

▶ **A self-assessment  
method for social  
dialogue institutions**

**SAM-SDI**

Booklet no. 5: Step 4 and Step 5



**A self-assessment method for  
social dialogue institutions  
SAM-SDI**

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# Acronyms

<b>ACT/EMP</b>	Bureau for Employers' Activities, ILO
<b>ACTRAV</b>	Bureau for Workers' Activities, ILO
<b>AICESIS</b>	International Association of Economic and Social Councils and Similar Institutions
<b>CEACR</b>	Committee of Experts on the Application of Conventions and Recommendations
<b>CFA</b>	Committee on Freedom of Association
<b>CSO</b>	civil society organization
<b>DIALOGUE</b>	Social Dialogue and Tripartism Unit, ILO
<b>ILC</b>	International Labour Conference
<b>ILO</b>	International Labour Organization/International Labour Office
<b>IOE</b>	International Organisation of Employers
<b>ITCILO</b>	International Training Centre of the ILO, Turin
<b>ITUC</b>	International Trade Union Confederation
<b>LDR</b>	labour dispute prevention and resolution
<b>M &amp; E</b>	monitoring and evaluation
<b>MGA</b>	Mutual Gains Approach
<b>NATLEX</b>	ILO database of national labour, social security and related human rights legislation
<b>NGO</b>	non-governmental organization
<b>NORMLEX</b>	ILO information system on international labour standards
<b>SAM-SDI</b>	self-assessment method for social dialogue institutions
<b>SDG</b>	Sustainable Development Goal
<b>SDI</b>	social dialogue institution
<b>Sida</b>	Swedish International Development Cooperation Agency
<b>SWOT</b>	strengths, weaknesses, opportunities, threats
<b>ToC</b>	Theory of Change
<b>UN</b>	United Nations

## ► Icons used in the SAM-SDI

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To help users navigate the SAM-SDI, icons are used as explanatory devices throughout the method.

	<b>Guiding questions</b>	To facilitate group discussions*
	<b>Definitions</b>	Definitions or explanations of concepts
	<b>Activities</b>	To facilitate participatory and productive work*
	<b>Examples</b>	To illustrate different aspects of the SAM-SDI
	<b>Templates</b>	To organize and record the results of the work*

\* Booklet no. 7 comprises a package of interactive templates as presented in the SAM-SDI booklets. The templates allow the results of the self-assessment to be recorded electronically on a continuous basis. The templates included in the first six booklets are not interactive and cannot be used in this way.



► **Figure 6: The SAM-SDI journey**

► **Step 0: Taking the decision to carry out a self-assessment and getting ready**

1. Decide, through consensus, whether to apply the SAM-SDI
2. Select the assessment team
3. Devise a work plan and budget

► **Step 1: Building an understanding of the history and context of the SDI**

1. Review the SDI's objectives
2. Construct a timeline
3. Map the institutional environment

► **Step 2: Assessing the inclusiveness of the SDI**

1. Assess the five dimensions of inclusiveness using benchmarks
2. Identify objectives and action to enhance inclusiveness

► **Step 3: Assessing the effectiveness of the SDI**

1. Discuss the dimensions of effectiveness and adjust, if necessary, to the SDI
2. Identify examples of achievements and disappointments
3. Assess the five dimensions of effectiveness using guiding questions
4. Identify objectives and action to enhance effectiveness

► **Step 4: Formulating the action plan**

1. Develop the action plan
2. Hold a consultation to gather feedback
3. Finalize and disseminate the self-assessment report and action plan

► **Step 5: Implementing the action plan**

1. Monitor progress
2. Adjust implementation in light of progress





## Step 4: Formulating the action plan

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## ► Step 4: Formulating the action plan

Step 4 of the SAM-SDI involves the development of a full action plan, putting flesh on the bones of the outline plans that were produced in the two preceding steps. In doing this, it is important to strike a balance between ambition and realism. A suitable level of ambition is needed if the plan is to make a real difference to the SDI and keep everyone motivated and committed to it. At the same time, the plan must be feasible in the national context, or it may give rise to frustration and disappointment. There is little point in producing an elaborate action plan that cannot be implemented in practice!

### ► Objective

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The objective of Step 4 is the production of a more detailed action plan to strengthen the inclusiveness and effectiveness of the SDI.

### ► Outcome

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Step 4 has two outcomes:

- A document which summarizes the findings of the self-assessment process and includes an approved action plan. The document will reflect feedback from the larger SDI membership (and possibly other key stakeholders) and have been endorsed by its leaders and/or governance body.
- The commitment and motivation of the SDI leaders, members and secretariat to follow through on the self-assessment by allocating resources for, implementing and monitoring the action plan.

