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International Labour Office Annual Evaluation Report 2009-2010

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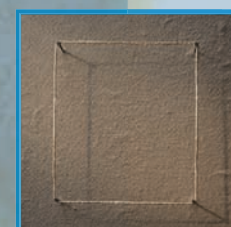
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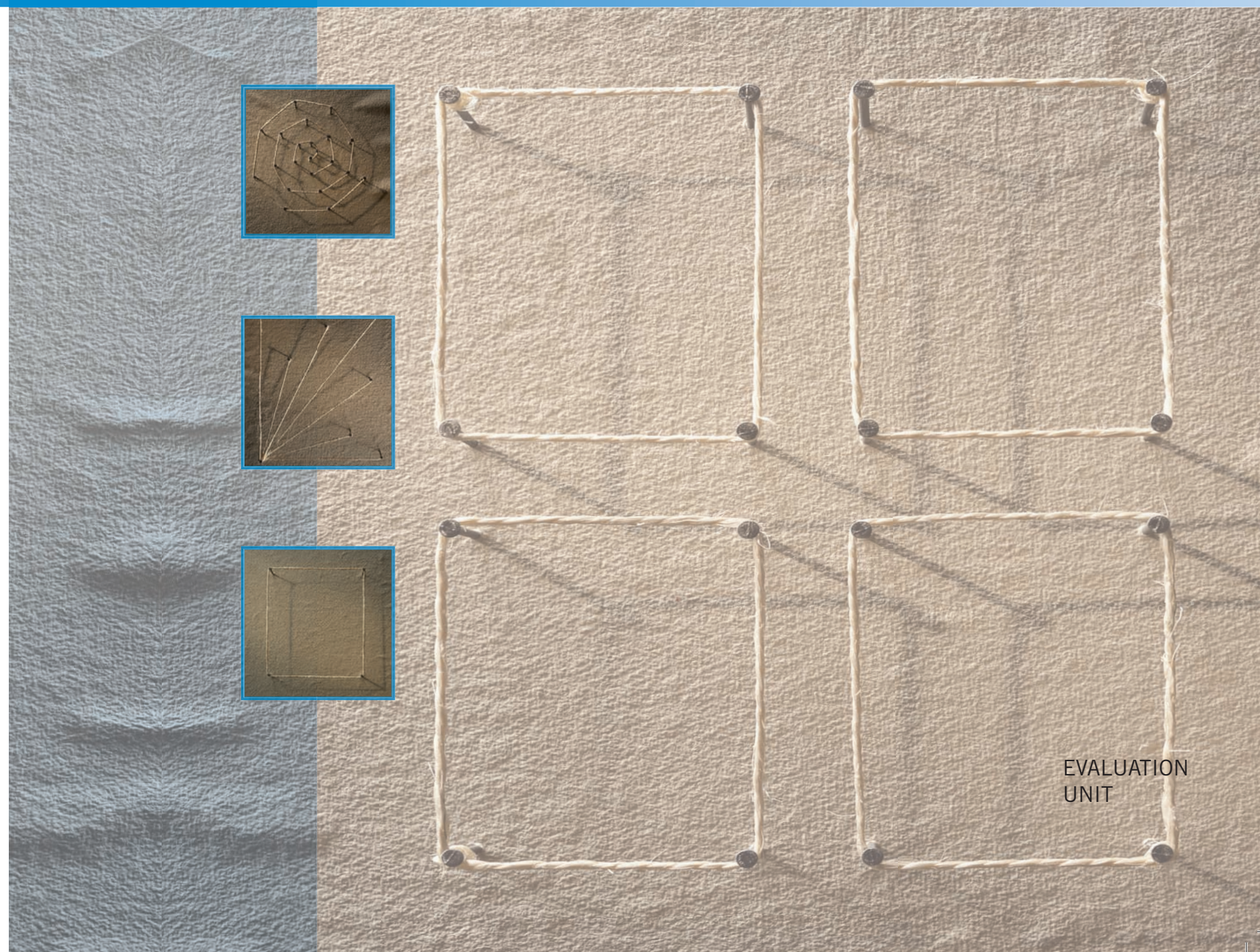
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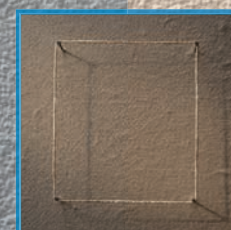
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**Annual Evaluation
Report 2009-10**

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Abbreviations

DWCP	Decent Work Country Programme
EAC	Evaluation Advisory Committee (ILO)
EVAL	ILO Evaluation Unit
IEE	Independent external evaluation
ILO	International Labour Office
PARDEV	Partnerships and Development Cooperation Department (ILO)
PROGRAM	Bureau of Programming and Management (ILO)
RBM	Results-based management
RB	Regular budget (ILO)
RBSA	Regular budget supplementary support (ILO)
TC	Technical cooperation
TOR	Terms of reference
UN	United Nations
UNDAF	United Nations Development Assistance
XBTC	Extra-budgetary technical cooperation (ILO)

Introduction

1. This report is the last of five on the implementation of ILO's evaluation policy and strategy during the period covering the Strategic Policy Framework (2006-09).¹ The strategy's aims have been to deliver an institutional-level evaluation capacity and practice in line with international evaluation norms and standards, to improve the quality, credibility and usefulness of evaluations, and to support accountability and organizational learning linked to performance and results.
2. This report covers evaluation performance from several perspectives. It highlights the work done over the past five years, noting progress to date against indicators linked to each of the strategy components, as well as outstanding related challenges and issues. Major improvements reported for 2010 include the survey results regarding follow-up to independent project evaluations, and information systems improvements and the results of analysis of lessons learned. The final section of the report proposes a programme of work for evaluation in 2011.
3. Feedback from the November 2009 indicated satisfaction with progress but called on the Office to move substantively to put in place an integrated and transparent monitoring system for projects and programmes. Representatives of the Employers' and Workers' groups both noted the importance of evaluation processes that involve constituents and take into consideration the extent to which their needs are being met. Future reporting should also give more attention to the impact of ILO activities, lessons learned, and specific follow-up work on recommendations. Several speakers also drew attention to their interest in receiving more comprehensive strategic information linking lessons learned to the programming and budgeting for the subsequent period.

