to monitor the DWCP.

It is not certainly the third option. The DWCP is a set of different activities, there is no way how to link it to it. There are too many indicators in the Profile, for a monitoring tool for the DWCP you have to be more specific. The Standard International List of indicators included in the Profile is not useful for monitoring the DWCP. They might say the Profile is for that it is not a sensible expectation....because it got a different set of indicators that is not to

⁸ ILO Monitoring and Measuring Decent Work, Report on progress and outcomes of the ILO Programme 2009-2013. Power point presented at the ICLS October 2013

⁹ Only some respondents from Kyrgyzstan and Jordan. Since the development of the Profile in Kyrgyzstan has recently begun it is not clear if the response to this question should be interpreted in relation to the present or to the future situation. Actually responses practically coincide for the present and the future. However responses referred to the DWCP while in Kyrgyzstan there is not a DWCP for the time being. The case of Jordan is different since the Profile there has already been linked to the DWCP, as we will further explain.

monitor the programme. The design of the profile from the beginning was not to monitor the DWCP. To me the Profile is a very good way of bringing together information of all the different aspects of Decent Work. We did it with the prioritized indicators from the DWCP. The profile is not focused on monitoring the Programme. (South Africa, Lead Consultant)

However, when asked about the future, the majority of respondents mentioned the necessity to link the Profiles with the DWCP. The responses about what should the Profiles be in the future that obtained the most support were the following:

1. An instrument for assessing decent work in the country
3. An instrument to monitor progress on the Decent Work Country Programme
4. A tool for monitoring national policies and programmes by assessing progress on selected targets.

This choice for a broader perspective of the Profile beyond the DWCP is also explained by the fact that in the field the Profiles are more seen as national documents, instead of ILO products. ILO officials insist on the necessity to go beyond the labour policies and try to influence wider national policies, to go beyond the ILO decent work concept and build capacity in the country:

The whole idea is once this Profile is adopted, we want to go beyond NEDLAC, to other stakeholders, we want a situation where the indicators in the Profile also speak into our national indicators, in our annual national indicators which are more or less into our quarterly labour force, into our annual labour surveys, etc., Its aim is going beyond the DWCP. But it is also an instrument to monitor progress on the DWCP – not to assess it – but certainly to monitor it. (South Africa, ILO Official)

Decent Work Country Profiles typically cover a period of ten years. DWCPs generally cover a period of 4 years. There were no planned links between the production of Profiles and DWCPs countries reviewed. The only case where the timing of the two coincided in a way that they could be organized together was Armenia, which was not included in this study.

In some cases countries are using the Profiles to inform the mid- term review of the DWCP: "*The DWCP was signed in March 2012, so surely the Profile did not serve in the development of the DWCP. The timing was not synchronized in that sense; however, we thought that we want to link it to the midterm review of the Programme – that was the whole idea. We were hoping to launch it by the end of this year, but did not manage, and we'll get to that later and the results from the decent work profile would feed into the midterm evaluation of the DCWP that was supposed to take place early next year. (Jordan, ILO Official).*

In Jordan the trade unions considered a closer link with the DWCP to be desirable:

*The real strength of the process; however, is that it was linked to Decent Work Country Programme (DWCP) in Jordan, and has been mentioned in tripartite review meetings (of the DWCP) up to this point. We have appreciated these consultation meetings, **but the real value will come when the profile is part of the programme design.** (Jordan, Trade Unions).*

Even in the case of South Africa where the Profile has been developed through the same structure that manages the DWCP, it was felt that the timing did to allow for maximal synergy.

There is then a clear demand for a better connection between the Decent Work Country Programmes and the Profiles.



Despite the lack of clarity about the connection between the Profiles and the DWCP, ILO officials and constituents in the field felt strongly about the potential usefulness of the Profiles in the development of the Decent Work Country Programmes. It provided a good baseline for planning the Programme and good information to monitor the impact of the DCWP, etc.:

The profile was extremely helpful and instrumental not only in terms of helping the planning going forward but also to provide a valuable base line for the second generation of the DWCP, also helping to prioritize among the different outputs from the Programme: what of those outputs are urgent...where is there a gross decent work deficit, etc." (South Africa, ILO Official);

The development of the Profile has made possible a discussion of indicators that could be used to monitor the impact of the DWCP. So, the Profile is really a tool that can be used to inform and monitor the country programme. In the SA case the timing of the two has not really allowed for maximum synergy. (South Africa, Ministry of Labour)

Something similar was expressed in the case of Jordan:

"...in that meeting we went in detail through the list of indicators, the legal and the statistical indicators, and we reached an understanding of where we want to go and what the next steps are and we really got their buy-in. They [the constituents] were very happy about it and I recall very well the comments from both the workers and the government that this will very much support them in monitoring the DWCP and a representative from the Workers Organization clearly stated that the Profile in fact should come at the beginning of the Decent Work Country Programme cycle, so that they have...it helps them in developing their baseline. (Jordan, ILO Official)

Finally, in the case of Azerbaijan, the main findings in the Profile have been reflected in the draft DWCP that is as yet not signed: *"The profile is to ensure that the DWCP is prepared and improved accordingly"*. The Profile has had a great acceptance from the Minister of Labour who mentioned publicly (in the presence of employers, unions and members of Parliament) that he would like to use it as an internal instrument in the future.¹⁰

¹⁰ The ILO official mentioned during the interview that last December 2nd, the Profile was presented at the UN Pavilion in Baku, at an exhibition attended by the President of the country.

6. Sustainability of the Decent Work Country Profiles

Interviewees in the field concurred on the importance of maintaining the Profiles in the future. The reason for that is above all their usefulness. However, two questions mentioned earlier need to be answered before deciding how to move ahead with the Profiles:

- How should a Decent Work Country Profile be defined?
- For whom is it useful? For the ILO? For the country?

If the Profiles are expected to be useful for the ILO, then the most important condition for their sustainability seems to be to directly link them to Decent Work Country Programmes. If the Profile is expected to be primarily useful for the country, then they could be developed under different criteria, and even adapted to the constituents needs on a country by country basis:

...first to link it clearly to the Decent Country Programme if we are talking about the ILO interest. If we are talking about the interest of the country, since this is their instrument for monitoring of their policies, then as I said, to establish a group of national consultants who should work all together and ideally in the conditions of social dialogue on different aspects of this profile..." (Azerbaijan, ILO Official).