### ► Process

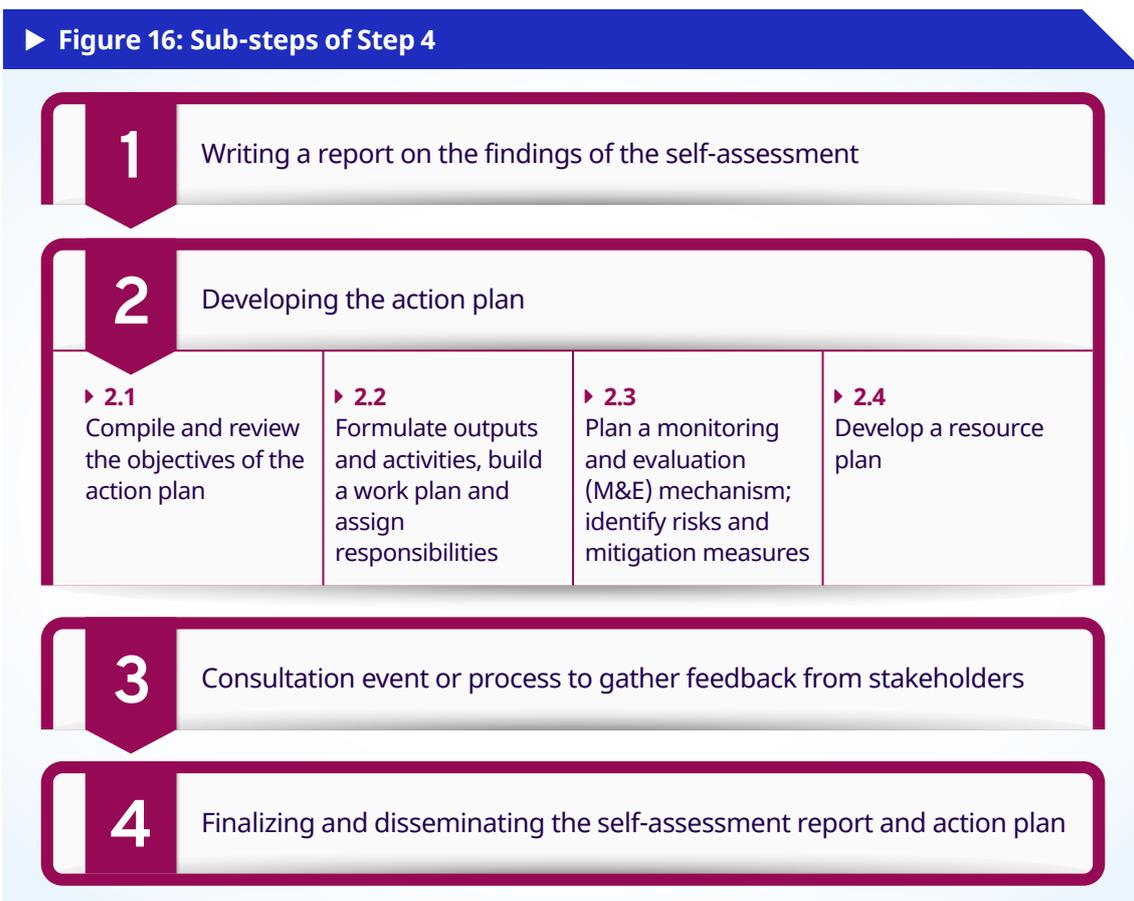
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Step 4 of the SAM-SDI involves first, writing a report that summarizes the key findings of the self-assessment process and second, developing an action plan and securing the commitment and

buy-in of the stakeholders concerned. Many sources of information and guidance are available on how to develop an action plan, particularly in the context of project management.<sup>68</sup>

An action plan is a living document that will be modified in the course of its implementation, as circumstances change and new opportunities or constraints arise. Nonetheless, it is important to start with an overall framework to guide your action, including as much detail as possible. This will help in the implementation process and keep you on track to achieve your objectives.

Figure 16 provides an overview of the four sub-steps of Step 4.



<sup>68</sup> Annex 7 provides some examples of online tools.

## ► 1. Writing a report on the findings of the self-assessment

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At this point, it is necessary to bring together, in a concise form, the findings and outcomes of the various steps of the self-assessment that have already been undertaken. These findings will provide the basis for the formulation of the action plan in Step 4. The report on the self-assessment will be shared with the SDI leaders and members, as well as other relevant stakeholders for their review and comments, along with the draft action plan.

