



International
Labour
Organization

► Evaluation Office

ILO's Programme of Work in Support of Decent Work in the Andean Countries of Bolivia, Colombia, Ecuador, Peru, and Venezuela 2016-2019

Synthesis review of ILO project evaluations

April 2020

This review is part of preparatory work for the high-level independent evaluation of the ILO's Programme of Work in Support of Decent Work in the Andean Countries of Bolivia, Colombia, Ecuador, Peru, and Venezuela 2016-2019 (forthcoming Oct. 2020). The synthesis review has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

Synthesis Review of ILO's Programme of Work in Support of Decent Work in the Andean Countries of Bolivia, Colombia, Ecuador, Peru, and Venezuela 2016-2019

April 2020

This report was prepared by the Center for Economic and Social Research of the University of Southern California



Table of Contents

Introduction	1
Methods	2
Selection and Review of Studies	2
Content Extraction	2
Strength of Evidence Assessment	3
Scope of the Synthesis	4
Results	5
A. Relevance	5
B. Coherence and Validity.....	9
C. Effectiveness	11
D. Efficiency	13
E. Likelihood of Impact	14
F. Sustainability	15
Quality Assessment	17
Limitations	19
Recommendations	19
Evaluation Quality	19
Future Project Design and Investment	20
Appendix A: ILO P&B Outcomes 2016-2017 and 2018-2019	22
Appendix B: 2006-2015 Hemispheric Agenda Policies and Targets	30
Appendix C: Inclusion and Exclusion Criteria	33
Appendix D: Included Reports	36

Introduction

For 2020, the ILO's Governing Body has determined that a main focus of its independent evaluation of ILO Country Programmes\ would be its programme of work in support of Decent Work in the Andean subregion (Bolivia, Colombia, Ecuador, Peru, and Venezuela). None of the Andean countries have formal Decent Work Country Programmes, which normally serves as a key delivery mechanism ILO support to countries in promoting decent work as a constituent element in national development agendas.

The objective of this review is to synthesize findings from existing evaluation reports on the ILO's programme of work in the Americas, specifically in the Andean countries of Bolivia, Colombia, Ecuador, Peru and Venezuela from the period 2016-2019. The purpose of the review is for this synthesis to provide additional evidence to feed into the high-level evaluation report of a cluster of ILO country programmes in the region, which is supported by the organization's Regional Office for Latin America and the Caribbean. In lieu of DWCPs, this review assesses projects against the relevant P&B Outcomes and the 2006-2015 Hemispheric Agenda, both of which reflect the ILO's framework and overall objectives as adapted to the region's agenda, priorities, and budgets.

2016-2017 Programme and Budget (P&B) Outcomes

To support its goal of decent work for working women and men through employment, rights at work, social protection, and social dialogue, ILO's 2016-2017 Programme and Budget introduced a new plan with a corresponding results framework with ten policy outcomes and three enabling outcomes (see Appendix A for summary tables).

2018-19 Programme and Budget Outcomes

The 2018-2019 P&B is the for the first biennium of ILO's Strategic Plan for 2018–21 and reflects its priorities, including the seven Centenary Initiatives, the 2016 Conference resolution on Advancing Social Justice through Decent Work, the 2030 Agenda, and the ILO reform agenda. Both the 2018-2019 P&B and the Strategic Plan are responsive to the ongoing uncertainty of labour markets. Like the previous P&B, there are ten policy outcomes and three enabling outcomes (see Appendix A).

2006-2015 Hemispheric Agenda

The 2006-2015 Hemispheric Agenda contains general and specific policies to enable further progress in decent work for all in the Americas region. The Agenda incorporates and builds on the four strategic objectives of the 2006 – 2007 P&B. They are:

1. to promote and realize standards and fundamental principles and rights at work;
2. to create greater opportunities for women and men to secure decent employment and income;
3. to enhance the coverage and effectiveness of social protection for all; and
4. to strengthen tripartism and social dialogue.

The regional agenda highlights general policies and policies in specific intervention areas (see Appendix B) which work in combination with the development of national decent work strategies and DWCPs for each country.

Methods

Selection and Review of Studies

For purposes of this assignment, EVAL provided a comprehensive list of 23 interim and final project evaluation reports from or including Bolivia, Colombia, Ecuador, Peru, and Venezuela that were conducted from 2016 to 2019. Of the 23 reports, nine were evaluations of individual country projects; 11 were evaluations of Americas regional projects; and three were evaluations of inter-regional projects that included one of the Andean countries.

As a first step, we conducted a preliminary review of these listed documents to select those to be included in the full review. Where possible, as is the usual practice in synthesis reviews, the preliminary reviews were based on the information provided by ILO to establish which documents meet our inclusion criteria. See Appendix C for the Inclusion and Exclusion Criteria.

Final list of included reports is provided in Appendix D.

Content Extraction

We developed a matrix of summary criteria to be extracted from each report based on the review's Terms of Reference, our initial proposal, ILO's Policy Guidelines for Evaluation, the synthesis review methodology developed by EVAL through its evaluations, and our assessment of a sample of reports to ensure systematic, comparable, and complete data extraction and recording from all included documents. It should be noted that at this stage, the exercise is to extract content rather than to further evaluate; hence the data to be obtained represents **information as provided by the original evaluators for purposes of synthesis** rather than independent judgement. The matrix is then the main input into the synthesis review. Once all included documents have been reviewed and the summary criteria completed for each one, we will have the information necessary to answer the evaluation questions above.

Table 1 below presents the categories for data extraction. While a number of these will be quantitative or categorical (e.g. data on expected and actual outputs and outcomes), a few are qualitative (e.g. sustainability, recommendations). If the evaluation reports do not address these categories or data is missing, this will be reported as such. Additional categories may be included once document review begins, and/or in discussion with ILO.

Table 1: Matrix of Summary Criteria (data extraction protocol)

Categories	Notes
Author/s	
Year of publication	
Type of publication (mid-term evaluation, final evaluation, executive summary, other)	
Language of publication	
Country/ies	
Project title	
Stakeholders and roles	As described by the evaluators
Beneficiary groups	As described by the evaluators
Project duration (Target/Actual)	To note any reasons for delay or change
Project design	Brief general description

Objectives/Priorities of project/program	As described by the evaluators, noting any reference to ILO cross-country drivers: international labour standards, social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability
Project outputs (Target/Actual)	Key process indicators related to deliverables
Target/actual project outcomes (Target/Actual)	Key outcome or impact indicators related to deliverables, specifically noting any impact in the form of increased capacity, necessary tools and policy improvements needed to work towards decent work
Overall Impact	As described by the evaluators - noting any contributions to increased capacity, necessary tools and policy improvements needed to work towards decent work and contribution to SDGs and regional frameworks
Challenges to implementation	As described by the evaluators
Project budget (projected and actual)	Dollar amount
Funding modality	Noting if OBF, RBSA, trust funds or other
ILO technical/administrative/other support	As described by the evaluators
Partner/stakeholder support and integration	As described by the evaluators
Alignment with 2016-2017 and 2018-2019 P&B Outcomes	As described by the evaluators, noting any reference to P&B Outcomes for the two periods
Alignment with Hemispheric Agenda and the ILO's 2016-17	As described by the evaluators, noting any reference to Hemispheric Agenda
Sustainability	As described by the evaluators
Evaluation recommendations	As described by the evaluators
Additional notes or observations	Brief observations based on the report relevant to the evaluation questions or categories about but not covered explicitly by the evaluators

We applied the synthesis review methodology developed by EVAL and used by ILO over the past few years. EVAL's synthesis reviews are developed using a mixed-method concurrent triangulation approach. Following this model, we produced both quantitative (where possible) and qualitative data concurrently through a desk review process. The overall driving question for this synthesis can be summarised as "How well does the ILO's programme of work respond to the decent work needs and priorities in the selected countries in the Americas?" The synthesis was further guided by the questions set out in the Terms of Reference for this project by the ILO. These questions are addressed in the results section of this report. In addition to the review and synthesis of evidence from the evaluations per DAC criteria, remaining gaps related to the evaluation questions (either due to the quality of the available evaluation, inconsistency of findings or the lack of evidence from the evaluation reports) are highlighted and discussed.