Officials and constituents interviewed gave different responses on the issue of sustainability, probably due to their different conceptions of the Profiles. Some think the Profiles should be produced every three years, some every four, some before the DWCP is approved, etc. Generally speaking they consider that the Profiles could be produced only on an electronic format, although some commented on the importance of printing at least a hundred of samples for the sake of visibility (Jordan). In relation to the shape and length of the Profiles, the majority of respondents think that they are a little long and that in the future they should be reduced and even more adapted locally. The improvement of its analytical approach also seems to be important, "*It should be lighter and have a more analytical focus*". (Moldova, ILO Official).

The majority of respondents considered that the ILO will need to provide technical support or advice to many countries to develop their first Profile because many countries lack the capacity to develop one on their own. But they also agreed on the importance of strengthening that capacity while encouraging national administrations (labour departments, statistical offices, etc.) to be more directly involved in the future, which could imply establishing a system that would allow national civil servants to develop the work themselves (mentioned for instance in the case of SA) rather than relying on external consultants. In the case of Azerbaijan, where the Profile reinforced existing expertise in the country officials considered that they will be capable of doing the work themselves in the future. In this case the role of the ILO would be a consultative rather than hands-on.

Similar comments for the case of Senegal:

I think that the profiles can be sustained over the long term in countries where the information on the labour market system is dynamic and integrating the development of the profile as a sustainable and regular activity in a national structure as the National Observatory of Employment and Vocational Training, for example. The ILO could in this context, provide advice and technical support to the ownership of the process of developing the profile by the national structures. (Senegal, ILO Official).

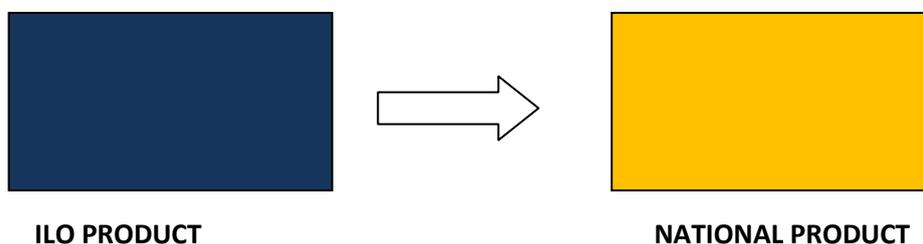
The relationship between the Profiles and social dialogue was considered key to the sustainability of the Profiles in all cases. Both the Profiles themselves and the tripartite process of producing them were raised as greatly beneficial in every country. In that sense, the role of the ILO in the future could also be to ensure the tripartite approach. In addition, some respondents insisted on the importance of linking the process of producing the profile with existing experiences of institutional social dialogue¹¹:

The process of individual consultations with tripartite constituents and consultations in the workshops and seminars was quite efficient to ensure participation and national ownership, while presence of a permanent tripartite body would increase a level of participation and ownership. (Azerbaijan, Trade Unionist).

"The main contribution has been to enhance social dialogue and strengthen the position of the unions in participating in development planning processes. Now that we have the right tools (in the form of accurate data and information), we are in a better position to negotiate for workers' rights. The profile, together with additional ILO support, will also support the role of trade unions in terms of designing policies to address decent work concerns" (Jordan, Trade Unionist).

IV. Findings and Conclusions

- The Decent Work Indicators Framework is an important effort by the ILO to provide countries with a common set of indicators to approach Decent Work from an integrated perspective. The two sets of indicators – statistical and legal – are mutually reinforcing and thus both considered essential for monitoring progress towards decent work in a given national economy. The methodology used to develop the Decent Work Indicators is sound and relevant and follows guidance by the Governing Body.
- One of the findings of this exercise is that the Decent Work Country Profiles represent an important step forward from the Decent Work Indicator Framework which in itself is a novel framework for the ILO in its combining of statistical and the legal indicators. The Decent Work Country Profiles were in all countries under this study truly innovative because they were the first document of this sort ever done at national level. The fact that they brought together tripartite constituents to have an evidence-based discussion about issues that were important to them was considered highly beneficial.



- The process of creating Profiles has three important elements at national level: 1) the tripartite consultation and participation process, 2) the capacity building in data collection, and 3) the analytical approach to data. The methodology for developing the Decent Work Profiles is efficient, as well as sound and relevant. It is also a flexible methodology since

¹¹That has been the case in SA where the Profile, as well as the DWCP is being developed through NEDLAC.

countries can adapt the tool according to their needs, to what they consider relevant for them. However, the effectiveness of each Profile can vary considerably from country to country depending on how the three mentioned elements were achieved.

- The tripartite consultation and participation process in the countries included in this exercise was in general considered successful by interviewees; however, we found differences among countries, depending above all on the origin of the initiative. When the initiative to produce a Profile came from the social partners, as in the case of Azerbaijan, the process can be considered more successful. If the initiative came from within the ILO, like the case of Jordan, the tripartite consultation and validation process requires greater effort to involve the constituents. When a social dialogue body was involved – as in the case of NEDLAC in SA – the tripartite process was solid and more sustainable. The tripartite consultation process gives the Profiles a strong national ownership.
- The effectiveness of the other two components: capacity building and analytical approach also varied from country to country. In some cases the Profiles were drafted by personnel from the ministry of labour or planning, and this was considered a way to build capacity inside the ministries. Hiring national external consultants was a way to ensure the national ownership of the documents, but it was also considered in some cases as an obstacle to building capacity inside the national departments. The quality of the analytical narratives varied from Profile to Profile because in some cases they did not provide a good explanation of the indicators and their relationship with decent work.
- The methodology used to develop the Country Profiles was cost efficient. However, in some cases the costs of the lead consultants were considered to be too high and it was felt that the quality of the final document did not merit the fees. This could be reviewed in the future. The printing and editing costs could also be reduced if the ILO were to decide to produce them in electronic format only.
- The Profiles are useful for ILO officials (usually experts in one area) since it involves them in a process in which all dimensions of decent work are discussed together. This has helped ILO staff have a more coherent picture of decent work by allowing them to analyze the different dimensions from a common perspective. An additional added value for the Office has been the country ownership created by developing and compiling the indicators *in the field*.
- The audience of the Profiles at national level is very broad. It is not limited to the constituents, nor just linked to the DWCP audience, but instead extended to policy makers, members of Parliament, researchers, Universities, etc.
- The Decent Work Country Profiles are useful for the countries *because and in the extent to which*: they 1) help to produce more accurate statistics to monitor decent work on a regular basis; 2) are an important tool for social dialogue and for discussion with the government; 3) can aid national policymaking and development planning; and 4) help in the development of the Decent Work Country Programme.
- The relationship between the Profiles and the DWCP is not clear, neither at HQ nor in the field. In the countries under review, the Profiles were perceived as an output of the Decent Work Country Programmes and were expected to be an instrument to monitor them. This relationship and eventual linking of the two will need further guidance, commitment and coordination from the Office.