The self-assessment team should have recorded its findings continuously throughout the assessment process. It is now time to synthesize these findings in a clear, concise and consistent way. It is advisable to nominate a single team member with good drafting skills to take responsibility for this task.

A proposed outline for the report is included in [Annex 8](#). This template may be adapted as necessary to suit the national circumstances and the assessment process that has been followed.

The report should include, at a minimum:

- a brief description of the self-assessment methodology, including the persons/institutions involved in it;
- background information on the objectives of the SDI, its history (timeline) and institutional environment;
- main findings of the self-assessment of inclusiveness and identified priorities for action;
- main findings of the self-assessment of effectiveness and identified priorities for action.

## ► 2. Developing the action plan

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### Initial considerations

Before the team starts work on the development of the action plan, discussion of the following guiding questions may be a useful first step to help determine the best way of proceeding.



#### Initial considerations regarding the development of the action plan

- a. Who should develop the action plan? Should this be done by the assessment team or the SDI secretariat, and should anyone else be invited to participate in the exercise?
  - b. Does the team/SDI have experience of developing an action plan? Is the team/SDI familiar with the terms and techniques, or would external facilitation or expertise be helpful or necessary?
  - c. Are the results of the self-assessment process recorded clearly and concisely, and ready to be shared with any new people involved in the development of the action plan?
  - d. Should the action plan be a stand-alone document, or should it be integrated into any of the SDI's other planning frameworks (such as its annual work plan)?
  - e. What resources are available for the implementation of the action plan? From where and how could additional resources be raised, if necessary?
-

- f. What are the main potential risks or threats associated with developing and implementing an action plan? How might these risks be managed and mitigated?
- g. How can the commitment and ownership of the plan among the SDI leaders or members who have not been directly involved in the self-assessment process best be secured?
- h. Who should formally approve or endorse the action plan?

Different approaches and methods for action planning tend to use different terminology, which can result in confusion. The definitions of some key terms, as used in the SAM-SDI, are provided below.



### ► The hierarchy of terms used in project and action planning

The **goal** is the overall purpose of a development intervention or a project – that is, the higher order objective to which it contributes (for example, reduced inequality, economic growth or poverty reduction).

An **objective** is the result (or change) that the intervention aims to achieve.

An **output** is a specific product or service to be produced or delivered.

**Activities** are the actions taken or tasks performed in order to produce an output.

**Inputs** are the financial, human and material resources used to carry out an activity.

## 2.1 Compiling and reviewing the objectives of the action plan

Compile and review together the objectives that you formulated at the end of Steps 2 and 3. Are they specific? Are they feasible? Are there a realistic number of objectives? Are they all of equal priority, or are some objectives more important or pressing than others? Do the objectives complement each other, or are there any inconsistencies or overlapping/duplication between them?

At this stage, you should try to rationalize your initial set of proposed objectives with a view to producing a realistic and carefully formulated set of high priority changes/results required to enhance the SDI's inclusiveness and effectiveness.



### ► Examples of objectives

- ▶ Expanded mandate of the SDI in economic policy-making
- ▶ Improved representation of marginalized groups in the SDI's membership
- ▶ Greater public awareness of the SDI's work
- ▶ Increased resource efficiency of the SDI

## 2.2 Formulating outputs and activities, building a work plan and assigning responsibilities

It is now necessary to formulate the outputs required to achieve each objective of the action plan, drawing upon the ideas already proposed in Steps 2 and 3. Normally, several outputs will be needed which can together achieve a specific objective.

Once you have decided upon the outputs, the next step is to identify the activities or tasks required to produce each of them. Work through the objectives and outputs one by one.



### ▶ Examples of outputs

- ▶ A position paper making the case for expanding the SDI's mandate
- ▶ A public consultation on the composition of the SDI
- ▶ An updated and user-friendly website
- ▶ An effective monitoring and evaluation mechanism

Template 12 can be used to formulate the objectives, outputs and activities. It includes an illustrative example.



### Template 12: Objectives, outputs and activities

Objectives	Outputs	Activities
1. Greater public awareness of the SDI's work	1.1 Upgraded user-friendly website	1.1.1 Conduct a survey of the users of the current website to identify its strengths and weaknesses 1.1.2 Draft report with priorities for improving website content and presentation 1.1.3 Develop terms of reference and engage a website developer to upgrade the website 1.1.4 Run a user test on the upgraded website and incorporate the feedback of users 1.1.5 Train a secretariat staff member to maintain the website 1.1.6 Launch the upgraded website
	1.2 Annual public awareness event	
	1.3 etc.	

