International Labour Organization

i-eval
Flash news

EVAL highlights

ILO reconstitutes Evaluation Advisory Committee

Following the Director General's decision in November 2012 to appoint the Deputy Director General for Management and Reform as the new chair of ILO's Evaluation Advisory Committee (EAC), no time was wasted in reconstituting its membership and reviewing its main tasks. The EAC, an ILO governance Committee, was established to oversee the use, implementation and follow-up to lessons learned and recommendations resulting from evaluation activities. The first meeting of the re-constituted EAC was held in early February 2013 and discussed, amongst other issues: how to make the process for evaluation planning and priority setting as systematic and transparent as possible; how to make best possible use of resources allocated to evaluation, including those set aside in project budgets; how to improve the evidence gathered from evaluations on impact to allow the ILO to draw better lessons on what policies work; and how to reinforce EAC oversight for institutional follow-up to high-level evaluation findings and recommendations.

Given the depth and complexities of some of these issues, a special half-day session of the EAC was organized in May 2013. The meeting reviewed the report of an independent assessment on the quality of the ILO high-level evaluations (HLE) which concluded that the quality of ILO's high-level evaluations ranged from satisfactory to high quality and that organizational effort to achieve "substantial use" of these evaluations needed to be sustained. Moreover, the assessment suggested a stronger focus on the key questions: *Are we doing the right thing? Are we doing it right?* and *Are there better ways of achieving the results?* Other topics discussed included the need for a mechanism to ensure optimal use of resources allocated for decentralized project evaluation budgets and ways to sustain EVAL's capacity building initiatives, notably the *Evaluation Policy e-Learning Module* on ILO's Learning Management System and the *Evaluation Manager's Certification Training* to be piloted July 1-3, 2013 at the International Training Centre (ITC) in Turin, Italy.

2015 - International Year of Evaluation - 2015

At the United Nations Evaluation Group (UNEG) Annual General Meeting 2013, UNEG agreed to join EvalPartners in declaring 2015 as the *International Year of Evaluation*. A letter from UNEG Chair, Deborah Rugg explains this collaboration and provides some details on how UNEG will be participating in **EvalYear**, a global Initiative of coordinated action with governments, international partners and civil society. Planned activities will include facilitated global dialogue aimed to advocate and promote evaluation and evidence-based policy making amongst regional and national evaluation actors, evaluation offices of International Organizations, UN agencies, as well as the World Bank's Independent Evaluation Group (IEG), and OECD/DAC.

Innovation & Research

Completed study –

Social Dialogue interventions: What Works and Why? A synthesis review 2002-2012

Social dialogue and tripartism will be the topic for the Recurrent Discussion on Social Dialogue during the 2013 International Labour Conference (ILC). At the constituents' request, ILO's Evaluation Unit (EVAL) commissioned this working paper with the aim of contributing to this discussion by synthesising results and lessons learned from selected evaluations of ILO technical cooperation interventions in the social dialogue sphere. The paper was prepared by Eckhard Voss of Wilke, Maack and Partner; Howard Gospel of Kings College, University of London, and Said Business School, University of Oxford; Antonio Dornelas of Lisbon University Institute; and Katrin Vitols also of Wilke, Maack and Partner.

This synthesis review examines a range of ILO project and programme evaluations, as well as evidence-based studies from external institutions, to highlight successful interventions and identify challenges in the promotion of social dialogue in the workplace. The study demonstrates that the ILO is a leader in ground-breaking and innovative interventions in social dialogue, but also identified weaknesses such as the need to have longer term commitments and a more incremental approach to achieving positive outcomes and sustainability. Based on the findings of the review, the authors conclude with some recommendations on sustaining the successes and addressing the challenges and problems still to be tackled. [The English version of the report and Spanish and French summaries are available on the EVAL website, with links to the Recurrent Discussion Paper.]

Update for on-going / upcoming studies

➢ **Evaluability of Country Programme Outcomes (CPOs) –** Good progress has been made on drawing lessons learned regarding CPO formulation, metrics and other monitoring and evaluation requirements, with final recommendations expected in August 2013.

➢ **High-level Evaluation Protocols –** Draft protocols that describe the processes to be followed when conducting High Level Evaluations (HLEs) for an outcome or strategy, as well as for independent DWCPs, have been completed and will be finalized in June 2013.

➢ **Meta-analysis of decent work results from independent project evaluations 2011-12 –** With the scoring instrument completed, the analysis of 43 project evaluations has now started with results expected to be available in August 2013.

