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FOR INFORMATION

SECOND ITEM ON THE AGENDA

Interim report on action programmes in 2006–07 in the health services, public services and telecommunication services sectors

Introduction

1. Part 1 of this paper summarizes the implementation of action programmes in 2006–07 in the health services, public services and telecommunication services sectors, focusing in particular on new developments and activities in 2007 and outlining preliminary outcomes and possible follow-up. Part 2 outlines a framework for monitoring and evaluating future action programmes, based on past experience and aimed at improving the implementation of action programmes. Self-evaluation of the three action programmes will be completed in the first months of 2008, using an adapted review approach.

Part 1. Health services

Purpose

2. The aim of the action programme on international migration of health service workers: the supply side, is to develop and disseminate strategies and good practices for the management of health worker migration from the supplying nations' perspective.

3. The programme is being implemented in collaboration with the World Health Organization (WHO) and the International Organization for Migration (IOM).

Expected outcomes

4. Anticipated outcomes include the establishment of social dialogue resulting in the development of strategies for managing health worker migration; capacity building and improvement of data; and specific research informing social dialogue and policy development.

Activities

5. In 2007, the action programme was operational in five of the six participating countries.

6. In Costa Rica, two studies were conducted to explore data availability, migration trends, and policies influencing health worker migration. Constituents presented the programme at a regional conference on health worker migration. A second stakeholder workshop in December 2007 discussed the research findings and implications for the country and adopted recommendations for follow-up.

7. In Kenya, three baseline studies assessed the complexity of the subject in addressing data, trends, policies and impact of migration in the health sector. In November 2007, a national seminar with a broad range of stakeholders validated the studies and developed recommendations on strategies for better mobility management, retention and recruitment policies, their implementation and monitoring.

8. In Romania, the Ministry of Labour took up the action programme in September 2007. An information booklet was prepared targeting health workers and the administrative bodies concerned. Dialogue between social partners was reactivated at a stakeholder meeting in November 2007, which agreed on the need to continue collaboration on monitoring migration flows and developing policies.

9. In Senegal, a study was undertaken to inform further action on strengthening health personnel management policies, retention and recruitment strategies to address internal and international migration.

10. In Sri Lanka, activities were suspended in mid-2007, following consultations with constituents through the ILO office in Colombo that revealed a shift in government priorities. This decision, in line with the global steering group recommendation, allowed using the resources for activities in other countries.

11. Trinidad and Tobago established a tripartite technical working group in February 2007. The group aimed at developing an integrated data collection mechanism on nurse migration, education and employment. An exploratory study was conducted and proposals developed as a basis for discussion with the key stakeholders.

Preliminary outcomes

12. Ongoing social dialogue has been established in three countries. Awareness on the critical role of dialogue and stakeholder involvement was achieved in five countries, as were data improvement and capacity building. Interest in continuation was indicated in four countries.

Possible follow-up

13. In March 2007, the Governing Body approved follow-up activities for this action programme. The overall programme research will be published and disseminated. In Kenya, proposals for follow-up were developed and activities could be replicated in the East African community. In Senegal, possible follow-up would focus on retention strategies. In Romania, the information guide will be published and disseminated.

Lessons learned

14. Inter-agency cooperation with the IOM and WHO has been a strong point in the programme's implementation. ILO technical assistance in planning and implementing activities in the countries has been critical. The support of ILO field offices is a prerequisite for successful implementation of action programmes at country level.

Public services

Purpose

15. The action programme on enabling public services to contribute to sustainable development and poverty alleviation through social dialogue and human resources development aimed at strengthening social dialogue in public services and developing human resource strategies. Four countries participated: Ukraine, Jamaica, United Republic of Tanzania and, in 2007, Sri Lanka (replacing Malaysia).

Expected outcomes

16. Participating countries were to establish or strengthen national social dialogue mechanisms for public services and improve capacity for social dialogue of the stakeholders concerned.

Activities

17. **Ukraine**: A national seminar on social dialogue on remuneration and pension issues in the civil service in October 2006, was followed by a second national seminar on social dialogue on skills training for job security and a sustainable civil service in April 2007. The seminar outcomes will be published in Ukrainian.