The next step is to construct a work plan scheduling the activities over time, specifying a start and end date for each activity, with the possible inclusion of intermediate milestones, events or achievements. It is up to you to determine the level of detail to be included. The illustrative example of a work plan (Gantt chart) in template 13 lists activities and assigns responsibilities. Activities may be further broken down into sub-activities and tasks. This additional level of detail can help to improve the accuracy of planning and cost estimates, and facilitates monitoring of the implementation of the plan.



**Template 13: Gantt chart for work planning**

Outputs	Activities	Month 1				Month 2				Who is responsible
		Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	
1. Upgraded website	1.1. Conduct survey	█	█							Head of communication (secretariat)
	1.2. Draft the report		█	█	█					Communication team
	1.3. Contract website developer					█	█			Head of communication
	1.4. Run a user test							█		Communication officer
	1.5. Train secretariat staff								█	Head of communication
	1.6 Launch website								█	Governing Board of the SDI

### 2.3 Planning a monitoring and evaluation (M&E) mechanism: Identifying risks and mitigation measures



#### ▶ Monitoring and evaluation

**Monitoring** involves the collection, analysis and communication of information on progress in the implementation of the action plan.

**Evaluation** involves the assessment of the relevance, efficiency, effectiveness, impact and sustainability of the action plan.

#### Monitoring

A robust monitoring mechanism will enable the SDI to review progress in the implementation of the action plan, identify any obstacles encountered and plan corrective action. Responsibility for monitoring should be assigned to an individual or team within the SDI, and the necessary resources allocated.

Indicators provide the basis for monitoring progress at the level of objectives, outputs or activities, and they should always be “SMART” insofar as possible.



### ▶ SMART indicators

A **SMART** indicator is:

- S**pecific: sets out precisely what information is required
- M**easurable: in terms of quantity and/or quality
- A**chievable: it can realistically be attained
- R**elevant: to the result or activity planned
- T**ime-bound: it specifies the date or period when the result is expected



### Examples of output-level indicators

Output	Indicators
Upgraded website	<ul style="list-style-type: none"> <li>▶ upgraded website launched by September 2020</li> <li>▶ independently verified content of 20 web pages in October 2020</li> <li>▶ 80% positive user feedback in user survey in June 2021 (from both women and men users)</li> <li>▶ 50% increase in traffic to the SDI website by December 2021</li> </ul>

Monitoring data should be disaggregated by sex as well as by other personal characteristics (for example, age or ethnicity) as relevant. For example, in the case of a promotional event or a capacity-building session organized by the SDI, it is essential to know how many men and women participated. This will enable the SDI to track whether it is making progress regarding its gender-inclusivity.

It is also important to keep track of the resources invested in the implementation of the different activities in the action plan. As the purpose of monitoring is to lead to action, the monitoring data and reporting on progress should be shared, at pre-defined intervals, with the person(s) within the SDI who have the authority and responsibility to act on the findings.

### Risk assessment and management

Building on the ideas already put forward in Steps 2 and 3, identify the main risks that may affect the implementation of the action plan, assess their likelihood and potential impact and identify what action the SDI could take to manage and mitigate them.

The action may include measures to:

- ▶ avoid the risk
- ▶ control the risk
- ▶ share the risk or
- ▶ accept the risk

## Evaluation

Evaluation is intended to address a range of issues relating to the implementation and results of a project or other intervention, usually once it has been completed.<sup>69</sup> Among other questions, the evaluator (normally a person or team who is independent of the institution being evaluated) assesses whether appropriate objectives and strategies were adopted, whether the intervention achieved its desired results and outcomes and if they are sustainable, and whether resources were used efficiently. A final evaluation also serves to identify and document lessons and recommendations for future interventions. A mid-term evaluation may also be conducted halfway through the implementation period to review progress and highlight any action needed to ensure that the project achieves the desired outcomes.

Resources should be allocated for evaluation of the action plan in the resource plan, and the evaluation(s) should be scheduled in the work plan.

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<sup>69</sup> The Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) has developed a set of criteria for evaluating development assistance that represents a global standard. The criteria are: *relevance* – is the intervention doing the right things?; *coherence* – how well does the intervention fit (with other ongoing interventions)?; *effectiveness* – is the intervention achieving its objectives?; *efficiency* – how well are resources being used?; *impact* – what difference does the intervention ultimately make in the longer term?; and *sustainability* – will the benefits last?