Strength of Evidence Assessment

We include the results from EVAL's external quality appraisals that were conducted by Universal Management Group for the reports when available. For reports that do not have external quality appraisals, we will implement a version of evidence assessment based on the Evaluation Assessment Matrix developed by Raifman *et al.*¹ for the Center for Global Development, a detailed scoring tool specifically put together for the assessment of evaluations of aid-supported programs.

¹ <https://www.cgdev.org/sites/default/files/evaluating-evaluations-assessing-quality-aid-agency-evaluations-global-health.pdf> (last accessed April 2020).

As the purpose of this review is to prioritize the content extraction rather than to perform in-depth assessment the quality of evaluations, we simplified this tool to its core domains to enable a rapid but systematic strength of evidence check across all the reports (see Table 2).

Table 2: Rapid Evaluation Quality Assessment

Questions
Was sampling described in sufficient detail to replicate?
Were the sampling methods likely to be biased?
Was the relevant data described in sufficient detail to replicate?
Was the data collection likely to be biased?
Was the analysis and study design described in sufficient detail to replicate?
Was the study design as described appropriate for the evaluation question(s)?
How would you rate the overall quality of analysis in this report?
Were results and conclusions presented in a complete and objective manner?
Were study limitations discussed adequately?
Were conclusions and recommendations consistent with study findings?
Were any notable constraints on evaluation listed? (qualitative, not to be scored)

Scope of the Synthesis

The list of included evaluations covered one project in Bolivia, six projects in Colombia, and two in Peru (the full table of projects, document numbers and other details is provided in Appendix D). Four were multi-country projects that included Ecuador (four projects), Bolivia (two projects), Colombia (one project) and Peru (one project). Project titles by country are as follows:

Bolivia

Project
Building trust and dialogue for social justice through decent and productive work in Bolivia - Final internal evaluation

Colombia

Project
Promoting compliance with international labour standards in Colombia - Final Evaluation
Developing the capacity to promote trade union affiliation and collective bargaining coverage - Midterm evaluation
Fortalecimiento del Talento Humano para la Industria TI en Colombia - Final evaluation
Capacidades laborales para el trabajo decente ... para la población víctima del conflicto armado en Colombia - Evaluación final
Strengthening of Rural Trade Union Organization in post-conflict Colombia
Programa para la promoción de un Piso de Protección Social en el sector rural en Colombia

Peru

Project
Inclusión económica y desarrollo sostenible de productores de Granos Andinos en zonas rurales de extreme pobreza - Evaluación final interna
Integrated System for the identification and registration of Child Labour in Peru

Multi-country (Ecuador)

Project
Building effective policies against child labour in Ecuador and Panamá - Final evaluation
Programa para la promoción de un Piso de Protección social en la región andina - Evaluación final
Building a generation of safe and healthy workers: Safe & Healthy Youth - Midterm Evaluation
Efectividad de la asistencia técnica de OIT en la promoción de entornos propicios para las empresas sostenibles - Thematic evaluation (RBSA)

Results

The content extraction matrix provides the key raw material for the synthesis of findings of the included evaluations, complemented by the quality assessment. We drew on this material to answer the evaluation questions, assessing the reported priorities and performance of each program against the DWP and DWCP programmes, taking the nature and strength of individual evaluators' assessment into account.

A. Relevance

Relevance
How did the Bolivia, Colombia, Ecuador, Peru and Venezuela projects contribute to the needs of the constituents?
How did the Bolivia, Colombia, Ecuador, Peru and Venezuela projects contribute to national, regional and international development frameworks (including the SDGs)?
How did the Bolivia, Colombia, Ecuador, Peru and Venezuela projects contribute to the ILO's 2016-17 and 2018-19 Programme and Budget (P&B) Outcomes?

How did the Bolivia, Colombia, Ecuador, Peru and Venezuela projects contribute to the needs of the constituents?

All of the evaluations clearly identify the project's beneficiaries, which are its primary constituents. In some cases the direct and indirect constituents are a discreet group (for instance, a project in Peru targeting quinoa producers, or a project in Colombia to strengthen human capital in the information technology industry) whilst in other cases the constituents were a much broader category of individuals encompassing for instance rural workers (as in a Colombian project titled *Strengthening of rural trade union organization in post-conflict Colombia*) or all workers (as in the case of projects to strengthen social protection).

In all cases, the reports identify the specific national needs and contextual factors the projects address. For the most part, evaluators conclude that the projects were relevant and responsive to the countries and constituents' needs. In fact, in most cases the projects are direct responses to specific policy concerns

or items in the countries' development agenda. The **Colombian** project *Promoting Compliance with International Labour Standards in Colombia*, was implemented by the ILO in response to a request for cooperation and technical support and assistance by the Colombian government to pursue a number of specific labour improvement and safety aims. The case of Colombia is especially interesting in that all of the projects there were framed as responding in some way to the country's needs for reconstruction in the post-conflict era (in particular for rural and union workers, who were badly affected during the conflict years) and as such, were understood to be contributing to some degree to the needs of nation as a whole.

The **Peruvian** projects were more discreet in scope; as mentioned, one of the projects targeted quinoa producers and the other addressed child labour issues. Both projects were assessed by the evaluators to closely respond to the specific challenges faced in Peru with respect of these two groups. Quinoa workers face particularly difficult circumstances in the country, including poverty and exclusion, unfavourable natural conditions, and low productivity technology. The evaluator found that the project was relevant to its constituents, although the project was also found to have been of limited effectiveness in addressing its stated objectives and goals. The project on child labour, titled *Registration System for Child Labour* (SIRTI in its Spanish acronym), was relevant in that Peru struggles with high levels of child labour, and has national strategies for its complete eradication.

For **Bolivia**, the evaluation for the country project *Building Trust and Dialogue for Social Justice through Decent and Productive Work in Bolivia* also found the project relevant to its constituents. In particular, the evaluation explains that the national government has had an interest in promoting social dialogue in the context of high unemployment, low quality of employment and high levels of inequality. In this context, the project directly addresses these needs by strengthening and institutionalizing social dialogue. In the case of the multi-country *Development Program for Sustainable Enterprise (Programa de Desarrollo de Empresas Sostenibles)*, which included activities in Bolivia, the intervention responded to requests for technical assistance by employers' associations, and the resulting outputs (proposals to improve the business environment) were deemed by the evaluator to be relevant to the barriers and obstacles identified in each country for the development of sustainable enterprises. The final program encompassing Bolivia, the multi-country *Program for the promotion of a Social Protection Baseline in the Andean Region: Bolivia, Colombia, Ecuador and Peru (Programa para la promoción de un Piso de Protección Social en la región andina: Bolivia, Colombia Ecuador y Perú)*, was motivated by ILO objectives regarding the expansion of social protection in the Andean region, and also responded directly to the demands of the country's workers, in agreement with employers and Bolivia's Ministry of Labour (*Ministerio de Trabajo*). As such, all projects in Bolivia were judged to be relevant to the needs of constituents.

The *Program for the promotion of a Social Protection Baseline in the Andean Region* also included Ecuador, for which there are no single country project evaluations. For **Ecuador**, this intervention was also judged to be relevant given the specific social protection coverage and institutional capacity problems in the country. At the same time, the evaluation recognizes that a greater degree of inclusion of local and legislative authorities would have benefitted the program since so many of the recommendations from the intervention are the purview of those authorities and not so much of the program's more direct Ecuadorian constituent, the Ecuadorian Social Security Institute (IESS in its Spanish acronym). Another project in Ecuador had a much narrower focus, dealing with child labour prevention (the *Building Effective Policies Against Child Labour in Ecuador and Panama* program - *Construcción de políticas efectivas contra el trabajo infantil en Ecuador y Panamá*). Its direct beneficiaries are institutions working to eradicate child labour in the country, and its indirect beneficiaries are of course child labourers and their families. The provision of technical support for the development of policies and capabilities in the fight against child labour make this a relevant project for its constituents.

How did the Bolivia, Colombia, Ecuador, Peru and Venezuela projects contribute to national, regional and international development frameworks (including the SDGs)?

Whilst all of the evaluations placed the intervention in the context of national strategies, policies and development frameworks, not all of them explicitly mention their alignment with the Sustainable Development Goals and other international development frameworks. Overall, however, the evaluators noted strong alignment between each of the projects and specific areas of each country's national development framework and policy priorities.