18. **Jamaica**: Based on an assessment report on the status of social dialogue in Jamaica's civil service, training on dispute prevention focusing on remuneration issues was planned. However, due to unforeseen difficulties encountered, it was decided to postpone training until 2008.

19. **United Republic of Tanzania**: The focus was on improving human resources development in public services in response to the impact of HIV/AIDS. The ILO assisted the Government in developing the guidelines on "Managing HIV and AIDS in the workplace: A guide for the Tanzanian public service". The ILO also funded two training programmes for HIV/AIDS coordinators from local government authorities in August 2007, one on designing and implementing HIV/AIDS workplace programmes, and the other on how to implement the HIV/AIDS guidelines in the public service.

20. **Sri Lanka**: At the Government's request, during the second half of 2007, the ILO implemented the first phase of a technical assistance project, with the aim of creating a social dialogue and dispute settlement mechanism in the public sector, including an assessment report reflecting the views of the social partners on the existing mechanisms for the resolution of labour disputes and possible ways forward. This included the first national tripartite workshop on dispute settlement in the public sector and the creation of a task force to work on the proposals made by participants.

Preliminary outcomes

21. In Ukraine, the action programme helped the constituents to increase knowledge on various employment-related issues and enhance capacity for more effective social dialogue in the civil service. In the United Republic of Tanzania, the negative impact of HIV/AIDS on the public service was addressed, while in Sri Lanka, the action programme contributed to the development of a social dialogue and dispute settlement mechanism in the public sector and improved the capacity of all stakeholders to engage in meaningful social dialogue.

Lessons learned

22. The country selection procedure turned out to be an important challenge. The national political context, as well as other factors beyond the control of the ILO, affected progress and outcomes in Ukraine, Jamaica and Sri Lanka.

Possible follow-up

23. Organizing the training programme on remuneration issues in the public sector in Jamaica, pending government agreement.

24. In Sri Lanka the proposed second phase of the action programme includes a second national tripartite workshop in early 2008 to discuss proposals for reform and creation of a dispute settlement mechanism in the public sector, and to agree on a plan for its implementation.

Telecommunications

Purpose

25. The action programme on skills and employability in telecommunications services in Africa was intended to help constituents in member States to promote training for employability in the sector.

Expected outcomes

26. Training courses were developed to help telecommunications workers in several African countries to adapt to the technological and business environment changes under way and to provide skills that would help their future employment prospects. Research was planned to enhance constituents' understanding of the issue of children working in the sale of telecommunications services.

Activities

27. Following the Tripartite Regional Seminar on Skills and Employability in Telecommunications Services (United Republic of Tanzania, December 2006), and global steering group consultations, Cameroon, Uganda and Zambia were selected as the focus for follow-up. Activities were determined in consultation with the selected countries and

included sharing facilities of telecommunications training centres in Cameroon and Zambia.

28. In Cameroon, a tripartite project was developed to deliver two one-week training courses on skills and employability in telecommunications services. The first focused on enhancing commercial activities and customer service; the second examined current and future technological developments in the sector. The courses were held in Yaoundé in July–August 2007. Workers, managers and government officials from Cameroon, Central African Republic, Chad and Gabon participated. A research study on training needs in Cameroon's telecommunications industry was finalized in December 2007.

29. In Uganda, a project was developed to carry out an extensive primary research study on child labour in the telecommunications industry in Uganda, and to provide recommendations for interventions aimed at mitigating the problem. A validation workshop was held in Kampala in December 2007, with representatives of several government ministries, national and sectoral trade unions, the Federation of Ugandan Employers, telecommunications employers, NGOs and researchers.

30. In Zambia, the constituents developed a project to deliver a two-week training course on skills and employability. The first course took place in August 2007, focusing on enhancing commercial activities and customer service in the sector. Workers, managers and government officials from Malawi, Lesotho, Swaziland, Zambia and Zimbabwe attended.