## 2.4 Developing a resource plan

The implementation of each component of the action plan has resource implications, which need to be estimated upfront. These may include hiring consultants, the cost of equipment and materials, renting facilities for workshops, and the travel and accommodation costs of participants.

The resource plan provides the basis for the preparation of the budget and the identification of the source of funding and other required resources.



**Template 14: Resource plan with illustrative example**

Outputs	Sub-activities	Type of resource	No. of units	Unit cost (currency)	Total cost (currency)	Source of funding	
1. Upgraded website	Redesign website content	Communication consultant	10 days	50	500	SDI regular budget	
	Engage website developer	IT consultancy firm	1	1,000	1,000		
	Train secretariat staff	IT training firm	5 days	50	250		
	Develop communication strategy	Communication consultant	10 days	50	500		
	Launch the website	Venue hire with refreshments		1	250		250
		Participants' travel		50	5		250
	Total cost of output 1						2,750

### ► 3. Consultation event or process to gather feedback on the draft report and action plan

The results of the assessment and the draft action plan need to be shared with a broader group of SDI members and leaders if their involvement in the process has so far only been limited.

The aim is to solicit and take on board the comments and suggestions of this broader group of people, reach consensus on the content of the final action plan and secure everyone's commitment to take the work forward.

There are many different ways of organizing a consultation, for example, in a single event,<sup>70</sup> an online consultation process, a series of meetings with the different constituent groups, a special plenary session of the SDI, or a combination of methods. Whatever option is chosen, it is important to allow sufficient time and space for the SDI members, and other key stakeholders as deemed appropriate, to express their views in a meaningful way. The success of the action plan will depend very largely on their commitment.

You may consider the following guiding questions for the preparation of the consultation.



#### Consultation process on the draft report and action plan

- a. Who should be included in the consultation process? Should it involve only the SDI's leaders and members, or any external actors as well?
- b. How should the consultation be organized? Who will take responsibility for organizing it?
- c. Are there any specific local traditions or practices to consider when planning the consultation? How can it be made inclusive of all groups whose voices need to be heard?
- d. Are there any aspects of the assessment report or action plan that might create tension or a reluctance by some parties to endorse them? What measures could be taken to seek to reduce such tensions and build consensus?
- e. Are there specific parts of the assessment report or action plan that could be improved upon or further developed through the consultation?
- f. How will the outcomes of the consultation be recorded for integration into the draft report and action plan?

<sup>70</sup> Guidelines on the organization of a consultation event are provided in Annex 6.

## ► 4. Finalizing and disseminating the self-assessment report and action plan

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Following the consultation process or event, the draft report on the self-assessment process and the action plan should be adjusted accordingly.

Once finalized, the report should be disseminated to all SDI members and other concerned stakeholders. If certain comments have not been reflected in the final report, it would be advisable, for reasons of transparency, to explain why not.

The communication should be clear in indicating how and when implementation is expected and inviting the full and active participation of SDI members.

## ► Further reading and resources

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ILO (n.d). "Basic principles of monitoring and evaluation", Geneva.

ILO (2010). *Project design manual: A step-by-step tool to support the development of cooperatives and other forms of self-help organization*, International Training Centre of the ILO, Turin.

The manual provides cooperatives and other types of self-help organizations with practical guidance to formulate project proposals that are economically, socially, politically and environmentally viable. It covers all the steps of project design, from the identification of the main problem to be addressed to the planning of the project implementation, monitoring and evaluation.

ILO (2015). *Development cooperation internal governance manual*, Geneva.

An ILO manual for use in the design and implementation of development cooperation projects. This manual is intended for ILO staff, but the principles and techniques are relevant for other development practitioners and project planners.

ILO (2018). "Guide on measuring decent jobs for youth monitoring: Evaluation and learning in labour market programmes", Note 3, Establishing a monitoring system, Geneva.

At the end of this note, readers will be able to:

- develop a visual theory of change diagram and translate this into a results chain which maps out the intervention logic from inputs through to higher-level goals
- choose SMART (specific, measurable, attributable, relevant and time-bound) indicators that describe and explain change
- select appropriate measurement tools and specify the timing and responsibilities for data collection
- deploy a monitoring system to aggregate, analyse and report on results.

Association for Project Management (APM) (2018). "Project risk analysis and management", Buckinghamshire.

