

▶ *i*-eval Flash news

The ILO Evaluation Office is pleased to share the thirty-fourth edition of *i*-eval Flash news. Through this triannual electronic bulletin, we provide readers with updates, news and information on publications and upcoming events related to evaluation.



The ILO Governing Body discusses the high-level evaluations on labour migration, gender equality and DWCPs in South Asia and sets evaluation priorities for 2022 based on the Annual Evaluation Report

▶ by Guy Thijs, Director

The ILO Evaluation Office's (EVAL) annual session with the Governing Body in November (343rd Session) provided for lively and frank discussions on the progress made on implementing the evaluation strategy and on the findings of three high-level evaluations (HLEs) undertaken in 2021 pertaining to: [ILO strategies and programmes on gender equality and mainstreaming \(GEM\)](#), [fair and effective labour migration policies](#), and [decent work country programmes in South Asia](#).

The [Annual Evaluation Report \(AER\)](#) demonstrated that, despite the pandemic, EVAL continued to make good progress on the three strategic outcomes: 95% of the 19 biennial indicators reached or approached their targets. These positive trends were confirmed in the 2020 MOPAN review of the ILO which lauded ILO's independent and quality-focused evaluation function and the robustness of its follow-up mechanism to recommendations. The ILO's constituents recognized EVAL's early and proactive approach to addressing the pandemic, thereby enabling the timely publication of lessons learned to inform the response. A one-year extension of the evaluation strategy was granted by the Governing Body to consolidate progress, and ensure that the 2022 Independent Evaluation of the Evaluation Function (IEE) can inform the new evaluation strategy 2023-25.

The three HLEs, mentioned above, provide concrete findings and recommendations that have the potential to inform the ILO's future work. Constituents agreed that the ILO's work on labour migration was unique, owing to its added value based on its international labour standards, tripartism and social dialogue. They welcomed the evaluation of development cooperation in South-Asia which demonstrated ILO's effectiveness, particularly during the COVID-19 pandemic and encouraged the Office to continue building the capacities of its technical teams. Reactions to the evaluation of the ILO's GEM efforts were mixed. The evaluation was a complex exercise, covering both programmatic deliverables and institutional issues. Constituents urged the ILO to continue to maintain coherence among its plans and strategies, to generate inter-agency partnerships and to implement programmes to promote women's access to the labour market. Views were expressed that the ILO's genuine efforts were not always fully reflected in the evaluation and that the recommendations were too generic and strategic to result in tangible improvements in the ILO's work.

This year's discussions of evaluation findings provided a healthy exchange of views; this is what evaluations intend to inspire. Balancing impartiality, and independence with the importance of promoting ownership of evaluation findings is not an easy process. Recommendations, while derived from evidence only provide suggestions and a perspective for areas that require improvements and/or matters that require follow-up. It is generally accepted in the evaluation discipline that recommendations should not be too prescriptive, but rather stimulate a discussion at the management and constituents' levels to address the identified issues, priorities and their overall strategic direction.

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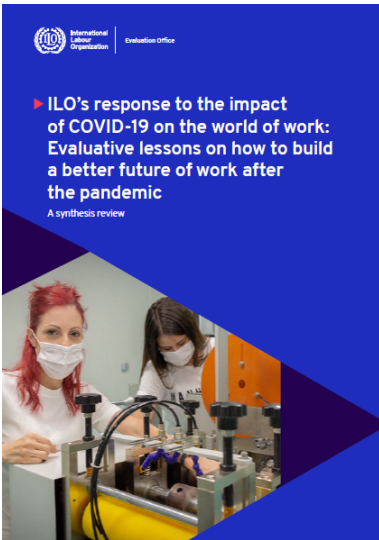
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► Innovation & research

Completed studies

ILO’s response to the impact of COVID-19 on the world of work: Evaluative lessons on how to build a better future of work after the pandemic



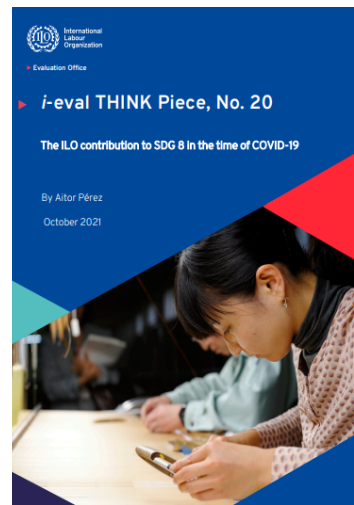
EVAL has completed a **synthesis review** that captures key findings from evaluations on the ILO’s response to the impact of the COVID-19 pandemic on the world of work. Building upon the learning that was gathered from the first phase of the synthesis review that reviewed 22 completed evaluation reports from 2020 to early 2021 (first phase of report

published in June 2021), a second examination of 19 completed evaluation reports starting from 2021 expands on key findings regarding the effectiveness of the ILO’s targeted response to the pandemic on social dialogue, social protection, inclusive economic growth and employment protection of all workers.