- Some countries, like South Africa, have developed a Chapter 12 "Proposal for monitoring indicators" that links the data with the Decent Work Country Programme. This is something new and should be explored in the future as a way to improve the connection between the Profile and the Decent Work Country Programme.

V. Recommendations and Lessons Learned

As a result of this exercise two main ideas can be sustained: The Profiles are an important step forward in the ILO Decent Work Agenda and they are indeed very useful for the countries. Therefore, the continuation of the Decent Work Country Profiles can be recommended, preferably under the following conditions:

1. Select countries for Profile development based on clear criteria and the engagement of ILO constituents: governments, the employer's organizations and the trade unions. If possible, link the Profile with a social dialogue institution already existing in the country. This would help to reinforce social dialogue at national level and improve the Profile's national ownership and its sustainability. The closer involvement of the Governance and Tripartism Department could help on this issue.
2. Ensure the involvement of the National Statistics Offices (or corresponding institution) in the different stages of the process to ensure that their expertise is fully taken on board and for the benefit of NSO capacity building. Try to involve government officials as much as possible for the drafting of the Profile. The use of external consultants should be complementary to the work developed by government officials and where possible by technicians from constituents (employers and unions).
3. Produce the Profiles in countries where a DWCP already exists and connect it to it. This connection should also enlighten the decisions to make in terms of content and of updating the Profiles, eventually every two years. The interconnection between the Profile and the existing monitoring system of the Decent Work Country Programme should be explored further: some officials considered that the indicators included in the Profile could improve the way the DWCPs are being monitored since the current indicators in that monitoring system come from national sources and are not necessarily properly linked to the content of the Programme.
4. Review the content of the Profile, reinforce the economic and social context, and raise the quality of the analytical narratives, making sure they provide a good explanation of the indicators and their relationship to decent work.

With regard to future sustainability, further reflection is needed at the ILO concerning the need for the Profile and its main objectives. Decisions that need to be taken at ILO level and at national level need to be distinguished. It is recommended that the Profiles be produced in electronic format in order to reduce costs, with hard copies made available exceptionally and on a case by case basis hard copy for distribution.

ANNEXE I TERMS OF REFERENCE

TERMS OF REFERENCE

Internal Stock-Take of ILO's Global Programme on Measuring Decent Work

(Decent Work Indicators and Decent Work Country Profiles)

1. *Background*

Monitoring and assessing progress towards decent work at the country-level is a long-standing concern for the ILO and its constituents. The 2008 ILO Declaration on Social Justice for a Fair Globalization details that member States may consider “the establishment of appropriate indicators or statistics, if necessary with the assistance of the ILO, to monitor and evaluate the progress made.”¹² In the past, countries have repeatedly called for ILO technical cooperation to support their efforts to monitor and assess progress towards decent work.

In September 2008, a Tripartite Meeting of Experts proposed a framework for the measurement of decent work (including a number of Decent Work Indicators, DWIs) and in November 2008, the ILO Governing Body endorsed the proposal to test the framework in a limited number of pilot countries. Since then, “Decent Work Country Profiles” have been developed for a number of countries, both under technical cooperation funds and ILO regular budget support.

The Office's work is currently coordinated by a small team located in the Policy Integration Department (INTEGRATION) in Geneva. The work involves contributions from a number of units both at the headquarters and in the field and active collaboration with the constituents. It benefits from the resources and expertise of a project on “Monitoring and Assessing Progress on Decent Work” (MAP), financed by the European Commission and scheduled to run until the middle of 2013 (since 2009).

What are the expectations with regards to the decent work country profiles?

Decent work country profiles are national level assessments of decent work which highlight the major recent developments and progress across the decent work agenda, and illustrate the gaps and challenges left ahead for realising decent work for all. Developed in collaboration with

¹² Paragraph II.B.ii. See http://www.ilo.org/wcmsp5/groups/public/@dgreports/@cabinet/documents/publication/wcms_099766.pdf

governments, employers and workers organisations, profiles offer a baseline assessment of recent progress across major decent work components, using authoritative data from national sources and objective analyses of both statistical data and legal and policy related information.

Decent Work Country Profiles cover ten thematic areas of decent work: employment opportunities, adequate earnings and productive work, decent hours, combining work, family and personal life, work that should be abolished (mainly child labour and forced labour), stability and security of work, equal opportunity and treatment in employment, safe work environment, social security, and social dialogue, workers' and employers' representation.¹³ For each thematic area the profile includes a set of statistical and legal framework Decent Work Indicators (DWIs) pertaining to its thematic area – the former to provide a quantitative baseline and means to track progress in areas of decent work, and the latter to provide contextual background to the legal and policy environment affecting decent work. In addition, each profile contains a chapter on the social and economic context for decent work, comprising a set of mostly macroeconomic (context) indicators.

Decent work country profiles are aimed predominantly at ILO constituents and policymakers, as well as international organisations, researchers and development practitioners. They are expected to inform national priorities and policymaking across the social and economic spheres, not just those directly concerning labour and employment, and can also serve as an important input to the design, priority setting and M&E frameworks of national and sectoral development plans, poverty reduction strategies, and ILO programmatic support (namely its Decent Work Country Programmes).¹⁴ To date, profiles have been developed in a variety of countries at vastly different levels of development. Experience from this work has shown that profiles can help strengthen national methodologies for measuring decent work, whilst at the same time assisting the ILO itself in refining its own methodologies and modes of assistance to countries in this area.

Equally importantly profiles also aim to build understanding among governments and social partners of the role that the decent work indicators can play in national level policymaking, development planning, as well as ILO country assistance frameworks (i.e. Decent Work Country Programmes).

¹³ Ibid

¹⁴ With regard to the latter, decent work indicators can serve as a reliable and authoritative baseline at the stage of defining decent work priorities and objectives, as well as a powerful instrument for defining programmatic targets and evaluating overall programme effectiveness (i.e. Monitoring and Evaluation).

2. Assessing the ILO programme on measuring decent work

The ILO Governing Body has discussed the measurement of decent work on several occasions and provided guidance on the main principles and methodology that should guide measurement, including the use of statistical and legal framework indicators of decent work (decent work indicators, DWIs) and the development of national decent work country profiles.¹⁵

The complementary application of quantitative indicators and contextual information on the legal and policy framework (comprising the rights at work dimension) were seen as essential for all aspects of the measurement of decent work.¹⁶ In addition, the Governing Body has also stressed the importance of capturing gender differences in access to decent work, and emphasized that the profiles should not only provide gender disaggregation wherever possible in its decent work indicators, but also draw attention to –and provide analysis on - thematic topics with particular gender relevance, such as the “combining work, family and personal life” and “equal opportunity and treatment in employment”¹⁷.