For **Bolivia**, the individual country project evaluation (Document 1) describes the national policy frameworks that forms the context for the intervention, which in this case was the entire process of state reform underwent in the country for which an increase in social dialogue was an explicit interest. This evaluation, however, does not mention any international frameworks that the project contributes to beyond ILO objectives and standards.

There is more explicit information on the issue of projects' contributions to national, regional and international development frameworks in the **Colombian** evaluations. The evaluation of the project to strengthen human capital in the IT sector (Document 9) specifies that the project contributes directly to Objectives 4 (quality education) and 8 (growth and decent work) of the Sustainable Development Goals. It also promoted the initiative of the United Nations Global Pact towards social contributions from the private and public sectors and civil society for human capital development in the IT sector. Similarly, the project on *Labour Skills for Decent Work (Capacidades laborales para el trabajo decente)* (Document 5) also specifically contributes to Objectives 4 and 8 of the SDGs, as well as to the national development framework in the context of post-conflict recovery.

The project on *Strengthening of rural trade union organization in post-conflict Colombia* (Document 8) was aligned with the National Development Plan (*Plan Nacional de Desarrollo*) as well as development plans from municipalities and departments, and with objectives of the Sustainable Development Goals (although which objectives was not specified). Evaluators found that the project on *Promoting Compliance with International Labour Standards in Colombia* (Document 2) aligns most explicitly with a number of national laws about collective bargaining, freedom to unionize, but also contributes to the Decent Work Agenda of the National Development Plan 2014-2018. Finally, the evaluator briefly mentions that the ILO priorities in Colombia as exercised in this intervention are themselves aligned with the Sustainable Development Goals.

For **Peru**, the evaluator of the project for quinoa producers (Document 10) notes that it is aligned with the United Nations Cooperation Framework for Development in Peru (UNDAF 2017-2021), to national development frameworks and poverty eradication, with the Food and Agricultural Organization's strategy for small scale agricultural development, and with Objectives 1 (end of poverty), 2 (zero hunger), 5 (gender equality), 8 (decent work and economic growth), 10 (reduction in inequality), and 12 (responsible production and consumption) of the Sustainable Development Goals. The project on child labour (11) contributed to a range of national policies developed in the last 10 years to prevent and eradicate child labour, as well as to Objective 8.7 of the SDGs – ensuring the eradication of the worst forms of child labour.

In **Ecuador**, the project on the elimination of child labour (12) was aligned with the National Plan for Wellbeing (*Plan Nacional del Buen Vivir*) 2009-2013, which specifically includes the eradication of child labour as a goal.

The multi-country project on strengthening social protection (Document 13) also found the project was aligned with the National Plan for Wellbeing in Ecuador and, for all the other countries involved (Peru, Bolivia, Colombia), with broad national policy priorities and existing legislation. In Bolivia, the project

contributed directly to ongoing dialogue on social protection between workers represented by the Bolivian Worker's Union (*Central Obrera Boliviana*) and the national government.

The evaluation of the multi-country project on sustainable enterprises (Document 6), which included Bolivia and Ecuador, finds that the intervention contributed to national development plans and the United Nations Assistance Frameworks for Development (MANUD in its Spanish acronym).² Finally, the evaluation of the *Safe Youth@Work* multi-country program (Document 7), which includes Ecuador, specifies that the program's efforts to strengthen occupational safety and health (in particular in the cocoa and banana agricultural sectors) are aligned with Sustainable Development Goals (SDG) 3.9 and 8.8.162.

How did the Bolivia, Colombia, Ecuador, Peru and Venezuela projects contribute to the ILO's 2016-17 and 2018-19 Programme and Budget (P&B) Outcomes?

The projects included in this synthesis spanned the period from 2011 to 2018. The ILO Programme and Budget strategies of interest to this synthesis are those for the biennia 2016-2017 and 2018-2019, as specified in the RfP.

The majority of the evaluations did not directly address the ILO's P&B Outcomes. Exceptions were as follows:

1. The Colombian human capital for IT project (Document 9) contributes to P&B Outcome 1 (More and better jobs for inclusive growth and improved youth employment prospects), Indicator 4 (Member States in which constituents have implemented institutional development and capacity-building programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better-quality jobs);
2. The Colombian project *Development of Skills to Promote Unionization and Coverage of Collective Bargaining in Colombia (Desarrollo de Capacidades para Promover la Afiliación Sindical y la Cobertura de la Negociación Colectiva en Colombia)* contributes to Outcomes 10 (Strong and representative employers' and workers' organizations) and 14 from P&B 2016-2017 and previous years;
3. The Peruvian project for quinoa producers contributes to all Outcomes related to sustainable enterprise in the P&B 2016-2017 (the evaluation does not specify which Outcomes these would be, but the one most relevant to sustainable enterprise is Outcome 4: Promoting sustainable enterprises, and, for this particular project);
4. The multi-country project on sustainable enterprises (Document 6) contributes to P&B Outcomes around promotion of sustainable enterprise and strong and representative employers' organizations, for the 2016-2017 period (again, Outcome 4, as well as Outcome 10: Strong and representative employers' and workers' organizations);
5. The multi-country project *Safe Youth@Work* (Document 7) contributes to P&B Outcomes 7 (Promoting workplace compliance through labour inspection) and 8 (Protecting workers from unacceptable forms of labour) in the 2016-2017 Biennium.

None of the other eight project evaluations specified which P&B Outcomes, if any, the interventions contribute to.

² It is worth noting that the document we obtained for this project evaluation is just its executive summary. We based the findings for this synthesis on this, but note that much of the detail is likely not captured since we did not have access to the full evaluation document.

B. Coherence and Validity

Coherence & Validity of Design

How do the action programmes' objectives, the goals of the 2006-2015 Hemispheric Agenda and the P&B outcomes align?

Alignment with the P&B Outcomes was discussed in the previous section. In terms of the 2006-2015 Hemispheric Agenda, only one of the project evaluations addressed it explicitly. This was the Ecuador and Panama project on the eradication of child labour (Document 12) which the evaluator briefly notes is aligned with objectives in the Hemispheric Agenda 2006-2015. Nevertheless, the programme's objectives can be linked to those of the Hemispheric Agenda *ex-post*.

The table below shows the Hemispheric Agenda's policy priority areas, and the projects that most align with each of them. We included in this table all 23 of the individual country, regional and inter-regional project evaluations conducted between 2013 and 2019 that included our countries of interest (Bolivia, Ecuador, Colombia, Peru and Venezuela). The 13 evaluations included in this synthesis are **bolded** for easy reference.

Table 3: Hemispheric Agenda's Policy Priority Areas

Policy Area	Projects
General Policies	
Economic growth as a generator of employment	
Effective application of fundamental principles and rights at work	<p>Developing the capacity to promote trade union affiliation and collective bargaining coverage - Midterm evaluation</p> <p>Strengthening of Rural Trade Union Organization in post-conflict Colombia</p>
Enhancing social security cover and effectiveness	<p>Programa para la promoción de un Piso de Protección social en la región andina - Evaluación final</p> <p>Evaluación Temática Regional sobre Pisos de Protección Social - Thematic evaluation (RBSA componentes)</p> <p>Evaluación cluster sobre iniciativas OIT en favor de la transición hacia la formalidad - Cluster evaluation (RBSA)</p> <p>Programa para la promoción de un Piso de Protección Social en el sector rural en Colombia</p>
Effective social dialogue	<p>CARIFORUM Civil Society in the Regional Development and Integration Process: Challenges to CARIFORUM Labour, Private Sector and Employers - Final evaluation</p> <p>Building trust and dialogue for social justice through decent and productive work in Bolivia - Final internal evaluation</p>
Specific Policies	
International labour standards	<p>Consolidating and disseminating efforts to combat forced labour in Brazil and Peru - Final Evaluation</p> <p>Building effective policies against child labour in Ecuador and Panamá - Final evaluation</p> <p>Apoyo a la Iniciativa Regional América Latina y el Caribe libre de Trabajo Infantil (Proyecto Iniciativa) y Estrategias para Acelerar el Ritmo de Eliminación de las ... - Final cluster evaluation</p>