Taking stock of the ILO evaluation function: 2005-09

4. The ILO 2005 evaluation strategy set the following parameters as key indicators of achievement:
 - More systematic use of self-evaluation and independent evaluation.
 - Regular reporting to senior management and the Governing Body on evaluation activity and its effects.
 - Follow-up to evaluation findings and recommendations, including their use in the results-based planning, programming and budgeting process.
 - Improved institutional learning and knowledge-sharing.
 - Harmonization of evaluation practices and methods within the Office, regardless of source of funds.
 - Decentralized evaluation responsibilities and accountabilities, as appropriate.
 - Improved internal capacity and skills in evaluation and self-evaluation methodologies.
 - Participatory process of ILO constituents in evaluation.
 - Independence of the evaluation function preserved.

¹ GB.291/PFA/9.

5. Progress made over the past five years under each of these parameters is highlighted below.

- *More systematic use of self-evaluation and independent evaluation*

6. Key steps have included issue-focused scoping, adequate budgeting, confirming the topic's evaluability, using appropriate methodology, being transparent and participatory, and making evaluation results accessible to key stakeholders and decision-makers. The Office has made improvements on each of these points through guidance, training and quality control. It also systematically reserves adequate budget for evaluation, conducts periodic evaluability checks and scoping missions for larger evaluations. The involvement of stakeholders and multimedia dissemination of evaluation results is well established. However, recent assessments have found limited evidence that evaluations are being widely used by ILO managers and constituents. Major challenges are to improve the usefulness of evaluation, and to ensure the relevance of results to the issues at hand.
7. All projects budgeted at US\$500,000 and over are subject to independent evaluation. Results from 2009 show that compliance with the policy has been reasonably high. In 2009, the ILO completed 63 independent project evaluations, out of a total of 74 planned for the year, or 82 per cent.² Nine of the 74 were replaced by an internal evaluation, one reported insufficient funds, and one was replaced by a final progress report.
8. Since 2006, the Office has conducted standardized quality appraisals of independent decentralized evaluations. The results point to an improvement in the quality of evaluations. Evaluability checks in 2008, however, revealed uneven preparedness—primarily because of weakly defined results frameworks, use of indicators and targets and other forms of results monitoring.
9. Since 2005, the ILO has reported on the systematic use of independent evaluation of projects; figure 1 shows the geographic distribution and figure 2 shows the five-year trend in terms of technical themes covered. The graphs indicate that throughout the period, activities have been concentrated in Asia and Africa and roughly two-thirds have focused on child labour and employment. The table in the appendix shows the distribution by technical theme of the 63 evaluations completed in 2009.
10. Self-evaluation has been less systematic, although the Office has regularized the use of internal country programme reviews by regional offices, which are implemented jointly with ILO constituents. The Office has also revised the format for extra-budgetary technical cooperation progress reporting to incorporate a greater element of self-assessment. A system to collect and track progress reports is currently being piloted by the Partnerships and Development Cooperation Department (PARDEV).

² Summaries of each evaluation are available on the ILO evaluation web site (www.ilo.org/eval).

Figure 1. Number of independent evaluations by region and year, 2005-2009

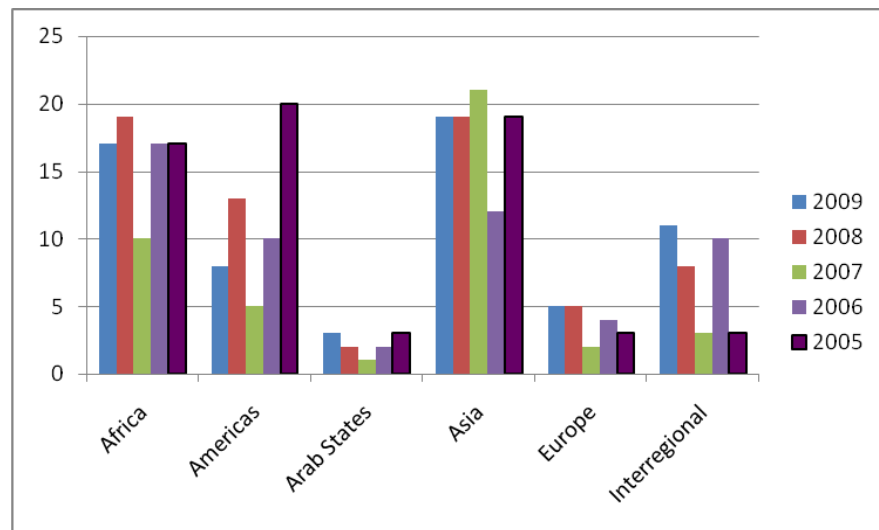
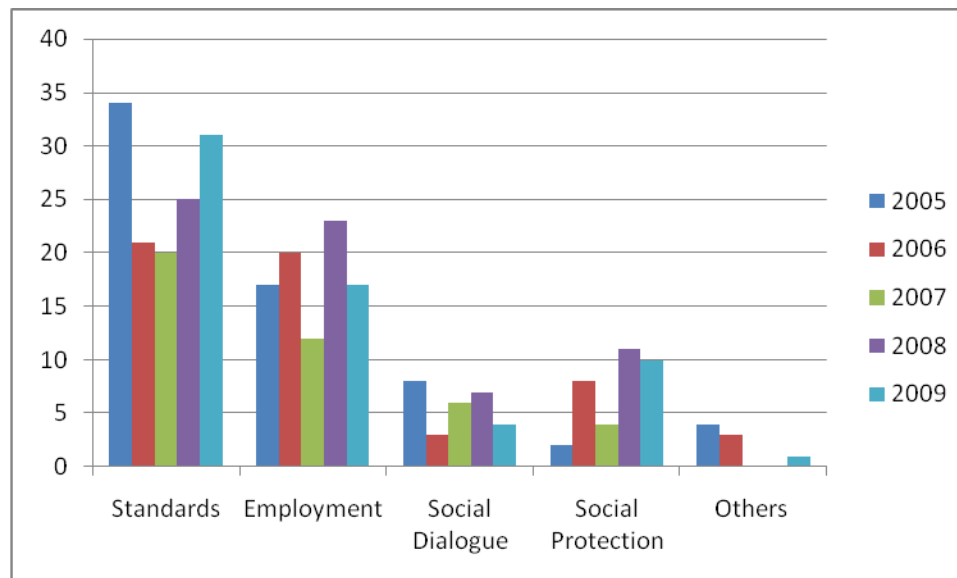


