



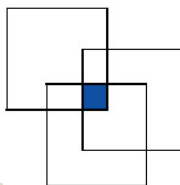
# *i*-eval

## Flash news



International  
Labour  
Office

### *EVAL highlights*



EVAL is pleased to share the **twenty-first 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](mailto:EVAL@ilo.org).

### Improving evaluation knowledge products and services for ILO constituents and staff

Evaluation knowledge products and services are cornerstone to supporting an evaluation function that is credible, accountable and transparent. The ILO Evaluation Office (EVAL) has articulated specific structures to support staff who are tasked with managing, planning and conducting evaluations in the form of policy guidelines. EVAL is pleased to announce the release of the third edition of the [ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations](#). It provides evaluation related guidance that takes into account the 2030 Agenda for Sustainable Development and reflects internal changes that have resulted from organizational reform.

With support from the Department of Information and Technology Management, EVAL has launched phase II of [i-eval Discovery](#) which now provides an overview of all *planned evaluations* in addition to *completed evaluations* and their related *lessons learned, good practices and recommendations* (phase I was released in Dec. 2016). The intention of phase II is to facilitate organizational coordination, management decision-making, as well as indicating opportunities for clustering evaluations and informing stakeholders, donors and ILO officials of when evaluations are due and on what topic. *i-eval Discovery* improves accessibility to this type of information and displays it in an interactive and user-friendly manner.

Following the [Independent evaluation of the evaluation function](#) (2016), a new draft evaluation policy has been formulated which will be considered by the 331st session of the Governing Body in October 2017. It was drafted after extensive consultations that involved over 250 staff and constituents and will streamline the process of managing, planning and conducting evaluations while increasing their utility.

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Guy Thijs, Director  
Evaluation Office

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## Innovation & Research

### Completed studies

#### ➤ Quality appraisal of projects over US\$5 million

The ILO Evaluation Office (EVAL) appraises the [monitoring and evaluation \(M&E\) arrangements of project designs for all project proposals with budgets above US\\$5 million](#). The purpose of the preliminary M&E appraisal is to ensure their quality (including project outcomes and their links to Country Programme Outcomes) as part of enhancing their evaluability. It also reviews the completeness of the M&E plan and its reserved budget (for M&E and a more detailed evaluability review within one year of a project's start-up).

After completing 50 M&E appraisals, EVAL conducted a study in order to determine recurring issues and the level of up-take of recommendations contained therein. The study concludes that M&E appraisals provide useful comments for the improvement of a project's design. Specifically, they provide essential feedback on the internal logic of a project, the analysis of the problem on which the project aims to influence, or the formulation of appropriate objectives, outcomes and indicators. The study further found that few of the more detailed evaluability reviews to be conducted within one-year of start-up actually took place and that there is need for improvement in the uptake of EVAL's comments on how proposals can be improved. More information, including on the conditions under which evaluability can be improved, can be found in the upcoming Think Piece that will soon be published on [EVAL's website](#).

#### ➤ Social dialogue interventions: What works and why? Lessons learned from a synthesis review 2013-2016

EVAL completed a synthesis review on social dialogue interventions that took place from 2013-16. The study demonstrates the extent to which interventions that relate to social dialogue are relevant to all ILO strategic objectives and a range of thematic areas. Positive outcomes are identified on the reinforcement of social dialogue at the local, national, regional and sectoral levels, including its contribution to the development of legislative and policy texts, strategic plans, the ratification of ILO conventions, and strengthening



employers' and workers' organizations.

The synthesis review will contribute to the upcoming ILO report on the [Recurrent discussion on the strategic objective of social dialogue and tripartism, under the follow-up to the ILO Declaration on Social Justice for a Fair Globalization, 2008](#) at the 107<sup>th</sup> session of the International Labour Conference. The English version of the report and the Spanish and French summaries will be available on [EVAL's website](#) in November.

### Ongoing and planned studies

#### ➤ Decent Work Country Programme evaluability diagnostic instrument in the context of SDGs

EVAL is currently developing a Decent Work Country Programme (DWCP) evaluability diagnostic instrument that will review how DWCPs can be designed in partnership with ILO's constituents to ensure that the SDG targets are fully incorporated into all decent work interventions and to enhance their evaluability. The tool will identify the structure, processes and capacities to support the implementation, monitoring and evaluation of DWCP contributions to the SDGs. The instrument also targets existing monitoring and evaluation readiness at the country level, including constituents' capacity needs to monitor and evaluate the SDGs. The design of the diagnostic instrument is currently underway. It will be first pilot tested in Sri Lanka and possibly also in Jordan. The instrument will be completed at the end of 2017.

