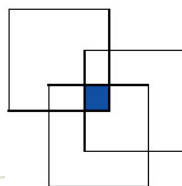




International
Labour
Office

i-eval Flash news

EVAL highlights



EVAL is pleased to share the *eighteenth edition* of *i-eval Flash news* with you. Through this triannual electronic bulletin we provide readers with updates, news and information on publications and upcoming events related to evaluation. You are invited to alert us about any news item that you wish to include in the next issue at EVAL@ilo.org.

The SDGs and Decent Work from an evaluation perspective

The second quarter of 2016 continued to be dominated by debates and preparation in the UN community on how to best contribute to the 2030 Agenda for Sustainable Development. Decent work is mainstreamed across many goals and targets of the Sustainable Development Goals (SDGs).

For a good part of the preparatory discussions, there was considerable focus on how to measure progress using indicators, but there was limited use of the word 'evaluation'. The United Nations Evaluation Group's annual meeting, held in April 2016 and co-hosted by the ILO, aimed at highlighting the importance of evaluation to the success of the SDGs. This high-level meeting with the theme of "Evaluation Fit for the 2030 Agenda for Sustainable Development: No one left behind" was addressed by ILO's Director-General. In his [video address](#), Mr. Ryder stressed that *"Data and reports will show whether progress is being made towards the goals and related targets but not necessarily provide information on attribution, contribution and the 'how' and 'why'. Evaluation and other review processes can fill these gaps and independently validate our contribution to the SDGs at both the global and national level. If we are methodical, systematic, rigorous, and cooperative in our evaluations, this will give us the chance to learn what really works."*

As further illustrated in this newsletter, EVAL has continued work on this topic. Some of it has been in collaboration with the departments of PROGRAM and STATISTICS and primarily focussed on the implications for ILO's results framework. Other parts have focussed on the support that will be required to conduct monitoring and evaluation, acknowledging the 'new paradigm' associated with National Evaluation Capacity Development (NECD) – that is, supporting countries in building their national monitoring and evaluation capacities for the primary purpose of country-led development.

Visit our website:

<http://www.ilo.ch/eval/lang--en/index.htm>

Guy Thijs, Director
Evaluation Office

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Innovation & Research

Completed Studies

Group Concept Mapping – Towards an impact evaluation framework for ILO: As part of EVAL's strategy on enhancing the use of impact evaluation, EVAL conducted a group concept mapping exercise with ILO staff in early 2016 to get an overview of ILO thinking regarding impact evaluation. Using findings from this mapping and collective brainstorming exercise, a results workshop was held on 4 March, 2016 for ILO staff and other interested individuals to further define, develop and apply impact evaluation in the ILO and to identify a series of possible action steps. The report "concept mapping on IE in the ILO" with details of the findings of the Group Concept Mapping exercise and workshop has been completed and is [available upon request](#). This report and further consultations form the basis of work soon to be completed on a proposed impact evaluation framework for ILO.

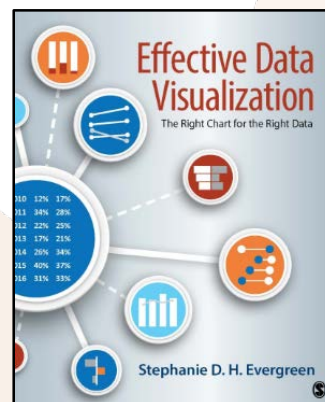
Evaluation and the Sustainable Development Goals (SDGs): The ILO produced an SDG Implementation Plan in February of this year to determine and clearly state where and how the implementation of the SDGs will affect its function. To complement monitoring and statistical capacity, the role of evaluation needs to be included as without evaluation, the determination of "how" and "why" progress toward the SDGs occurs will be unclear. To facilitate the use of evaluation in the SDG context in ILO, EVAL conducted in-house consultations on how SDGs will affect the work related to evaluation. Plan on the role of evaluation and on the implications of the SDGs on ILO's results framework. A full report on the implications for evaluation of the SDGs outlining challenges and opportunities has been completed with further guidance on improving evaluability of SDG implementation at every level from global to country to programme and project level ([available upon request](#)). An i-eval Think Piece summarizing findings for wider consumption is under preparation and expected to be completed by the end of September.