Figure 2. Number of independent evaluations by technical topic, 2005-2009



- *Regular reporting to senior management and the Governing Body on evaluation activity and its effects*

11. Since 2006, the Office has submitted to the November Governing Body annual evaluation reports profiling evaluation activities, within the framework of its agreed policy and strategy. While this has enabled the Governing Body to exercise its oversight role, the reporting has not attempted to synthesize the large body of information generated from evaluations. There may be a need to consider how future annual reports can better focus on analysis of findings, lessons learned and good practices as they reflect the results and impact of ILO activities. The Evaluation Unit is reviewing various approaches taken by other organizations, as well as considering the need for timeliness linked to the Governing Body and International Labour Conference agendas.

- *Follow-up to evaluation findings and recommendations, including their use in the results-based planning, programming and budgeting process*

12. Since 2006, each year the Office has reported to the Governing Body on follow-up to high-level evaluations, including the outcome of the Evaluation Advisory Committee (EAC) deliberations regarding the adequacy of follow-up to each recommendation. The completion rate of follow-up is a key performance indicator within the Strategic Policy Framework 2010-15.³ As of 2011, completion rates on follow-up will also be reported for decentralized evaluations. In 2010, approximately 95 per cent of planned follow-up activities for two high-level evaluations had either been completed (51 per cent) or partially completed (44 per cent).

Follow-up to high-level independent evaluations from 2009

13. Each year, independent high-level strategy and country programme evaluations are presented to the November Session of the Governing Body and a management response from the Office forms part of the reports. To support the governance process, during the following year, the Annual Evaluation Report updates the Governing Body on the adequacy of the Office's follow-up based on its own assessment and that of the EAC, which monitors and ensures adequate management follow-up to these high-level evaluations.

14. With regard to the **evaluation of Indonesia's Decent Work Country Programme**, the Committee noted with satisfaction that the follow-up was progressing with most recommendations having been addressed or making satisfactory progress. Across the nine recommendations, 29 specific follow-up actions were planned of which 14 were fully implemented, 12 were partially implemented, and for three no action was yet recorded.

15. Implementation of the nine recommendations from the **evaluation of the ILO strategy to support national capacities for youth employment (2005-09)** indicates steady

³ General Services Management Outcome 2, indicator 2.3 in the P&B 2010-11.

progress against the management response and action plan for follow-up. Some follow-up items had longer range timelines and therefore were not foreseen to be completed within the first six months. The EAC noted with satisfaction that of the 26 specific actions planned across the nine recommendations, 14 were fully implemented and 12 partially implemented.

16. The **evaluation of the ILO Country Programme for Honduras (2002-08)** was completed in early June 2009 but the findings and recommendations were not presented to national constituents due to the political situation. The evaluation process has since been completed and the ILO Office in San José will consider the lessons and recommendations in the design of the next Decent Work Country Programme. The report is available on the ILO evaluation public website.
17. The EAC adopted the progress reports on implementation of recommendations for the two high-level evaluations and requested that updates be presented to the EAC in six months time. A summary of progress is provided below.

Table 1. Summary of planned follow-up and completion status, 2009 high-level evaluations

Evaluation topic	Actions planned	Completed	Partial	No action taken
Indonesia DWCP	29	14	12	3
ILO strategy to support national capacities for youth employment (2005–2009)	26	14	12	0
ILO Country Programme for Honduras (2002-2008)*	n.a.	n.a.	n.a.	n.a.

*Progress report to be submitted in early 2011.

Follow-up to decentralized independent evaluations

18. Since 2009, the ILO also has in place policies, procedures and information systems that translate into systematic monitoring and reporting on follow-up to all decentralized independent evaluations. Twice yearly, ILO managers report progress towards implementing evaluation recommendations. By July 2010, of the 105 independent decentralized project evaluations completed in 2008 and 2009, follow-up to 1,264 recommendations was assessed, with the Evaluation Unit receiving reports on 640.⁴ The results indicated that 112 recommendations were aimed at organizations other than the ILO and 53 required follow-up outside the administrative unit managing the project. Informal feedback suggested that the quality of recommendations needs to be improved to make follow-up more feasible. Noting these issues, 41 per cent of recommendations were reported as completed and 34 per cent were reported as partially completed. This

⁴ Results do not yet include information on follow up to IPEC project evaluations because of differences in reporting systems. This information is being compiled and will be incorporated in the i-Track database by late 2010.

indicates that for those reporting, 75 per cent were being implemented within 12 months of completion of the independent evaluation report.

