



International
Labour
Organization



LABOR

SOCIAL INNOVATION FOR THE PROMOTION OF DECENT WORK IN THE RURAL ECONOMY

IMPLEMENTATION MANUAL FOR
LABOR INITIATIVES

EXECUTIVE SUMMARY



Executive Summary

Most countries in the region display weaknesses with regards to public policies and institutional instruments focused on the labour market and productive development policies for rural areas.

Rural areas in Latin America and the Caribbean (LAC) are characterised by severe decent work deficits. The percentage of vulnerable employment (self-employed workers and contributing family workers) is almost twice as high as in urban areas. Moreover, the quality and coverage of health insurance and pensions are very limited and the percentage of workers with a written contract is very low. Workers' and employers' organisations can also be strengthened, and the promotion of human rights, International Labour Standards, and social dialogue is not, or limitedly, included in rural development agendas.

Interventions are predominantly designed and managed following a lineal model (design-development-implementation-evaluation), which constrains innovation processes, as well as the quality and impact of public policies. The lack of coordination and articulation between the actors, as well as the lack of connection between the interventions and the social, economic, political and cultural narratives and dynamics of the territory have a negative impact on innovation processes and expected development and sustainability results of the interventions.

In this context, the following challenges linked to the design and formulation of public policies arise:

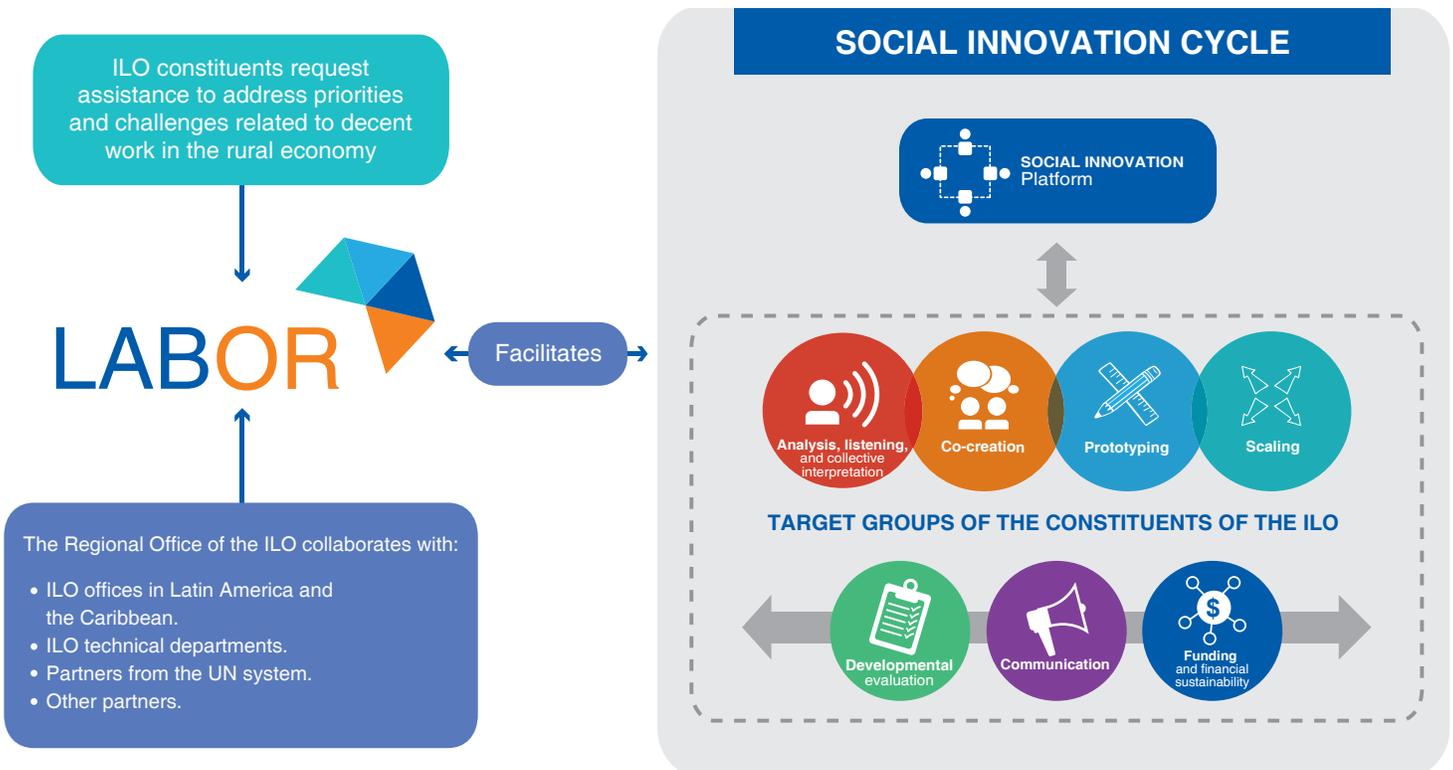
- Improve or strengthen the design, formulation and evaluation of innovative and sustainable interventions.
- Develop intervention strategies to test, adjust and validate new innovative interventions and scale them at public policy level.
- Develop innovative solutions to address labour market challenges, taking into account the narratives, needs and aspirations of social, territorial and sectoral actors.
- Identify innovative ways to act in a collaborative, multisectoral and intersectoral way, harnessing collective intelligence and addressing challenges related to the lack of coordination in the formulation and implementation of initiatives.
- Establish the viability of innovative interventions in specific territorial contexts, using efficient investment, as well as agile evaluation tools.