Results from the synthesis review are rich in scope and should be considered in the ILO’s work moving forward. Some key findings include: ILO strategies and actions remain broadly relevant in the context of the pandemic and can make an important contribution to a human-centred recovery; the ILO’s work in response to the pandemic and its research and knowledge management capabilities were especially effective; the challenges posed by the pandemic will lead some countries and constituents to change their priorities and this may have implications for the ILO’s work, including its commitments to sustainable development, social inclusion, international labour standards and social dialogue. Results from this synthesis review will serve as input into the upcoming 2022 High-level evaluation on the ILO’s response to COVID-19.



The ILO contribution to SDG 8 in the time of COVID-19 – i-eval Think Piece, No. 20



This **Think Piece** analyses the results of a synthesis review on the ILO’s work on SDG 8 against the backdrop of the COVID-19 pandemic. It critically compares the results of projects that were highly aligned to SDG 8 against those that were less aligned and enquires why that was the case. The Think Piece concludes by

offering recommendations on how to best enhance ILO’s projects for alignment with the 2030 Agenda.

Results and reflections from a quality appraisal of ILO evaluations, 2020 – i-eval Think Piece No. 21



This **Think Piece** presents the results of the ILO’s regular ex-post quality appraisals of independent project evaluations for 2020. It also takes a closer look at the quality appraisal’s findings that are related to gender by assessing them against the UN System-wide Action Plan (UNSWAP). The quality of appraised reports has

reached satisfactory ratings over the last six years. The analysis found that the quality is consistently high across the departments/offices and regions that were represented in the sample. Appraised evaluation reports also generally included EVAL’s mandatory components that are required in an evaluation report.

Challenges, though, remain: the assessed reports scored an average rating of 4.13 points (out of nine) on the extent to which gender has been mainstreamed into the ILO’s evaluation system. According to the criteria established in the UN-SWAP EPI (2018 version) and the aggregation of the scored obtained through the review process, ILO approached the UN-SWAP requirements in 2020. Generally, weaknesses in reports appear to indicate a lack

of rigour on the part of evaluation teams to fully align with EVAL guidelines and checklists. Some sections in the evaluation reports could have been further developed and the linkages between evaluation questions, data collection methods, findings, conclusions, and recommendations could have also been made more explicit in many reports.

Planned and ongoing studies

Synthesis review of employment policies

Since 2012, EVAL has regularly contributed to recurrent discussions of the International Labour Conference by conducting synthesis reviews to feed into the Conference report. In continuation of this practice, EVAL is supporting the preparations of the Recurrent Discussions Report on Employment 2022. The synthesis report will review related lessons learned from evaluation reports of ILO interventions. A draft of the full report has been finalized to inform the Office's recurrent report with official publication of EVAL's synthesis review early in the new year.

New guidance on applying environmental issues to the evaluation process

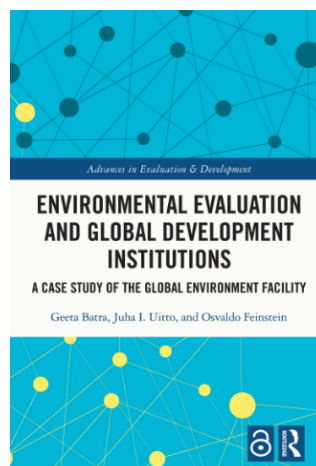
Environmental sustainability is one of the ILO's cross-cutting drivers that need to be applied to all project and programmes, just like gender, non-discrimination and disability. As part of EVAL's suite of guidance material to support results-based evaluation, EVAL will develop a guidance note that informs staff on how to integrate environmental issues into the evaluation process. It will be completed by mid-2022 and will also inform the ILO's Environmental Sustainability Action Plan, 2022-23.

New guidance on capacity development

EVAL will soon launch a guidance note on how to best evaluate capacity development across the ILO. The guidance is a response to an [ILO institutional-wide strategy for capacity development \(2018\)](#) which called for guidance on capacity development to be developed. Guidance from the United Nations Evaluation Group (UNEG) on developing system-wide guidance on capacity development was considered as input into the new guidance. Further guidance will be prepared as ILO elaborates guidance on capacity development.