#### ➤ Employability review

In collaboration with EVAL and the Partnerships and Field Support Department (PARDEV), the Employment Policy Department is finalizing a series of Development Cooperation intervention models. The guidance is firmly anchored in the principles of organizational learning and is based on a thorough review of evaluation findings that emanate from ILO project implementation and of other available evidence in the field of employment promotion, with a view to enhance the effectiveness of ILO development cooperation interventions. It also articulates the contribution of projects and programmes

to ILO corporate results and the SDGs. The guidance notes will be complemented by a synthesis review report which will be completed by the end of the year.

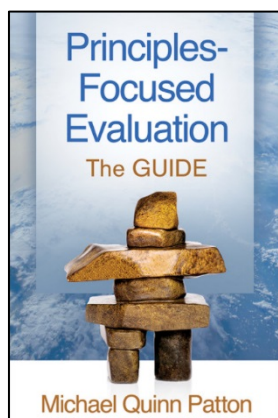
➤ **Meta-study of Decent Work results from project evaluations, 2013-16**

This meta-analysis of Decent Work results aims to provide empirical evidence and insights on how to improve performance within the context of developmental effectiveness by reviewing project evaluations from 2013-16 within performance areas of effectiveness, sustainability and impact; strategic relevance and alignment; and implementation performance and efficiency of management and resource use. A particular feature of this study is to review and fully document the methodology for considering how to carry out these types of studies on a more frequent and real-time basis. A summary of the analysis is reflected in the forthcoming Annual Evaluation Report. The full report will be available by the end of the year.

## ***New Books and Articles on Evaluation***

[Principles-Focused Evaluation: The Guide](#), by Michael Quinn Patton (to be released in Oct. 2017).

Summary from Guilford Press, "How can programs and organizations ensure they are adhering to core principles—and assess whether doing so is yielding desired results? From evaluation pioneer Michael Quinn Patton, this book introduces the principles-focused evaluation (P-FE) approach and demonstrates its relevance and application in a range of settings. Patton explains why principles matter for program development and evaluation and how they can serve as a rudder to navigate the uncertainties, turbulence, and



**ILO IN FOCUS**  
Launch of the  
[Global Commission on  
The Future of Work](#)



emergent challenges of complex dynamic environments."

## **News from the Departments:**

### ***Governance and Tripartism (GOVERNANCE)***

#### **Measuring the impact of fair recruitment interventions of migrant labour along the Nepal-Jordan corridor**

The Integrated Programme on Fair Recruitment (FAIR), funded by the Swiss government and implemented by FUNDAMENTALS and MIGRANT, is a global project which seeks to contribute to the promotion of fair recruitment initiatives across migration corridors in North Africa, the Middle East and South Asia.

In the Nepal-Jordan corridor, the project is currently being implemented in collaboration with Better Work Jordan. A pilot intervention model to eliminate deceptive and coercive recruitment practices in the Jordanian apparel industry is underway. Its aim is to demonstrate that fair recruitment is possible, and is beneficial to workers, the apparel industry and international buyers. This is an effort to contribute to an adoption of fair recruitment processes for the recruitment of all migrants. The Tufts University is currently conducting an impact assessment (IA) of this pilot intervention.

The design of the IA took place in 2016 and benefitted from two rounds of feedback from EVAL's [Impact Evaluation Review Assistance Facility \(IERF\)](#). Feedback from the IERF contributed to the refinement of the IA's design in areas such as gender considerations, integration of project monitoring data and considerations for reporting and dissemination. The IA's methodology was presented by Professor Brown from Tufts University to the ILO Impact Evaluation Community of Practice (CoP) in July 2017.

#### ***Methodological approach***

Measuring the impact of a program combating human trafficking is challenging from an ethical perspective. In view of the fact that conventional recruitment may involve human rights violations, it is unethical to employ the Randomized Control Trial (RCT) approach. This impact assessment provides multiple strategies for

characterizing the counter-factual. Theory and evidence-based methods provide a narrative thread of the psychological and emotional characteristics of migrants, with predicted implications for the migration experience.