Lessons learned, outcomes, possible follow-up

31. The active participation of the constituents in the three countries and the support of the ILO offices concerned were essential to the successful completion of the activities. The issue of skills training for employability has been firmly placed on the policy-making agenda in Cameroon and Zambia, while that of children working in the telecommunications industry in Uganda has been discussed among constituents at high level. Follow-up activities in 2008 are envisaged in all three countries, subject to availability of resources.

Part 2. Results-based monitoring and self-evaluation approach for action programmes

32. Building on the monitoring and evaluation framework elements for action programmes elaborated in document GB.294/STM/2, the proposed results-based monitoring and self-evaluation approach goes beyond using self-evaluation at the end of the project cycle, and is intended as a cost-effective management tool applicable throughout the programme cycle.

33. The assumption behind the design and implementation of action programmes is to stimulate change. The analysis of action programmes from 2004–05 and 2006–07 reveals that there are many common components across the different programmes as regards changes envisaged, including establishing a baseline. On this basis, a change pathway has been constructed retrospectively, endorsing key elements of the evaluation framework. The steps in this change pathway are: developing social dialogue, assessments or reports serving as a baseline, establishment of an action plan, development up to adoption of new measures, follow-up, replication and dissemination.

34. The framework for monitoring and self-evaluation comprises three elements:

- a results-based monitoring framework based on the change pathway;

- a checklist for contribution to operational objective 4c in 2006–07 and to immediate outcome 4d in 2008–09 (as well as other operational objectives and outcomes, as appropriate); and

- a stakeholder questionnaire for self-evaluation.

35. The results-based monitoring framework contains baseline data, generic specific, measurable, achievable, result-oriented, time-bound (SMART) indicators and specific milestones. The purpose of the results-based monitoring framework is sixfold: to monitor performance, assess achievement of objectives, facilitate dialogue with constituents, promote learning, encourage decision-making based on evidence, and provide quality data to facilitate cost-effective self-evaluations.

36. The SMART indicators reflect the steps of change stipulated by the action programme concerned. They need to be adapted to the specific programme, rather than prescribing its design. The steps might follow the outlined sequence or might vary slightly and might comprise the entire change process or parts of it.

37. Time-bound milestones are intermediate steps of progress that are linked to activities and serve to track the process of achieving the steps of change. While SMART indicators used in the results-based monitoring framework tend to focus on quantitative data, the element of self-evaluation will provide an opportunity to fully appreciate qualitative data, for example processes of achieving tangible results through establishing dialogue and trust.

38. A user-friendly checklist for contribution to operational objectives and immediate outcomes ensures that at the design stage action programmes comply with Office objectives.

39. For the self-evaluation of action programmes a stakeholder questionnaire is proposed. In addition, quantifiable targets are specified, building on GB.294/STM/2.

40. Self-evaluation is based on criteria developed by the Organisation for Economic Co-operation and Development (OECD) and criteria emerging from previous self-evaluations. Proposed criteria cover efficiency, effectiveness, relevance, impact, sustainability/adoption, quality and value added.

41. The self-evaluation questionnaire is in two parts, targeted at internal and external audiences respectively, including the constituents, ILO offices, other ILO units and other programme partners. The purpose of the self-evaluation questionnaire is to review the design and implementation of action programmes and to verify the achievement of objectives.

42. The evaluation framework proposed in document GB.294/STM/2 serves as a useful starting point, given the wide consultation process that was part of its design. It is proposed to build upon the specific targets agreed in that document, complemented by qualitative data about constituents' satisfaction. The targets to be achieved would be:

1. Social dialogue promoted in all participating countries, with national steering groups established in 70 per cent of the countries.

2. Assessment/reports as baseline in all countries.

3. Key objectives addressed in at least half the countries.

4. National action plans in at least half the countries.

5. New measures adopted by 25 per cent of the countries.

6. Follow-up, replication and dissemination in at least one country.

43. The first, fourth and fifth targets are adapted from document GB.294/STM/2 and correspond to indicators in the proposed results-based monitoring framework. In addition, constituents' satisfaction with progress made towards each of the targets should be assessed, in order to appropriately address qualitative indicators.

44. The document on the proposed monitoring and self-evaluation framework for sectoral action programmes is available under the heading "Action programmes", at www.ilo.org/sector

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Submitted for information.