



Independent evaluation of ILO's Decent Work Country Programmes, strategies and actions in the Caribbean (2010- 2015)

(October 2015)

The scope of ILO activities in the Caribbean includes Decent Work Country Programmes (DWCPs) that are currently serving a wide range of member States, as well as other decent work strategies and activities where ILO does not have formalized DWCPs. This mix of geographic and operational diversity makes this a particularly complex evaluation. The purpose of this evaluation was to assess whether the DWCPs and its strategies and actions are effectively serving the Decent Work Agenda and the forward looking ILO strategies to support the new 2030 Agenda for Sustainable Development.

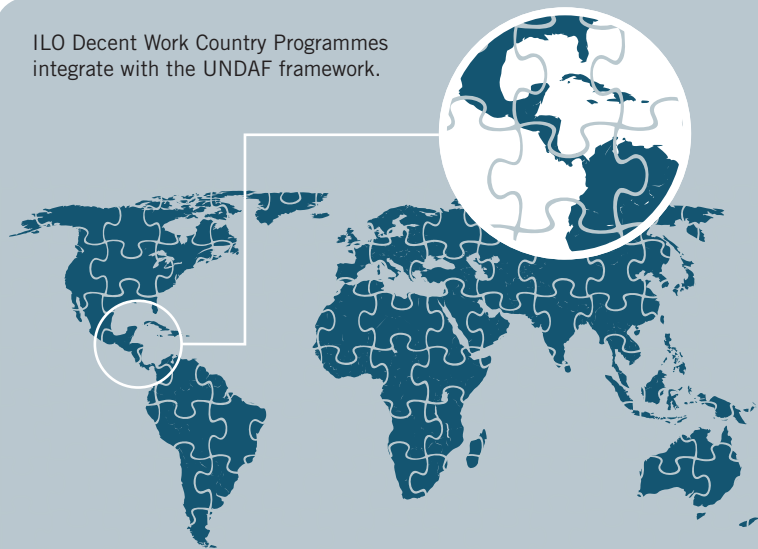
Member States: Antigua and Barbuda; Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago

Non-metropolitan territories: Anguilla, Aruba, Bermuda, British Virgin Islands, Cayman Islands, Curacao, Montserrat, Saint Maarten, Turks and Caicos Islands.

Some key findings

- **DWCPs integrate with the UNDAF framework**, notably those in Barbados, Guyana and Suriname, and this needs to be applied across the region.
- There is a **pressing need for systematic design and implementation approaches** which is based on country situation analyses.
- **Constituents, staff and development partners rated overall performance of ILO's programmes, strategies and actions as satisfactory.** They also noted that the effectiveness of ILO's operations in promoting the DWA in the subregion is satisfactory.
- **ILO's work effectively supported constituent efforts to promote, design and implement national policies addressing key issues** such as HIV/AIDS, vocational training and child labour.
- **ILO's work on knowledge sharing** (using technical and high-level meetings and workshops) is highly effective.
- DWT/O-Port-of-Spain is expected to develop and support the implementation of DWCPs, strategies

ILO Decent Work Country Programmes integrate with the UNDAF framework.



and actions in 22 countries. For this reason the evaluation found that **communication and internal cohesion needs strengthening.**

- **National specialists are highly qualified in their particular technical areas** and are willing to take on new challenges and themes arising from subregional and country concerns.

Some recommendations from the evaluation

- **Develop a two-tier model of technical cooperation with a strong subregional strategy**, based on previous experience and alliances, to support and complement country-level actions within or outside a DWCP framework.
- **Enhance stakeholders' participation in design, implementation monitoring and evaluation of DWCPs, strategies and actions.** Country programme reviews should provide the basis for the biannual programme and budget implementation reports and uploaded into regional knowledge-sharing platforms.
- **Develop monitoring and evaluation (M&E) frameworks based on agreed outcome-based work plans and country programme outcomes.** This will improve work planning, implementation and reporting, and would require strengthening of the Programming Unit to facilitate substantive planning, programming, monitoring and reporting on priorities, objectives and outcomes.
- **Develop an information and communication strategy** to disseminate information about the ILO programme goals and achievements.
- **Improve gender mainstreaming** through comprehensively adopting the 2010–15 Gender Mainstreaming Action Plan in collaboration with

A two-tier model improves TC effectiveness through a strong subregional strategy.



Caribbean institutions and other international development agencies.

- **Disaggregate labour market data by country** instead of clustering Caribbean member States together.
- **The allocation of regular budget “slippage” and RBTC resources should be made more transparent** and include incentives for optimizing resource planning and use.

VOICES FROM CONSTITUENTS

- “The decent work programme is not as publicized therefore the strategies are not always visible.”
- Three aspects of ILO’s work that some constituents would like to see significantly changed or enhanced in the future is to put in place “[a] better balance and synergy between Caribbean-wide and national activities; more information sharing and public-awareness-raising on the Decent Work Agenda; and paying more attention to gender and other cross-cutting issues.”

VOICES FROM ILO STAFF

- “It is necessary to have an effective functioning of the national tripartite committees to oversee the implementation of DWCPs.”
- “ILO staff must have a thorough understanding of DWCP design, implementation and monitoring in order to provide guidance for the next DWCP.”

International Labour Office – Impact Evaluation Collaboration Group

- To share peer experience, get technical advice and to keep up-to-date on impact evaluation, join the Impact Evaluation Collaboration Group by sending an email to EVAL: eval@ilo.org
- To read the full evaluation report, please visit our website at <http://www.ilo.org/eval/>