

## Introduction and background

The evaluation of the '2017–2021 WSM/ANMC-IIWE-MIS Programme: Policy-influencing Strategies' seeks to respond to the mid-term evaluation requirements set out in art. 44 of the 2016 Royal Decree concerning programmes that extend beyond three years. The purpose of this mid-term evaluation is twofold: (i) to learn together about the potential of the (sub-)strategies used to influence policies, and (ii) to contribute to joint decision-making on strategic and operational adjustments that might have to be introduced in this and the next programme.

The assessment focuses on the policy-influencing strategies of the Belgian programme partners at national, regional, continental and international levels and aims to respond to the following questions:

1. What is the intrinsic (or potential) value of each (sub-)strategy (or type of activity) to successfully influence policies at national, regional, continental and international levels?
2. How do all these (sub-)strategies (or types of activities) complement or reinforce each other, and what adjustments are needed at a more practical level in order to succeed in influencing policies at national, regional, continental and international levels?
3. What are the strategic recommendations for WSM, IIWE and MIS concerning the (sub-)strategies used by the joint programme in order to successfully influence policies at national, regional, continental and international levels?

While the joint WSM/ANMC-IIWE-MIS programme covers various countries and regions of Africa, Asia and Latin America, the assessment is based on policy-influencing strategy research in three countries: Senegal (associated with the West Africa region), Indonesia (associated with the Asian continent) and the Dominican Republic (associated with the Latin American continent).

WSM/ANMC, IIWE and MIS welcome the mid-term evaluation conducted by South Research. On the one hand, the assessment confirms that the right strategic choices were made at the start of the programme. This was inferred by South Research as, despite very complex and difficult contexts, the programme partners and multi-stakeholder networks have already contributed largely to positive changes both at political and practical levels.

On the other hand, the evaluators' notes also include a number of suggestions that will enable us to fine-tune our methods and work processes in order to secure the changes that we have set with our partners even more effectively. Overall, WSM, IIWE and MIS agree with the eight recommendations put forward in the comprehensive report, and will take the required measures wherever possible to implement them in the short term (in the current programme) and certainly in the longer term in the next DGD programme. However, we have expressed reservations in relation to some of the recommendations because we do not fully follow the evaluator's rationale or because of a different perception based on our experience at grassroots level.

### Recommendation 1: (on the opportunity to define common priorities)

Although the programme has already contributed to changes in policies and practices, it needs to focus more on covering all aspects and issues that may arise in order to obtain tangible practice changes. Thorough analysis of what is needed to obtain practice changes will enable the required human and financial resources to be incorporated in the programme.

As changes in practices are very demanding and have to cover many issues, we recommend that the programme, in close collaboration with the partners, determine **the priorities required to obtain such changes**, and concentrate its efforts on covering all the aspects necessary to deliver the concrete changes identified. It is important to capitalise on experience, to make the links between the changes in policies and practices more explicit and to become 'expert' on that specific priority.

### Agreement

For WSM/ANMC, IWE and MIS, practical and political changes are intertwined and influence each other. Practical changes are very often the starting point that define political changes. With political changes in place, practical changes can be implemented and sustained.

In order to strengthen the strategy to achieve the practical and political changes, we will define clearly the common priorities of the 2022–2026 joint programme more clearly in association with each partner (including the national and regional multi-stakeholder networks on the right to social protection) while considering the needs and the existing expertise.

To achieve this, WSM decided in 2019 to build on the main thematic strategies to be implemented by partners in 2020–2021 (labour rights and social dialogue, social economy, mutual health organisations...) and thus to develop a more systematic and common definition of the practical and political changes for 2022–2026 that we aim to obtain with our partners, along with the national, regional, continental and international strategies needed in this regard (depending on the resources available).

<b>Recommendation 1:</b>		
<b>Key actions</b>	<b>Period</b>	<b>People responsible</b>
1. Consult the networks and the POs on the national, regional, continental and international priorities in the lead up to the preparation of the 2022–2026 programme	2020	WSM/ANMC, IWE and MIS national and continental officers
2. Identify joint priorities and relevant strategies with the networks and the POs during the joint planning seminars at continental and national levels	2020–2021	WSM/ANMC, IWE and MIS continental and political officers
3. Capitalise on the practical changes in WSM's 'thematic' strategies (labour rights, access to health, access to employment) and clarify the strategies to achieve this, with the involvement of ANMC, CSC and other Belgian actors	End 2020 – beginning 2021	WSM/ANMC, CSC continental officers and expertise of the Belgian movement