	<p>Proyecto de apoyo a la iniciativa Regional América Latina y el Caribe Libre de Trabajo Infantil (Fase III) - Evaluación final cluster independiente (cluster)</p> <p>Promoting compliance with international labour standards in Colombia - Final Evaluation</p> <p>Integrated System for the identification and registration of Child Labour in Peru</p> <p>Evaluación regional independiente sobre los modelos de implementación de asistencia técnica de la OIT financiada con fondos RBSA - Final independent evaluation (RBSA)</p>
Gender equality	
Youth employment	
Micro- and small enterprises	Efectividad de la asistencia técnica de OIT en la promoción de entornos propicios para las empresas sostenibles - Thematic evaluation (RBSA)
The informal economy	
The rural sector and local development	<p>Inclusión económica y desarrollo sostenible de productores de Granos Andinos en zonas rurales de extreme pobreza - Evaluación final interna</p> <p>Supporting the implementation of indigenous peoples' rights in Nepal, Peru and Central African Republic through enhanced participation of neighbouring and regional actors - Final Evaluation</p> <p>Improving indigenous peoples' access to justice and development through strategic monitoring - Final Evaluation</p>
Vocational training	<p>Fortalecimiento del Talento Humano para la Industria TI en Colombia - Final evaluation</p> <p>Capacidades laborales para el trabajo decente ... para la población víctima del conflicto armado en Colombia - Evaluación final</p>
Employment services	
Wages and remuneration	
Occupational safety and health	Building a generation of safe and healthy workers: Safe & Healthy Youth - Midterm Evaluation
Migrant workers	Evaluación Regional Temática Independiente sobre Migración Laboral - Evaluación Temática

This table suggests good but not complete coverage of the Hemispheric Agenda's policy areas. None of the projects evaluated between 2013 and 2019 in our countries of interest did not directly address wages and remuneration, the informal economy, youth employment, gender equality, and economic growth as a generator of employment. Nevertheless, it is worth mentioning that many of these projects are likely to address, tangentially or as secondary targets of intervention, some of the issues, in particular around gender equality which is an explicit concern in a number of the projects included in this synthesis.

C. Effectiveness

Effectiveness

How well did the projects contribute to the expected results of the action programmes, the Hemispheric Agenda and the ILO's 2016-17 and 2018-19 Programme and Budget Outcomes?

How well did the projects contribute to the ILO's cross-cutting policy drivers – international labour standards, social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability?

How well did the projects contribute to the expected results of the action programmes, the Hemispheric Agenda and the ILO's 2016-17 and 2018-19 Programme and Budget Outcomes?

The effectiveness of these projects can sometimes be difficult to establish. This is the result of a number of limiting factors, including most notably limited monitoring and evaluation resources. Nevertheless, the evaluations reviewed here do attempt to draw conclusions about what these evaluations called “orientation towards impact” – i.e. the extent to which the project is likely to have contributed to a particular outcomes (more on this in Section E). The evaluations also provide critical accounting of project *outputs*, which in many cases can be seen as proxies for effectiveness in that they allow us to assess the extent of a project's ability to accomplish its own stated objectives.

As mentioned previously, the evaluations make it clear that the projects contribute to national policies and development frameworks, as well as ILO objectives (albeit not explicitly in some cases). Regarding effectiveness, the results were slightly more mixed. Effectiveness appears to be broadly understood across the evaluations to mean the degree to which an intervention is successful in yielding its expected outputs and objectives, and are typically guided by a set of pre-determined indicators of effectiveness. A number of the evaluations include, as part of the effectiveness section, observations about the functioning of the model of the project's management (*gestion del proyecto*) and its contribution to the project's success. Some of the evaluations focus most closely on whether a project produced the actual target outputs of their projects, but more commonly, they pay attention to wider effectiveness indicators such as the quality, adoption or relevance of these outputs.

The project on social dialogue for decent work in **Bolivia** (Document 1) was found to be effective in contributing to improving social dialogue between workers, employers and government in a context in which this kind of dialogue had been largely neglected in the past. The evaluation also found that the project met or exceeded a number of its target objectives and planned outputs, such as organizing tripartite technical meetings, capacity building for tripartite representatives, and developing an online platform for information and exchange for stakeholders.

In **Colombia**, the project on human capital for the IT sector (Document 9) was found to be effective in increasing capacity and opportunity in the cities of Bogota, Medellin and Cali in terms of its coverage during the project's lifetime. Nevertheless, it is unclear whether the project is able to do so for the medium and long-term through transfer of capacity to partner organizations, as well as increasing actual employment. By contrast, the Colombian project on workers' rights (Document 10) was found overall to have been highly effective in terms of its planned outputs and objectives. However, the evaluator also finds that there is insufficient evidence to ascertain its effectiveness for different types of beneficiaries, productive sectors, and regions. The Colombian project on compliance with international labour standards (Document 2) resulted in a more negative evaluation. The evaluator found that the project was unable to develop the conditions to allow for coordination and execution of its objectives, did not effectively pursue protection for union workers (one of its priority areas), and was ineffective in implementing the project through tripartite collaboration (one of its planned structural mechanisms).

Nevertheless, the project did achieve a number of results, including some capacity building among unions and government authorities, improved knowledge of norms and regulations, and greater efficacy of authorities to work in investigative, preventive and negotiating capacities.

The project on union affiliation and collective bargaining in Colombia (Document 3) was found to be partially effective in that it accomplished most of the planned activities and outputs. Particularly effective was the work around capacity building for unions, coordination between the unions (Centrales Sindicales) and their national structures, and union growth and development. Less effective was the work around a planned database, technical support for collective bargaining and systematic adoption of good practice and lessons learnt. With regards to the social protection project in Colombia (Document 4), the evaluators found that the project had achieved all its planned activities and outputs, and the anticipated results. Finally, the evaluator found that the project on improving the labour skills of victims of conflict (Document 5) was effective in improving the job status, salary and length of unemployment of those trained under the program.

The **Peruvian** project for quinoa workers (Document 10) had very limited effectiveness relative to its projected results around intended involvement of producers and increased productivity in the target sector. Still, the project did result in the development of a roadmap for development in the sector and involvement of stakeholders in the private, public and civil society sectors. The project on child labour (Document 11) achieved 30 its 38 planned activities, but exceeded the intended targets in almost all of those 30 activities.

The evaluation of the **Ecuadorian** project on child labour (Document 12) also found that most – but not all – of its targets had been met, including around development of a roadmap for restitution of rights to affected children, the provision of technical assistance for the development of child labour legislation, and improving social and cultural dialogue around child labour with the indigenous population. The multi-country project *Safe Youth@Work* (Document 7), which included Ecuador amongst other countries, had not started activities in Ecuador at the time of the evaluation so an assessment of its effectiveness was not provided.

Similarly, the **multi-country** project on social security was found to have a “high degree of effectiveness” in every country involved (Peru, Bolivia, Ecuador and Colombia) in terms of achieving its target outputs and objectives. The multi-country project on sustainable enterprise (Document 6), which involves Ecuador and Bolivia among other countries, was also found to be effective in strengthening employers’ associations capacity in terms of situational analysis, development of proposals for improvement of the environment, interaction with other actors, and other relevant skills.

How well did the projects contribute to the ILO’s cross-cutting policy drivers – international labour standards, social dialogue, gender equality and non-discrimination, and a just transition to environmental sustainability?

Contributions of the projects are most marked in terms of capacity building around ILO’s cross-cutting policy drivers. All of the projects had a direct link to international labour standards, in particular through ILO frameworks, agendas and recommendations on the subjects that the project addressed or was relevant to.

There were some strong contributions towards the promotion and strengthening of social dialogue across the private, public, and civil society sectors and with workers, unions and employers. This was particularly the case with the Bolivian project (Document 1), which was found to fill an important gap in social dialogue prioritization and exercise in the country thus far. Other projects that contributed broadly to the ILO’s cross-cutting policy priority of social dialogue are the Colombian project on rural workers’ rights (Document 8), the Colombian project on promoting compliance with international labour standards

(Document 2), the Peruvian project for quinoa producers (Document 10), and the multi-country project on social protection (Document 13). All of these included strengthening social dialogue (either broadly or discreetly in specific sectors) as part of their objectives or targets.