Given the context of upcoming internal and independent evaluations of various components of the Office’s work on measuring decent work, in light of the scheduled organizational reform and restructuring already underway, the Policy Integration Department considers it valuable to now conduct an internal stock taking exercise to draw out some of the key experiences and lessons learned in this area since 2009. The exercise should be guided by the same principles as an independent evaluation, but should be focused primarily on delivering a set of recommendations for how the Office can learn from the experiences –both positive and negative- of this work and if necessary, refine its approach to the measurement of decent work at the national level.

The proposed exercise should target the whole ILO programme on measuring decent work, but should also learn from the evaluation of the “Monitoring and Assessing Progress on Decent Work” (MAP) TC project, that will be carried out between June and November 2013.

3. Key tasks of the stock-taking exercise

At the end of 2013, current funding for the global programme on measuring decent work will expire, and the continuation of the programme will be discussed in the context of the organisational reform of the ILO, as well as the outcomes of respective evaluations taking place in

¹⁵ See, for example, GB.301/17/6, GB.303/19/3 and GB.306/17/5.

¹⁶ GB.303/19/3

¹⁷ GB.306/17/5

2013-2014. This stock-taking exercise will provide a coherent input into a wider evaluation of the work of the Policy Integration department scheduled for 2014.

For the purposes of institutional learning and improvement, there are several key questions that should be answered in this exercise:

1. **Is the methodology (including statistical and legal framework indicators) developed for measuring decent work sound and relevant?**
2. **Does current methodology used for the development of the decent work country profiles reflect the expectations of the ILO Governing Body?**
3. **How successful has the process of tripartite consultation and validation been in ensuring participatory and nationally owned profiles?**
4. **To what extent have the profiles aided national policymaking and development planning?**
5. **To what extent have the profiles helped ILO colleagues working in a country covered by the profiles?**
6. **To what extent have the profiles aided the development of decent work country programmes?**
7. **Can decent work profiles be sustained in the future? In this context, what could be the role of the ILO and the national partners?**

More specifically, the stock take will include a combination of **desk research** and **interviews** (such as phone/Skype interviews, surveys and questionnaires)¹⁸, both with ILO staff (HQ and the field) and national constituents, to assess the effectiveness of the following (7) core components of the measuring decent work programme:

- a. The **methodology** used for developing Decent Work Indicators;
- b. The **methodology** used to develop the decent work country profiles, including:
 - The in-country consultation process, the process of “tripartite validation” of the document before finalisation, and the extent to which the methodology can be flexibly applied in different country contexts

¹⁸ The assignment will not require any mission travel.

- The organisation of the profiles according to statistical indicators, legal framework indicators, and analytical narratives, and the thematic/chapter breakdown.
 - The use of national external collaborators/contracted institutions to develop the profiles
 - The extent to which the methodology and approach engenders “national ownership” of the documents
- c. The **usefulness** of the profiles for the countries for which they were developed, and for the ILO national constituents, including:
- The relevance and applicability of the profiles to their intended audience
 - The extent to which the profiles can influence policymaking and national planning processes
 - The extent to which the profiles can inform the development and evaluation of ILO’s own programmes in countries (e.g. DWCPs)
- d. Identify **lessons learnt** throughout the Office’s work on the profiles for consideration in the development of the ILO Knowledge Management Gateway;
- e. Assess the **effectiveness and efficiency** of the methods used in the development of the profiles and recommend how ILO can advance on the measurement of decent work;
- f. Assess how the **sustainability** could be ensured (through the regular updates of the profiles, development of “e-profiles”, etc.);
- g. Assess how the profiles could help at the stages of development, monitoring and evaluation of **Decent Work Country Programmes**.

The exercise will require a number of initial meetings with key informants in Geneva, including the ILO Policy Integration Department and Department of Statistics. Following this, the consultant will work with focal points in ILO field offices to collect feedback from constituents in countries where profiles have been developed through an agreed method (e.g. phone/Skype interviews, written questionnaires, etc).¹⁹ The choice of countries will be complementary to the list of countries chosen for the evaluation of the MAP project, hence will include: Azerbaijan, Kyrgyzstan (DWT Moscow), Moldova (DWT Budapest), South Africa (DWT Pretoria), Jordan (DWT Beirut), Senegal (DWT Dakar).

¹⁹ In this regard, the ILO will provide the consultant with a full list of relevant contacts

4. *Timeframe and Outputs*

The stock-taking exercise will commence on **October 30, 2013**, and be completed no later than **December 31, 2013**.

The expected outputs for the assignment are as follows:

1. A preliminary desk review and preparation of an inception report, including details of the methodology to be used (to obtain information) and a work plan
2. Interviews/surveys with key stakeholders in Geneva and project countries (no mission travel required)
3. A draft report of approximately 9,000-10,000 words (or not more than 15 pages), excluding annexes.
4. A final report (plus country annexes), to be submitted within 15 days of receiving ILO comments on the draft report.

The final stock-taking report should follow the following basic format:

1. Title page
2. Table of contents
3. Executive summary²⁰
4. Acronyms
5. Background and description of the global programme on Measuring Decent Work
6. Purpose of the exercise and methodology to be used
7. Main review of programme performance –based on the 7 key areas outlined above.²¹
8. Findings, conclusions and recommendations.
9. Annexes: to include ToRs, lists of interviewees by country, questionnaires used and any other relevant documents.

²⁰ For guidance see previous “strategy and policy” evaluations conducted by the ILO, available at: <http://www.ilo.org/eval/Evaluationguidance/lang--en/index.htm>

²¹ i.e. (a) methodology for developing DWIs; (b) methodology for developing decent work country profiles; (c) usefulness of the profiles; (d) lessons learnt; (e) effectiveness and efficiency; (f) sustainability; and (g) usefulness to decent work country programmes.