**Recommendation 2: (on the opportunity to build capacities for context analysis and monitoring)**

It is important to invest more in the partner's and especially the networks' capacities to invest more in the capacity of the partners and especially of the networks to analyse and monitor the context that influences lobbying and advocacy processes. Through the integration of specific tools and instruments – such as the development of a Theory of Change adapted to lobbying and the defence of those concerned, or a power analysis to better identify the various stakeholders – participation and exchange between different partners and/or multi-stakeholder networks can improve the shared analysis. The evaluation recommends developing a process to allow regular follow-up/monitoring of context changes and sharing that information, to ensure that lobbying and advocacy actions are fine-tuned accordingly.

**Agreement**

The lobbying and advocacy strategy is part of an existing Theory of Change and of the regional Joint Context Analyses (JCAs) drafted in 2015 for the DGD. Partners and/or the networks already use several context analysis methodologies, for example 'power mapping', a 'stakeholder matrix' and other exchanges among partners.

We propose systematising the tools for context and stakeholders' analysis with the partners and/or the networks. To do so, we will improve the 'road map' tool developed by WSM in 2016 to systematically analyse the 'stakeholders' involved in social protection.

We will continue to support our partners/respective networks through capacity development for context monitoring, including through the integration/participation in the context-monitoring activities of the multi-stakeholder networks on the right to social protection (WSM) (e.g. In annual internal national workshops).

We provide mutual support to perform the context analyses, where appropriate, and through partners' involvement in the networks.

**Recommendation 2:**

<b>Key Actions</b>	<b>Period</b>	<b>People responsible</b>
1. Improve the 'road map' tool for the joint context analysis and identify the main stakeholders consistently for the political actions of the joint programme on the 'right to social protection'	2020	WSM/ANMC political, research and continental service, with IIWE and MIS
2. Assess and improve existing methodologies for context analysis with each PO by the continental/national officers	2021	WSM/ANMC, IIWE and MIS continental and political officers and WSM's political cell (with CSC and ANMC)

3. Conduct joint context analyses with/by the POs during joint continental planning seminars	End 2020 – beginning 2021	WSM/ANMC, IIWE and MIS continental officers
4. Monitor the joint context analyses with/by the POs during the annual meetings of the national multi-stakeholder networks on the right to social protection (WSM)	2022–2026	WSM network coordinators

**Recommendation 3:(on the opportunity to develop a system that capitalises on the expertise and experiences)**

*As social security is a very broad topic, it is important that a process be put in place to capitalise on expertise and experience. Given the large array of themes to be considered, **priorities should be targeted and individuals and organisations working on the same theme should be encouraged to work together.***

**Agreement**

Recommendation 3 is linked to Recommendation 1, which points to defining priorities.

We will strengthen the capitalisation and expertise process, as per the decision adopted in 2019 with our partners. For WSM, the decision was made in Geneva in October 2019 with the thematic network **on the right to social protection, which is organised at** the national, continental and global levels.

We will ensure yet more systematic monitoring of the actions of the partners and respective networks through the national, regional, continental and international meetings to capitalise on specific actions and exchange ideas on them.

**Recommendation 3:**

<b>Key actions</b>	<b>Period</b>	<b>People responsible</b>
1. Further promote the exchange of expertise and experience with/by the POs during national, regional, continental and international meetings and seminars, as well as the continental/international steering committee meetings of the thematic network	2021 2022–2026	WSM/ANMC, IIWE and MIS national and continental officers
2. Develop a process to capitalise on expertise and experience with WSM/ANMC, CSC and BIS services (see Recommendation 1)	2021	WSM/ANMC, IIWE and MIS continental and political project managers and officers
3. Select some pilot capitalisation experience in the continents, to be monitored by WSM’s continental cells and political cell	2022–2023	Continental cells, with WSM/ANMC, IIWE and MIS members. WSM’s political cell

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**Recommendation 4: (on the opportunity to strengthen synergies)**

While pursuing the programme objective on strengthening and developing the representativeness of the organisations, the programme should further stimulate the creation of synergies among the different actors and partners in order to consolidate their legitimacy and reputation, so that their voice is better heard at the political level. Finally, more emphasis could be placed on the division of tasks among the various actors.