New publications on evaluation and use of evaluations



Environmental Evaluation and Global Development Institutions: A Case Study of the Global Environment Facility

By Geeta Batra, Juha I. Uitto, Osvaldo Feinstein

Extraction from Routledge, "Evaluation is important for finding sustainable solutions for people and the planet and to contribute to the

achievement of the Sustainable Development Goals. This newly published book *Environmental Evaluation and Global Development Institutions: A Case Study of the Global Environment Facility (GEF)* looks at how to make evaluation count for international environmental action. Evaluation is important for finding sustainable solutions for people and the planet and to contribute to the achievement of the Sustainable Development Goals."

News from the Departments

► Conditions of Work and Equality Department

High-level independent evaluation of ILO's strategy and action for promoting fair and effective labour migration policies, 2016-20



In 2021, EVAL conducted a [high-level evaluation \(HLE\)](#) on ILO's strategy and actions on promoting fair labour migration with a special emphasis on fair recruitment. The HLE provided insight into the relevance, coherence, effectiveness, efficiency, impact and sustainability of the ILO's work in promoting fair and

effective labour migration from 2016-20. It also looked forward, identifying lessons learned to inform the ongoing development of the organization's strategy and approach, especially in the wake of the COVID-19 pandemic. It concentrated on the work of the ILO's Labour Migration Branch (MIGRANT), but covered all ILO activities on

labour migration in both headquarters and regions. The evaluation predominantly covered Outcome 9 on labour migration (2016 – 2019) and output 7.5 (2020). Special attention was given to Outcome 5.3 on skills of labour migrants.

The evaluation followed EVAL's high-level evaluation protocol for policy outcomes and institutional evaluations. This included a synthesis review of 23 relevant project evaluations, 64 semi-structured interviews, with 108 participants. Among these, 65 were women and 43 were men. Case studies were conducted in/on Ethiopia, Thailand, Tunisia, ILO's support to the Regional Conference on Migration in Latin America, and the Free Movement of Persons and Migration in West Africa project. The evaluation also undertook two surveys, one was sent to 239 ILO staff and the second to 117 constituents, donors and partners. Overall response rate was 32 per cent. Following requests from the constituents, the HLE had a special focus on Fair Recruitment. 3 case studies were conducted to examine the migration corridors of Philippines-Hong Kong, Nepal-Jordan and Guatemala-Mexico.

This was the second year the EVAL conducted its high-level evaluations under the international and local health regulations brought about by the global pandemic which led to some methodological constraints. Fully remote data collection due to the COVID-19 pandemic led to challenges in data collection and connecting with stakeholders in a timely manner. Not all stakeholders were not comfortable to be open and frank in virtual interviews and that remote data collection made it difficult to create an environment of trust. Online data collection also prevented the evaluation team from having an immersive experience of the case study destinations and to speak to a wide range of stakeholders, including beneficiaries. Finally, as countries continue to be affected by COVID-19, national constituents' and stakeholders' attentions were turned towards the crisis response rather than the evaluation.

Some key findings

- The ILO's work is unique in the global area of labour migration, particularly due to its ability to connect migrants to the labour market. It is the only agency that addresses labour migration through social dialogue and tripartism, an added value compared with other agencies.
- The topic of labour migration was considered highly relevant to all constituents, including donors and migrant workers themselves and remained so during the COVID-19 pandemic.

The Organization managed to adjust its activities and enhance its focus on returnees and access to social protection, the most pressing issues of the time. Some of these topics, such as returnees, were not previously prioritized by the ILO, which shows the flexibility of the Organization to switch its fields of work to address urgent arising needs.

- While the ILO's added value is known, its achievements and interventions are not always clearly visible to all stakeholders. In fact, several stakeholders consider that the ILO sometimes "gets lost" in the plethora of labour migration actors.
- In almost all instances, the ILO achieved its programme and budget targets on migration, and also exceeded some of the expected results under indicator 9.1 (2016–17).
- The Fair Recruitment Initiative – the general principles and operational guidelines for fair recruitment, as well as the definition of recruitment fees and related costs – has high potential to respond to Member States' needs and respective legal systems.
- The ILO's cross-cutting work on international labour standards and gender equality was mostly effective. The advancement of compliance with international labour standards positively affected social dialogue and inclusion of relevant stakeholders. Environmental sustainability is growing as a concern.

Some key recommendations

- Increase ILO visibility by expanding capacity to communicate and by strengthening its participation in global, regional and country-level groups and networks.
- The ILO should continue and enhance its work on migration corridors and regional economic communities, through capacity-building and sharing of best practices with regional economic communities and constituents
- The ILO should ensure that its development cooperation work explicitly identifies a sustainability plan and follow-up and provides for greater technical support at the country level.
- The ILO should strengthen its monitoring and evaluation approaches on labour migration at the global, regional and national levels.