On-going and planned studies

- ✓ **Synthesis review of Fundamental Principles and Rights at Work:** A synthesis review of results, lessons learned and good practices from evaluations and other studies related to Fundamental Principles and Rights at Work (FPRW) activities is planned in the context of the second Recurring Discussion on FPRW that is scheduled to take place at the ILC in June 2017. This is part of a series of such synthesis reviews serving as background paper to discussions in GB and ILC. Previous syntheses have for instance covered effective labour protection (2015) and social protection (2013).
- ✓ **Review of systemic issues from evaluations:** Following a May 2015 decision by the Evaluation Advisory Committee (EAC), a meta-study on system-wide and cross-cutting issues identified in high-level evaluations was completed in August. Interest stemming from this report led the EAC to recommend a follow-up study that would provide an in-depth analysis of some issues that were raised. The report will be completed in the fall.

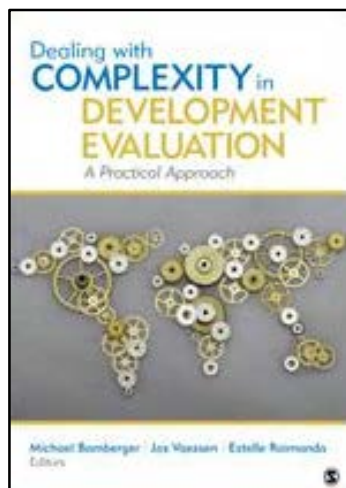
New Books and Articles on Evaluation



[Effective Data Visualization: The Right Chart for the Right Data](#)
By Stephanie Evergreen,
Sage Publications, Inc.
(2016).

Summary from the [Sage Publishing](#) website:
"Written by sought-after speaker, designer, and

researcher Stephanie D. H. Evergreen, *Effective Data Visualization* shows readers how to create Excel charts and graphs that best communicate data findings. This comprehensive how-to guide functions as a set of blueprints-supported by research and the author's extensive experience with clients in industries all over the world-for conveying data in an impactful way."



[Dealing with Complexity in Development Evaluation: A Practical Approach](#) By Michael Bamberger, Jos Vaessen and Estelle Raimondo

Summary from the Sage Publishing website: “Recognizing that complexity calls for innovative, conceptual, and methodological solutions, this unique

book offers practical guidance to policymakers, managers, and evaluation practitioners on how to design and implement complexity-responsive evaluations that can be undertaken in the real world of time, budget, data, and political constraints. Introductory chapters present comprehensive, non-technical overviews of the most common evaluation tools and methodologies, and additional content addresses more cutting-edge material. The book also includes six case study chapters to illustrate examples of various evaluation contexts from around the world.”

News from the Departments:

WORKQUALITY

Final independent [evaluation](#) of a project aimed at “Supporting the implementation of indigenous peoples’ rights through enhanced participation of neighbouring and regional actors”

The Gender, Equality and Diversity Branch (GED), part of the Conditions of Work and Equality Department (WORKQUALITY), promotes the respect for diversity and equality in the world of work. Indigenous and tribal peoples are vulnerable to exclusion and discrimination in accessing decent work opportunities, social protection and income-generating activities. Ensuring social and economic justice to indigenous and tribal peoples through decent work will not only promote their empowerment, but will also support collective efforts to achieve the Sustainable Development Goals. The evaluation underlines the need for enhanced country-level support for the promotion of ratification and more

Adopted in 1989, the **Indigenous and Tribal Peoples Convention (No. 169) (C169)** is the only legally binding international instrument that sets out standards for the promotion and protection of indigenous peoples’ rights. It has been ratified by 22 countries to date: Argentina, Bolivia, Brazil, Costa Rica, Chile, Colombia, Dominica, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, and Venezuela in Latin America; the Central African Republic in Africa; Nepal and Fiji in the Asia and Pacific region; and Norway, Denmark, the Netherlands and Spain in Europe. In 2007, the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) was adopted by the UN General Assembly, generating a new momentum for promoting indigenous peoples’ rights. This impetus was further strengthened by the World Conference on Indigenous Peoples in 2014, in which States reaffirmed their commitment to implement the UNDRIP. The World Conference also called for further ratification of Convention No. 169 which is indeed a strong tool for the operationalization of the commitment to respect and promote indigenous peoples’ rights.