19. This measure establishes a sound benchmark against which progress can be compared and reported. The validation and quality assurance of the reported follow-up actions will be conducted by the Evaluation Unit periodically on a sample basis. Table 2 summarizes the results of the follow-up surveys completed in 2010.

Table 2. Summary of recommendations and follow -up status, 2008 - 2009

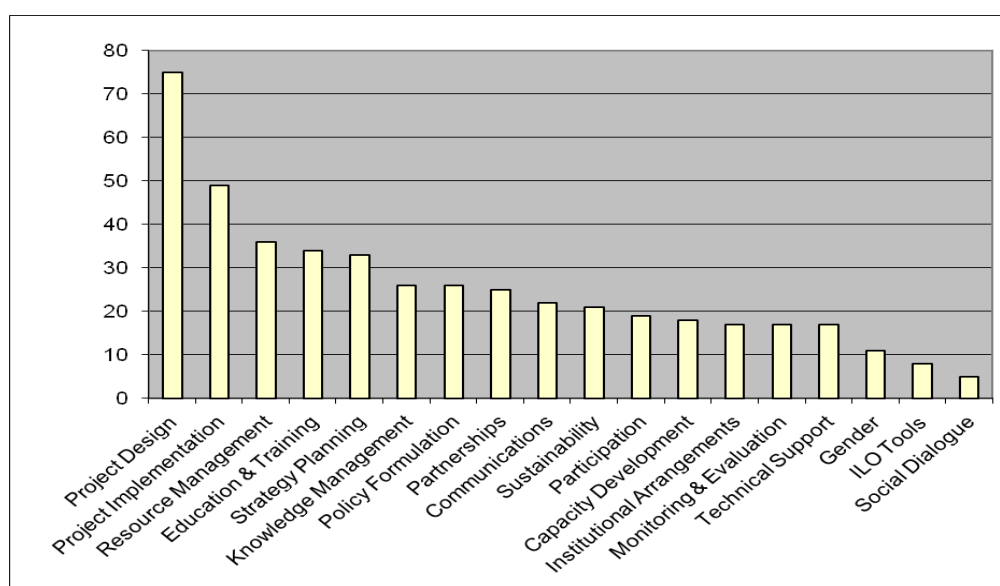
Region/ Sector	Evaluations			Follow-up status					
	Reports	Recommendations		Com- pleted	Par- tially	Pend- ing	No action reported or taken	No res- ponse	Total reported
	Number	Sent	Rec'd						
Africa	20	230	204	50	63	13	9	69	135
Americas	17	255	254	48	36	10	6	154	100
Arab States	4	51	46	11	5	2	1	27	19
Europe and Central Asia	7	58	58	26	11	1	1	19	39
Asia and the Pacific	30	356	331	96	62	19	39	115	331
Subtotal	78	950	893	231	177	45	56	384	509
Dialogue	2	16	8	6	1	0	1	0	8
Employment	2	15	15	12	1	0	2	0	15
Protect	8	94	73	9	26	8	21	9	64
Standards	12	162	162	2	0	10	5	145	17
Other	3	27	27	2	14	3	8	0	27
Subtotal	27	314	285	31	42	21	37	154	131
Total	105	1264	1178	262	219	66	93	538	640
		%		22.24	18.59	5.60	7.89	45.67	54.33

- *Improved institutional learning and knowledge-sharing*

20. The Governing Body has encouraged the ILO to take greater advantage of evaluations to promote organizational learning. In response, the Office has expanded the i-Track database system to store lessons learned from evaluations of projects and programmes. Since 2009, lessons learned are integrated into the project design process, including quality criteria that call for evidence of the use of lessons learned in the design of new projects as part of the appraisal process.

21. In 2010, the Office analysed the lessons learned from recently completed project evaluations, categorizing these into cross-cutting themes linked to technical cooperation. Figure 3 below shows the breakdown of the 459 lessons learned by category. Many of these related to project design, with frequent themes calling for general improvements with regard to needs assessment, the project end goals, log frames and time frames involved. The study results have been shared and discussed internally. PARDEV is revising training and guidance accordingly.

Figure 3. Lessons learned by category from independent project evaluations, 2009-10



22. The i-Track system currently enables systematic evaluation monitoring involving a range of measures which support evaluation performance reporting to the Governing Body:

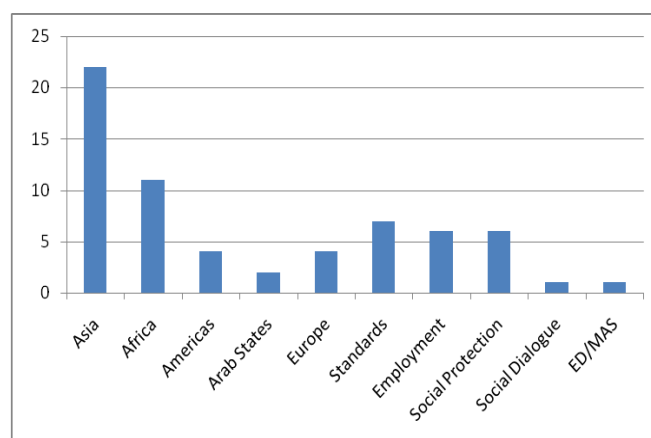
- Evaluation plans versus project approvals > \$500,000.
- Evaluation reports (quality and completion rates) against plans.
- Profile of lessons learned by thematic category.
- Rate of follow-up to recommendations.
- *Harmonization of evaluation practices and methods within the Office, regardless of source of funds*
and
Decentralized evaluation responsibilities and accountabilities

23. Most ILO evaluations are now managed by technical sectors and regions, either as part of an evaluation responsibility linked to technical cooperation, or as an internal review activity linked to a country or technical programme, or as a thematic, or special impact assessment initiative.