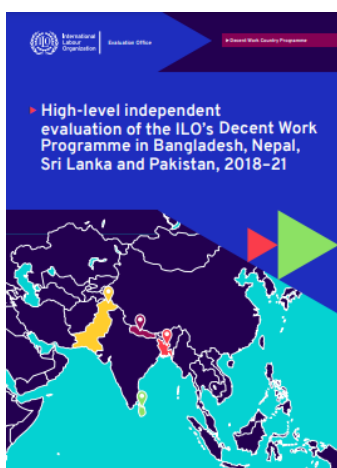
The Governing Body accepted the evaluation's results and agreed that the ILO's work on labour migration has added value due to its commitment to international labour standards, tripartism and social dialogue. An event to disseminate the evaluation's key findings and recommendations and a discussion between MIGRANT, EVAL and the evaluation team is planned to take place early 2022. Details will follow. *Stay tuned!*

[Read the Quick Fact](#)

News from the Regions

► Asia & the Pacific

Independent high-level evaluation of DWCPs in South Asia, 2018-21



Each region is the subject of a high-level evaluation of DWCPs on a rotating basis. This year the Asia and the Pacific region was due and EVAL examined the ILO's programme of work in the South Asian countries of Bangladesh, Nepal, Sri Lanka and Pakistan. Given the surge of the COVID-19 pandemic in

2020, the evaluation includes consideration of the ILO's support to countries to address emergent decent work challenges. The evaluation examines the relevance, coherence, effectiveness, efficiency, impact and sustainability of the programmes, how well they achieved them and under what conditions. The evaluation also seeks to contribute to organizational learning by identifying lessons learned and emerging good practices to inform future ILO strategy.

The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings. Data derived from various methods: Comprehensive document review, 193 interviews with stakeholders and 2 surveys administered to constituents and ILO staff. However, there were methodological challenges given the pandemic as it is likely that there was some loss in the depth and quality of online communication relative to face-to-face methods. The team also conducted easier-to-manage, small group interviews rather than larger focus group discussions. The number of in-person interviews was limited in cases where respondents' access to technology was a major obstacle and COVID-19 health and safety advisories permitted face-to-face

meetings (Nepal and Sri Lanka).

Some key findings

- ILO provides various types of assistance to help country address COVID-19 impacts, such as mobilizing resources for recovery efforts in some countries. However, responsiveness to constituents' immediate needs is constrained by limited resources, ILO's limited financial and administrative mechanisms, as well as by the nature of its expertise.
- ILO made noteworthy contributions to policy and legal framework strengthening, institutional capacity building, knowledge creation, and awareness raising in various areas including labour administration, industrial relations, employment, migration, social protection, and fundamental principles and rights at work. The volume and key areas of accomplishment, as well as gaps in planned versus actual results, varied by country.
- ILO's policy and institutional capacity building interventions are highly sustainable but achieving results in these areas require long-term investments. National ownership, institution building, development of exit strategies, and documenting good practices and lessons learned contribute positively to long lasting impact.
- ILO's technical expertise, strong in-country relationships, relatively long-term investments in some programme areas, as well as complementary efforts from external stakeholders (brands, buyers, trading partners) were key success factors. However, development cooperation projects' limited timeframes and funding, turnover in project and counterpart personnel, persistent counterpart institution capacity deficits, external disruptions from political change and COVID-19, as well as ILO's own internal management shortcomings, were often cited limitations.
- The ILO made efforts to promote synergies within its project portfolios by clustering projects in the same geographic or thematic areas, sharing resources and improving coordination between projects, and with other UN agencies.

Some key recommendations

- Design future projects, mobilise and allocate resources to achieve a more balanced distribution of ILO technical assistance and resources between constituents and national and sub-national governance levels in line with DWCP priorities,

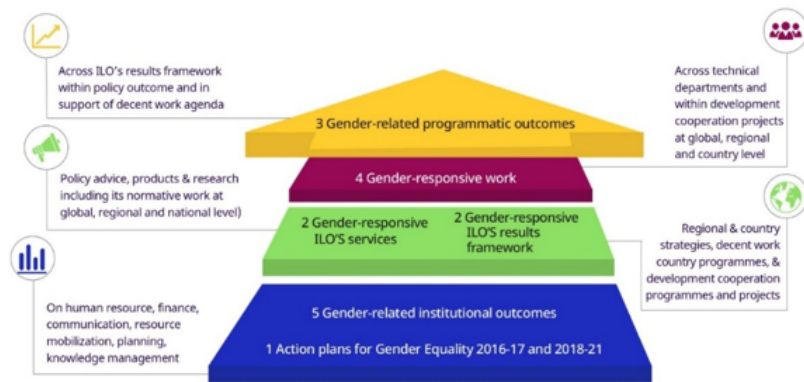
social partners' needs and capacity, and available ILO resources.