The Regional Office of the ILO for LAC and the Sectoral Policies Department of the ILO are promoting **LABOR**, the “**Social Innovation Laboratory for the Promotion of Decent Work in the Rural Economy in Latin America and the Caribbean**”. **LABOR** promotes and provides technical support for the implementation of social innovation initiatives in LAC. More specifically, the purpose of **LABOR** is to facilitate the identification of innovative solutions for the promotion of productive employment and decent work in the rural economy in LAC, based on the priorities and challenges of the constituents of the ILO and the Organisation's institutional mandate, as well as the perspective of the most vulnerable workers and productive units in the rural economy. The innovative solutions, depending on the context, are adopted by the constituents of the ILO for their implementation, evaluation and scaling.

THE IMPLEMENTATION MANUAL FOR LABOR INITIATIVES

The Implementation Manual for LABOR Initiatives establishes guidelines for the implementation of the social innovation cycle.

Figure 1: The Social Innovation Cycle



The Manual introduces the methodology for the implementation of the 5 iterative and 3 transversal phases of the social innovation cycle: (1) social innovation platform, (2) analysis, listening and collective interpretation, (3) co-creation, (4) prototyping, (5) scaling, (6) developmental evaluation, (7) communication and (8) funding and financial sustainability. To this effect, the Manual presents a series of tools developed by entities from the field of social innovation. These tools are based on a range of disciplinary approaches, integrating methods from anthropology, sociology, business development and project design and management.

Phase 1: Setting up the Social Innovation Platform

A social innovation platform is the “set of 1) actors, 2) methods, and 3) actions, which holistically and openly generates new processes, products, and services to address the challenges faced by developing countries”¹.

Social innovation platforms can be thematic roundtables, sectoral roundtables, boards, committees, etc., where a group of actors, according to their interests, goals, and mandates, coordinate and develop initiatives around common objectives. The platform promotes the implementation of the other phases of the social innovation cycle.

Phase 1: Setting up the Social Innovation Platform	
Main objectives	<ol style="list-style-type: none"> 1. Set up the social innovation platform. 2. Guarantee the coordination and communication between the entities and institutions that participate in the initiatives in the selected territory and/or sector. 3. Promote connections between the promoting counterpart and other organisations.
Methodology and tools	For the establishment of the platform, tools such as the mission generator template and the platform concept template should be used during meetings and workshops.
Main activities	<ol style="list-style-type: none"> 1. Identify actors from the public and the private sector who could be interested in participating in the LABOR initiative, as well as existing collaboration and coordination spaces in the territory and/or sector. 2. Introduce the LABOR initiative to the actors from the public and private sector and identify existing initiatives focused on fostering productive employment and promoting decent work. 3. Establish and/or strengthen a social innovation platform to promote the implementation of the different phases of the initiative. 4. Establish and implement guidelines to promote coordination and cooperation between the entities that will participate in the different phases of the initiative. 5. Design and implement the platform’s monitoring plan.

¹ Translated from Espiau G. (2017) quoted in Obra Social La Caixa (2018). Plataformas que activan la innovación. Un nuevo enfoque para la cooperación internacional al desarrollo.

Phase 2: Analysis, Listening and Collective Interpretation

An in-depth understanding and knowledge of the narratives, perceptions and aspirations, and the integration of the voices of the most vulnerable and disadvantaged people of the world of work and of the members and potential members of workers’ organisations and employers’ organisations into solution-finding processes is paramount to reinforcing social dialogue and increasing the impact of the programmes implemented by the ILO and by its constituents.