24. To ensure harmonization and quality control, the ILO maintains a network of evaluation professionals to support decentralized evaluation planning, implementation, report quality and monitoring of the follow-up. In 2009, the evaluation network registered several advancements, in part due to the expanded information base and improved functionality of the i-Track evaluation information system. Network members have regular virtual workshops and meetings of the evaluation network, and regions and sectors share evaluation workplans, with regular updating and periodic reconciliation exercises. This has further facilitated peer-to-peer evaluation support across regions and technical programmes, including for activities aimed at supporting capacity building of constituents.

25. The breakdown of administrative responsibility for the 63 projects evaluated in 2009 is shown in figure 4, which demonstrates the need for decentralized evaluation capacities. For 2010 and into 2011, the Office will maintain monitoring and evaluation officers in the five regions and has secured funds for additional specialized monitoring and evaluation expertise in sectors and regions (e.g. IPEC, Youth Employment, CoopAfrica, Microinsurance Innovation Facility and Better Work).

Figure 4. Breakdown of administrative responsibility for 63 projects evaluated in 2009



- *Improved internal capacity and skills in evaluation and self-evaluation methodologies and Participatory process of ILO constituents in evaluation*

26. One of the core components of the evaluation strategy is capacity development. The primary methods that the Office has used to promote it include providing guidelines, tools and technical information, supporting regional evaluation networks, and targeted training and technical support to ILO staff and constituents. The form and level of capacity building can be seen in table 3 below.

Table 3. Evaluation capacity development at multiple levels including national, organizational and individual, as supported by the ILO evaluation network

	Knowledge	Network creation	Training
National	Evaluation experts raise demand and supply for national information linked to decent work policies and programmes	Evaluation experts collaborate with regional and national evaluation organizations	Evaluation experts conduct evaluation training for national tripartite constituents
Organizational	EVAL elaborates ILO guidelines, tools and information systems supporting the evaluation function	EVAL coordinates the ILO network of regional evaluation officers and regional and sector focal persons for evaluation	EVAL collaborates on joint training in RBM/DWCP; evaluation experts conduct targeted/customized staff training on demand
Individual	EVAL provides information through web site and through a series of evaluation guidance papers	Evaluation experts participate in joint evaluations and other evaluation activities	Evaluation experts provide technical support to constituents and colleagues for specific evaluation activities

27. From 2006-09, the Office made use of a joint project to strengthen ILO capacity to support Decent Work Country Programmes and result-based management (RBM), with approximately \$1.2 million expended to strengthen evaluation capacities and activities.⁵ These funds allowed the Office to establish the evaluation network, which is the major means of delivering support to field staff and constituents.
28. According to the project's independent evaluation, the evaluation function has played an important role in helping build the necessary skill sets needed for the planning, development, monitoring and evaluation of results-oriented projects and programmes. Notable activities over 2008 and 2009 included development of an evaluability assessment methodology for application to Decent Work Country Programmes to ensure that they are evaluable and oriented to RBM; a stocktaking of the ILO's monitoring and self-evaluation capability; developing regional evaluation networks; and capacity-building workshops for developing monitoring and evaluation skills.
29. The evaluation further noted that evaluation capacity of constituents is uneven across countries. Efforts to strengthen evaluation capacity and skills would require a broader, and costlier, strategy. From a budgeting perspective, the ILO will need to balance the monitoring and evaluation capacity building support needed for its own field staff with that needed for the constituents. The Office is working on an integrated workshop programme and supporting materials that target constituents.

- *Independence of the evaluation function preserved*

30. The ILO evaluation policy addresses the need to maintain the independence of the evaluation function. It calls for a separation of evaluation responsibility from line management functions, the use of external, professional evaluators according to agreed criteria to avoid potential conflict of interest, transparency of processes and participation of constituents and other stakeholders. Additional criteria linked to UN evaluation standards call for adequacy of resources to comply with the evaluation policy and approved programme of work.
31. Since 2006, the Evaluation Unit has conducted evaluations independent of the Office management structure, contracted external evaluation consultants to lead independent evaluations, and established guidelines to ensure transparent and participatory evaluation processes. Feedback from within the Office suggests that these guidelines are not widely known by ILO staff and that evaluation processes in practice are often not as transparent or participatory as set out in the guidelines.

New directions for ILO evaluation

High-level evaluations conducted in 2010

32. The topics evaluated in 2010, with links to the full report and summaries, are provided in table 4 below.

⁵ The project was funded by the DFID (United Kingdom) and the Government of the Netherlands.

Table 4. Topics evaluated and links to the full report

Evaluation topic	ILO internet links
ILO strategy for the extension of social protection	Long report: http://www.ilo.org/eval/Evaluationreports/Strategyandpolicyevaluations/lang--en/index.htm Governing Body summary: GB.309/PFA/5/4 http://www.ilo.org/global/What_we_do/Officialmeetings/gb/GBSessions/GB.309/
DWCP for the United Republic of Tanzania	Long report: http://www.ilo.org/eval/Evaluationreports/Countryprogramme/lang--en/index.htm Governing Body summary: GB.309/PFA/5/2 http://www.ilo.org/global/What_we_do/Officialmeetings/gb/GBSessions/GB.309/
DWCP for Kyrgyzstan	Long report: http://www.ilo.org/eval/Evaluationreports/Countryprogramme/lang--en/index.htm Governing Body summary: GB.309/PFA/5/3 http://www.ilo.org/global/What_we_do/Officialmeetings/gb/GBSessions/GB.309/

33. Based on the outcome of the Governing Body discussion, and as recommended in the independent external evaluation (IEE), the Office will propose multi-year programming for high-level evaluations. This new programme will be submitted as part of the new evaluation strategy to the March 2011 session of the Governing Body.