- Improve monitoring of the progress of DWCPs, in some countries, by establishing practical and feasible DWCP performance monitoring plans; and in all countries, monitor and report progress against DWCP outcomes more regularly.
- New projects and programme strategies should focus on work streams that are critical for medium-term COVID-19 socio-economic recovery and that will contribute to mitigating lasting negative effects on marginalised populations.
- Building on Bangladesh's and Sri Lanka's emerging good practices with geographic or thematic programme clusters, ILO country offices should design future intervention strategies in ways that favour operational and thematic synergies and that facilitate resource sharing between ILO projects and with sister UN agencies.
- Transition from existing subregional models for delivering ILO specialist expertise to more decentralised and flexible approaches.

positioning of an enhanced gender-responsive ILO in the UN system. The evaluation focuses on the strategies, approaches, outcomes, achievements, gaps, and lessons learned related to GEM, with summative and formative aims.

The scope of the evaluation covers external programme results (policy outcomes), internal institutional changes, and how they complement one another. A reconstructed theory of change was developed and summarizes the key programmatic and institutional component of GEM, to inform the evaluation (figure 1).

Figure 1. Components of gender equality and mainstreaming



The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings with online surveys administered to constituents (150 respondents) and ILO staff (448 respondents), including sub-groups of global technical staff and the ILO Gender Network, remote interviews with 90 stakeholders due to continued Covid19 and six case studies on programmatic outcomes at global and country level and institutional outcomes at department and partnership level. The evaluation included detailed analyses of the achievements of ILO's Action Plans on Gender Equality, the follow-up to recommendations of the previous Independent thematic evaluation of ILO Action Plan for Gender Equality, 2010-15 (full report); gender in ILO's policy documents; and gender responsive results in ILO results framework, which is considered useful beyond the evaluation in taking the gender equality and mainstreaming further in ILO.

In the Governing Body discussion the main points related to the gains made on gender equality during the COVID-19 pandemic, how the evaluation provided a timely reminder on the urgent need for the transformative agenda on gender equality, the need to enhance the ILO's profile on gender matters, including within the UN system, by building on its added value of its normative mandate and social dialogue; capacity building of institutions of work to promote the inclusion of gender

Read the *Quick Fact*

► Institutional evaluation

High-level evaluation on the ILO's gender equality and mainstreaming efforts, 2016–21



Institutional evaluations provide the ILO with the opportunity to examine topics that are of an enabling nature and across the organization. The evaluation analyses the achievements and outcomes of the [ILO's gender equality and mainstreaming \(GEM\) efforts](#) at programme and institutional levels for the period 2016–21.

It also reviews the progress made and gaps in achieving the ILO Action Plans for Gender Equality (APGEs) of 2016–17 and 2018–21. The evaluation responds to a Governing Body request for an evaluation of the APGEs to inform the development of a new APGE. The Governing Body also requested a specific focus on the

equality, among other critical points. The Governing Body stressed that when designing the next action plan, the Office should consider the evaluation's relevant recommendations, the Office response, the measures already identified for accelerating progress on specific indicators of the ILO Action Plan for Gender Equality 2018–21 and the guidance provided during the GB discussions.

Some key findings

- **Relevance:** ILO's gender equality and mainstreaming policy, action plans, policy outcomes, country programmes and development cooperation projects are clearly relevant to the Organization's social justice mandate and standard-setting agenda in addressing gender equality and non-discrimination; and relevant to the needs and demands of constituents as reflected in the gender-transformative interventions that aim to deliver structural and institutional changes needed in the world of work.
- **Coherence:** ILO has maintained a high level of coherence between the ILO strategic plans and the ILO efforts in relation to gender equality, particularly with the Women at Work Centenary Initiative, and shows alignment with the ILO's Decent Work Agenda, with the Sustainable Development Goals (SDGs) and with the second United Nations System-Wide Action Plan (UN-SWAP 2.0).
- **Effectiveness (Programme outcome level):** ILO Country Programmes show a consistent, although varying, presence of gender-responsive results by policy outcome, but with uneven inclusion of specific gender programme objectives and a lack of systematic monitoring and reporting. The mixed progress and results on gender equality in programmes and budgets, APGEs and partnerships during the period reflect the complexity of achieving programmatic change on gender-responsive outcomes with ILO's performance on UN-SWAP 2.0 showing uneven achievements.
- **Effectiveness (Institutional outcome level):** ILO has improved its framework to support institutional gender equality and mainstreaming efforts in key core institutional processes, but more can be done. For instance, only slightly more than 50% of targets in ILO's Action Plan was met or exceeded in the period 2016-21.
- **Efficiency (Programme outcome level):** Increased mobilization of resources to promote and realize gender equality in the world of work without an increase in staff capacity has demonstrated efficient delivery of inclusive gender-responsive activities.