Listening tools allow us to complement the solutions developed by experts that do not always guarantee the target groups’ ownership, and to integrate cultural dimensions and connect the priorities and challenges of the constituents of the ILO with the needs and aspirations of their target groups.

The following three consecutive subphases make up phase 2: analysis, listening and collective interpretation. Each subphase has its own methodology and tools.

Phase 2: Analysis, Listening and Collective Interpretation	
Main objective	Identify the narratives, needs and aspirations of the target groups of the constituents of the ILO in the territory and/or sector, linked to the promotion of productive employment and decent work.
Analysis subphase	
Specific objective	Identify the initiatives around the territory and/or sector, as well as the main actors in the ecosystem. A full mapping resulting from the analysis should include: public administration, social actors, private sector, civil society organisations, academia.
Methodology and tools	For the analysis subphase, ecosystem mapping tools can be used to identify institutional, individual and community actors as well as existing initiatives.

<p>Main activities</p>	<ol style="list-style-type: none"> 1. Identify the existing territorial and/or sectoral initiatives for the promotion of productive employment and decent work. 2. Contact the representatives of each of them and introduce the initiative to them. 3. Identify the public initiatives, actors, companies and people who could be involved in the initiative. 4. Contact the representatives of each of them and introduce the initiative to them. 5. Create synergies with other local and civil society initiatives that could be connected with the initiative to amplify their impact. 6. Activate collaboration spaces and interconnections to start building a network in the territory around the initiative. This activity will be carried out with the support of transversal phase 7: communication. 7. Identify the groups of people that remain excluded and need specific support. 8. Identify the needs and transversal issues that the listening processes will have to emphasize.
<p>Listening subphase</p>	
<p>Specific objective</p>	<p>Identify the community and target groups' narratives and perceptions of the territory and sector.</p>
<p>Methodology and tools</p>	<p>For this subphase, unstructured qualitative interviews, focus groups, social network analysis and ethnographies are the main recommended tools.</p>
<p>Main activities</p>	<ol style="list-style-type: none"> 1. Launch of the listening process. 2. Gather information and identify narratives. 3. In-depth analysis of the results of the listening process.
<p>Collective interpretation subphase</p>	
<p>Specific objectives</p>	<ol style="list-style-type: none"> 1. Develop persona and collective profiles for the collective interpretation sessions. 2. Through the collective interpretation sessions, share the results of the listening process with a larger community, in order to contrast and complement them. The actors identified in the mapping take part in the collective interpretation sessions.
<p>Methodology and tools</p>	<p>Tools to develop the persona and collective profiles and other visual and participative methods (i.e.: photovoice) can be used in this subphase.</p>
<p>Main activities</p>	<ol style="list-style-type: none"> 1. Visual representation of the results. 2. Collective interpretation sessions. 3. Conduct an additional session with local agents to contrast the results of the collective interpretation sessions. 4. Select and prioritise the identified challenges and opportunities linked to the main topic of the initiative.

Phase 3: Co-creation

The co-creation phase consists in organizing participative processes (workshops, meetings, forums, etc.) to identify and prioritise innovative solutions on the basis of the results of the previous phase.

The collaborative development of solutions with the actors participating in the platform guarantees that the solutions identified are sustainable and in line with the narratives, needs, and aspirations of the constituents' target groups.

Sessions with different groups are organised to share the narratives through visual tools. This facilitates the identification of concrete topics and issues to address, and the existing initiatives surrounding them.

During the co-creation sessions, a series of innovative proposals are designed, according to the 6 pillars of the ILO's integrated approach for the promotion of decent work in the rural economy².

Phase 3: Co-creation	
Main objective	Identify and prioritise innovative solutions based on the results of phase 2, the capacity, mandate and responsibility of the constituents of the ILO and the actors taking part in the platform.
Methodology and tools	The recommended tools include templates to develop the profiles, the template to formulate design questions, the idea matrix, the prioritisation tool and the idea development tool.
Main activities	<ol style="list-style-type: none"> 1. Design the co-creation sessions with members of the target groups and co-creation sessions with members of the target groups as well as experts and other actors and identify the participants. Each session will focus on generating ideas around the challenges and opportunities identified and prioritised in phase 2 and will be organised according to the relevant pillars of the Integrated approach for the promotion of decent work in the rural economy. 2. Conduct 5 co-creation sessions in total. 3. Produce the result report for the co-creation sessions. 4. Identify and select the initiatives developed during the co-creation sessions that will be prototyped in phase 4.