The impact assessment employs a mixed methods approach: a survey, qualitative interviews, monitoring, and collecting data from (1) fairly recruited migrants, (2) conventionally recruited migrants, (3) employers of fairly recruited migrants, (4) employers of conventionally recruited migrants, (5) international buyers sourcing from firms that employ fair recruitment, (6) international buyers sourcing exclusively from firms that employ conventional recruitment practices, and (7) social auditing data from Better Work Jordan.

#### **Impact assessment core questions:**

##### Impact on the worker:

1. Does fair recruitment reduce and/or eliminate the collection of recruitment fees and related costs to workers and debt bondage?
2. Does fair recruitment reduce contract deception, cognitive dissonance and effects on migration regret?
3. Does fair recruitment reduce abusive treatment by employers and increase the ability of migrants to advocate on their own behalf?
4. Does fair recruitment improve satisfaction with the migration experience?
5. Does fair recruitment reduce the risks of falling into a situation of forced labour?

##### Impact on the factory:

1. Are migrant workers who are fairly recruited more productive?
2. Does fair recruitment improve the match between worker and job?
3. Does fair recruitment reduce reputation risk and improve business terms?
4. Does fair recruitment improve compliance on forced labour, contracts and work hours?

#### **Schedule**

The IA is conducting a baseline for 10-12 months. The treatment group (about 200 migrant workers from Nepal) are arriving in sub groups throughout this period). The final report is expected by mid-2018 and

will be presented to the CoP. For more details on this IA, please contact Ricardo Furman, Senior Evaluation Officer, at [furman@ilo.org](mailto:furman@ilo.org).

## **News from the Regions:**

### **Arab States**

#### **Independent final evaluation of “Enhancing access to employment opportunities and livelihoods in Jordanian host communities within the framework of the ILO response to the Syrian crisis”**

The Syrian refugee crisis embodies one of the largest and most protracted and complex humanitarian emergencies in modern times. Since 2011, the bulk of refugees fleeing the conflict in Syria have found refuge among host communities in neighbouring states. Among the Arab States hosting Syrian refugees, Jordan and Lebanon already had to contend with difficult socioeconomic conditions before the Syrian crisis, particularly in communities where refugees have now settled.

Between August 2013 and December 2016, ILO allocated US\$ 1.76M of its Regular Budget Supplementary Allocation (RBSA) funding to implement a three-pronged strategy to the project “enhancing access to employment opportunities and livelihoods in Jordanian host communities within the framework of the ILO response to the Syrian crisis”. This funding was characterized by a wide variety of interventions that were designed and implemented when Jordan was facing a refugee crisis. This allowed the ILO to explore collaboration with various organizations and national and local government institutions (Ministries of Labour, FAO, UNICEF, etc.). These interventions included:

- Strengthening the knowledge base on the impact of Syrian refugees on the labour market, with a specific focus on the host communities;
- Strengthening institutional capacity and coordination to combat unacceptable forms of work (including child labour and forced labour); and
- Enhancing access to employment opportunities and livelihoods in host communities.

An independent evaluation of this three and a half year RBSA project was conducted to assess the effectiveness of the ILO response to the Syria crisis in Jordan and to help further guide engagement not only in Syria, but



also in other regional fragile countries. Overall, while the evaluation showed that the results from the interventions differ in strength, the RBSA funding allowed the ILO to position itself prior to the London Conference in February 2016, as a lead UN agency in employment and livelihoods in Jordan as a response to the Syrian crisis.

Some of the evaluation's findings, in particular, noted that a strengthened knowledge base came to fruition within the Government of Jordan on the impact of Syrian refugees on the labour market. The subsequent study on Impact of Syrian refugees on the Jordanian labour market was considered important to close a knowledge gap. Furthermore, the ILO became one of the main actors supporting the Ministry of Labour (MoL) through i) the ILO Refugee Response Coordinator being seconded to MoL as an advisor tasked to support the implementation of the Jordan Compact, and ii) ILO supported the MoL in chairing the Livelihoods Task Force.

