

Western Balkans

October 2016

Evaluation Office - ILO

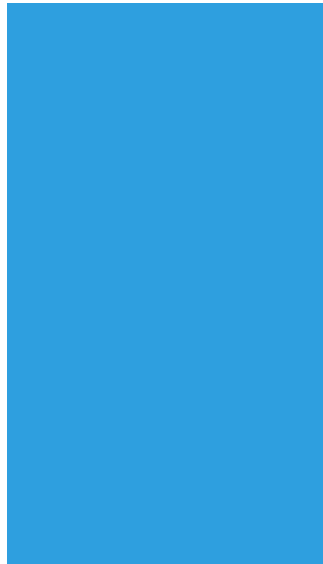


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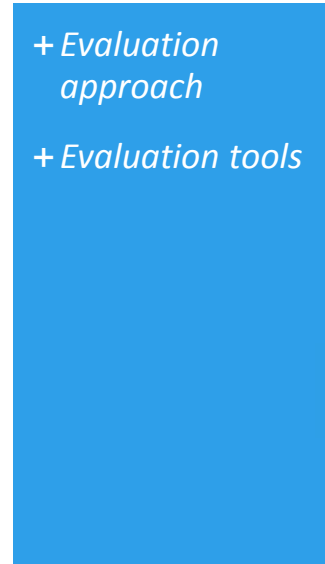
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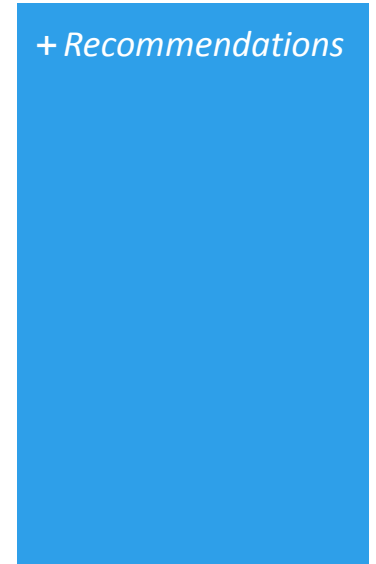
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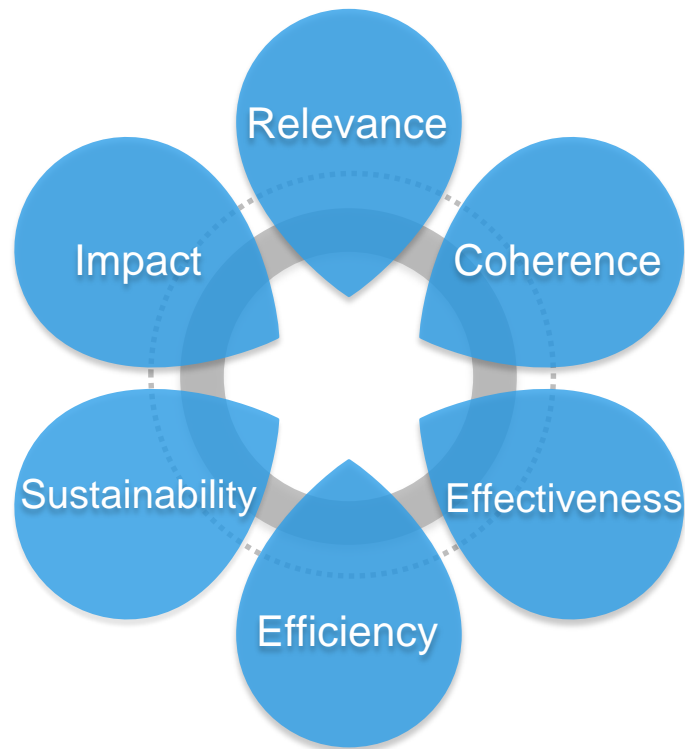


Purpose and Scope 1

PURPOSE AND SCOPE

In November 2015, the ILO's Governing Body mandated the Evaluation Office (EVAL) to conduct an independent High-Level Evaluation (HLE) of the ILO's DWCPs, strategies and actions in the Western Balkans during the biennia 2012–13 and 2014–15.

*The **purpose** of the evaluation is to provide an insight into the **relevance, coherence, effectiveness, efficiency** and **sustainability** of ILO's work in the Western Balkans.*



PURPOSE AND SCOPE

The DWCPs evaluated included

- Albania
- Bosnia and Herzegovina
- Montenegro
- Serbia
- The former Yugoslav Republic of Macedonia





Method

2

METHODOLOGY

The evaluation used a **mixed methods approach** (e.g. document analysis, interviews and direct observation) to ensure the validity and reliability of the findings.