➢ **Study of DWCP Internal Reviews -** EVAL is currently planning a new study to be undertaken by John Martin who conducted the meta-analysis of DWCPs in 2010. This study will examine an estimated 26 internal DWCP reviews with the aim of proposing draft protocols for undertaking them, identifying lessons learned and highlighting ways to better utilize their findings.

Books on evaluation –

This new book by SAGE, **Enhancing Evaluation Use: Insights from Internal Evaluation Units,** offers insights from a range of evaluation settings and experts who share strategies and experiences in evaluation. Contributors come from organizations such as the European Commission, the Swiss Federal Office of Public Health, the World Health Organization, the Public Health Agency of Canada, and contains a **chapter contribution from the ILO,** as well. Referencing the latest literature, authors discuss factors that help or undermine attempts to foster evaluative thinking and an organizational learning culture. Applicable in a wide range of situations, examples demonstrate the initiative and innovative thinking used in organizations to address complex challenges. Copies of the book will be available on loan to ILO officials from INFORM or for purchase from Sage.
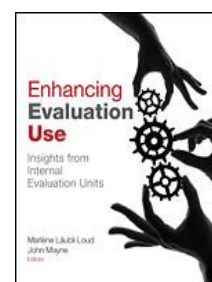
Following their work on collecting data on voluntary organizations for professional evaluation, MyMande has published a new book, **Voluntary Organizations for Professional Evaluation (VOPEs): Learning from Africa, Americas, Asia, Australasia, Europe and Middle East.** This book is focused on case studies highlighting the experiences of regional and national VOPEs and is available for free download at MyMande.

OECD has published **Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results** which offers guidance on evaluating conflict prevention and peacebuilding activities. See the OECD website.

News from the **Regions**

Africa: Lessons from DWCP Reviews

Country programme reviews are an internal means to systematically assess the relevance, coherence, effectiveness and efficiency of Decent Work Country Programmes (DWCPs). In Africa, DWCP reviews have so far been conducted in Comoros, Cameroon, Ethiopia, Lesotho, Namibia, Sierra Leone, Zambia and Zimbabwe. These reviews have revealed a number of notable and useful lessons learned and factors for success that are informing on-going DWCP development and implementation across the region.

Official endorsement of DWCPs at a higher level: Some DWCP reviews, such as in Cameroon, suggest that involving Cabinet and/or the Office of the President in the formulation and approval of DWCPs is useful for gaining greater commitment from government and other partners, as well as for facilitating domestic resource mobilization.

DWCPs as the universal framework for cooperation: The reviews emphasized that viewing the DWCP as the main vehicle for ILO support to a country is imperative for successfully creating linkages among different activities and stakeholders. This implies having an integrated approach guided by the DWCP and applying a conscious effort to harmonize programming and implementation of technical cooperation projects with the DWCP. The importance of collaboration among ILO specialists and departments in a holistic manner, especially towards supporting cross cutting goals, was also highlighted.

> ### *Decent Work Country Programme Internal Reviews from Africa - 2012*
> ### *(full reports available from EVAL@ilo.org)*
>
> **CAMEROUN** - Revue du Programme Pays pour un
>   Travail Décent (PPTD) 2010-2015   Dec 2012
> **COMORES** - Revue du Programme Pays pour le Travail
>   Décent des Comores 2010-2013   Nov 2012
> **SIERRA LEONE** – Decent Work Country Programme
>   Review - 2010-2012   Dec 2012

Well defined roles and responsibilities: In Zambia, the lead role taken by the Ministry of Labour, with the support of social partners, was vital for the development and implementation of the DWCP. On the other hand, inadequate understanding on the part of partners of their roles and responsibilities hindered the achievement of

some outputs in most DWCPs. Assigning a lead partner for each output, in addition to clarifying group responsibilities, has been found instrumental in coordinating effective and timely implementation.

Inclusive partnership and cooperation: An apparent lesson learned emanating from DWCP reviews is that the involvement of key sector ministries and agencies such as finance, agriculture, social welfare, and gender, is crucial for sustainability and enhanced impact. In Namibia, broader and inclusive steering and sub-committees encouraged stakeholder participation across ministries and tripartite constituents and created platforms for different players to work together, helping to overcome fragmentation. In Sierra Leone, inadequate participation of sectoral ministries resulted in low use of national resources and poor ownership of the programme. The DWCP reviews of Sierra Leone and Comoros recommended that the composition of the steering committee include relevant sectoral ministries, as well as other partners such as UN agencies, when relevant.