At the same time, while the RBSA funding allowed ILO Jordan to find niche areas for its further engagement around livelihood opportunities for Syrian refugees and vulnerable Jordanian workers, it would have benefited

#### **Noteworthy lessons learned and good practices**

- Supporting pilot or demonstration projects with the aim to generate government and donor interest to replicate interventions (by GoJ, ILO, and/ or others) and to generate financial support is an effective way of utilising ILO's RBSA funds. However, interventions should be supported by Results Based Management (RBM) which will facilitate more effective discussions with government and donors.
- The mandate of ILO enables it to play an important role in the nexus between humanitarian and development assistance. Especially in a protracted crisis, resilience focused interventions such as those implemented by ILO supporting Syrian refugees and host communities, are crucial in supporting human dignity, enabling refugees to be self-sufficient, and addressing protection concerns.
- ILO designed and implemented innovative approaches that allowed refugees to access work permits. The most successful intervention was the model unlinking the work permit application from specific employers in the agricultural sector and allowing cooperatives to apply for Syrian refugee work permits.

from a proper theory of change with adjustments made based on the implementation of the different interventions. This would have allowed for systematic monitoring, assessment, and documentation of lessons learned which would have resulted in more systematic body of knowledge and experience that could better inform subsequent phases and future project designs. The same attention to quality in implementation, results monitoring, evaluation, and tracking of progress should be given to RBSA funded projects as to the bilateral funded donor projects. It is less evident how the RBSA funded interventions supported workers' and employers' organizations.

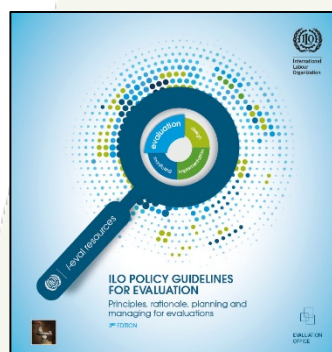
On gender related issues, the evaluation concluded that the programme should have had a realistic operational strategy on how to include and target Syrian refugees and Jordanian women effectively, taking into consideration the different social-economic backgrounds, frequent lack of skills, bearing the role of main breadwinner and caring for children. Women are often the heads of households and need to support their families. The risk is that if female heads of households cannot work, this exacerbates the child labour phenomenon.

ILO's experience in responding to the Syrian refugee presence in both Jordan and Lebanon has the potential to serve as a basis for learning and the development of good practice around supporting the economic integration of refugees in a way that serves both the refugee population and host community. To accomplish this ILO must ensure that its interventions integrate decent work principles, are strategic and able to achieve scale and replication by others.

To access the full report, please visit [i-eval Discovery](#)

## **EVAL Highlights**

### **New ILO policy guidelines for evaluation, 3<sup>rd</sup> edition**



The Evaluation Office (EVAL) is pleased to announce the release of the new [ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations](#). The ILO policy guidelines for

evaluation are intended to provide a complete package of guidance for ILO staff, who are tasked with planning, managing, overseeing and/or following up on evaluation recommendations. This revised edition incorporates updates since the previous two editions (2011 and 2012); in particular accommodating changes resulting from organizational reform, streamlining and improving all guidance notes, and providing evaluation related guidance to support the 2030 Agenda for Sustainable Development.

The new policy guidelines, in addition to guidance documents, checklists, templates, tools and protocols form part of the *i-eval* resource kit. It was conceived to serve as a gateway into ILO expertise and knowledge on evaluation for both ILO managers and practitioners. The policy guidelines are available in three formats: as an enhanced PDF version (accessible on EVAL's website) that has hyperlinks to evaluation-related guidance notes, tools, checklists and protocols (and where applicable, suggestions for further reading have been included); a booklet; and as a USB card that provides access to online links to all relevant ILO documents related to evaluation.

### ***i-eval* Discovery – launch of phase II**



EVAL is pleased to announce the launch of phase II of [\*i-eval\* Discovery](#). This interactive application now enables both external and internal users to view ILO's full schedule of *planned evaluations* in addition to the user-friendly overview of *completed evaluations* that was launched in December 2016. Showcasing planned evaluations facilitates organizational coordination and management decision-making by indicating opportunities for clustering evaluations and informing stakeholder, donors and ILO officials, including directors and project managers located in the field and in headquarters, of when evaluations are due to be completed and on which topic.

[Access and share the flyer](#)

Access tailored information on planned evaluations by applying various filters. These include: completion date (month, quarter or year), theme, country/region, evaluation type, timing or nature. *i-eval* Discovery also provides full access to completed evaluations, recommendations, lessons learned and good practices. Click [here](#) to retrieve the *flyer* and share it with your colleagues.