Also, it used a **participatory approach** by involving ILO key stakeholders such as beneficiaries, ILO tripartite constituents, ILO staff and strategic partners.

The evaluation was based on a **desk review** and **interviews** carried out during **country missions**.

The analysis was further developed based on the country cases and the **interviews** with DWT/CO specialists and HQ staff.





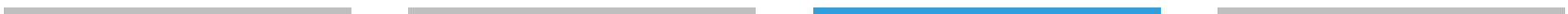
Conclusions

3

CONCLUSIONS — RELEVANCE

The results achieved under each country programme outcome at the national level supported the respective country DWCPs. These, in turn, contributed to the achievement of the ILO's Programme and Budget and Strategic Policy Framework.

Overall rating: 5.5

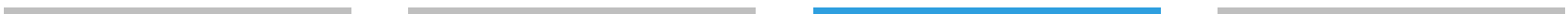


CONCLUSIONS — COHERENCE

The ILO's reporting systems (such as internal reporting and donor reporting) were not completely accurate or harmonized.

On the whole, however, the DWCP framework, including its results matrix and monitoring plan, helps to promote results-based management in all countries in the Western Balkans.

Overall rating: 4.5



CONCLUSIONS — EFFECTIVENESS

Much of the ILO works in the Western Balkans is in the areas of: employment, social dialogue, social protection, strengthening workers' and employers' organizations, and international labour standards.

The ILO often takes an adaptive approach to development cooperation, tailoring its work to the country context and the specific needs of the constituents. This approach appears to have been relatively effective.

The key factors of success appear to be related to the ILO's comparative advantage of having a high quality labour and industrial relations knowledge base.

Apart from its successes, the ILO faced a series of challenges such as political instability and political division between the social partners and the government.

Perhaps the highest internal risk identified in the Western Balkans was the lack of resources. Programme planning did not always match available resources.

Overall rating : 5



CONCLUSIONS — EFFICIENCY

Financial information provided by headquarters and the ILO Decent Work Technical Support Team and Country Office for Central and Eastern Europe (DWT/CO-Budapest) indicated that the ILO expended a total of US\$9,157,537 in the five countries during the period under review.

The time and level of effort by ILO staff in the field was a serious concern. The DWT itself has only six specialists for 19 countries and each specialist is required to support more than one technical area.

Headquarters backstopping of the DWT was reported to be somewhat uneven and at times difficult to obtain. The availability of backstopping appears to depend primarily on the capacity of the sector's departments located at headquarters.

Overall rating: [4.33](#)



CONCLUSIONS — IMPACT

The work of the ILO had greater impact in law reform and institution building than in other socio-economic areas.

Factors that impeded the ILO's impact included limited resources and a modest ILO presence in the countries concerned.

Overall rating: 4

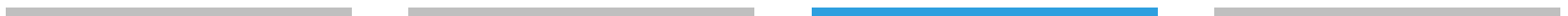


CONCLUSIONS — SUSTAINABILITY

Due to declining interest among donors and limited resource mobilization by field staff, there was little in the pipeline for the reference biennia when the previous generation of development cooperation projects was completed.

The DWT/CO -Budapest turned the situation around by, among other things, entering into new strategic partnerships with other UN agencies, programmes and funds to carryout projects.

Overall rating: 4



CONCLUSIONS — SUMMARY

 **Relevance** received the highest rating
Impact and **Sustainability** received the lowest





Recommendations

4

RECOMMENDATIONS

- 1 Stakeholder participation in all programming cycle phases should be increased.
 - 2 The ILO should better prioritize and increase consistency between planning, monitoring and reporting in order to reduce the proliferation of country programme outcomes.
 - 3 The ILO should consider exit strategies earlier in project implementation in order to increase national ownership and sustainability.
 - 4 Better synergies should be established between the ILO's internal and donor reporting mechanisms in order to avoid overlap.
 - 5 Resource mobilization in the Western Balkans needs to be re-energized if the ILO wants to continue the level of support of previous biennia.
 - 6 The full and effective implementation of DWCPs mainly depends on the technical resources of DWT/CO-Budapest and successful resource mobilization.
 - 7 The ILO should consider a more closely coordinated relationship with the EU, which is the main donor for the countries of the Western Balkans.
 - 8 The ILO must reduce the timeline for launching development cooperation projects.
 - 9 The ILO should increase accountability in respect of regular budget funding for work-months spent by headquarters specialists on the countries concerned.
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