ANNEXE II EVALUATION MATRIX

EVALUATIVE QUESTIONS	CRITERIA	INFORMATION SOURCES Desk research and interviews
1. Is the methodology (including statistical and legal framework indicators as well as analytical narratives) developed for measuring decent work sound and relevant?	RELEVANCE	Documents from Statistics and Integration Department Key informants at the Head Quarters in Geneva
2. Does current methodology used for the development of the decent work country profiles reflect the expectations of the ILO Governing Body?	RELEVANCE	Documents from Statistics and Integration Department Governing Body Documents Key informants at the Head Quarters in Geneva
3. Is the methodology used for the development of the decent work country profiles efficient?	EFFICIENCY	Documents from Statistics and Integration Department Governing Body Documents Key informants at the Head Quarters in Geneva and in the field.
4. How successful has the process of tripartite consultation and validation been in ensuring participatory and nationally owned profiles?	NATIONAL OWNERSHIP	Decent Work Country Profiles Key informants at the Head Quarters in Geneva and in the field.
5. Are the profiles relevant and applicable to their intended audience?	RELEVANCE	Decent Work Country Profiles Key informants at the Head Quarters in Geneva and in the field
6. Does the methodology and approach engender "national ownership" of the documents?	NATIONAL OWNERSHIP	Documents from Statistics and Integration Department Decent Work Country Profiles Key informants at the Head Quarters in Geneva and in the field
7. To what extent can the methodology flexibly be applied in different country contexts?	FLEXIBILITY	Documents from Statistics and Integration Department Decent Work Country Profiles Key informants at the Head Quarters in Geneva and in the field

8. To what extent have the profiles aided national policymaking and development planning?	USEFULNESS	Key informants in the field
9. To what extent have the profiles helped ILO colleagues working in a country covered by the profiles?	USEFULNESS	Key informants in the field
10. To what extent have the profiles aided the development of decent work country programmes?	USEFULNESS	Key informants in the field
11. To what extent can the profiles help at the stages of development, monitoring and evaluation of Decent Work Country Programmes?	EFFECTIVENESS	Key informants in the field
12. Can decent work profiles be sustained in the future? In this context, what could be the role of the ILO and the national partners?	SUSTAINABILITY	Decent Work Country Profiles Key informants at the Head Quarters in Geneva and in the field

ANNEXE III LIST OF PEOPLE INTERVIEWED IN HQ AND BY COUNTRIES

NAME	Position/Office	DATE OF INTERVIEW
Ms. Margaret Mottaz-Shilliday,	Senior Administrator, Multilateral Cooperation Department	31st October and 4th November
Mr. Stephen Pursey,	Director, Multilateral Cooperation Department	31st October and 4th November
Mr. Nikolai Rogovsky,	Senior Development Economist, Multilateral Cooperation Department	31st October and 4th November
Mr. David Williams,	Technical officer, Multilateral Cooperation Department	31st October and 4th November
Ms. Monica Castillo,	Senior Statistician, Department of Statistics	31st October
Ms. Dagmar Walter,	Head of the Management Support Unit, Department of Statistics	31st October and 4th November
Ms. Naima Pagès (TBC),	Chief Technical Advisor, ILO/EC MAP Project	31st October
Mr. Philippe Egger,	Director of the Strategic Programme	4th November
Mr. Graeme Buckley,	Senior Programme Officer, PROGRAM	4th November
Mr. Rafael Diez de Medina,	Director of the Department of Statistics	4th November
Ms Sindile Moitse	ILO Office Pretoria	22th November
Ms. Debbie Budlender	South Africa ILO Lead consultant for the DC Profile	25th November
Ms. Tanya Cohen	Employers South Africa	27th November
Ms. Oxana Lipcanu	Moldova National Coordinator ILO	28th November

Ms. Ian Macun	Labor Department South Africa (survey)	4th December
Ms. Olga Koulaeva	Senior Employment Specialist DTW Moscow (Azerbaijan)	5th December
Ms. Shaza Ghaleb Jondi	Programme Analyst DTW Beirut (Jordan)	9th December
Mr. Jean-François Klein	Chief of Regional Program Services ILO Beirut	10th December
Mr. Bolotbek Orovov	ILO Official Kyrgyzstan	16th December
Mr. Rashad Farajov,	Azerbaijan Trade Unions (survey)	27th December
Ms. Ajihodjaeva,	Head of Department of Employment Policy, Ministry of Labour Kyrgyzstan (survey)	2nd February 2014
Mr. Honoré Djerma	Senior Statistician DTW Dakar (survey)	6th February 2014
Ahmad Shawabkeh	Labour relations expert, General Federation of the Jordanian Trade Unions	14th February 2014
Khaled Hababbeh	General Federation of the Jordanian Trade Unions	14th February 2014

1. Guidelines for the interview with Ms Sindile Moitse, South Africa, ILO Official

My understanding is that the Decent Work Profile in South Africa, dated October 2013, is currently in a draft version, which will then be redrafted and published in December or January.

1. Could you please provide more details into the process of elaboration of the Decent Work Profile in South Africa? Specifically, when did it start? What stakeholders/constituents were involved in the process through its different stages, how, etc.?
2. What is the connection between the profile and the Decent Work Country Programme in South Africa? To what extent has the Profile helped the Decent Work Country Programme?
3. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
4. How successful has the process of tripartite consultation and validation been in ensuring participation and national ownership in the South African Profile?
5. To what extent has the NEDLAC been involved in the process? To what extent the NEDLAC involvement made the process easier?
6. Does the NEDLAC have a sort of internal periodic document, with a bulk of indicators and statistics, to follow the labor situation of the country?
7. What do you think has been the contribution of the Decent Work Profile to NEDLAC?
8. In your opinion, does the methodology and approach engender national ownership of the Profiles?
9. Have you been able to adapt the methodology for the South African case? How?
10. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
11. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
12. I have seen that the Profile includes Chapter 12. "Proposal for monitoring indicators". Could you please comment on that?
13. Has the South African Profile aided national policymaking and development planning? How?
14. Who do you think are/will be the readers/users of the Decent Work Profile?
15. To what extent have the profiles helped ILO colleagues at your office?
16. Could you please describe the process of contracting external collaborators to develop the profile? How they/he/she were selected?
17. What are the tools/support your office has received from the headquarters during the process?
18. What have been the costs for producing the Decent Work Profile? Do you think the profile is efficient (costs are not too high) and is there a way to make them more efficient?
19. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
20. Could you please define what is in your opinion the Decent Work Profile in South Africa (please choose only one option)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
21. And, what do you think the Decent Work Profile in South Africa should be in the future? (Again please choose among 1, 2 or 3).
22. What do you think has been the major contribution of the Decent Work Country Profile in South Africa?
23. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