Most of the initiatives explicitly incorporated gender mainstreaming in principle, but actual performance was not consistent. Finally, given the nature of these projects, it is not surprising that there was little evidence of strong contributions to be found related to a just transition to environmental sustainability, included in the project closest to environmental issues – the quinoa producers project in Peru (Document 10) - which was found to be only very moderately effective in achieving its goals.

D. Efficiency

Efficiency
How cost efficiently did the ILO implement the projects?
How did funding modalities such as OBF, RBSA and trust funds promote efficiency, if at all?
How well did the ILO coordinate with strategic partners to implement the projects?
What were there synergies among the projects and the action programmes?

While all of the evaluations provide some assessment of **cost-efficiency**, this information was not uniformly provided, and in some cases even comparable, across the evaluations. In some evaluations, cost-efficiency was discussed in reference to a number of different indicators, such as the proportion of the total project budget that was spent, the distribution of spending across different activities, the suitability or quantity of the project's staff, the project's cost per direct beneficiary, leveraging of existing resources, among others.

With some exceptions, most of the evaluations found an efficient use of resources in the project. One exception was the project on promoting compliance with international labour standards in Colombia (Document 2). The evaluator here found low efficiency in terms of strategic distribution of resources, but high efficiency in terms of use of resources as 99.8% of the budget was spent in project activities (overall, medium performance in terms of efficiency). The project on quinoa producers in Peru, moreover, failed to discuss the project's efficiency beyond noting that project governance was adequate. The project on young workers' occupational safety had not started activities in Ecuador (Document 7) at the time of the evaluation so no assessment of efficiency was done there.

Much less information was provided about the **funding modalities** for the projects. The majority of evaluations did not mention the funding mechanism used for the project under review – although of course the total funding available and the donor or provenance of the funds was disclosed in all cases. The following evaluations specified the funding modality:

1. The multi-country project on sustainable enterprises, Document 6): RBSA/RBTC;
2. The project on building trust and dialogue for social justice through decent and productive work in Bolivia (Document1): RBSA;
3. Project on social protection in Colombia: Direct Trust Fund.

None of these, however, discussed the way in which these mechanisms promoted efficiency.

Coordination with strategic partners was discussed in a variety of ways across the reports, with most evaluators commenting on this issue in sections about project governance and/or implementation. Across the evaluations, it was evident that projects involved a range of different types of strategic partners critical

to project development, implementation, reach and coverage, and effectiveness. These partners included agencies and organizations in the public, private and civil society sectors in each country, as well as in some cases international organizations. Coordination with strategic partners appeared, for the most part, to be an area of strength for the projects.

Coordination was evaluated, for the most part, to have been positive and effective. In some cases, coordination with strategic partners was deemed by evaluators to have been a particular area of success of the project, a positive outcome in itself in addition as a necessary tool for project execution. For instance, in **Bolivia**, the social dialogue project (Document 1) generated synergies with several Bolivian institutions central to the project goals, such as factory workers' unions, local chambers of commerce and others. The **Colombian** projects were similarly able to establish strategic cooperation with stakeholders and partners, such as workers' unions, non-governmental organizations and academics (Document 8); employment and skills educational institutes across the nation affiliated with the Department of Education, the Ministry of Labour and the Iberoamerican States Organization for Education, Science and Culture (OIE in its Spanish acronym) (Document 5); and the National Union School (*Escuela Nacional Sindical*) and other workers' organizations. In the latter case, according to the evaluator, this coordination with strategic partners was "the medium for the project to reach the target areas and to provide the required level of support to workers" (Document 2, translated from Spanish).

The **Peruvian** project for quinoa producers was different in that it involved two other United Nations organizations (FAO and UNESCO) as strategic partners, with the project being actually led by the ILO (Document 10). Partnership and collaboration with local agencies and civil society organizations in the country were in fact highlighted by the evaluator as one of the aspects of the project that worked best. Again, in **Ecuador**, the project on child labour (Document 11) was lauded for its strategic partnership with local NGOs working in this field, and especially with two organizations (Fundación Esquel and COMUNIDEC), which were critical in the project's execution. A slightly different story was found by the evaluation of the sustainable enterprise multi-country project, which included Bolivia and Ecuador (Document 6), which states that while employers' associations and to a lesser extent government agencies played an active role in the project, workers' organizations were virtually inactive. Having said this, the evaluation document we reviewed (the executive summary of the evaluation) does not specify which countries were affected by these partnership dynamics. Finally, the *Safe Youth@Work* project also included an intention to partner with another UN organization (FAO), which is already active in the field of occupational safety in Ecuador, although work in the country had not yet started at the time of the evaluation (Document 7).

E. Likelihood of Impact

Likelihood of Impact

To what extent did the projects demonstrate impact in the form of increased capacity, necessary tools and policy improvements needed to work towards decent work?

In the context of ILO program evaluations, likelihood of impact refers to the prospect that an initiative will influence wider, longer-term outcomes in its area of focus and beyond. As is the case with the kinds of evaluations undertaken for many projects and programs with bi-lateral or multi-lateral funding, the actual outcomes or impacts of these kinds of projects can be difficult to identify. In particular, the question which most evaluations focus on, the contribution of the project/program to the target areas of impact, cannot be ascertained with the types and methodological approaches of the evaluation included here. This is because the style of evaluation conducted, which are typically not experimental or quasi-experimental, cannot establish a counter-factual, nor can it control for confounders, to assess impact. In other words, it

is not possible to say with confidence that the observed changes, and the degree of these changes, would not have taken place in the absence of the program. Moreover, directly attributable outcomes can be difficult or impossible to measure for the type of program being examined. Nevertheless, the “orientation towards impact” (*orientacion hacia el impacto*) was specifically discussed in all of the evaluations included here, with rare exceptions, recognised implicitly or explicitly the limitations in terms of accurate identification of outcomes.

Across the evaluations, a common area of likely impacts was in the development of synergies, networks and partnerships with and among stakeholders, the strengthening of capacity building and of social dialogue across different sectors (unions, government, civil society organization), advancing public discussion and awareness on the topics the projects focused on, and the development of roadmaps that can support further initiatives, policies and legislation in the areas of intervention. The projects did not tend to document significant impacts on workers’ or producers’ outcomes such as increased employment or productivity (the project on increasing workers’ skills among victims of conflict in Colombia (Document 5) did find positive impacts on employment, income and length of unemployment, but since this was not done through a randomized control trial but through a before-and-after observational study of participants, the findings cannot be said to establish causality between the intervention and the outcomes).

The project on social dialogue for decent work in **Bolivia** (Document 1) found largely positive impacts derived from the fact that social dialogue had until the project been a largely neglected area of labour and development policy, and that the intervention contributed to improving social dialogue between workers, employers and government significantly.

In **Colombia**, the projects were also judged to have had a positive “orientation towards impact”. For instance, there were positive results from the intervention on labour negotiations in the public sector, although not so much in the priority productive sectors of the project (Document 2); “clear indications of orientation towards impact” in the project on rural workers (Document 9); and some impacts on capacity building among workers (Document 8), although it is not clear, according to the evaluation, that these impacts could be sustained over time. The **Peruvian** project for quinoa producers found limited impacts on its target population in terms of productivity, but positive impacts in terms of generating impetus for advancing the agenda set forth by the project (Document 10). The project on child labour eradication in Peru documented impacts on capacity building and technical support (Document 11), while the intervention on child labour in **Ecuador** found similar impacts on capacity building for stakeholder institutions as well as raising public awareness and improving inter-cultural dialogue (Document 12).

The **multi-country project** on social protection (Document 13), which included Bolivia, Colombia, Ecuador and Peru, found a “clear indication towards impact”, although, as stakeholders noted, the intervention’s impact is limited by its very narrow time-frame. Finally, the evaluation of the multi-country project on sustainable enterprises (Document 6), which included Ecuador and Bolivia, also found a clear orientation towards impact in that it contributed to strengthen the capacity of employers’ associations in negotiation and planning policies and approaches to promote sustainability in their sectors.

F. Sustainability

Sustainability

What positive and negative recommendations and lessons could be offered to improve the sustainability of the projects?

How can the findings of the project evaluations inform the region’s strategic direction?

What positive and negative recommendations and lessons could be offered to improve the sustainability of the projects?