This guide provides an introduction to the processes involved in project risk analysis and management, offering a simple, but robust and practical framework to help new practitioners get started. Some of the commonly used techniques and methods are described: a more comprehensive list and description can be found in the full APM guide. Project risk analysis and management can be used on all projects, whatever the industry or environment, and whatever the timescale or budget.

MindTools (2019). "Risk analysis and risk management: Evaluating and managing risks".

In this article and video, learn how to use risk analysis to identify and manage risk effectively.

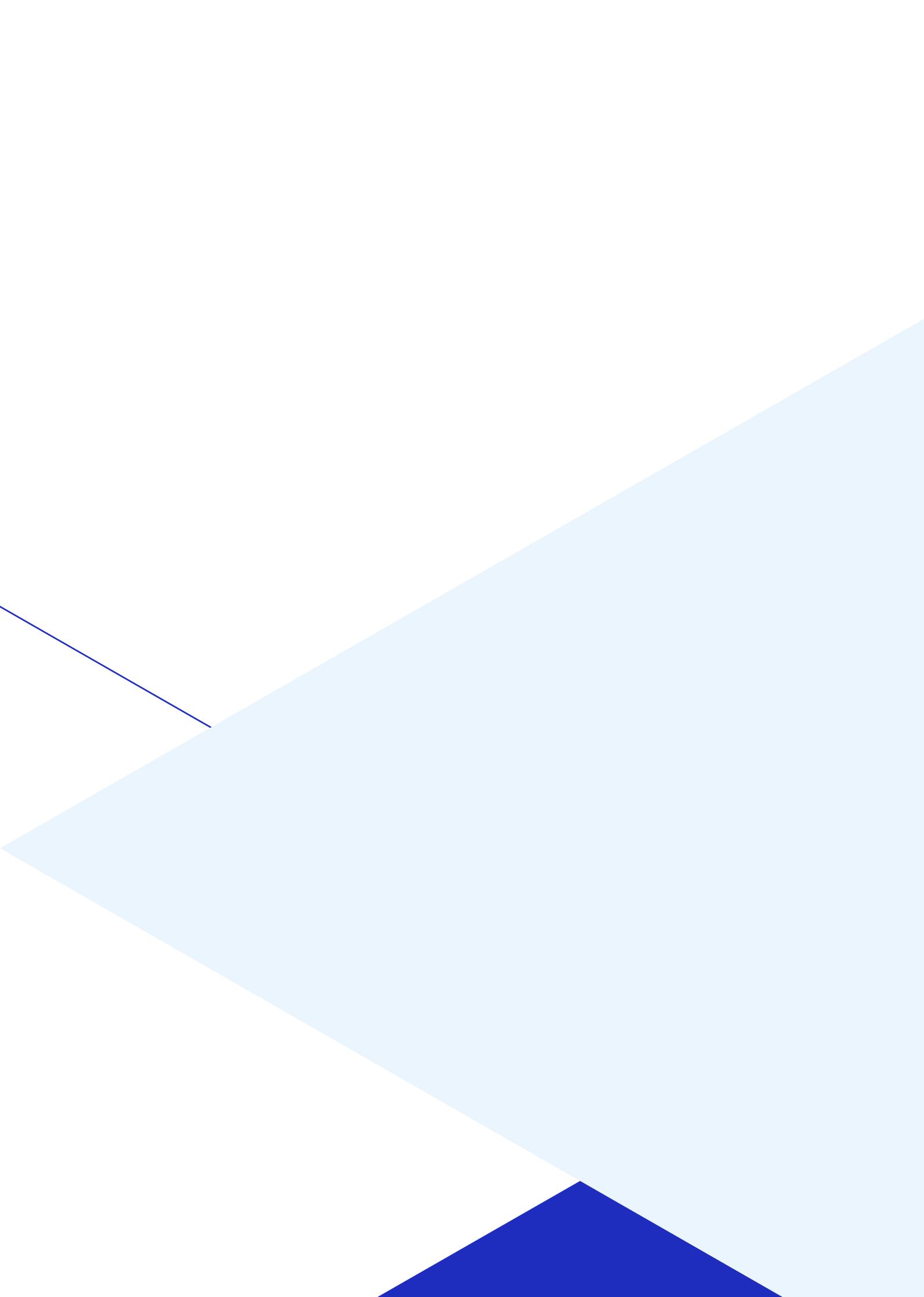
OECD (2010). *Glossary of key terms in evaluation and results based management*, Paris.

South Med Social Dialogue (SOLiD) (2016). "What indicators to measure the efficiency of social dialogue?"