**Agreement**

Synergy strengthens legitimacy and reputation and thus reinforces the political actions that our partners carry out with our support. We will therefore continue to strengthen the synergies of our partners/respective networks by mapping out actors to further consolidate and/or create larger alliances, deepen the relations among partners to share tasks and harness the expertise of each organisation, and by increasing communication and the visibility of the synergies between partners, networks and members of the Decent Work platform.

We will start by deepening synergies among ourselves (WSM, ANMC, IIWE and BIS).

<b>Recommendation 4:</b>		
<b>Key actions</b>	<b>Period</b>	<b>People responsible</b>
1. Map out key actors with whom alliances can be formed during the consultations with individual POs and with/by the POs during joint continental planning seminars (see Recommendation 2)	2020–2021	WSM/ANMC, IIWE and MIS continental/national and political officers
2. Promote the planning of synergies in the continental cells and during interactions, meetings and continental/national seminars – between WSM/ANMC, IIWE and BIS	2020–2021	WSM/ANMC, IIWE and MIS PME officers
3. Monitor the alliances/synergies and possible expansion to new partners during the annual meetings of the national multi-stakeholder networks on the right to social protection (WSM)	2020–2021 2022–2026	WSM network coordinators

**Recommendation 5: (on the opportunity to strengthen partners’ research capacity):**

The evaluation team recommends that, where needed, research capacity is further strengthened within the programme partner organisations in order to ensure that the relevant information needed to develop proposals of alternatives, claims and rationale is made available in a timely manner. It also recommends placing more emphasis on networking with like-minded organisations and research institutes to foster research outcomes effectively. The programme must consider that the more it focuses on changes to local practices, the more it must develop context-specific rationale and demands and

that, as a consequence, more concrete information and context-specific research are needed. The evaluators also recommend paying more attention to peer-to-peer exchanges, capitalising on existing expertise on the different themes and gaining recognition as ‘experts’.

### Agreement

We agree, although we believe that the organisations are not research centres and often do not have the means (human or financial resources) to prioritise the collection of internal data.

Therefore, one of our key roles is to accompany our respective partners at this level in identifying the research centres/universities/research NGOs focusing on the programme thematic areas, which can support our partners and networks in the development of a rationale and of alternatives.

We can also provide for research, data collection and the capitalisation of our respective partner’s contribution at grassroots level in dedicated 2022–2026 budgets and strengthen ‘South–South’ or ‘peer-to-peer’ exchanges that allow us to capitalise on each partner’s experience and expertise.

Recommendation 5:		
Key actions	Period	People responsible
1. Identify centres/universities/research NGOs focusing on the programme thematic areas that can support our partners and networks in developing a rationale and alternatives	2021 2022–2026	WSM/ANMC, IWE and MIS continental/national officers, with the support of WSM’s advocacy and research service
2. Provide for respective budgets for the 2022–2026 period by WSM, IWE and MIS for research, data collection and capitalisation on our respective partner’s contribution at grassroots level	2021	WSM/ANMC, IWE and MIS national/continental officers
3. Strengthen ‘South–South’ or ‘peer-to-peer’ exchanges enabling us to capitalise on each partner’s experience and expertise (see Recommendation 3)	2022–2026	WSM/ANMC, IWE and MIS national/continental officers

### Recommendation 6: (on the opportunity to consolidate the preparation and monitoring of seminars)

The evaluation recommends continuing to **organise workshops and seminars at the international, continental and regional levels** and adequately stating their future objectives, **defining and situating them within the policy-influencing process that takes place in the different spheres**. The workshops should be prepared well in advance around these objectives to make sure that the ‘right’ people are invited and that the organisations that they represent invest in their preparation, and then in the ownership of their outcome and in their monitoring. It is recommended that more emphasis be placed on capitalising and

communicating the information and the experience gained. The evaluation recommends paying more attention to the preparation and follow-up of the peer-to-peer exchanges and also looking at the possibility of organising additional peer-to-peer exchanges in each of the countries.

**Agreement**

The evaluation confirms that the international, continental, regional and national workshops are an effective strategy in the political action process. To ensure the quality of our respective and joint workshops, we will develop or capitalise on a ‘checklist’ for the process of preparing these workshops based on tools that guarantee their effectiveness during the preparation, implementation and monitoring stages. The purpose is to clearly incorporate the workshops into the political action process.

The content and methodology of the workshops are developed jointly with our respective partners and are based on a survey and a prior preparation of partners’ needs and good practices, as well as on prior capitalisation actions carried out by the organising team.