The external evaluation of the ILO evaluation function

34. In 2010, the ILO supported an independent evaluation of the ILO's evaluation function, which built upon a self-evaluation exercise to gather feedback from ILO staff about what works well and what needs improvement, and to provide practical suggestions for next steps. A summary of the IEE conclusions, recommendations and the Office's response is elaborated in a separate paper before the Committee.⁶
35. The new evaluation strategy, to be submitted to the March 2011 Governing Body, will take into account the recommendations of the IEE.

Priority areas for action and emerging issues for 2011

36. The ILO's proposed programme of work for evaluation in 2011 is ambitious, given the need to introduce new policies and secure core capacities and systems. In particular, the results of the IEE call on the ILO to choose and use evaluations more strategically,

⁶ GB 309/PFA/5/5

within a more coherent internal monitoring and evaluation system. In addition, in line with the ILO Declaration on Social Justice for a Fair Globalization, the Office recognizes that building the capacities of constituents to monitor and assess decent work-related policies and programmes is integral to knowledge generation and informed decision-making. The evaluation function of the ILO will support technical teams to apply generic assessment methodologies and methods to review national policies and programming as requested by national constituents. With regard to improving the use of evaluation within the Office, initiatives in 2011 will focus on the following:

- systematic follow-up on evaluation recommendations and reporting on performance;
- revised policies, guidelines and use of self-evaluation at project, programme and organizational levels;
- advancements in tools and technical support aimed at improving constituent capacities and practices linked to monitoring, evaluation and impact assessment; and
- development of a new format for the annual report profiling key performance results and lessons learned, linked to the portfolio of ILO evaluation work.

37. Following a process of consultation, the Office is proposing three topics for high-level evaluations in 2011 (see table 5 below).
38. With regard to assessing high-level outcomes within the Strategic Policy Framework for 2010-15, it is proposed to evaluate the strategy towards the world of work responding effectively to the HIV/AIDS epidemic (Outcome 8).
39. Linked to efforts to eliminate discrimination in employment and occupation (Outcome 18), the Office proposes to evaluate the ILO multi-pronged strategy to address the complex and evolving nature of discrimination. The evaluation will review ILO action within the context of the ILO Conventions addressing various forms of discrimination and will encompass the major means of action to support their application.
40. Within the ILO's Strategic Policy Framework, strengthening the institutional capacities of the constituents in line with the Declaration on Social Justice for a Fair Globalization calls for a comprehensive approach to capacity development, combining technical assistance with the training and learning services offered by the Turin Centre. It is proposed that this be the focus of an independent evaluation comparing regional approaches and results.

Table 5. Type, topic and timing of independent high-level evaluations in 2011

Evaluation type	Topic of independent evaluation	Timing	Dissemination
Strategy	The world of work responds effectively to the HIV/AIDS epidemic (Outcome 8)	Jan.–July 2011	Summary submitted to PFAC, Nov. 2011 Full report public (Internet)
Strategy	Strengthening ILO capacities to support decent work in regions: a review of approaches to improve constituent institutional capacities.	Jan.–June 2011	Summary submitted to PFAC, Nov. 2011 Full report public (Internet)
Strategy	Discrimination in employment and occupation is eliminated (Outcome 18):	Jan.–June 2011	Summary submitted to PFAC, Nov. 2011 Full report public (Internet)
Thematic	Topics to be determined by technical sectors	2011	Full reports public (Internet)
Project	Estimated 60 independent evaluations	Jan.–Dec 2011	Summary report public (Internet)

Annexes

Annex 1. Decentralized independent evaluations by technical topic, 2009

	Technical area	Number	% of total
Standards	Elimination of child labour	29	46%
	Forced labour and human trafficking	1	2%
	Promoting the Declaration on Social Justice	1	2%
Employment	Standards total	31	49%
	Employment policies and advisory services	3	5%
	Crisis intervention	3	5%
	Gender equality	3	5%
	Job creation and enterprise development	3	5%
	Programme on skills, knowledge and employability	1	2%
	Youth employment	2	3%
	Boosting employment through small enterprise development	2	3%
Social protection	Employment total	17	27%
	HIV/AIDS and the world of work	3	5%
	Governance and management of social security	1	2%
	Occupational safety and health	2	3%
	Migration	4	6%
	Social protection total	10	16%
Social dialogue	Social dialogue, labour law and labour administration and sectoral activities	4	6%
	Social dialogue total	4	6%
Governance, support and management (GSM)	DWCPs and RBM, core-capacity	1	2%
	GSM total	1	2%
Total decentralized evaluations		63	100%

Annex 2: List of independent project evaluations conducted in 2009

The following table is arranged by thematic area and geographic area and lists the 63 independent evaluation of technical cooperation projects conducted and received between October 2008 and December 2009. Amongst these reports, 19 were mid-term and 44 were final evaluations.