This guide, produced by a project funded by the European Union known as "SOLiD", implemented by the International Trade Union Confederation, the Arab Trade Union Confederation and other partners, describes a set of possible indicators to measure the efficiency of social dialogue.

UNDP (2009). *Handbook on planning, monitoring and evaluating for development results*, New York.

The handbook recognizes that planning, monitoring and evaluation require a focus on nationally-owned development priorities and results, and should reflect the guiding principles of national ownership, capacity development and human development.





► **Figure 6: The SAM-SDI journey**

► **Step 0: Taking the decision to carry out a self-assessment and getting ready**

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1. Develop the action plan
2. Hold a consultation to gather feedback
3. Finalize and disseminate the self-assessment report and action plan

► **Step 5: Implementing the action plan**

1. Monitor progress
2. Adjust implementation in light of progress





## Step 5: Implementing the action plan

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## ► Step 5: Implementing the action plan

It is now time to act on the results of all the work accomplished so far – namely, to implement the action plan. Of course, the process of implementation will depend entirely on the objectives and actual content of the action plan you have developed. Step 5 of the SAM-SDI therefore contains only general guidance and tips, based on good practice, to help ensure the successful implementation, monitoring and evaluation of the action plan. It does not propose a specific method or process to be followed, as in the previous steps.

### ► Objective

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The objective of Step 5 is the successful implementation, monitoring and evaluation of the action plan.

### ► Tips for successful implementation

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#### ► The importance of leadership

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In the context of the action plan, it is important at the outset to establish who is ultimately responsible and accountable for its delivery. Is it, for example, the governance body of the SDI? Is it considered to be the responsibility of the head of the secretariat team? Is the responsibility shared? Will the assessment team members have any continuing role in leading the implementation of the action plan? In [Step 4](#), the question of the allocation of responsibility for the delivery of the individual outputs and activities set out in the plan was addressed, but not the overall responsibility for the delivery of the plan and its results.

Sound leadership means providing the right direction for a project, while listening to the ideas and concerns of the team members and motivating them to achieve the goals. Good leaders foster a work environment in which open communication and mutual respect are core values.

The person(s) identified to lead the implementation of the action plan should be ready and able to invest time and effort in this role, while having the autonomy and authority to make decisions regarding the allocation of human and financial resources, and should enjoy the respect and confidence of all the SDI's constituencies.

## ► Understanding roles and responsibilities

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It is important for all those concerned within the SDI, and possibly some others who work in external partner institutions, to be aware of their role and involvement in implementing the action plan. Everybody should have a shared understanding of the plan, including its global vision, objectives and outputs, and be aware of when and in what capacity their participation will be sought.

## ► Adaptive management

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It is essential to keep the implementation of the action plan under continuous review. Be ready throughout the implementation period to adapt it in response to changing circumstances. *Adaptive management* is a useful method to monitor and update your plan according to the changing environment and can help lead to results that are closer to the needs of the SDI. As implementation progresses, new opportunities may emerge, and it is important to try where possible to capitalize on such opportunities by being flexible in the implementation of the plan.

## ► Being realistic

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The action plan will be implemented alongside the regular work of the SDI, its leaders, members and secretariat. It is important to phase in the activities over time in a realistic way and to avoid trying to accomplish too many things at once or in a very limited time period. This could result in confusion and fatigue among the SDI members, undermining commitment to the action plan. Pacing the activities sensibly will help to keep everyone concerned on board.

## ► Communicating

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Maintaining regular communication with the concerned stakeholders is the best way of sustaining commitment and managing expectations during implementation. Communication helps to foster a respectful work environment, gather useful feedback and encourage the generation and flow of ideas. It can happen in a wide variety of ways – through SDI meetings, newsletters, face-to-face or written briefings, videos or interviews posted on the SDI website, social media or any other means. Sharing the results of key events or activities, showing how they are helping to increase the inclusiveness and effectiveness of the SDI, will help maintain the motivation of those involved to continue implementation of the action plan.

## ► Managing and mobilizing resources

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It is crucial to closely monitor expenditure, checking value for money and ensuring budgets are respected. Look for cost-saving opportunities, for example, by identifying synergies with other planned activities of the SDI or related institutions. Look for ways to mobilize additional resources to support any unfunded elements of the action plan, for example through partnerships with other institutions or donor agencies.

## ► Prioritizing quality

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The delivery of the activities/outputs in the quantity and by the date specified in the workplan should not be achieved at the cost of the quality of the work and results. It is important to allow

sufficient time for each activity to be properly planned and delivered. Various capacity-building activities for the members of the SDI or the secretariat may well be part of the action plan, and will themselves contribute to ensuring consistently high-quality results.