- **Efficiency (Programme outcome level):** Increased mobilization of resources to promote and realize gender equality in the world of work without an increase in staff capacity has demonstrated efficient delivery of inclusive gender-responsive activities.
- **Efficiency (Institutional outcome):** The ILO's institutional capacity development on GEM is uneven across the ILO's operations, both for constituents and for staff. The ILO GEM efforts can access greater resources by creating more opportunities and tapping into the ILO's staff commitment and interest in GEM, such as network- and team-based collaboration.
- **Likelihood of impact and sustainability of GEM: - Programmatic work:** The ILO's programmatic work is generating some impact with a gender dimension, but is not always visible, clearly monitored or communicated. It lacks a clearer overall strategy, an identity with a clear value proposition, strategies, targets, and tools to optimize impact and ILO positioning on gender, including within UN system and through partnerships.
 - **Institutional level:** The ILO has built institutional GEM capacity to oversee a wide range of gender-related actions with impact and successes, but its impact on the institution is constrained by challenges in sustained and mainstreamed gender-responsive capacity development and sustainability not explicit in gender action planning and strategies.

Some key recommendations

Programme level:

- Develop an ILO GEM value proposition to facilitate the ILO's strategic positioning, visibility, and impact of its programmatic outcomes.
- Develop a dedicated and comprehensive support programme for gender-responsive programmatic work to support constituents and enhance their capacity to achieve gender equality in the world of work.
- Strengthen the ILO's framework for partnering on gender equality.

Programme and Institutional level:

- Develop a more systemic, programme-based approach and delivery system for GEM-related capacity development and training within the ILO.

Institutional level:

- Develop a medium-term strategy to mainstream gender equality in the ILO to strengthen anchoring of, and support for, the APGE, in the ILO's institutional processes, including a clear strategy-setting process to structure and guide APGE development.

An event to disseminate the evaluation's results is planned in early 2022 involving WORKQUALITY/GEDI, EVAL and the evaluation team. *Stay tuned for more details!*

[Read the Quick Fact](#)

▶ EVAL Highlights

Annual Evaluation Report 2020-21



This year's Annual Evaluation Report (AER) reflects on progress made in implementing the ILO's 2018-21 evaluation strategy. 18 out of 19 biennial milestones (95 percent) have been fully or partially achieved, indicating that EVAL managed to meet its operational targets and maintain quality standards despite the COVID-19 pandemic. The report also provides its regular assessment of the organization's overall effectiveness. The assessment included findings from real-time learning on the response to the COVID-19 pandemic.



EVAL Director, Guy Thijs, presenting the AER and 3 high-level evaluations to the Governing Body in Nov. 2021.

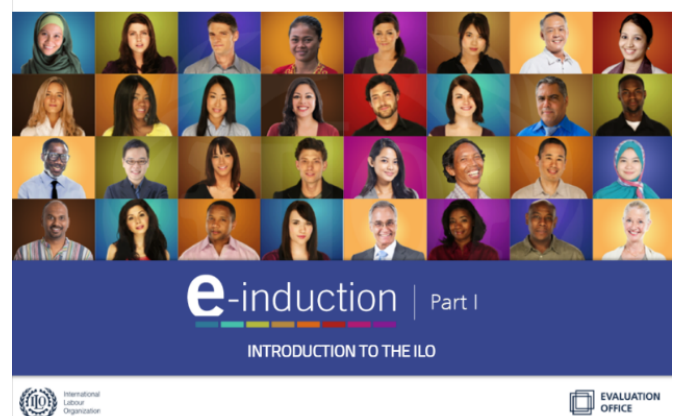
The report concludes that the ILO's performed remarkably well despite the pandemic during 2020 with a slight drop during the first half of 2021. The report also includes findings from synthesis reviews, with more qualitative findings on what is being learned in terms of the ILO's response to the COVID-19 crisis and its contributions to the Sustainable Development Goals (SDGs). The AER was discussed by the 343rd Session of the Governing Body in November 2021 and its recommendations were approved. [Read the Quick Fact.](#)

ILO's evaluation function receives high marks in 2020 MOPAN assessment

The Multilateral Organisation Performance Assessment Network's (MOPAN) latest assessment of the ILO's performance is [now available](#). The assessment determines that the ILO made significant improvements in all areas of the MOPAN framework and has a "strong coherent strategic framework aligned with the Centenary Declaration acts as a beacon going forward." Moreover, the report lauds "the ILO for its independent, robust and quality-focused evaluation function equipped with clear policies and mechanisms." By strengthening its evaluation function the report continues, "the ILO has also solidified its ability to design policies and interventions that are anchored in evidence of what works". These achievements, the report concludes, are partly a result of a well establishing regional and departmental evaluation architecture that supports the evaluation function it is oversight and investments made into increasing evaluation capacity in the field.