Country/ Region	Donor	Title of Project	Administrative Office
--------------------	-------	------------------	--------------------------

Strategic objective: Standards and fundamental principles and rights at work (33)

Bangladesh	Netherlands	Support to the TBP for the elimination of WFCL in the urban informal economy (Phase II) - Mid Term Evaluation	ILO-Dhaka
Brazil	USA	Eliminating the worst forms of child labour in Brazil - Support for the TBP on WFCL - Expanded Final Evaluation	ILO-Brasilia
Cambodia	USA	Support to the Cambodian national plan of action on the elimination of the worst forms of child labour: A time-bound approach - Final Evaluation	SRO-Bangkok
Dominican Republic	USA	Apoyo al programa de duración determinada para la erradicación de las peores formas de trabajo infantil en la República Dominicana, Segunda Fase (2007-2009) - Mid Term Evaluation	SRO-San José
Ecuador	USA	Combating the worst forms of child labour in Ecuador - Final Evaluation	SRO-LIMA
El Salvador	USA	Apoyo al programa de duración determinada para la eliminación de las peores formas de trabajo infantil en El Salvador - Fase II - Final Evaluation	SRO- San José
Ghana	USA	Support for the implementation of time-bound measures for the elimination of the worst forms of child labour in Ghana - Final Evaluation	ILO-Abuja
India	Italy	Combating child labour and economic exploitation among adolescents in the sericulture industry in Karnataka - Final Evaluation	SRO-New Delhi
India	United Kingdom	Andhra Pradesh state-based project for the elimination of child labour - Expanded Final Evaluation	SRO-New Delhi
India	USA	Preventing and eliminating child labour in identified hazardous sectors (INDUS Framework) - Final Evaluation	SRO-New Delhi

Kenya		USA	Supporting the National Plan of Action for the elimination of the worst forms of child labour in Kenya - Final Evaluation	ILO-Dar-es-Salaam
Malawi		USA	Country programme to combat child labour in Malawi - Final Evaluation	ILO-Lusaka
Mali		USA	Support for the preparation of the Mali Time-Bound Programme against child labour - Mid Term Evaluation	SRO-Dakar
Morocco		USA	Combating child labour in Morocco by creating an enabling national environment - Final Evaluation	IPEC
Nepal		USA	Sustainable elimination of child bonded labour in Nepal (Phase II) - Mid Term Evaluation	ILO-Kathmandu
Pakistan		Netherlands	Promoting the Elimination of Bonded Labour in Pakistan (PEBLIP) - Mid Term Evaluation	ILO-Islamabad
Regional Africa	-	France	Contribuer à l'abolition du travail des enfants en Afrique Francophone - Final Evaluation	IPEC
Regional Africa	-	USA	*Prévention et élimination du travail des enfants dans l'orpaillage en Afrique de l'Ouest - Mid Term Evaluation	SRO-Dakar
Regional Africa	-	Norway	Prevention of recruitment and reintegration of children affected by conflicts in Burundi and Democratic Republic of Congo - Final Evaluation	ILO-Kinshasa
Regional Africa	-	Denmark	Sub-regional project on combating trafficking in children for labour exploitation in West Africa - Expanded Final Evaluation	SRO-Dakar
Regional Americas	-	USA	Verificación de la implementación de las recomendaciones del Libro Blanco en Centroamérica y República Dominicana - Mid Term Evaluation	SRO-San José
Regional Americas	-	USA	Contribution to the prevention and elimination of commercial sexual exploitation of children in Central America, Panama and Dominican Republic - Final Evaluation	SRO-San José
Regional Americas	-	USA	Erradicación del trabajo infantil en America Latina (Componente de Sudamérica) - Mid Term Evaluation	IPEC
Regional Americas	-	USA	Comprehensive training programme for legal representatives of the labour justice system in Central America - Mid term Evaluation	SRO-San José
Regional Arab States	-	USA	Supporting the national policy and programme framework for the elimination of WFCL in Lebanon and Yemen - Consolidating action - Final Evaluation	RO-Beirut

Regional Asia	-	Italy	Combating hazardous and exploitative child labour in surgical instruments manufacturing through prevention, withdrawal and rehabilitation - Phase II - Final Evaluation	IPEC
Regional Asia	-	UN Trust for Human Security	Economic and social empowerment of returned victims of human trafficking - Mid Term Evaluation	RO-Bangkok
Regional Europe	-	Europe Aid	Elimination of human trafficking from Moldova and Ukraine through labour market-based measures - Final Evaluation	SRO-Budapest
Regional Europe	-	Germany	Trafficking and other forms of WFCL in Central and Eastern Europe (RER/09/51/FRG and RER/06/50/USA - Final Evaluation	IPEC
Regional Inter	-	Sweden	Child labour and youth employment linkages (Phases I and II) Final Evaluation	IPEC
Regional Inter	-	Unicef-World Bank-ILO	Understanding children's work project UCW Phase II - Final Evaluation	IPEC
Tanzania, United Rep. of		USA	Support for the time-bound programme on WFCL in Tanzania (Phase II) - Final Evaluation	ILO-Dar-es-Salaam
Tanzania, United Rep. of		Elimination of child labour in tobacco foundation	Combating hazardous child labour in tobacco farming in Urambo (UTSP), Tanzania (Phase II) - Mid Term Evaluation	ILO-Dar-es-Salaam

Strategic objective: Creating greater opportunities for women and men to secure decent employment and income (18)

China	United Kingdom	Livelihood recovery in Sichuan Project: (Re)starting business through (SIYB) Strengthen and Improve Your Business - Final Evaluation	ILO-Beijing
East Timor	Ireland	Investment budget execution support for rural infrastructure development and employment generation (TIM Works) - Mid Term Evaluation	RO-Bangkok
Indonesia	Netherlands	*Employment-intensive growth for Indonesia: Job opportunities for young women and men (JOY) - Mid Term Evaluation	ILO-Jakarta
Lebanon	UNDP	Local socio-economic recovery in war-affected areas in South Lebanon (Phase I) - Final Evaluation	RO-Beirut
Mozambique	Netherlands	*Working out of poverty Mozambique - Mid Term evaluation	ILO-Lusaka