² Please see the Introduction of the Portfolio of policy guidance notes on the promotion of decent work in the rural economy, accessible at : https://www.ilo.org/global/topics/economic-and-social-development/rural-development/WCMS_437166/lang-en/index.htm

Phase 4: Prototyping

The prototyping phase consists in designing and testing (following an action research model) the innovative solutions identified and prioritised during the co-creation phase. Testing the initiatives in specific contexts with the participation of the actors taking part in the platform allows for the validation of innovative initiatives that have a bigger impact and generate systemic change.

The solutions identified have to be co-designed with the promoting counterpart, representatives of the target groups, other constituents of the ILO and other relevant experts. As a result of the co-design sessions, the solutions become “prototypes” and are ready for the testing phase.

Prototypes are tested iteratively following the lean methodology. Those that show positive results will be scaled. The most relevant ideas from the co-creation process will be tested.

Phase 4: Prototyping	
Main objective	Strengthen public policies as well as the mandate, services and increase the unionisation and affiliation to workers’ organisations and employers’ organisations for the validation of new ideas for the promotion of productive employment and decent work in the territory, sector, and/or value chain.
Methodology and tools	For this phase, the business model canvas, the storyboard tool and the SWOT analysis tool can be used.
Main activities	<ol style="list-style-type: none"> 1. Design and conduct a co-design session for each idea selected in phase 3, with the promoting counterpart and other constituents of the ILO, representatives of the target groups and experts in the topic of focus. 2. Develop the prototypes and define the implementation steps in collaboration with the relevant actors. The prototypes should be enough developed to be shared and tested but must remain flexible and adjustable. 3. Rapidly test each prototype following an action research approach. 4. Make the necessary adjustment to finalise and refine the prototypes. 5. Select the prototypes that will be escalated, the ones that will be put on hold and the ones that need further or alternative testing.

Phase 5: Scaling

Considering that the prototypes are implemented in specific territorial contexts, once their viability is ascertained through processes of monitoring and evaluation, the initiatives can be scaled up at territorial or sectoral level or scaled out in other contexts and realities.

In that sense, the actors taking part in the social innovation platform and in the different phases of the social innovation cycle play an important role, depending on their mandate, capacity and objectives, in processes of institutionalisation, scaling and amplification of the innovative initiatives for the promotion of decent work in the rural economy.

Phase 5: Scaling	
Main objective	Scale and amplify the validated innovative solutions at national, sub-national and/or sectoral level with the constituents of the ILO and the actors taking part in the platform.
Methodology and tools	In addition to the key questions to consider before scaling, the recommended tools include the scaling routes table, the scaling plan tool and the experience map.
Main activities	<ol style="list-style-type: none"> 1. Design scaling guidelines and define the different scaling routes for each prototype: “scaling up” to address changes in institutions at a higher level and normative frameworks; “scaling out” to make an impact in new contexts, “scaling deep” to promote internal changes in the way a person, company, group, organisation or society is organised and acts. 2. Scale the prototypes. 3. Evaluate the scaled prototypes following the guidelines established in transversal phase 6: developmental evaluation, and other evaluation processes.

³Obra Social La Caixa (2018). Plataformas que activan la innovación. Un nuevo enfoque para la cooperación internacional al desarrollo, p.64.
⁴Adapted from Quinn Patton M. (2015). “Chapter 1: State of the Art and Practice of Developmental Evaluation: Answers to Common and Recurring Questions”, in Quinn Patton et al (2015). Developmental Evaluation Exemplars: Principles in Practice, Guildford Press.

Phase 6: Developmental Evaluation

The social innovation approach requires a very different set of data and information than that provided by traditional monitoring and evaluation systems that use a logical framework to implement activities designed to respond to preestablished concrete development objectives. This allows for the implementation of adaptive management processes through the life cycle of innovative initiatives³.

In that sense, adopting a social innovation approach requires designing developmental evaluation systems that allow to collect information to monitor the progress and efficiency of the interventions, as well as creating systems to learn from the implementation process⁴ and respond to complex, dynamic contexts.