Effective communication and information sharing: A principal way to develop a sense of ownership is by building the awareness of concerned stakeholders regarding the various aspects of the DWCP, its purpose and associated responsibilities. The more broadly shared the information, the greater the chances of Decent Work becoming a mainstreamed development ideology at all levels. Having understood the importance of communicating the DWCP from the start, some country offices have developed short and catchy advocacy briefs on DWCPs (e.g. São Tomé and Principe, and Malawi) for promotion and resource mobilization.

Resource mobilization: There is a tendency to rely on ILO for resource mobilization and to perceive ILO as a donor organization rather than as a specialized agency. A key lesson learned is that capacity enhancement for constituents - in project design, advice, and guidance regarding funding opportunities and facilitation of dialogues with donors - is of paramount importance.

News from the Regions
(cont'd)

Developing a resource mobilization strategy at an early stage is also flagged as an important means to solve resource challenges. Designing 'bankable' project documents based on the DWCP through the active involvement of constituents is deemed not only prudent, but quite effective for mobilizing complementary resources. The reviews show that careful alignment of DWCPs with national development goals and clear reflection of the contribution of the DWCPs to national development frameworks and sectoral policies can better facilitate the necessary national budget allocation for DWCP implementation. In order to address these capacity gaps, the Regional Office is providing training to constituents on resource mobilization along with capacity building on results-based management and monitoring and evaluation.

African Partner Organizations in Evaluation

African Development Bank – Evaluation

African Evaluation Association (many other African country networks are listed on Afrea website)

African Gender and Development Evaluators Network

African Impact Evaluation Network

Burundi Evaluation Network - email

CLEAR (Regional Centres for Learning on Evaluation and Results) for Anglo- and Francophone Africa

Côte d'Ivoire: Réseau Ivoirien de Suivi et d'Evaluation (RISE) - email

Niger Network of Monitoring and Evaluation

South African Monitoring and Evaluation Association

Ugandan Evaluation Association

Independent Project Evaluations from Africa 2012 - 2013
(summaries are available through the hyperlink, full reports from EVAL@ilo.org)

Appui à la pérennisation de la paix par la promotion de l'emploi des jeunes – Evaluation final	**COI/09/01/UND**
Projet d'appui à la réinsertion économique durable des démobilisés (ARED II) - Evaluation final	**DRC/11/01/DRC**
Youth employment for sustainable development in Kenya - Final Evaluation	**KEN/12/01/JPN**
Better work with Lesotho - Midterm Evaluation	**LES/09/01/USA**
DWCP support to improving social dialogue MOZ/08/02/FLA) and Women's Entrepreneurship and Workers' Rights (MOZ/09/01/FLA) - Final evaluation	**MOZ/09/01/FLA**
Promoting and application of indigenous peoples' rights: San peoples of Namibia – Final evaluation	**NAM/09/50/SPA**
Evaluation of the RBSA support towards achieving the 2010-11 Biennium CPOs on employment in Africa (Outcome 1-3) – RBSA Evaluation	**RBSA Funded Activity**
NORAD Contribution: Women's Entrepreneurship Development and Gender Equality (WEDGE) Regional Africa (Phase III) – Final Evaluation	**RAF/08/57/NAD**
Evaluation of MIGSEC: Extending social security to african migrant workers and their families – RBSA Evaluation	**RAF/08/02/RBS**
YES-JUMP: Youth employment support jobs for the unemployed and marginalised young people in Kenya and Zimbabwe – Final Evaluation	**RAF/09/50/FRG**
Promotion of decent work in the South African transport sector (Phase I) – Final Evaluation	**SAF/10/02/MUL**
Quick Impact Employment Creation Project (QIECP) for Youth through Labour-based Public Works in Sierra Leone – Final Evaluation	**SIL/10/01/OUF**
Improving labour law compliance in the United Republic of Tanzania – Final Evaluation	**URT/08/03/USA**
Skills for youth employment and rural development in Zimbabwe – Midterm Evaluation	**ZIM/10/01/DAN**

News from the sectors

Bureau of Gender Equality:
Evaluation and Mainstreaming Equality

ILO has been at the forefront of the United Nations collected effort to mainstream gender into monitoring and evaluation processes. Close collaboration between the Bureau for Gender Equality (GENDER) and the Evaluation Unit (EVAL) has contributed to quantifiable progress on rendering evaluation reports more gender-responsive. This collaboration was formalized and became more intensive when a specific indicator on evaluations was included in the ILO-wide Action Plan for Gender Equality 2010-15.