2. Guidelines for the interview with Ms. Debbie Budlender, South Africa, Lead Consultant

1. What is the connection between the profile and the Decent Work Country Programme in South Africa? To what extent has the Profile helped the Decent Work Country Programme?
2. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
3. How successful has the process of tripartite consultation and validation been in ensuring participation and national ownership in the South African Profile?
4. Does the NEDLAC have a sort of internal periodic document, with a bulk of indicators and statistics, to follow the labor situation of the country?
5. What do you think has been the contribution of the Decent Work Profile to NEDLAC?
6. In your opinion, does the methodology and approach engender national ownership of the Profiles?
7. Have you been able to adapt the methodology for the South African case? How?
8. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
9. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
10. I have seen that the Profile includes Chapter 12. "Proposal for monitoring indicators". Could you please comment on that?
11. Has the South African Profile aided national policymaking and development planning? How?
12. Who do you think are/will be the readers/users of the Decent Work Profile?
13. To what extent have the profiles helped ILO colleagues at your office?
14. Could you please describe the process of contracting external collaborators to develop the profile? How they/he/she were selected?
15. What are the tools/support your office has received from the headquarters during the process?
16. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
17. Could you please define what is in your opinion the Decent Work Profile in South Africa (please choose only one option)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
18. And, what do you think the Decent Work Profile in South Africa should be in the future? (Again please choose among 1, 2 or 3).
19. What do you think has been the major contribution of the Decent Work Country Profile in South Africa?
20. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

3. Guidelines for the interview with Ms. Tanya Cohen, South Africa, Employers Organization

1. Could you please provide some details into the process of elaboration of the Decent Work Profile in South Africa? Specifically, how were you involved in the process through its different stages, etc.?
2. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
3. Has the South African Profile aided national policymaking and development planning? How?
4. How successful has the process of tripartite consultation and validation been in ensuring participation and national ownership in the South African Profile?
5. What is the connection between the profile and the Decent Work Country Programme in South Africa? To what extent has the Profile helped the Decent Work Country Programme?
6. What do you think has been the contribution of the Decent Work Profile to NEDLAC?
7. In your opinion, does the methodology and approach engender national ownership of the Profiles?
8. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
9. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
10. Who do you think are/will be the readers/users of the Decent Work Profile?
11. Do you think the profile is efficient (costs are not too high) and is there a way to make them more efficient?
12. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
13. Could you please define what is in your opinion the Decent Work Profile in South Africa (please choose two options)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
14. And, what do you think the Decent Work Profile in South Africa should be in the future? (Again please choose two among 1, 2, or 3).
15. What do you think has been the major contribution of the Decent Work Country Profile in South Africa?
16. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

4. Survey for Mr. Ian Macun, South Africa, Labor Department

1. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
2. What is the connection between the profile and the Decent Work Country Programme in South Africa? To what extent has the Profile helped the Decent Work Country Programme?
3. How successful has the process of tripartite consultation and validation been in ensuring participation and national ownership in the South African Profile?
4. What do you think has been the contribution of the Decent Work Profile to NEDLAC?
5. In your opinion, does the methodology and approach engender national ownership of the Profiles?
6. Have you been able to adapt the methodology for the South African case? How?
7. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
8. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
9. Has the South African Profile aided national policymaking and development planning? How?
10. Who do you think are/will be the readers/users of the Decent Work Profile?
11. To what extent has the Profile helped the Labor Department?
12. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
13. Would you be able to continue with the Decent Work Profile in South Africa without the support of the ILO?
14. Could you please define what is in your opinion the Decent Work Profile in South Africa (please choose only one option)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
15. And, what do you think the Decent Work Profile in South Africa should be in the future? (Again please choose among 1, 2 or 3).
16. What do you think has been the major contribution of the Decent Work Country Profile in South Africa?
17. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?
18. Other comments :

Guidelines for the interview with Olga Koulaeva, Azerbaijan

The Decent Work Country Profile for Azerbaijan was published in hard copy in 2012.

1. Could you please provide some details into the process of elaboration of the Decent Work Profile in Azerbaijan? Specifically, where did the initiative come from?
2. Who drafted/wrote the Profile?
3. How were the constituents involved in the process?
4. Does Azerbaijan have any sort of social dialogue institution?
5. Do you think the process of tripartite consultation and validation was successful in ensuring participation and national ownership in the Azerbaijan Profile?
6. How was the State Statistical Committee of the Republic of Azerbaijan involved?
7. What is the connection between the profile and the Decent Work Country Programme in Azerbaijan? To what extent has the Profile helped the Decent Work Country Programme?
8. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
9. Do you think the Azerbaijan Profile can aid national policymaking and development planning? How?
10. In your opinion, does the methodology and approach engender national ownership of the Profiles?
11. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
12. Although this exercise is not tackling the indicators issue in detail, I would like to ask you about the chapter "Combining work, family and personal life", where I don't find a table with statistical indicators, just to have an example of how this was decided.
13. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
14. Who do you think are/will be the readers/users of the Decent Work Profile?
15. What do you think has been the usefulness of the Profile for you and the ILO colleagues in general?
16. Does a document of this sort exist in Azerbaijan?...
17. Do you think the profile is efficient (costs are not too high) and is there a way to make them more efficient?
18. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
19. Could you please define what is in your opinion the Decent Work Profile in Azerbaijan now? (please choose two options)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
 4. A tool for monitoring national policies and programmes by assessing progress on selected targets.
 5. An instrument to boost a fact-based social dialogue
20. And, what do you think the Decent Work Profile in Azerbaijan should be in the future? (Again please choose two among 1, 2, 3, 4 or 5).
21. What do you think has been the major contribution of the Decent Work Country Profile in Azerbaijan?
22. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

Survey Azerbaijan (Rashad Farajov, Trade Unions)

The Decent Work Country Profile for Azerbaijan was published in hard copy in 2012.

1. Could you please provide some details into the process of elaboration of the Decent Work Profile in Azerbaijan? Specifically, where did the initiative come from?
2. Who drafted/wrote the Profile?
3. How were the constituents involved in the process?
4. Does Azerbaijan have any sort of social dialogue institution?
5. Do you think the process of tripartite consultation and validation was successful in ensuring participation and national ownership in the Azerbaijan Profile?
6. How was the State Statistical Committee of the Republic of Azerbaijan involved?
7. What is the connection between the profile and the Decent Work Country Programme in Azerbaijan? To what extent has the Profile helped the Decent Work Country Programme?
8. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
9. Do you think the Azerbaijan Profile can aid national policymaking and development planning? How?
10. In your opinion, does the methodology and approach engender national ownership of the Profiles?
11. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
12. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
13. Who do you think are/will be the readers/users of the Decent Work Profile?
14. Does a document of this sort exist in Azerbaijan?....
15. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
16. Could you please define what is in your opinion the Decent Work Profile in Azerbaijan now? (please choose two options)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
 4. A tool for monitoring national policies and programmes by assessing progress on selected targets.
 5. An instrument to boost a fact-based social dialogue
17. And, what do you think the Decent Work Profile in Azerbaijan should be in the future? (Again please choose two among 1, 2, 3, 4 or 5).
18. What do you think has been the major contribution of the Decent Work Country Profile in Azerbaijan ?
19. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