Phase 6: Developmental Evaluation	
Main objectives	<ol style="list-style-type: none"> 1. Measure and evaluate the progress and achievements of the initiative, with the participation of the constituents of the ILO and other actors taking part in the platform. 2. Generate knowledge on the design, implementation and evaluation processes of the LABOR initiatives. 3. Generate evidence of the effectiveness, efficiency and impact of the prototypes implemented as part of the LABOR initiatives.
Methodology and tools	<p>To implement this phase, the Manual offers guidelines to develop the reference framework for quantitative and qualitative indicators and recommends tools for the monitoring of needs, challenges and opportunities during the implementation process of the LABOR initiative. It also offers guidelines for evaluation and learning processes through the analysis of the changes in the institutional context and with regards to the decent work situation at territorial and/or sectoral level, as well as the level of adaptation of the prototype to the needs and aspirations of the target groups.</p>
Main activities	<ol style="list-style-type: none"> 1. Define quantitative and qualitative indicators and define the baseline in collaboration with the promoting counterpart, other constituents of the ILO and other actors taking part in the innovation platform. 2. Design the monitoring, evaluation and learning system, following the CART (Credible, Actionable, Responsible, Transportable) principles, including the theory of change, the data collection and monitoring system, guidelines for rapid-fire tests, the system for monitoring needs, challenges and opportunities and the change analysis system. 3. Synchronise the monitoring, evaluation and learning system with the pace of change (or paces) in the context of the implementation of the initiative. 4. Reinforce the testing processes of the prototypes in phase 4. 5. Reinforce the scaling processes of the prototypes in phase 5. 6. Measure and document the progress of the initiative during the implementation of all its phases. 7. Carry out the evaluation of the initiative according to the established systems and guidelines.

Phase 7: Communication

As part of the initiative, innovative communication and marketing strategies focused on the progression of every step of the process must be established, in order to strengthen collective action, resource-mobilisation and the amplification of the interventions, and put forward the collaborative work achieved.

The communication process must be systematically connected to, and document, the listening, co-creation, prototyping and scaling processes, while guaranteeing the inclusion of the target groups and the community.

Phase 7: Communication	
Main objectives	<ol style="list-style-type: none"> 1. Promote the participation, involvement and engagement of the actors participating in the initiative to achieve a bigger impact. 2. Communicate the progress and achievements of the initiative to the constituents of the ILO, the actors taking part in the platform and other external actors, in order to support the mobilisation of public and private funding and funding from international cooperation mechanisms.
Methodology and tools	<p>The communication plan should be focused on one clear message with defined objectives and target groups. It should include the communication media that will be used (audio, video, text, web) as well as social media presence, a preliminary database and a presentation kit for the initiative.</p>
Main activities	<ol style="list-style-type: none"> 1. Develop the complete communication plan for the innovation platform, including public relation strategies at territorial level and the establishment of coordination mechanisms with the local press. 2. Develop the institutional communication kit of the initiative (logo, style guide, guidelines including templates, an initial database, a presentation video and profiles on different social networks with a different target audience). 3. Create a database of the participants and potential participants for sporadic mailing. This database will be used to create a network of actors involved specifically in one or more phases and their activities. 4. Design and implement a plan to document specifically the listening subphase and the co-creation and prototyping phases. 5. Create an online platform where the information on the initiative, news and the agenda for the analysis, listening and collective interpretation, co-creation and prototyping phases will be shared. This platform will be most important communication tool and will have the added purpose to share knowledge. 6. Update the social network accounts linked to the initiative.

Phase 8: Funding and financial sustainability

The implementation of the phases of the social innovation cycle requires the availability of funds. In that sense, innovative funding and/or co-funding mechanisms within the platform have to be established.

Resource mobilisation processes for LABOR initiatives can harness funding opportunities linked to the social innovation approach as well as to the promotion of decent work in the rural economy. An important point to consider is that the scaling phase requires funding, which should be secured with and through the wide participation of the actors of the platform.

Phase 8: Funding and financial sustainability	
Main objectives	Promote sustainable funding and the scaling of the validated prototypes as part of the platform, through the mobilisation of public, private and international funds.
Methodology and tools	In the resource mobilisation and partnership process, the following entities should be considered: UN system agencies, public and private sector actors for Public-Private Partnerships, financial institutions focused on international development as well as other social innovation laboratories and initiatives.
Main activities	<ol style="list-style-type: none"> 1. Monitor the administrative and financial management of the implementation of the phases. 2. Design and implement a strategy to create and promote a network of potential funding partners for the testing processes and scaling of each prototype. This activity is supported by the mapping activities of phase 2 and the developmental evaluation and communication phases.

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