GENDER's indicator on "percentage of approved terms of reference (TORs) for evaluations of independent strategies, Decent Work Country Programmes and projects that include an assessment of gender dimensions" is measured by scanning all such TORs during regular monitoring of the Action Plan. Progress on meeting targets for the indicator has been steady and significant. The target during the Action Plan's Phase I (2010-11) was 50 per cent of evaluation TORs, which was met. Monitoring at the end of last year in Phase II (2012-13) revealed that 74 per cent of all TORs were gender-responsive, already exceeding the target of 70 per cent while only at the halfway point of the biennium.

> *Gender Evaluations:* Two evaluations managed by GENDER were undertaken in 2011 for these projects: '*Mainstreaming Gender in the ILO/SIDA Partnership Programme*' and '*Promoting Gender Equality and Women's Empowerment in Brazil, Angola, South Africa, India, and China (BASIC)*. An important good practice to emerge from the BASIC project is the importance of building activities around ongoing, national world of work initiatives and integrating a gender perspective therein, rather than creating parallel tracks. Meanwhile an important lesson from the SIDA evaluation was that having funds designated to GENDER to support other units (mainstreaming gender into their work) is important and necessary to ensure that gender issues remain on the table.

What are some of the initiatives undertaken by EVAL to achieve such results when, prior to the 2010-15 Action Plan, the baseline for gender-responsive evaluation TORs was only 30 per cent? The following good practices are some examples of EVAL and GENDER joint activities that helped the organization further mainstream gender into its evaluations.

- Participants in the EVAL Biennial Evaluation Workshop for 2011-12, discussed gender-responsive TORs for evaluations. Participants, including evaluation focal points from the five regions, shared examples of good

practices, how they were achieved, and how to meet the target on TORs in the Action Plan for Gender Equality.

- EVAL, in collaboration with GENDER, revised and updated the guidance on *Integrating Gender Equality in Monitoring and Evaluation of Projects* in September 2012. The document includes references to the ILO Action Plan for Gender Equality and incorporates guidance of the UN Evaluation Group (UNEG), especially its handbook on *Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance*.

- EVAL is an active member in inter-agency collaboration under the UNEG (chaired in 2012 by UN Women) as well as being a participating member of two UNEG task forces on Human Rights and Gender Equality.

- EVAL, in consultation with GENDER, revised its guidance on Writing Terms of Reference (TOR) in October 2012. The checklist serves as a guiding template for the drafting of all ILO evaluation TORs, and includes specific controls to ensure that gender is mainstreamed consistently and substantively in each TOR.

- The quarterly *i-eval Flash News* regularly features gender mainstreaming initiatives within the evaluation process. The *ILO Gender News* is published annually by GENDER in three languages, in both hardcopy and electronic form, and promotes gender-responsive EVAL publications, news and initiatives.

- A lunchtime talk for ILO staff, held in Geneva in May 2012, brought together the directors of EVAL and GENDER in order to explore ways to mainstream gender into evaluations. The gender focal point within EVAL also shared lessons learned and good practices.

- The *ILO policy guidelines for results-based evaluation: Principles, rational, planning and managing for evaluations,* published by EVAL in 2012, provide clear guidance from a gender perspective on conducting evaluations. It states that evaluators should be supplied with the necessary EVAL guidance including the guidance note *Considering gender in the monitoring and evaluation of projects*. Additionally, it notes that when an evaluation team is composed "it is recommended that a local expert be part of that team and that there be balance among women and men team members, with at least one person possessing gender-based knowledge".

Bureau of Gender Equality: ***Evaluation and Mainstreaming Equality***, (cont'd)

2012 - Evaluations on gender equality issues

The following evaluations on gender equality have summaries that can be accessed through the hyperlinks. Full copies of the reports are available to ILO officials from EVAL@ilo.org*.*

ILO managed evaluations

- *Social protection and gender in Cambodia - Final Evaluation (Nov)*
- *Women's Entrepreneurship Development and Gender Equality (WEDGE) - Final Evaluation (Jul)*
- *Women's Entrepreneurship and Workers' Rights (MOZ/09/01/FLA) - Final evaluation (Dec)*

Externally managed joint evaluations

- *Promoción de igualdad de género, raza y etnia Brasil - Evaluación final (Sep)*
- *L'égalité entre les genres et l'autonomisation des femmes en Algérie - Evaluation mi-parcours (Jul)*
- *Promoviendo la participación y los presupuestos sensibles a género Nicaragua - Evaluación final (Aug)*
- *Increased accessibility of sustainable financial and business Development services to economically and socially disadvantaged women (One UN Programme) – Midterm Evaluation (May)*
- *Gender equality and women's empowerment in Viet Nam – Final Evaluation (Jan)*

Evaluation Guidance   .. -- ..