<b>Recommendation 6:</b>		
<b>Key actions</b>	<b>Period</b>	<b>People responsible</b>
1. Develop/capitalise on a ‘checklist’ for the process of preparing these workshops based on tools that guarantee their effectiveness during the preparation, implementation and political action monitoring stages by the cell programme of the joint programme	2021	WSM/ANMC, IIWE and MIS PME officers, with the support of WSM’s advocacy and research service
2. Roll out the ‘checklist’ in the joint continental cells and during some ‘pilot’ continental seminars with the POs	2022–2026	WSM/ANMC, IIWE and MIS national/continental officers

**Recommendation 7: (on the opportunity to strengthen alliance building)**

Considering that these alliances are crucial to achieving changes and that alliance-building involves local processes that take place in different contexts, the evaluation team recommends that the programme pay more attention to stimulating the building of alliances and to facilitating, for example, the organisation of a seminar or a joint action in order to generate a certain reciprocity needed in alliance-building.

**Agreement**

The alliance-building strategy is a key strategy that will continue to be promoted in the programme from 2022 onwards. The strategy will be reinforced via the identification of ‘stakeholders’ to strengthen the actions of respective partners and networks. National, continental and international workshops for all WSM, IIWE and MIS partners allow these ‘stakeholders’ to be mobilised and become involved in the construction of common political strategies.

<b>Recommendation 7:</b>		
<b>Key actions</b>	<b>Period</b>	<b>People responsible</b>
1. Identify 'stakeholders' who might strengthen the respective actions of partners and networks during consultations with the individual POs and POs' continental seminars	2020–2021	WSM/ANMC, IIWE and MIS PME officers
2. Mobilise 'stakeholders' through national, continental and international workshops <b>and the steering committees of the thematic network</b> to promote their involvement in the construction of joint political strategies with individual POs or with PO groups (depending on the type of action)	2020–2021	WSM/ANMC, IIWE and MIS continental/national officers, with the support of WSM's advocacy and research service.

<b>Recommendation 8: (on the opportunity to strengthen WSM multi-stakeholder networks):</b>
<p>The evaluation team recommends that WSM invest further in the development of multi-stakeholder networks and create opportunities for the various partners to better know each other and establish a climate of respect and confidence for their joint actions. These multi-stakeholder networks must be empowered to creatively develop better social protection for all and to work together in this regard. It is particularly challenging to strike the right balance between the different objectives, i.e. exchanging and creating dynamics among partners and obtaining changes in policies, and especially in practices. With regard to this last point, we recommend that WSM's programme <b>focus on a few issues in order to develop the necessary expertise</b>. It could be that in a multi-actor sub-networks are created to focus on a specific issue</p>
<b>Agreement</b>
<p>WSM confirms its willingness to invest in the multi-stakeholder network strategy with its partners in 2020–2021. The IIWE and MIS welcome this intention because they recognise the significance of these networks' actions (which also involve their partners).</p> <p>At a meeting in Geneva in November 2019, the representatives of the continental networks in Africa, Asia and Latin America decided with WSM, CSC and ANMC to strengthen their strategies at the national, continental and global levels around four areas: capitalisation, advocacy, obtaining funding and communication.</p> <p>The thematic network strategies must contribute to establishing sustainable social protection systems (political changes) as well as practical changes (through partners' capacity development focusing on the implementation of dedicated social protection services).</p> <p>WSM is also organised to act as a facilitator in the operation and implementation of the network through decentralised support in the continents, with the help of CSC and ANMC.</p>



<b>Recommendation 8:</b>		
<b>Key actions</b>	<b>Period</b>	<b>People responsible</b>
Draft the summary of the decisions taken in Geneva and of a monitoring plan in order to enable the thematic network to operate at the national, continental and international levels with WSM, CSC and ANMC services	2020	Research and advocacy service; WSM's political secretary
Consider the thematic network's recommendations during the 2022–2026 programme planning process, both with the various WSM's services and CSC, ANMC and MIS (ACLBV-CGSLB) international services, through continental and national workshops	2020–2021	WSM's political cell; research and advocacy and continents service; WSM's political secretary
Plan the 2022–2026 actions of the thematic network with the various stakeholders: partners in the continents, with the contributions of the Belgian partners of the Belgian CSC, ANMC and specifically MIS movement	2021	Network steering committees; continental cells; WSM's political cell; research and advocacy and continents service; WSM's political secretary
Implement, monitor and operationalise the thematic network's actions	2022–2026	Network steering committees; research and advocacy and continents service; continental cells; WSM political cell; WSM political secretary