Guidelines for the interview in Jordan (Shaza Ghaleb Jondi and Jean François Klein (ILO), Ahmad Shawabkeh, Khaled Hababbeh (General Federation of the Jordanian Trade Union))

1. Could you please provide some details into the process of elaboration of the Decent Work Profile in Jordan? Specifically, where did the initiative come from, how were you involved in the process through its different stages, etc.?
2. Who drafted the Profile? How were the authors designated?
3. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
4. Do you think the Jordan Profile can aid national policymaking and development planning? How?
5. How successful has the process of tripartite consultation and validation been in ensuring participation and national ownership in the Jordan Profile?
6. Has the Statistics Department been involved in the process? How?
7. What is the connection between the profile and the Decent Work Country Programme in Jordan? To what extent has the Profile helped the Decent Work Country Programme?
8. Has it been any contribution of the Economic and Social Council (social dialogue institution) in Jordan?
9. In your opinion, does the methodology and approach engender national ownership of the Profiles?
10. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
11. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
12. Who do you think are/will be the readers/users of the Decent Work Profile?
13. What do you think has been the usefulness of the Profile for you and the ILO colleagues in general?
14. Does a document of this sort exist in Jordan?....
15. Do you think the profile is efficient (costs are not too high) and is there a way to make them more efficient?
16. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
17. Could you please define what is in your opinion the Decent Work Profile in Jordan now? (please choose two options)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
 4. A tool for monitoring national policies and programmes by assessing progress on selected targets.
 5. An instrument to boost a fact-based social dialogue
18. And, what do you think the Decent Work Profile in Jordan should be in the future? (Again please choose two among 1, 2, 3, 4 or 5).
19. What do you think has been the major contribution of the Decent Work Country Profile in Jordan?
20. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

Survey for Senegal (Honore Djerma)

1. Pourriez-vous me fournir quelques détails sur le processus d'élaboration du Profil du Travail Décent au Sénégal ? Notamment, d'où vient l'initiative ? Dans quelle phase se trouve-t-elle maintenant ? Est-ce qu'elle a été rédigée, validée, publiée, etc?
2. Qui a élaboré/rédigé le profil ?
3. Comment les mandants ont été engagés dans le processus ?
4. Pensez-vous que le processus de consultation et validation tripartite a réussi à assurer la participation et l'appropriation du Profil du Sénégal par le pays ?
5. Est-ce que le Comité National du Dialogue Social a joué un rôle dans le processus ?
6. Comment l'Agence nationale de la statistique et de la démographie a-t-elle été impliquée ?
7. Est-ce que vous pensez que la méthodologie et l'approche favorisent l'appropriation du Profil par le pays ?
8. Quel est le rapport entre le profil et le Programme du Travail Décent des pays ? Dans quelle mesure le Profil a-t-il facilité le Programme du Travail Décent des pays?
9. D'après vous, comment a contribué le Profil au développement du Travail Décent dans votre pays ?
10. Quel est votre avis sur contenu du profil : les indicateurs statistiques, le cadre juridique des indicateurs, les narratives analytiques et les chapitres thématiques d'analyse ? Est-ce que vous avez été en mesure d'adapter ça à la situation spécifique du Sénégal en termes de disponibilité d'information statistique et juridique ?
11. Par rapport aux autres Profils, il semble que vous introduisez plus d'indicateurs du cadre juridique que des indicateurs statistiques. Vous êtes bien d'accord ? Quelle est la raison de cela ?
12. Pensez-vous que le Profil peut contribuer à l'adoption des décisions politiques et la planification du développement dans le pays ? Si oui, comment ?
13. Croyez-vous que le contenu du Profil devrait être réduit ou élargi dans le futur ? Pourquoi ? Comment ?
14. À votre avis, qui se servira du Profil de Travail Décent ?
15. Est-ce qu'il existe déjà au Sénégal un document de cette sorte ?
16. Que pensez-vous a été-l'utilité du profil pour vous et les collègues de l'OIT en général?
17. Pensez-vous que le Profil est efficient (les coûts ne sont pas trop élevés) ? Y-aurait-il un moyen de le rendre encore plus efficient?
18. Le Profiles du Travail Décent, pourront-ils être soutenus à longue terme ? Dans ce contexte, quel rôle pourraient jouer le BIT et les partenaires nationaux ?
19. Pourriez-vous définir ce que c'est le Travail Décent au Sénégal maintenant ? (veuillez choisir deux options, s'il vous plaît).
 - a. Un instrument pour évaluer le Travail Décent dans le pays.
 - b. Un instrument pour évaluer le Programme du Travail Décent des pays.
 - c. Un instrument pour superviser les progrès accomplis dans le contexte du Programme du Travail Décent des pays?
 - d. Un outil pour superviser les politiques et les programmes nationales à partir de l'évaluation des progrès dans des objectifs sélectionnés.
 - e. Un instrument pour promouvoir un dialogue social fondé sur des faits.
20. À votre avis, qu'est-ce que le Profil du Travail Décent devrait devenir à l'avenir? (Encore une fois, veuillez choisir une option parmi a,b,c,d ou e).
21. Quelle est d'après vous la contribution la plus grande du Programme du Travail Décent des pays au Sénégal ?
22. Quelles recommandations voudriez-vous faire afin de développer le Profil du Travail Décent au futur ?

Guidelines for the interview with Oxana Lipcanu, Moldova

1. Could you please provide some details into the process of elaboration of the Decent Work Profile in Moldova? Specifically, how were you involved in the process through its different stages, etc.?
2. How were the authors designated? Do you think the fact that they are members of the Labor Department may have any influence on capacity building for the Department?
3. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
4. Do you think the Moldova Profile can aid national policymaking and development planning? How?
5. How successful has the process of tripartite consultation and validation been in ensuring participation and national ownership in the Moldova Profile?
6. Has the Statistics Department been involved in the process? How?
7. What is the connection between the profile and the Decent Work Country Programme in Moldova? To what extent has the Profile helped the Decent Work Country Programme?
8. Has it been any contribution of the National Commission for consultation and collective bargaining?
9. In your opinion, does the methodology and approach engender national ownership of the Profiles?
10. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
11. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
12. Who do you think are/will be the readers/users of the Decent Work Profile?
13. What do you think has been the usefulness of the Profile for you and the ILO colleagues in general?
14. Does a document of this sort exist in Moldova?...
15. Do you think the profile is efficient (costs are not too high) and is there a way to make them more efficient?
16. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
17. Could you please define what is, in your opinion, the Decent Work Profile in Moldova now? (please choose two options)
 1. An instrument for assessing decent work in the country
 2. An instrument to assess the Decent Work Country Programme
 3. An instrument to monitor progress on the Decent Work Country Programme
 4. A tool for monitoring national policies and programmes by assessing progress on selected targets.
 5. An instrument to boost a fact-based social dialogue
18. And, what do you think the Decent Work Profile in Moldova should be in the future? (Again please choose two among 1, 2, 3, 4 or 5).
19. What do you think has been the major contribution of the Decent Work Country Profile in Moldova?
20. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