Nepal		Netherlands	Employment creation and peace building based on local economic development in Nepal - Mid Term Evaluation	ILO-Kathmandu
Regional Africa	-	United Kingdom	*Cooperative facility for Africa - Mid Term Evaluation	ILO-Dar-es-Salaam
Regional Inter-regional	-	Norway	Gender equality at the heart of decent work - Final Evaluation	GENDER
Regional Inter-regional	-	United Kingdom	Gender mainstreaming in DFID/ILO Partnership Framework Agreement - Final Evaluation	GENDER
Regional Inter-regional	-	Sweden	Youth employment Network YEN / SIDA Project - Mid Term Evaluation	EMP/CEPOL
Regional Inter-regional	-	Norway	Gender Mainstreaming in ILO/Norway (Partnership Agreement 2006-2007) - Final Evaluation	GENDER
Senegal		Senegal	Promotion de l'entreprenariat rural (PROMER Phase II) - Mid Term Evaluation	SRO-Dakar
Sri Lanka		Sweden	Micro and small enterprise development for pro-poor growth in Sri Lanka (ENTER-GROWTH) - Final Evaluation	ILO-Colombo
Sri Lanka		Sweden	Capacity Building for Employment Services and JOBSNET (CABNET) (ILO Accelerated Employment Services Project (AES), Sri Lanka - Final Evaluation	ILO-Colombo
Sri Lanka		Belgium	Skills development for economic empowerment and the creation of livelihoods after the Tsunami - Final Evaluation	RO-Bangkok
Tajikistan		UN Trust for Human Security	Community development through employment creation and improved migration management - Final Evaluation	SRO-Moscow
Uganda		Sweden	Investing in Business Information Services: Developing radio programming and journalism targeting small businesses in Uganda - Final Evaluation	ILO-Dar-es-Salaam
Yemen		Netherlands	Promoting decent work and gender equality in Yemen - Final Evaluation	RO-Beirut

Strategic objective: Enhance coverage and effectiveness of social protection for all (9)

China		USA	HIV/AIDS workplace education programme in China - Final Evaluation	ILO-Beijing
Regional Africa	-	Italy	Prevention and mitigation of HIV/AIDS labour and socioeconomic impact in the world of work in Uganda and Ethiopia - Final Evaluation	ILO-AIDS

Regional Africa	-	Spain	Asistencia técnica para la mejora de la coordinación de los flujos migratorios de Senegal, Mauritania y Mali à España - Final Evaluation	MIGRANT
Regional Europe	-	Europe Aid	Towards sustainable partnerships for the effective governance of labour migration in the Russian Federation, the Caucasus and Central Asia - Final Evaluation	SRO-Moscow
Regional Inter-regional	-	OPEC	Implementing HIV/AIDS workplace programmes and policies: Bolivia, Senegal and Sierra Leone (Umbrella INT/05/51/OPE) - Final Evaluation	ILO-AIDS
Regional Inter-regional	-	United Kingdom	Global campaign on social security and coverage for all as a means to combat poverty in Africa and Asia - Final Evaluation	SEC/SOC
Regional Inter-regional	-	United Kingdom	Effective action for labour migration policies and practice - Final Evaluation	MIGRANT
Russian Federation		Finland	Improved occupational safety and health systems in Northwest Russia - Final Evaluation	SRO-Moscow
Viet-Nam		Luxembourg	ILO/Luxembourg project for enhancing capacity of occupational safety and health training in Vietnam - Final Evaluation	ILO-Hanoi

Strategic objective: Strengthen tripartism and social dialogue (2)

Cambodia		USA	Better Factories: Cambodia - Mid Term External Cluster Evaluation	SRO-Bangkok
Regional Inter-regional	-	Norway	ILO-Norway Framework Agreement: Child Labour Component - Final Evaluation	ACT/EMP

Governance, Support and Management (1)

Regional Inter-regional	-	United Kingdom	*Decent Work Country Programmes and Results-Based Management: Strengthening core ILO capacity (PROGRAM, PARDEV, EVAL) - Final Evaluation	ED/MAS
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Annex 3: Top 12 lessons learned from project evaluations (2009)

Lessons Learned
Lesson 1. Organizations with complementary knowledge and skills should be intentionally selected to form diverse partnerships in order to accomplish project objectives (Policy Formulation and Partnerships).
Lesson 2. Involving tripartite constituents in their own capacity development is transformative (Capacity Development and Participation).
Lesson 3. In order to promote sustainability, project designs should include intervention and/or facilitation strategies. Intervention can contribute to the formulation of enduring national policies. Facilitation of capacity development ensures that tripartite constituents' are able to continue the work after the project ends (Strategy Planning and Sustainability).
Lesson 4. A situation analysis should be conducted in order to ensure that the project design fits the context. Implementation should be flexible so that the project stays relevant should the context change (Project Design and Project Implementation).
Lesson 5. Projects should be thoroughly appraised for quality because good implementation can't make up for bad design (Project Design and Project Implementation)
Lesson 6. Social dialogue should be a part of the knowledge management system because it is through the social dialogue process that information is converted into knowledge (Knowledge Management and Social Dialogue).
Lesson 7. Monitoring and evaluation can provide information on how to improve the current way of implementing project activities. More importantly however, it can validate the theory-of-change upon which the project design was based (M&E and Knowledge Management).
Lesson 8. Projects should consider the strategy of combining the issues of gender and entrepreneurship (Gender and ILO Tools).
Lesson 9. Resources should be strategically allocated to the areas in which the greatest project results are expected (Project Design and Resource Management).
Lesson 10. Projects should develop a comprehensive strategy for communicating with internal and external audiences (Project Design and Communication).
Lesson 11. Together with the Tripartite Constituents, the project designers should plan every aspect of a project from the start-up to the exit strategy (Project Design and Participation).
Lesson 12. Projects should provide a comprehensive support package including technical advice and culturally-adapted ILO tools in order to ensure success (ILO Tools and Technical Support).