All of the project evaluations discussed to some extent the issue of sustainability of the project and its target outputs and results, most notably in sections titled “orientation towards sustainability”. Typically, evaluations find that strong partnerships, synergies and collaborations support sustainability, whereas the lack of these, as well as external economic or social conditions, are likely to hinder sustainability.

In some cases, the evaluators noted that the projects include activities specifically designed to ensure sustainability in the longer term, and certainly following the end of the ILO’s direct involvement (and funding). An example of this is the project on social dialogue in Bolivia (Document 1), which found that the ILO and a local strategic partner (the Bolivian Federation of Private Businesses – CEPB in its Spanish acronym) are designing a model of sustainability to continue the implementation of the project’s advanced methodology in the country. In the case of Colombia’s project on strengthening rural trade union organization (Document 8), the evaluator finds “high orientation towards sustainability” given the active participation of stakeholder organizations that ensure the use of the products and services advanced by the program. In addition, the evaluator lauded the presence of an explicit exit strategy for the project and the inclusion of considerations towards sustainability in the program’s design.

In other cases, the potential for sustainability is uncertain. In the case of the project for strengthening human resources for the IT industry in Colombia (Document 9), the evaluator found that economic and growth conditions in certain areas of the country (especially north and east) are unlikely to be able to support the project results’ sustainability in the longer term. In the case of the Colombian project to promote unionization (Document 3) the evaluator argues that there are factors that can support (e.g. active participation of stakeholders) and that can hinder (e.g. low capacity among union leadership and workers on legal issues) the sustainability of the project, which is yet to be observed.

It is worth noting that all of these evaluations were conducted either during or shortly after the completion of the projects, which is why the evaluations are merely able to describe whether conditions that would support sustainability are present, and what the challenges may be, rather than actual lessons learnt about sustainability from the experience of these interventions.

A few consensus lessons for sustainability appear to emerge from the evaluations *writ large*, including:

- The importance of both ‘exit strategies’ and designing elements within the project that will build sustainability as a target outcome;
- The critical role of strong, active, technically prepared stakeholders across all sectors – private, public, and civil society;
- The project’s responsiveness to, or alignment with, explicitly articulated needs and priorities among the relevant stakeholders – i.e. the project is most likely to be sustainable if it originated from demands on the ground, and as long as interest in the issues remains strong;
- The integration of the interventions into processes and actions that are already taking place at the country level.

Interestingly, financial concerns were not as prevalent in discussions of project sustainability – and yet it is undeniable that financial support for ongoing action initiated by each intervention is critical as well. Additionally, the success of the projects themselves is a key factor in sustainability.

How can the findings of the project evaluations inform the region's strategic direction?

The small range of evaluations, and the diversity in the subjects they tackle, make it hard to develop messages about how the projects can inform the region's strategic direction. Moreover, because the evaluations' main focus is on the project's performance itself, it is perhaps more apt to ask the question of how does the region's strategic direction inform the project's themselves.

It is clear that all of the projects evaluated respond to at least one of the main areas of focus of the Hemispheric Agenda. However, several areas in the Agenda are not addressed by these projects, for instance migration, wages, youth employment and the informal economy. (Needless to say, all of these have a particular bearing on gender issues, as women are especially vulnerable in processes of migration, subject to wage inequality and over-represented in the informal economy). We cannot ascertain whether this means that not much attention has been paid to these issues from the programmatic perspective at the ILO level in the region, or that there are other projects out there on these issues which are not included in this synthesis.

Overall, the findings of the evaluations do not appear to suggest that a change in strategic direction for the region is necessary. Rather, they indicate that work still remains to be done, and that some areas (such as social dialogue promotion and technical capacity building, which a number of the included projects address) are relative 'low hanging fruit' when compared to more complex priorities such as increasing decent work, or improving conditions for rural workers and small producers.

Quality Assessment

As mentioned previously in this report, we used two sources for the quality assessment of ILO evaluations included in this synthesis. First, we include the results from EVAL's external quality appraisals conducted by Universal Management Group for the reports when available. Second, for reports that do not have external quality appraisals, we implemented a modified version of evidence assessment, based on the Evaluation Assessment Matrix developed by Raifman *et al.*³ for the Center for Global Development, a detailed scoring tool specifically put together for the assessment of evaluations of aid-supported programs.

Only four of the included report were evaluated as part of EVAL's external quality appraisal. These were:

- Final evaluation of the project on labor skills for decent work for victims of armed conflict in Colombia (Document 5);
- Building effective policies against child labour in Ecuador and Panamá - Final evaluation (Document 12);
- Promoting compliance with international labour standards in Colombia - Final Evaluation (Document 2);
- Strengthening Skills for the IT Industry in Colombia - Final evaluation (Document 9).

All four of the evaluations were scored well across all categories; no evaluation received less than a 70% score across each category with two exceptions: the evaluation of the project against child labor in Ecuador and Panama (Document 12) a scored 48% in the evaluation methods quality criteria, and the evaluation of the project on promoting compliance with international labour standards in Colombia (Documents 2) scored 61% under evaluation background quality. The total scores assigned to each evaluation was higher than 70% in all cases:

³ <https://www.cgdev.org/sites/default/files/evaluating-evaluations-assessing-quality-aid-agency-evaluations-global-health.pdf> (last accessed April 2020).

- Final evaluation of the project on labor skills for decent work for victims of armed conflict in Colombia (Document 5): 85%;
- Building effective policies against child labour in Ecuador and Panamá - Final evaluation (Document 12): 76%;
- Promoting compliance with international labour standards in Colombia - Final Evaluation (Document 2): 80%;
- Strengthening Skills for the IT Industry in Colombia - Final evaluation (Document 9): 82%.

The remaining nine evaluations in this synthesis were assessed using the modified version of evidence assessment, based on the Evaluation Assessment Matrix. The quality of these evaluations was generally good. Across the board, the evaluation questions and objectives/purpose reflect the main objectives of the program being evaluated. The reports were thorough, detailed, and structured according to the OECD/DAC evaluation criteria, which is widely accepted and used in international program and project evaluation. The uniform use of this criteria, moreover, facilitates comparability of findings to a significant degree. Evaluators, whether for mid-term, final, independent or internal evaluations, tended to be systematic and transparent in their presentation of data and findings, as well as consistent in their discussion of lessons learnt and recommendations. About half of the evaluations briefly described any limitations encountered, which for the most part appeared to be logistical (e.g. limited resources for the evaluation), response-driven (e.g. low response rates to surveys), or contextual (e.g. changes in personnel prevented primary data collection with involved actors).

The ethics score was high across the evaluations, with any data used being de-identified and respondent confidentiality being adequately protected. Because the evaluations did not typically involve significant interaction with beneficiaries (in particular, the evaluations themselves did not involve the implementation of an intervention), ethics approvals were not always necessary. A few of the evaluations did involve contact with beneficiaries, in particular interviews or recruitment for focus groups or surveys. However, none of these specified whether ethics approvals or exemptions had been sought and obtained.

Nevertheless, some challenges and barriers remain with regards to the quality of the evaluations. Evaluations that were based exclusively on desk-reviews (e.g. Document 11), which had a very limited number of informants (e.g. Document 7) or informants only from within the ranks of those involved in program execution (e.g. Document 4), are more likely to have biased data collection and findings than those evaluations that included a wider set of information sources.

In terms of sampling, the evaluations were of mixed quality. Sampling here refers specifically to the selection of informants for interviews, focus groups and surveys, which are the three main ways in which primary data was collected in the evaluations. The evaluations did not typically consult with outside experts and observers who could provide additional viewpoints and insights to balance those of project insiders. These can be useful, especially when evaluations are merely observational and cannot establish direct causality between intervention and results. Moreover, while a number of evaluations conducted a large number of interviews with different types of stakeholders (e.g. in the public, private and civil society sector, with workers as well as with trainers, and so forth), not many of them justified the sample selection, nor did they openly acknowledge the limitations of their sampling. For instance, the evaluation of the project to build effective policies against child labour in Ecuador and Panama (Document 12), simply states that primary sources consisted of “informants considered to be key” (our own translation from Spanish), and does not provide any further justification for their sample selection. In contrast, the evaluation of the multi-country project on social protection (Document 13), provides a much more detailed justification of the sample selection, which included describing who they were – i.e. their role in the project or as stakeholders - and what particular insights and angles they could offer.