With funding from the European Commission, the project was meant to enhance the protection and promotion of indigenous peoples’ rights in Asia, Latin America and Africa. It supported ‘national processes on indigenous peoples in Nepal, Peru and the Central African Republic, with a view of setting good examples for neighbouring actors. The project’s geographical focus was centred around one country each in Latin America, Africa and Asia: Peru was chosen because the country is at the forefront of developing a national framework for effective implementation of Convention No. 169 with its 2011 adoption of a law on Indigenous Peoples’ Right to Prior Consultation (Ley del Derecho a la Consulta Previa a los Pueblos Indígenas u Originarios). The Central African Republic and Nepal are the first countries that ratified the Convention in Africa and Asia, respectively. Due to increasing tensions and conflict in the Central African Republic at the outset of the project’s implementation, the geographical focus in Africa was shifted to Cameroon. *The project clearly contributed to enhancing the protection and promotion of the rights of indigenous peoples in the three project countries.* All implemented activities were timely, and responded to actual needs.

Coherence and continuity between past and present activities is one of the key strengths in the project's design, and a key element in the project's potential for impact in a long-term perspective. The project also showed a *high level of efficiency* in terms of 'supporting national processes', despite the limited staffing resources, through other initiatives in Peru. For instance, The proactive engagement in establishing the Grupo de Trabajo de Políticas Indígenas (GTPI) is a noteworthy example of a very strategic move towards creating a space for indigenous peoples' participation in discussions on public policy matters that affect them.

Activities have been *timely and effective*, given the limited budget and the un-predictability of future funding. The project has shown that a series of relatively smaller events can contribute to nurturing different actors' engagement in the continued promotion of Convention No. 169 and other international standards for indigenous peoples' rights. This includes capacity-building of a broad range of actors, engaging the media, and production of technical resource-papers on indigenous peoples' situations, rights and development. These all indeed have the potential for replication.

Consultation and participation are considered the cornerstones of Convention No. 169 on indigenous and tribal peoples, and recent years have seen important developments towards a more institutionalized approach to consultation, notably in Peru, with the adoption of the Law on Consultation in 2011 (*Ley del Derecho a la Consulta Previa a los Pueblos Indígenas u Originarios*). The emerging experiences with formal consultation processes under the law, have revealed a need for more open spaces of dialogue between indigenous peoples and state actors. It was this realization that led to the initiative to establish the GTPI. Whereas consultations will always have their agendas defined by the specific intervention under discussion, the GTPI constitutes an open space for dialogue where indigenous peoples themselves set the agenda, and initiate discussions on the issues they want to bring to the attention of the state, (local) authorities, and other actors. The operational practice of the GTPI involves indigenous representatives debating the issues on the agenda thoroughly until a consensus can be reached on key messages to deliver to the concerned state institution, after which this institution is invited for a dialogue. This operational practice has proven highly successful in establishing new lines of communication and a new level of sensitivity within state institutions towards indigenous peoples' aspirations. Over the

course of its first year of operation, the GTPI has convened state actors from 10 different institutions, and presented its visions for aligning public policies and administrative practices with indigenous peoples' rights. According to the GTPI's self-evaluation in late 2015, these dialogues have generated a relation of trust between indigenous peoples' representative organizations and state actors, and a number of public institutions have subsequently established their own procedures for closer coordination with indigenous peoples.



