



Evaluation Summaries



International
Labour
Office

Evaluation: “Strengthening labour administration and labour inspection services in selected countries” (GLO/10/59/NOR)

Quick Facts

Countries: Angola, China, FYR Macedonia, India, Indonesia, Lebanon, Republic of Moldova, South Africa, Syrian Arab Republic

Final Evaluation

Mode of Evaluation: Independent

Technical Area: Labour Administration and Labour Inspection

Evaluation Management: LAB/ADMIN

Evaluation Team: Mr. Karstein Haarberg

Project Start: January 2011

Project End: January 2012

Project Code: GLO/10/59/NOR

Donor: Norway 835,718 US dollars

Keywords: labour administration, labour inspection, compliance

Background & Context

The importance of labour inspection in promoting decent work is widely recognised. Yet the ILO’s experience is that, in reality, many labour inspectorates are poorly resourced and unable to make a significant impact in the workplace.

In response, the ILO has provided technical assistance to its constituents in promoting the implementation of Convention Nos. 81 and 129, both ILO Governance conventions on labour inspection. The ILO has further developed and published materials on labour inspection, which have been translated into several languages.

This report concerns the third Norwegian funded labour inspection (LI) project in as many years. The 2011 project instalment had the following two immediate objectives:

- 1. Labour administration, including labour inspectorates, is strengthened and their staffs are empowered in performing labour administration and inspection tasks.*
- 2. Labour administration and labour inspectorates, Employers’ and Workers’ Organisations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation.*

Purpose, scope and clients of the evaluation

The purpose of the final evaluation was to: a) Determine if the project had achieved its stated immediate objectives, explain what difficulties were encountered and identify lessons learned; b) Determine to what extent the identified outputs were achieved and assess the implementation status; c) Evaluate the quality of the project design, project management and performance monitoring vis-à-vis the achievement of the project’s immediate objectives; d) Assess the potential for the project’s continuation and for a consolidation of project results towards the fulfilment of the milestones indicated in the ILO Programme and Budget 2010-2011 and the Strategic Policy Framework 2010-15.

Methodology of evaluation

The evaluation methodology triangulated the following forms of data:

- *Existing information:* the evaluator reviewed existing documentation and related material. The evaluator also used his existing knowledge about the previous two Norwegian funded project instalments for which he also acted as evaluator;

- *Data and information collection:* the evaluator had phone interviews with ILO stakeholders in all the project countries; summary from the two day planning workshop in Geneva in January 2012; and

- *Analysis:* the existing material and findings culminated in the project assessment that appears in the evaluation report.

As the project was relatively brief and small, the evaluation was a desk study utilizing only phone interviews and existing documentation, without field visits or interviews or workshops in the field or Geneva.

Main Findings & Conclusions

The ILO project has met or mostly met its objectives and has been implemented in an efficient and effective manner. The ILO and national-level stakeholders exhibited good participation and ownership, contributing to the project results. All national level activities were undertaken, with reasonable modifications, from the initial project descriptions. The evaluation did not identify project deficiencies that could be related to the ILO.

Immediate Objective 1 progressed well as was the case in the previous Norway funded projects. Immediate Objective 2 also made good progress. The evaluator believes that the social partners in many, but not all, countries are gaining momentum related to their engagement on labour inspection matters. This is a result of the continued work under the Norway funded ILO labour inspection projects. The achievements and results varied according to country, as the situations and context were different.

The project faced the following challenges: a) The duration of the project was short; b) Funding was limited (compared to previous years); c) Staffing changes as national project coordinators and assistants were not rehired,

resulting in a greater work load on regular ILO staff.

Recommendations & Lessons Learned

Main recommendations and follow-up

The following recommendations are based on the evaluation findings:

- 1. Consolidate the achievements through continued good collaboration and capacity building assistance in the project countries. In particular, develop the potential for strengthening labour inspection in the Arab countries. Responsibility: Donor, LAB/ADMIN*
- 2. Work to access additional funding resources like RBSA, national contributions and other facilities. Responsibility: LAB/ADMIN*
- 3. If the project is renewed, implementation conditions should match the duration and level of funding. Responsibility: Donor*
- 4. The project has demonstrated success in implementing planned activities and showed good results in a short period of time. The project, therefore, should continue. Responsibility: Norwegian donor, LAB/ADMIN*
- 5. While the project should continue, the chosen countries need not necessarily continue as project countries in the long term. Responsibility: Norwegian donor, LAB/ADMIN*
- 6. The global products developed in this and preceding Norway projects have now reached a point where economies of scale are being realized. The global products have the potential to reach more beneficiaries should they be developed into an online package and be translated into additional languages. It is recommended that this be done should the project be renewed. Responsibility: LAB/ADMIN*

Important lessons learned

The evaluation process identified the following lessons on project design:

- 1. Capacity development projects must take a medium term perspective, regarding both implementation and funding. One year or less is too short for interventions that aim to strengthen capacity and reforms to systems, procedures, behaviours and attitudes.*

2. Timing is important. Impressive results can be achieved in a short period of time when the ILO engages with a project country at a favourable moment (politically and otherwise). South Africa, Indonesia and China were examples of this good timing in the course of the project. The Arab States are in a special situation and the Arab Spring should be utilized increase awareness about the importance of labour inspection in this region.