▶ Learning activities

Consultants' orientation programme



Consultants whom are interested to work with the ILO continue to be requested to undertake the [self-induction programme for evaluation consultants](#) to increase their familiarity with the unique aspects of the ILO's mandate, its evaluation policy (2017) and evaluation strategy (2018). More than 140 consultants have obtained the attestation of completion since January 2019 until now. Attestations are considered a desirable requirement for consultants to engage in ILO evaluation assignments, as expressed in the evaluation terms of references.

EMCP Digital

EVAL, in collaboration with the International Training Centre, is developing a digital version of the Evaluation Management Certification Programme. The training initiative is grounded on the same core principles that aim to strengthen the knowledge and skills of ILO staff on evaluation management. The digital EMCP allows participants flexibility in planning their time for the training, as it combines online learning activities and live webinars. Coaching as part of the practicum will continue to be an essential pillar for the added value of the digital EMCP. The first edition of the digital EMCP will be conducted in early 2022. *Stay tuned!*

► Global collaboration

OECD/DAC

EVAL presented preliminary findings from a synthesis review of evaluations on the ILO's response to the impact of the COVID-19 in September 2021 to the OECD/DAC Global Evaluation Coalition. EVAL is also active in the working groups on the evaluation of "Building Back Greener" and recently participated in a series of learning sessions on "Evaluating Interventions for COVID-19 response and recovery." These learning sessions allowed EVAL to share our most recent related experiences and to review a shared evaluation framework to demonstrate how joint and collaborative evaluations can help support evaluative learning, credibility, scope, and how to facilitate the evaluation of interventions that address the pandemic's response and recovery.

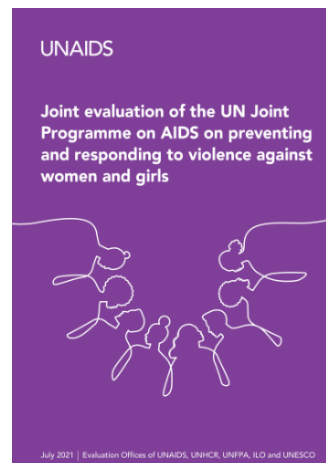
Learning opportunities from the global pandemic

The United Nations Evaluation Group (UNEG) has actively engaged in discussions on how to best plan for, manage and implement evaluation during the COVID-19 pandemic, and how we can learn from it to do better evaluation. As part of this effort, EVAL engages and shared its experience in various UNEG working groups, such as the working group on evaluation during COVID-19 and response. Most recently, EVAL presented at the two sessions of the UNEG Evaluation Practice Exchange (EPE) on "Planning and Managing Evaluation in the COVID-19 Era." The first session discussed how UN evaluation offices have planned and managed evaluations considering the restrictions imposed by pandemic, including greater stakeholder inclusion, the use of remote data collection and other experiences that might be considered in the evaluation of future global crises. In the second session, EVAL participated on a

panel, sharing its approach to evaluation of the Covid19 response, presenting the framework that includes the protocol, synthesis review and planned 2022 high-level evaluation; as well as sharing lessons learned so far. also shared its experience on the various evaluation methods and approaches that it undertook during the global pandemic and what has been learned. Additional EPEs are scheduled up to the end of the year as a follow-up to the UNEG Annual General Meeting in January.

EVAL and UN evaluation initiatives

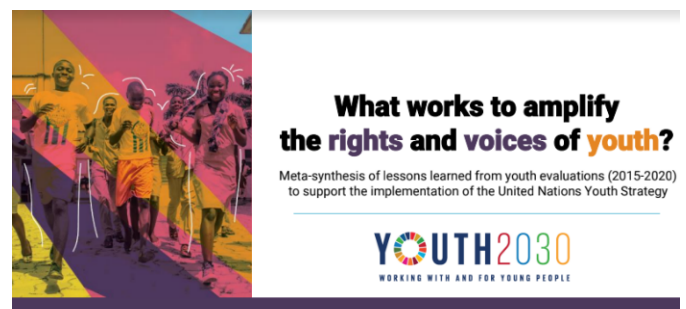
Evaluation of the work of the Joint Programme on preventing and responding to violence against women and girls



UNAIDS, UNESCO, UNFPA, UNHCR and ILO Evaluation Offices have jointly managed an independent evaluation of the UN Joint Programme on AIDS to end violence against women and girls in all their diversity. The starting point of the study was the bi-directional nature of