The regional spill-over effects that were anticipated in the project design with its emphasis on engagement with neighbouring actors, proved hard to achieve within the very short implementation-period and the relatively limited number of events carried out under the project. However, some initiatives carried out under the project do have potential to generate these effects in the future. The regional studies produced in the Central African Region (known as the Congo Basin) and in Asia respectively, have potential to inform policy- and development-debates across these regions in the near future when the publications are finalized and launched. In Peru, the seminar on statistics and indigenous peoples gathered a wide range of actors from the South American region. The purpose was to generate informed debate on how the country can use the coming census to generate national statistics on the indigenous population. This has a potential to influence key processes and policies in that country's future.

While the initial project design did not provide for a specific gender dimension, *the project has taken steps towards addressing indigenous women's particular situation and concerns*. Indigenous women's issues were addressed in some of the capacity-building activities (e.g. the training of young indigenous professionals in Peru and the media training in Cameroon), and gender dimensions were prominent in

some of the publications produced under the project. These included: The Peruvian study on entrepreneurship and in the use of natural resources in indigenous communities; a guide for media professionals produced in Cameroon; and specific sections on indigenous women's rights in Asian studies. Most importantly, the study on indigenous women's labour situation in Peru (*Estudio sobre la situación laboral de las mujeres indígenas en el Peru*) has contributed significantly to 'gendering' the analysis of indigenous peoples' rights, and to make indigenous women's particular situation more visible to relevant actors.

Regional News:

Africa

Lessons from Youth Employment Project Evaluations in Africa

Africa is the world's youngest continent. While national populations in most parts of the world are aging, the majority of the population in Africa is young. Africa is facing a youth employment crisis, where a combination of factors contributes to the situation. Youth unemployment continues to be persistently high, particularly in North Africa where young women's unemployment rate (44.8%) exceeded that of young men (24.9%). In 2014, the incidence of long-term youth unemployment reached 48.1% in sub-Saharan Africa. In order to address this critical problem, the ILO is implementing youth employment projects. These include the Danish Government funded projects in East, Southern and West Africa. The broader objective of these projects is to improve skills and employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth. The ILO has conducted mid-term and final evaluations of the projects. The evaluations have shown a number of relevant lessons learnt and factors for success which are documented below:

- *Ownership and "buy-in" of projects by relevant stakeholders* are the major contributors to effectively delivering results. Following several evaluations on youth employment projects, it is reported that the involvement of stakeholders has a major impact on addressing the problem of youth employment. The program implementation in Zimbabwe can be called a best practice model in

view of the very high ownership on national, but also on district and grass-roots levels. It has a comparatively high level of technical and administrative capacity, and clear and binding mandates for the delegation of tasks and duties, with an effective organisational set-up of the skills program. In addition, the evaluation of the "Skills for Youth Employment and Rural Development in Western Africa" project, with a focus on Benin, concluded that the involvement of stakeholders at the level of all cycles of the project is crucial. Finally, the evaluation of the YEF project in Kenya, Uganda and Tanzania commended the elaboration of the National Advisory Committee (NAC) since it brought together different role players (government, academia, private sector & NGOs) to work on addressing the challenge of youth unemployment through entrepreneurship development and employment creation.

- *Access to new and existing financial systems* enabled potential and existing young entrepreneurs to start viable businesses; increase the viability of existing enterprises; and create quality employment for others in the process. Therefore, it is necessary for the youth to have access to financial schemes. In this regard, micro-credit, and partnering with micro-financing institutions for youth business financing have been found crucial. For example, the Youth 2 Youth fund (Y2YF) implemented in Kenya, Uganda and Tanzania is a successful mechanism that supports small-scale youth entrepreneurship development projects with funding and technical expertise. 10,000 beneficiaries have benefited as part of the grants implementation in all three countries. Reports show that 95% of funded proposals delivered their outcomes and outputs at a satisfactory level.