### **EVAL at the annual United Nations Evaluation Group meeting**

As in previous years, the Director of EVAL participated in the annual [United Nations Evaluation Group's \(UNEG\)](#) Evaluation Week, held in Vienna from 15-19 May 2017. The main theme of the UNEG Evaluation Week was "Eradicating poverty and promoting prosperity in a changing world." The resulting discussions are expected to contribute to the fifth High-level Political Forum on Sustainable Development. The UNEG week included a Evaluation Practice Exchange (EPE) for evaluation officers and specialists in the UN system. The UNEG high-level event welcomed three key speakers: Natalia Nikitenko (Member of Parliament from Kyrgyzstan and Global Parliamentarian Forum for Evaluation), Per Oyvind Bastoe (Director of Evaluation, Norwegian Agency for Development Cooperation and Chair of OECD/DAC Evaluation Network) and Ziad Moussa (President, International Organization for Cooperation in Evaluation and Co-Chair of EvalPartners). The Annual General Meeting discussed the status and summary of the 2016-17 work programme, planned for the 2017-18 work plan and discussed the upcoming midterm review of UNEG.

### **The new evaluation policy and strategy**

The new ILO evaluation policy will be presented to the 331st session of the Governing Body in November 2017. It builds on the previous evaluation policy (2005), the 2016 [Independent evaluation of the evaluation function](#) and on an extensive consultation process involving staff and constituents. The new ILO evaluation strategy 2018-21 which will operationalize the evaluation policy, will be presented to the 332st session of the Governing Body in March 2018

### **EVAL at the International Labour Conference**

The 106th session of the International Labour Conference (ILC) took place from June 5-17. The ILC brought together ILO member States to set international labour standards and discuss key social and labour questions. As per annual practice, EVAL

organized an interactive kiosk to effectively communicate to delegates about its new products and services. Delegates also had the opportunity to ask questions about EVAL's work and to express which products and services are, or would be, most useful to them. Positive comments were directed particularly to [i-eval Discovery](#) with delegates voicing that it provides easy access to evaluation information, in addition to the new [policy guidelines for evaluation](#) and EVAL's upcoming high-level evaluations that will be presented to November's Governing Body. Over one hundred delegates joined EVAL's mailing list to receive regular updates on its work. If you would like to join the growing mailing list, please write to [eval@ilo.org](mailto:eval@ilo.org).



*ILC delegates learning about EVAL products and services*

## Impact evaluation initiative – New developments

EVAL, together with the Fundamental Principles and Rights at Work Branch, welcomed Professor Drusilla Brown from the Tufts University on July 3<sup>rd</sup> to present the preliminary findings on Measuring Impact of interventions on Fair Recruitment of Migrant Labour along the Nepal-Jordan Corridor. The presentation provided examples of measurement tools on the economic and psychological processes that result in exploitation in labour markets and discussed identification strategies in contexts in which random



*Professor Brown presenting the preliminary findings to the ILO on measuring the impact of interventions on Fair Recruitment of Migrant Labour along the Nepal-Jordan Corridor.*

assignment is not feasible. This presentation also provided the opportunity for the ILO's CoP on impact evaluation to review and discuss the methodology used and possibility of use elsewhere in the ILO. For more details on this impact evaluation, please see page 3. Write to [EVAL\\_IMPACT@ilo.org](mailto:EVAL_IMPACT@ilo.org) to join the growing ILO impact evaluation network.

## Learning Activities and Events

### External knowledge sharing, conferences, courses and webinars

#### National Evaluation Capacities Conference:

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) and the UNDP Regional Bureau for Europe and CIS are organizing the fifth global National Evaluation Capacities (NEC) Conference that will be held from *October 16-20, 2017* in Istanbul. The Conference will be co-hosted by the Government of Turkey and UNDP. Key conference partners are the European Evaluation Society (EES) and the Government of Finland.

American Evaluation Association – The annual conference will take place in Washington, D.C from *November 6-11, 2017*. This year's theme is "from learning to action" which will explore four areas: leaning to enhance evaluation practices, learning what works and why, learning from others and learning about evaluation users and uses.

### Blogs on evaluation

- ✓ [World Bank Blog on Impact Evaluation](#)
- ✓ [Evaluation Capacity Development Group](#)
- ✓ [African Development Bank eval- blog](#)

### Other evaluation newsletters

- ✓ [OIOS Inspection & Evaluation](#)
- ✓ [Center for Evaluation Innovation](#)
- ✓ [EVAL Partners Newsletter](#)

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