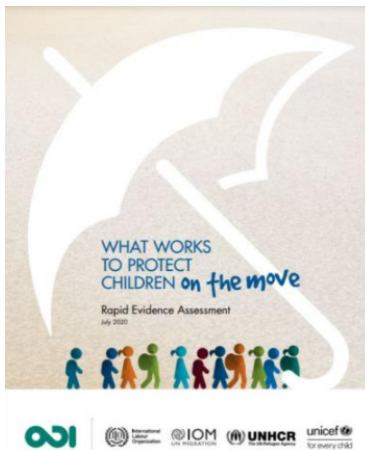
violence against women and girls and HIV: violence can be an indirect and direct factor for increased HIV risk, but it can also be an outcome of HIV status and disclosure. The evaluation provides recommendations for the Joint Programme to best contribute to the implementation of the 2021-2026 UNAIDS Strategy and towards ending the AIDS epidemic and violence against women and girls. A French and Spanish version of the report are also available.

What works to amplify the rights and voices of youth? Meta-synthesis of lessons learned from youth evaluations to support the implementation of the United Nations Youth Strategy.



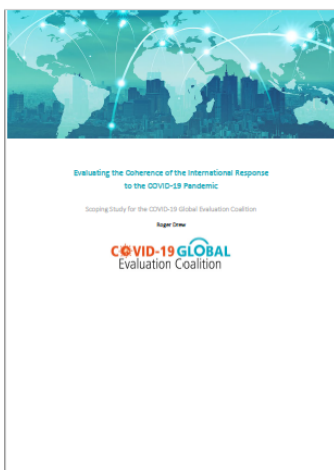
Marking Human Rights Day on 10 December 2021, a new report provides validated lessons and solutions to strengthen United Nations youth programmes, particularly around youth participation and youth and human rights. The report, '[What works to amplify the rights and voices of youth?](#)' facilitates a deeper understanding of how to enable key actors, step up accountability for and with youth, engage youth in multiple capacities, and strengthen representation and inclusion of youth in programmes. The lessons were distilled from 150+ youth evaluations and contribute to increasing accountability for results within the United Nations system. This interagency knowledge collaboration was co-led by the Evaluation Offices of UNFPA and UNICEF along with EvalYouth Global Network, Office of the Secretary-General's Envoy on Youth and FAO, ILO, IOM, DPPA/PBSO, UNDP and UNIDO.

What Works to Protect Children on the Move: Rapid Evidence Assessment



This report is an independent evaluation produced jointly with UNEG, ILO, IOM, UNHCR and UNICEF to determine *What Works to Protect Children on the Move*. This evaluation reviewed and consolidated existing evidence from 89 studies across a variety of contexts - refugee

and IDP camps and settlements, host communities, and in communities of origin, and a few with returnees (though this group is under-represented). This synthesis of evidence of effective approaches aims to enhance the protection of children on the move.



Evaluation of coherence of international Covid19 response

The COVID-19 Global Evaluation Coalition commissioned a [scoping study](#) to provide support to participants planning to evaluate the coherence of the international response to the COVID-19 pandemic. It intends to inform the development of useful

evaluation by suggesting relevant concepts and ways of thinking that can be applied to different contexts.

2021 ILO Evaluation Champion Ms Sharon Chitambo

Since 2015, the Evaluation Office annually recognizes one colleague which has made an extraordinary contribution to ILO's evaluation work. Ms Sharon Chitambo has been selected as the Evaluation Champion for 2021. Sharon is a certified evaluation manager and has managed several independent evaluations, including recently completed [clustered evaluation on Better Factories and Better Work](#), along with a [Policy Outcome-based evaluation on the SIDA-ILO Partnership Programme for Outcome 7](#). She volunteered as an evaluation manager on various occasions and has completed them under tight time frames. This, combined with the good cooperation she fosters with Departmental Evaluation Focal Points and Senior Evaluation Officers in EVAL, makes Sharon a valuable and reliable member of the evaluation network.

All Departmental Evaluation Focal Points, Certified Evaluation Managers and Internal Evaluators are eligible.

External knowledge sharing, conferences, courses and webinars

UNEG Annual General Meeting: The UNEG Heads will hold their Annual General Meeting in January 2022 virtually and in person. Discussions will focus on work accomplished since the last meeting in 2020 and the special challenges posed by the global pandemic.

Asia Pacific Evaluation Association (APEA) and Evaluation Community of India (ECOI) joint conference takes place in a virtual format from 21-25 February 2022.

African Evaluation Association: The 10th annual conference takes place from 14-18 March 2022. (located TBD). This year's theme is "*Evaluation That Leaves No One Behind: Empowering Progress Towards the Africa We Want.*"

The Evaluation Office wishes you a pleasant holiday season and best wishes for the New Year.

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