As reported in the last newsletter, revision of guidance is continuing. EVAL is now incorporating comments from colleagues and finalizing the updates. The aim is to improve and streamline guidance, in particular, for evaluation managers. This updated guidance will link to the new training and evaluation manager certification programme organized with the Human Resources Department (HRD) and Turin (see section on *Evaluation Learning Activities* below). It is also aimed at improving the quality of lessons learned which is part of a larger ILO effort to better capture and share information about what works, for whom and in which situation, in order to promote policy improvement and reform. Two of the key guidance notes undergoing extensive revision are:

- Guidance No. 3 – Evaluation lessons learned
- Guidance No. 6 – The Evaluation Manager: Duties and responsibilities

Evaluation Learning Activities & Events

ILO Evaluation Learning Activities

Training and certifying evaluation managers: In conjunction with HRD and ITC Turin, the Evaluation Unit is offering the first evaluation manager certification training, July 1-3 in Turin. There has been a strong interest in this course from both headquarters and field-based staff and the course in July is already fully booked. Officials interested in participating in the next course (date to be announced) should first consult with their supervisor, then contact EVAL to express interest (EVAL@ilo.org)

Evaluation Learning Activities & Events
(cont'd)

Monitoring and evaluation of development projects and programmes
ITC Training Center, Turin – *Sept 16-27* **Code**: A906102, in English
Target group: Monitoring and evaluation specialists; project coordinators; programme managers; independent evaluators; donor staff appraising and evaluating projects and programmes; non-government organization officials involved in monitoring and evaluating. **Description:** Imparts the technical and managerial competencies needed for monitoring performance and for evaluating the efficiency, effectiveness, relevance and sustainability of development programmes and projects. Participants learn to use management tools and techniques for project monitoring, control and reporting.

Evaluation e-learning Module: EVAL has completed its new e-learning module based on the *ILO Policy Guidelines for Results-based Evaluation.* It was developed by EVAL in conjunction with Turin to provide an interactive e-learning experience for ILO Officials wishing to become more familiar with the conduct and use of evaluation. The module forms part of the HR/Talent Learning Management System (LMS). The LMS allows an ILO official to upload the training and to track completion, and time spent learning. ILO officials can access the module by signing in at the intranet LMS website.

External Knowledge Sharing, Events and Webinars:

Course on Monitoring and Evaluation: Applying Human Rights Approaches - National University of Ireland *and the International Human Rights Network (IHRN), Maynooth, Ireland, June 16-20,* **2014**
This training programme draws on IHRN's practical experience and aims to enhance the substantive knowledge and practical skills of bi- and multi-lateral development partners, programme managers, and sector personnel in applying human rights-based approaches to monitoring and evaluation. An indicative programme will be available in autumn 2013, and will be up-dated in light of the profiles of confirmed participants for this 2014 course.

News on evaluation in the UN and development community:

The United Nations Evaluation Group (UNEG) Hosts High Level Panel –
UNEG held a high level panel in April on "UN Results: Are we achieving them? How do we know?" The panel was part of the UNEG 2013 Evaluation Week organized at the occasion of the Annual General Meeting (AGM) of UN heads of evaluation. The panel was opened by the Secretary-General of the United Nations, Ban Ki-moon, who reflected on how evaluation is contributing to measuring results, how evaluation findings and recommendations are actually used for programme and policy improvements, and how the collective capacity of UN programmes can be improved through evaluation. For access to the presentations given during the Panel, click here. EVAL's Director participated in the Annual General Meeting which this year reviewed an independent assessment that had been commissioned to examine the functioning of UNEG. The findings of the report contributed to a stimulating debate and, combined with the inputs provided by UNEG heads, will likely lead to a considerable overhaul of the UNEG mission, vision and strategy. ILO has been an active member of UNEG as reflected in its participation in the following UNEG Task forces: Evaluation of Normative Work, Gender Equality, Joint Evaluation, and National Evaluation Capacity.

Blogs on evaluation

World Bank Blog on Impact Evaluation

American Evaluation Association Blog

John Gargani's EVAL Blog

Foundation Strategy Group (FSG) Blog

Genuine Evaluation

Better Evaluation Blog