- *Effective communication and use of new technology* ensures a common understanding of the project model and design across all levels, in addition to

enhancing visibility. A clear communication strategy is needed so that all stakeholders receive accurate information about the project. For example, in order to create awareness among young women and men about the merits of entrepreneurship, YEF interventions through media programs showed high turnover. It's estimated that more than 2 million youth have been reached with entrepreneurship messages, surpassing the target of 1.2 million. In addition, the effective use of new technologies is highly recommended. One example is the development of an SIYB-E learning platform and mobile toolkit for the YEF program with the support of ILO-ITC Turin. The learning platform allowed more than 5,000 youth entrepreneurs receive follow up training and business counselling.

- *A focused way of working and mainstreaming gender* has proved to be important in order to avoid unintended results. While implementing projects, focusing on certain areas has proven to be effective in order to reach specific targets. For example, working on employment in rural areas through the TREE methodology has shown great success in the creation of decent and sustainable work for youth in rural area. The aim of the TREE methodology is to create employment in remote parts of the country, using locally available resources, developing skills, curbing rural-urban migration and empowering the youth within their respective communities. In addition, the project evaluations have recommended the need to strengthen gender mainstreaming in programmes to ensure that the program will not have results such as (i) Gender Based Violence emanating from the empowerment of women, (ii) women being asked to pull out of project activities by their husbands (iii) and women turning up late for training because they carry the burden of household chores.

EVAL Highlights

▪ Update on the impact evaluation initiative

Work is ongoing to provide support and structure around impact evaluation within the ILO. Key elements of this work are the Group Concept Mapping exercise and the *Impact Evaluation Review Facility (IERF)*. The IERF facilitates and improves the use and quality of impact evaluations (IE) in the ILO. It offers support, including access to external review

consultants, to those considering, beginning or implementing IEs by providing overall feedback, ideas and suggestions for proposed and ongoing work on IE, such as on design, analysis and report preparation. The IERF is reachable via [email \(EVAL_IMPACT@ilo.org\)](mailto:EVAL_IMPACT@ilo.org) which is also for any enquiries related to impact evaluation. A Briefing Note has been prepared and distributed to the impact evaluation network with further details on the IERF.

An inventory has been established in EVAL to document and collect all impact evaluations being undertaken in the ILO. *An impact evaluation framework* is being developed to outline the role and purpose of impact evaluation at the ILO and when it should be considered appropriate. The *Impact Evaluation Network* continues to meet as a Community of Practice. Quality appraisals of IEs in ILO will soon be done to assess quality and to form a basis for sharing experiences. A [Quick Fact](#) sheet on Impact Evaluation is available with an overview of the work.

▪ ILO Co-hosts UN Evaluation Week of the United Nations Evaluation Group (UNEG) in Geneva

The annual UN evaluation week made up of the evaluation practice exchange and the annual general meeting of UNEG took place in Geneva this past April. A week chock full of sharing evaluation practices and collectively reflecting on an evaluation fit for the SDG era was kicked off by a special video message by DG Guy Ryder who spoke to UNEG membership about the importance of evaluation for the SDGs. EVAL participated actively in the evaluation practice exchange both behind the scenes and in sharing ILO experience on evaluation capacity development of constituents and evaluation and SDGs. EVAL will continue to be active in a number of UNEG working groups ranging from the use of evaluation, independent system wide evaluation, national evaluation capacity development, professionalization and knowledge management.

▪ Launch of EVAL's Knowledge Sharing Platform

EVAL has been developing a Knowledge Sharing Platform (KSP) that would provide a unique space where ILO colleagues and the public can network, exchange and share information. It also creates a

“one-stop-shop” for the latest information on our products and services. This includes a database of almost four hundred consultants, a mission facility, calendar of events, regional workspaces, a database of emerging good practices, among others. The KSP will be formally launched in the fall in tandem with an EVAL “open house” event.

■ The evaluation dashboard

Accessing evaluations, lessons learned, emerging good practices and recommendations will become easier with EVAL’s new dashboard. Its purpose is to encourage the use of evaluations by visualizing data from evaluation reports through an interactive map which is linked to the i-Track database. This information will also be filterable by year, country/region and theme. The dashboard will be available on the EVAL website in September.