In terms of the appropriateness of the study design to address the evaluation questions, the most common finding is that the design is only somewhat/partially appropriate. This is because some of the evaluation focus areas (notably, on efficiency, sustainability, relevance and validity) can be addressed using the tools and approaches deployed by evaluators. However, questions of effectiveness and especially of impact cannot be answered through the methodological approaches utilized in these evaluations. This is point made already in the Impact section (section E) and Effectiveness section (section C) of this report; i.e. that the style of evaluation conducted (which are typically not experimental or quasi-experimental and thus cannot establish a counter-factual to assess effectiveness), and the type of program being examined (for which directly attributable outcomes can be difficult or impossible to measure) do not allow the clear identification of impacts.

For instance, the evaluation of the Bolivian project on social dialogue through decent and productive work (document 1) indicates its objective is to “evaluate the efficacy of the project in terms of its accomplishments as well as the effects to which it has contributed in terms of impacts and sustainability” (our own translation from Spanish). However, the evaluation approach included document reviews, key informant interviews, site visits and online surveys with stakeholders such as ILO personnel, which in themselves do not typically allow for the identification of causal links between an intervention/project and effects or impacts. This example serves as a good illustration of an issue present not just in most of the evaluations included in this synthesis, but in other project evaluations the research team has reviewed in a similar past collaboration with ILO.

Limitations

This synthesis relied for its findings and conclusions on the primary evaluations’ own reporting about each project. As a result, inconsistencies of reporting, time-frames or inability to disaggregate information therefore limited the conclusions that could be drawn. In many instances, the lack of baseline data and/or actual targets made evaluation of programmatic success impossible, as identified by the evaluators themselves. Where data was available, comparisons between largely quantitative reporting and qualitative assessments were extremely challenging. The limited timeline of this synthesis also precluded any supporting primary data collection and limited verification or clarification with the primary evaluators.

Recommendations

A number of concrete recommendations emerge from our synthesis, pertaining broadly to evaluation quality and to future project design and investment. These are presented below.

Evaluation Quality

Though the overall quality of the evaluations is good, there is room to make them more systematic and more robust by developing a few simple guidelines for future evaluations. In particular, such improvements could ensure that all evaluations adds a focus on aspects that may be of interest for a more global or comparative assessment of the activities, such as conducted in this synthesis. Our recommendations are that evaluations, at a minimum, include:

Recommendation	Responsible ILO Unit	Priority	Time implication	Resource implication
Inclusion of observations about the project’s funding mechanism, including its suitability and flexibility	ILO Evaluation Office (EVAL)	Low/Medium	Short/medium-term	Low

Recommendation	Responsible ILO Unit	Priority	Time implication	Resource implication
<p>Include analysis of the project's alignment with various other national and international priorities and strategies (making explicit the links with specific outcomes, targets and indicators), including but not limited to:</p> <ul style="list-style-type: none"> - the P&B Outcomes for relevant periods; - national development strategies; - the Hemispheric Agenda 2006-2021. 	ILO Evaluation Office (EVAL)	Low/Medium	Short/medium-term	Low
<p>Include clear descriptions of the project design (and not just its validity) and, to aid comprehension of the project's functioning, a visual representation of its governance structures.</p>	ILO Evaluation Office (EVAL)	Low/Medium	Short/medium-term	Low
<p>Include insights from:</p> <ul style="list-style-type: none"> - beneficiaries where possible; and - stakeholders and experts not directly linked to projects. 	ILO Evaluation Office (EVAL)	Low/Medium	Short/medium-term	Low/Medium (it requires additional primary data collection in evaluations)
<p>Assess cost-effectiveness in greater detail, to ensure understanding of the value of specific project investments.</p>	ILO Evaluation Office (EVAL)	Low/Medium	Short/medium-term	Low/Medium (it may require additional data and analysis to ascertain cost-effectiveness)

Future Project Design and Investment

Some recommendations can be made which emerge from insights from the evaluations, which pertain directly to the way projects are designed and implemented and apply to projects regardless of their specific area focus. These recommendations are in some cases included in the evaluations reviewed here, although of course each evaluation also includes recommendations specific to their focus area and agenda. Our recommendations are as follows:

Recommendation	Responsible ILO Unit	Priority	Time implication	Resource implication
Investing in robust, comprehensive monitoring	Regional/country offices (with	High	Medium-term	Medium

systems, to enable later assessment of effectiveness and coverage	support from EVAL)			
Related to the above, continue supporting (through financing and technical support) the adoption of a Results Based Management (RBM) ⁴ approach at the project level, which explicitly considers how each evaluations feeds into other aspects of the ILO results-based programming cycle especially upcycle to strategic planning	Regional offices, EVAL	High	Short/medium-term	Low
Intentional and explicit inclusion of gender, diversity and tripartism considerations in all projects	Regional and country offices (with support from GED Branch)	High	Medium-term	Medium
Making sustainability, continuity and exit plans explicit; these exit strategies could be “live documents” that are amended and revised as knowledge increases among project stakeholders about the context and factors facilitating sustainability	Regional and country offices	Medium/High	Short/medium-term	Low/Medium
Include explicit consideration of synergies with other related projects and leveraging of existing resources, including from other UN and international agencies (these synergies may, in turn, further support efforts at gender mainstreaming and diversity)	Regional and country offices	Medium	Short/medium-term	Low/Medium

While necessarily limited in scope by the nature of this exercise, these recommendations could inform future policy decisions and the continued development of a robust and inclusive future agenda for the region and beyond.

⁴ <https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/results-based-management/lang--en/index.htm>

Appendix A: ILO P&B Outcomes 2016-2017 and 2018-2019

2016 – 2017 Programme Budget Outcomes and Indicators

Outcome	Outcome Statement	Indicators
Policy Outcomes		
1: More and better jobs for inclusive growth and improved youth employment prospects	Member States promote more and better jobs, enhance youth employment prospects and build more inclusive economies.	<p>Indicator 1.1: Member States that, in consultation with social partners, have developed, revised, implemented or monitored comprehensive employment frameworks</p> <p>Indicator 1.2: Member States that have taken targeted action on decent jobs and skills for young women and men through the development and implementation of multi-pronged policies and programmes</p> <p>Indicator 1.3: Member States in which constituents have strengthened capacities on macroeconomic policies for promoting more and better jobs and for tackling inequalities</p> <p>Indicator 1.4: Member States in which constituents have implemented institutional development and capacity-building programmes in industrial, sectoral, trade, skills, infrastructure, investment or environmental policies for more productive and better-quality jobs</p> <p>Indicator 1.5: Member States that have reviewed, developed and implemented policies, regulations and services to achieve inclusive and effective labour market institutions</p>
2: Ratification and application of international labour standards	Member States are better equipped to ratify, apply and give effect to international labour standards as a means to advance decent work and achieve social justice.	<p>Indicator 2.1: Constituents have increased their participation in the preparation and adoption of international labour standards</p> <p>Indicator 2.2: Member States that have taken action to ratify and apply international labour standards, in particular in response to issues raised by the supervisory bodies</p> <p>Indicator 2.3: Member States in which constituents and other key actors have improved knowledge on and capacity to use international labour standards and the supervisory system</p>
3: Creating and extending social protection floors	Member States implement the Social Protection Floors Recommendation, 2012 (No. 202), and extend social protection systems as a means to accelerate poverty reduction and promote inclusive growth and social justice.	<p>Indicator 3.1: Member States that have improved their social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection</p> <p>Indicator 3.2: Member States that have enhanced their knowledge base, analytical capacity, financial management, statistics or means of information dissemination for the delivery of social protection</p> <p>Indicator 3.3: Member States that have set up new programmes or improved the existing ones that contribute to extending social protection coverage or improving benefit adequacy</p>
4: Promoting sustainable enterprises	Member States are better equipped to promote an environment conducive to the growth of sustainable enterprises that is aligned with sustainable development objectives and the creation of	<p>Indicator 4.1: Member States where the enabling environment for sustainable enterprises has been improved through policy, legal, institutional or regulatory reforms</p> <p>Indicator 4.2: Member States where enterprise support programmes have been designed and implemented aimed at responsible and sustainable enterprise practices in SMEs, cooperatives or MNEs</p>