### ► Monitoring progress and evaluating results

Follow the monitoring plan rigorously, gathering the required information on the indicators at the specified intervals and communicating the results clearly to the leaders and members of the SDI. Monitoring is crucial to understanding progress in the implementation of the action plan and to identifying any constraints or bottlenecks. It provides the basis for determining where changes need to be made to the plan. When any such modifications are made, the indicators and monitoring schedules may need to be adjusted accordingly.

Monitoring data are also essential for the mid-term and/or final evaluations, as discussed in [Step 4](#) of the SAM-SDI. The lessons learned through independent evaluation should feed into the revision and renewal of the action plan over time.

The discussion of monitoring in the SAM-SDI has focused on its importance in relation to measuring progress in the implementation of the action plan. However, it is of course extremely important for the SDI to undertake monitoring of the results and impact of the social dialogue that occurs within the institution. This relates, in particular, to the “policy influence” dimension of effectiveness. Applying the SAM-SDI offers the SDI an opportunity also to reflect on how to monitor those broader results and impact. Leaders and members of the SDI and its secretariat may wish to consider drawing up a list of possible indicators (if this does not exist already) to help track whether or not the SDI is achieving the “higher order” objectives or goals set out in its founding document. A common challenge with indicators at this level is to demonstrate whether or not the changes observed can be linked, whether directly or indirectly, to the work of the SDI.

Some possible examples of indicators of impact are given below. The SDGs include a comprehensive [set of indicators](#) across all the goals, which may serve as a source of inspiration. The ILO database on labour statistics, [ILOSTAT](#), includes national time-series data on a wide range of labour- and employment-related indicators.



#### ► Examples of indicators of impact

- annual rate of growth of real Gross Domestic Product (GDP) per capita
- income inequality (as measured by the Gini coefficient)
- proportion of the population living below the national poverty line (by sex and age)
- rate of unemployment and underemployment (by sex and age)
- labour force participation rate (by sex and age)
- proportion of informal employment in agricultural and non-agricultural employment (by sex)
- proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability etc.
- annual number of strikes and lockouts by economic activity
- annual days not worked due to strikes and lockouts by economic activity

## ► Repeating the SAM-SDI process

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Rather than being a “one-off” exercise, the application of the SAM-SDI could be repeated periodically by the SDI. Repeating the self-assessment, or undertaking a partial reassessment at specified intervals, would help the SDI chart its progress over time with respect to its inclusiveness and effectiveness, and allow for a regular update and renewal of the action plan.

## ► Further reading and resources

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Center for Progressive Reform (CPR) (2011). “Making good use of adaptive management”, White Paper 1104, Washington DC.

This paper is intended to help legislators, agency personnel and the public better understand and use adaptive management.

Ladner, D. (2015). “Strategy testing: An innovative approach to monitoring highly flexible aid programs”, The Asia Foundation, Working Politically in Practice Series, Case Study No. 3, San Francisco.

The paper describes a new monitoring system developed by The Asia Foundation. Traditional monitoring methods track progress in linear, largely pre-planned projects where the result and the path to achieving it are known from the outset. Such methods are poorly suited to contexts where results emerge over time during implementation, and where there is a need to track shifts in programme strategy. The paper provides a detailed description of a monitoring method designed to fill this gap.

Ripley, M. and S. Jaccard (2016). “The science in adaptive management”, The Lab, ILO, Geneva.

A short essay on adaptive management which explains the principles underpinning this approach to management, derived from natural resource science.

► **Notes**

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A series of horizontal dotted lines for taking notes.



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## Advancing social justice, promoting decent work

The International Labour Organization is the United Nations agency for the world of work. We bring together governments, employers and workers to drive a human-centred approach to the future of work through employment creation, rights at work, social protection and social dialogue.

## The self-assessment method for social dialogue institutions

The self-assessment method for social dialogue institutions (SAM-SDI) has been developed by the International Labour Organization to help constituents analyse and strengthen the inclusiveness and effectiveness of their social dialogue institutions.

**Booklet number 5** includes Step 4 and Step 5 of the SAM-SDI.

In Step 4, the self-assessment team elaborates an action plan to enhance the inclusiveness and effectiveness of the SDI. The draft report and action plan are shared with the concerned stakeholders and finalized in light of their feedback.

Step 5 offers some practical tips and guidance to support the effective implementation and monitoring of the action plan.

## ▶ Contact

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