■ EVAL at the ILC

EVAL was an active presence at this year’s International Labour Conference (May 30-June 10) which brings together governments’, workers’ and employer’s delegates of ILO member States to discuss key social and labour questions, in addition to establishing and adopting international labour standards. Viewed as an effective means to effectively connect with delegates, EVAL established an interactive kiosk to communicate with delegates about its range of products and services. For instance, a video message from the Director-General on the value of evaluation was broadcast, a slide presentation on the purpose of EVAL was displayed, participants had the ability to ask staff questions, share knowledge about evaluation systems, in addition to accessing an array of EVAL products. Seventy delegates joined EVAL’s mailing list to receive regular updates on its work. If interested in joining EVAL’s mailing list, please contact eval@ilo.org.

ILO Evaluation Guidance

All guidance documents are being revised and streamlined in preparation for the 3rd edition of the ILO Evaluation Policy Guidelines, forthcoming in the final quarter of 2016.

EVAL at the 2016 UNEG Evaluation Week and the International Labour Conference



UNEG members at the annual General Meeting



UNEG members gathered together from around the world



EVAL informing ILC delegates of its products and services

Learning Events

Activities and

Evaluation Manager Certification Programme (EMCP)

EVAL conducted its sixth training course to certify evaluation managers from July 6-8 in the ILO’s

International Training Centre in Turin. It was attended by 12 ILO staff from Europe, Asia/Pacific, the Americas, Africa, the Arab States, and one observer from the World Health Organization. The average level of satisfaction with the overall quality of the workshop was 95.6 per cent. Please contact eval@ilo.org if you need to identify a certified evaluation manager for an upcoming evaluation or to find out more about the EMCP.

NEW: EVAL's Internal Evaluation Training Programme

Building on EVAL's Evaluation Manager Certification Programme, this new training programme seeks to enhance the capacity of ILO staff to undertake internal project evaluations. The overall objective of the training programme is to increase the frequency and enhance the quality of internal evaluations, improve their utility, and contribute to organizational learning. The specific objectives of the training programme are to:

- Provide participants knowledge on the fundamental concepts, processes, and methods which define programme and project evaluations;
- Enhance participants' technical skills in designing and conducting evaluations of ILO programmes;
- Understand the importance of using soft skills in engaging evaluation stakeholders; and
- Join a community of practice made of ILO staff who promote the use of evaluations in the Organization.

The training programme is delivered through a blended format mixing distance-learning modules, a five-day workshop in the ILO's International Training Centre in Turin (November 28 to December 2, 2016) and an application/coaching phase in the first quarter of 2017. For information on how to register and other questions, please contact eval@ilo.org

External Knowledge Sharing, Conferences, Courses and Webinars

- [European Evaluation Society Biennial Conference](#) - The theme of this conference is "Evaluation Futures in Europe and Beyond: Connectivity, Innovation and

Use." It takes place in Maastricht from 28-30 September.

- [Australasian Evaluation Society Annual Conference](#) - The conference is held in Perth from 19-21 September with pre-conference workshops on 17-18 September. The theme of this year's conference is "Landscapes".
- [American Evaluation Association](#) – Held in Atlanta from Oct. 24-29, this year's theme is "Evaluation + Design".



Read the new EVAL Comic Strip:
"IERF Lands in ILO"



Blogs on evaluation

- ✓ [World Bank Blog on Impact Evaluation](#)
- ✓ [Evidence matters blog – Impact 3iE](#)
- ✓ [Better Evaluation Blog](#)
- ✓ [Evaluation Capacity Development Group](#)
- ✓ [American Evaluation Association - Blogs](#)
- ✓ [Intelligent measurement](#)
- ✓ [Design, Monitoring and Evaluation](#)
- ✓ [African Development Bank eval- blog](#)

Other evaluation newsletters

- ✓ [OIOS Inspection & Evaluation](#)
- ✓ [Center for Evaluation Innovation](#)
- ✓ [EVAL Partners Newsletter](#)
- ✓ [OECD DAC Evaluation News](#)
- ✓ [European Evaluation Society](#)

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