

Quick Facts

► High-level independent evaluation of the ILO's Decent Work Programme in the Andean countries of the Plurinational State of Bolivia, Colombia, Ecuador, Peru and the Bolivarian Republic of Venezuela 2016-19

► **Date:** October 2020

► Introduction

Each region is the subject of a geographic evaluation once every five years. This year the Americas was due and the ILO Evaluation Office examined the ILO's programme of work in the Andean countries of the Plurinational State of Bolivia, Colombia, Ecuador, Peru and the Bolivarian Republic of Venezuela.

► Evaluated topic

In the Americas region very few countries have an approved [Decent Work Country Programmes \(DWCPs\)](#) and none of them are in the sub region covered by this evaluation. As a result, the evaluation is based on an analysis of the Country Programme Outcomes (CPO) and other programme frameworks to assess whether the ILO programmes are effective instruments for achieving the goals of the Decent Work Agenda in the Andean subregion and to derive from it lessons learned and recommendations.

The Andean countries established Strategic Frameworks for the 2016-17 biennium and National Action Programmes for the 2018-19 biennium. Many of the activities under these action plans are in line with the Lima Declaration of 2014 and the Panama Declaration of 2018. Venezuela currently does not have an action plan.

► About the evaluation

The purpose of the evaluation is to determine how well the Andean countries achieved the planned outcomes laid out in their respective action programmes, how they achieved them, and under what conditions. The evaluation also

seeks to contribute to organizational learning by identifying lessons learned and emerging good practices. This information will inform future ILO strategy.

Evaluation methodology

The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings. Data derived from various methods:



Comprehensive document review



114 interviews with stakeholders



2 surveys administered to constituents and ILO staff



4 case studies

KEY LESSONS LEARNED



The ILO must define an agenda, processes and management structures that enable it to confront short- and medium-term challenges.



The ILO's management structure in the region creates limitations.



The United Nations system reform presents challenges for the future role of the ILO.



The ILO's experience during the financial and economic crisis of 2007 could help guide the future of employment policy in Andean nations.

KEY FINDINGS

- 1 ILO support was considered to have been positive and relevant by the constituents.
- 2 ILO programming was aligned with national, regional and international development strategies, as well as with the results of the ILO's Programme & Budget.
- 3 While the United Nations Sustainable Development Cooperation Framework (UNSDCF) may provide opportunities to integrate ILO cross-cutting issues into the work of different UN organizations, it also creates important challenges. UN Resident Coordinators often lack understanding of ILO's tripartite structure and the importance of social dialogue.
- 4 There are example of productive collaborations with partners but limited fostering of teamwork and learning culture due to ILO's compartmentalized and risk-averse dynamics.
- 5 Tripartism and SD are not functioning optimally. Most ILO actions were coordinated with constituents on a bilateral basis.
- 6 With regard to gender equality and non-discrimination, in general, much remains to be done. The integration of environmental sustainability is basically absent in all countries.
- 7 Constituents ranked the quality of the technical capacity of the project offices as being very high. However, better representation of, and coordination with, tripartite constituents was required.
- 8 The project offices faced challenges due to the rigidity of programming procedures, delays in response from DWT/CO-Lima and budget limitations. In the short term, the COVID-19 pandemic has had serious impacts on fundamental global issues and national priorities that have serious implications for immediate needs of constituents.

KEY GOOD PRACTICES

-  **Plurinational State of Bolivia:** Strengthening tripartite actors: The technical assistance provided by the ILO for strengthening employers' and workers' organizations will have positive effects on the quality of the institutional processes.
-  **Ecuador:** The ILO was successful in fomenting social dialogue by strengthening tripartism and governance within the Social Security Institute of Ecuador, an institution with an equal number of worker, employer and government representatives.
-  **Colombia:** The ILO in Colombia was capable of involving a wide range of strategic partners in the implementation of its interventions, including organizations and agencies from the public and private sector, and civil society.
-  **Peru:** The ILO demonstrated its capacity to align itself with the goals of the Ministry of Labour and Employment Promotion and at the same time its capacity to involve tripartite constituents and other Peruvian government institutions in the development of actions to improve labour conditions in the country.

KEY RECOMMENDATIONS

- Strengthen tripartite structures, social dialogue and response to the needs of constituents.
- Continue work with a focus on the sustainability of results.
- Define a Strategic Programming Framework for the Andean subregion (grounded in results-based management), to be accompanied by an adequate budget and a resource mobilization plan.
- Review configuration of the field structure using established models.
- Improve the positioning of the ILO in the framework of UN reform in the countries.
- In a post-pandemic scenario, continue contributing to the strengthening of the social protection systems and active.

QUOTES

► Voices from constituents

"The crisis that is coming for the Latin American countries will lead to labor problems that require that the basic principles of tripartite dialogue be put into practice with practicality. That is the only way to get out of the crisis and as long as the labor dialogue is maintained under the traditional scheme we will not be able to reach an understanding and consensus on how to defend employment."

► Voices from ILO staff

"It would be helpful for all of us to have an instrument to clearly guide us; to set priorities, within the office. It's important to be able to develop a programming framework that can be expressed in a simple manner, in a manner that everyone understands facilitating easy communication."