Guidelines for the interview in Kyrgyzstan, Mr. Bolotbek Orokov

1. Could you please provide some details into the process of elaboration of the Decent Work Profile in Kyrgyzstan? Specifically, in what stage are you know?
2. Where did the initiative to develop the Decent Work Country Profile come from?
3. How successful has the process of tripartite consultation and validation been in ensuring participation and national ownership in the Kyrgyzstan Profile?
4. Is there an institution for social dialogue in the country? If yes, Is it involved somehow in the process?
5. Has the Statistics Department been involved in the process? How?
6. What is the connection between the profile and the Decent Work Country Programme in Kyrgyzstan? To what extent has the Profile helped the Decent Work Country Programme?
7. How do you think the Decent Work Profile has contributed to the development of decent work in your country?
8. Do you think the Kyrgyzstan Profile can aid national policymaking and development planning? How?
9. In your opinion, does the methodology and approach engender national ownership of the Profiles?
10. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
11. Do you think the Profile should be reduced or extended in its content in the future? Why? How?
12. Who do you think are/will be the readers/users of the Decent Work Profile?
13. What do you think has been the usefulness of the Profile for you and the ILO colleagues in general?
14. Does a document of this sort exist in Kyrgyzstan?....
15. Do you think the profile is efficient (costs are not too high) and is there a way to make them more efficient?
16. Can the Decent Work Profiles be sustained in the future? In this context...what could be the role of the ILO and the national partners?
17. Could you please define what is in your opinion the Decent Work Profile in Kyrgyzstan now? (please choose two options)
 4. An instrument for assessing decent work in the country
 5. An instrument to assess the Decent Work Country Programme
 6. An instrument to monitor progress on the Decent Work Country Programme
 7. A tool for monitoring national policies and programmes by assessing progress on selected targets.
 8. An instrument to boost a fact-based social dialogue
18. And, what do you think the Decent Work Profile in Kyrgyzstan should be in the future? (Again please choose two among 1, 2, 3, 4 or 5).
19. What do you think has been the major contribution of the Decent Work Country Profile in Kyrgyzstan ?
20. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

Survey for Kyrgyzstan -Ms. Ajihodjaeva-

1. Where did the initiative to develop the Decent Work Country Profile come from?
2. How successful has the process of tripartite consultation been in ensuring participation and national ownership in the Kyrgyzstan Profile?
3. Is there an institution for social dialogue in the country? If yes, Is it involved somehow in the process?
4. Is the Statistics Department involved in the process? How?
5. How do you think the Decent Work Profile can contribute to the development of decent work in your country?
6. Do you think the Kyrgyzstan Profile can aid national policymaking and development planning? How?
7. What do you think about the content of the Profile: statistical indicators, legal framework indicators, analytical narratives and thematic chapter breakdown?
8. Who do you think are/will be the readers/users of the Decent Work Profile?
9. Does exist in Kyrgyzstan a document of this sort?....
10. Could you please define what is in your opinion the Decent Work Profile in Kyrgyzstan now? (please choose two options)
 - a) An instrument for assessing decent work in the country
 - b) An instrument to assess the Decent Work Country Program
 - c) An instrument to monitor progress on the Decent Work Country Program
 - d) A tool for monitoring national policies and programmes by assessing progress on selected targets.
 - e) An instrument to boost a fact-based social dialogue
11. And, what do you think the Decent Work Profile in Kyrgyzstan should be in the future? (Again please choose two among a, b, c, d or e).
12. What recommendations would you like to suggest for the development of the Decent Work Profiles in the future?

ANNEXE V LIST OF DOCUMENTS

ILO, Measuring Decent Work with Statistical Indicators, Policy Integration Department, Statistical Development and Analysis Group, Working Paper No. 2, Richard Anker, Igor Chernyshev, Philippe Egger, Farhad Mehran and Joseph Ritter , 2002

ILO, Decent Work Country Programmes Monitoring and Self-Evaluation Guide, Draft, 2006 Evaluation Unit.

ILO Declaration on Social Justice for a Fair Globalization, June 2008

ILO Tripartite Meeting of Experts on the Measurement of Decent Work, Chairperson's report, September 2008

<http://www.ilo.org/integration/themes/mdw/lang--en/index.htm>

<http://www.ilo.org/public/english/bureau/program/dwcp/index.htm>

ILO, Sixth Supplementary Report: Measuring Decent Work, GB 301/17/6, March 2008

ILO, Third Supplementary Report: Tripartite Meeting of Experts on the Measurement of Decent Work, GB 303/19/3

ILO, Fifth Supplementary Report: Measuring Decent Work, GB 306/17/5

ILO, Decent Work Country Programme for South Africa 2010-2014, September 2010

ILO, Decent Work Country Programme, A Guidebook, 2011

ILO First Manual Decent Work Indicators, Concepts and Definitions, May 2012.

Statistics South Africa 2013, Labor Market Dynamics in South Africa 2012

ILO Monitoring and Measuring Decent Work, Report on progress and outcomes of the ILO Programme 2009-2013. Power point presented at the ICLS October 2013

ILO Second Manual Decent Work Indicators, Guidelines for producers and users of statistical and legal framework indicators, Draft September 2013.

Power point by Monica Castillo, Senior Statistician, ILO Second Manual Decent Work Indicators, Guidelines for producers and users of statistical and legal framework indicators, 2013

Monitoring and assessing progress on decent work. Lessons learned from the MAP project, Manual, October 2013

ILO, Decent Work Country Programme Jordan 2012-2015

ILO, Programme pays de promotion du travail décent au Sénégal, 2012-2015

Memorandum of understanding between the Ministry of labor, social protection and family of Moldova and the constituent social partners and the international labour organization on the decent work country programme for 2012-2015

ILO, Profil Pays du Travail Decent Senegal

TdR Lead Consultant Decent Work Profile Kyrgyzstan, 2013