Outcome	Outcome Statement	Indicators
	productive employment and decent work.	Indicator 4.3: Member States in which public and private intermediaries have designed and implemented scalable entrepreneurship programmes aimed at income and employment creation with a focus on young people and women
5: Decent work in the rural economy	Tripartite constituents are better equipped to promote decent work for sustainable rural livelihoods with a focus on protecting and empowering vulnerable people.	<p>Indicator 5.1: Member States that have taken concrete steps to integrate decent work into rural development policies and strategies</p> <p>Indicator 5.2: Member States in which constituents have set up targeted programmes that contribute to decent work and productive employment in rural areas</p> <p>Indicator 5.3: Member States that have enhanced their knowledge base, analytical capacity and statistics on decent work in the rural economy</p>
6: Formalization of the informal economy	Tripartite constituents are better equipped to facilitate the transition from the informal to the formal economy.	<p>Indicator 6.1: Member States that have updated their legal, policy or strategic frameworks to facilitate the transition to formality</p> <p>Indicator 6.2: Member States in which constituents have increased awareness and the knowledge base on informality to promote and facilitate the transition to formality</p> <p>Indicator 6.3: Member States in which at least one of the constituents has taken measures to promote gender equality and address the needs of vulnerable groups when facilitating the transition to formality</p>
7: Promoting workplace compliance through labour inspection	Labour inspection systems and employers' and workers' organizations are better equipped to achieve workplace compliance with national labour laws, applicable regulations, collective agreements and ratified international labour standards.	<p>Indicator 7.1: Member States that have improved legal frameworks, policies, plans or strategies to strengthen workplace compliance in line with international labour standards, national labour laws and collective agreements</p> <p>Indicator 7.2: Member States that have improved their institutional capacity or strengthened collaboration with social partners and other institutions and partners to improve workplace compliance</p> <p>Indicator 7.3: Member States, social partners and other stakeholders that improve their knowledge and information systems to support workplace compliance</p>
8: Protecting workers from unacceptable forms of work	Tripartite constituents are better equipped to protect women and men workers from unacceptable forms of work.	<p>Indicator 8.1: Member States that have revised laws, policies or strategies to protect workers, especially the most vulnerable, from unacceptable forms of work, in line with international labour standards and through tripartite dialogue</p> <p>Indicator 8.2: Member States in which one or more constituents have strengthened their institutional capacity to protect workers, especially the most vulnerable, from unacceptable forms of work</p> <p>Indicator 8.3: Member States in which tripartite constituents have developed partnerships, including with other stakeholders, for the effective protection of workers, especially the most vulnerable, from unacceptable forms of work</p>
9: Promoting fair and effective	Labour migration governance is strengthened to ensure decent work for migrant	Indicator 9.1: Member States or regional or sub regional institutions that have developed or implemented policy, legislation, bilateral or multilateral agreements, or other governance frameworks in line with relevant international labour

Outcome	Outcome Statement	Indicators
labour migration policies	workers, meet labour market needs and foster inclusive economic growth and development.	standards, the ILO Multilateral Framework on Labour Migration and through tripartite dialogue Indicator 9.2: Member States or regional or subregional institutions that have established or strengthened institutional mechanisms and inclusive practices or services for the protection of migrant workers or for the promotion of productive employment and decent work for migrant workers Indicator 9.3: Member States or regional or subregional institutions that have developed a knowledge base and statistics on labour migration to better inform policy and enhance synergies between labour migration, employment, training and development policies
10: Strong and representative employers' and workers' organizations	For employers' organizations: Increased representativeness and organizational and analytical capacity of employers' and business organizations to influence national, regional and international policy-making. For workers' organizations: Increased representativeness and organizational capacity of independent workers' organizations to improve respect for workers' rights, particularly freedom of association and collective bargaining.	Indicator 10.1: Organizations that have successfully adjusted their organizational structures or governance or management practices to increase leadership capacity, effectiveness, relevance and representativeness Indicator 10.2: Organizations that have successfully created, strengthened and delivered sustainable services to respond to the needs of existing and potential members Indicator 10.3: Organizations that have successfully enhanced their capacity to analyse the business environment and influence policy development Indicator 10.4: National workers' organizations that increase their organizational strength at the national and regional levels Indicator 10.5: National workers' organizations that increase their representative strength to influence policy agendas at the national, regional and international levels Indicator 10.6: National workers' organizations that use international labour standards to promote freedom of association, collective bargaining and social justice at the national, regional and international levels
Enabling Outcomes		
A: Effective advocacy for decent work	Constituents and partner institutions promote and apply policies for decent work.	Indicator A.1: Member States that have made the goal of decent work central to policy-making or make their policies compatible with decent work principles Indicator A.2: International agencies, multilateral institutions and regional institutions that have actively engaged with the ILO to promote decent work policies Indicator A.3: Member States that have strengthened labour market information systems and disseminated information on national labour market trends in line with the international standards on labour statistics
B: Effective and efficient governance of the Organization	The effective and efficient governance of the ILO in compliance with its Constitution, rules and regulations, and with the decisions of the	Indicator B.1: Effectiveness of governance and policy-setting functions of the ILO organs Indicator B.2: Efficiency of the planning, preparation and management of sessions of the International Labour Conference and Governing Body and of Regional Meetings

Outcome	Outcome Statement	Indicators
	International Labour Conference and the Governing Body.	<p>Indicator B.3: Quality of the fulfilment of oversight, accountability and risk management functions</p> <p>Indicator B.4: Adequacy of the use of findings and recommendations from independent evaluations in decision-making by ILO management and the Governing Body</p>
C: Efficient support services and effective use of ILO resources	The Office is supported by efficient administrative processes and makes effective and efficient use of all resources entrusted to the Organization.	<p>Indicator C.1: Effectiveness of the updated programming methodology at the country level</p> <p>Indicator C.2: Effectiveness of the mobilization and management of voluntary contributions from a diversified donor base</p> <p>Indicator C.3: Effectiveness of ILO support services</p> <p>Indicator C.4: Effectiveness of talent and leadership development</p> <p>Indicator C.5: Effectiveness of facilities management</p>

2018 – 2019 Programme Budget Outcomes and Indicators

Outcome	Outcome Statement	Indicators
Policy Outcomes		
1: More and better jobs for inclusive growth and improved youth employment prospects	Member States implement policies and programmes that promote more and better jobs and enhance youth employment prospects with a view to inclusive growth and development.	<p>Indicator 1.1: Number of member States that have developed, revised, implemented or monitored comprehensive employment frameworks</p> <p>Indicator 1.2: Number of member States that have taken targeted action on decent jobs for young women and men through the development and implementation of multi-pronged policies and programmes</p> <p>Indicator 1.3: Number of member States in which constituents have taken action on skills development systems, strategies and programmes to reduce skills mismatches and enhance access to the labour market</p> <p>Indicator 1.4: Number of member States in which constituents have strengthened capacities on pro-employment macroeconomic policies, or have developed and implemented sectoral, industrial, trade, infrastructure investment or environmental policies for structural transformation and for promoting more and better jobs and tackling inequalities</p> <p>Indicator 1.5: Number of member States that have formulated or adopted policies, programmes or other measures to improve labour relations, labour market institutions and working conditions</p> <p>Indicator 1.6: Number of member States that have reviewed regulatory frameworks or adopted measures to enhance the effectiveness and inclusiveness of employment services and active labour market policies</p>

Outcome	Outcome Statement	Indicators
2: Ratification and application of international labour standards	Member States pursue a rights-based approach to inclusive and sustainable development in the world of work through tripartite engagement in the ratification and application of international labour standards.	<p>Indicator 2.1: Number of member States that have made progress towards full ratification of fundamental and governance Conventions</p> <p>Indicator 2.2: Number of member States that have taken action to apply international labour standards, in particular in response to issues raised by the supervisory bodies</p> <p>Indicator 2.3: Number of member States in which constituents provide timely response for the preparation of and reporting on international labour standards</p>
3: Creating and extending social protection floors	Member States extend social protection and improve the management and sustainability of social protection systems, including social protection floors, in order to prevent and reduce poverty and achieve inclusive growth and social justice.	<p>Indicator 3.1: Number of member States that have adopted new or improved national social protection strategies, policies or legal frameworks to extend coverage or enhance benefit adequacy</p> <p>Indicator 3.2: Number of member States that have improved their institutional policies or regulatory frameworks to strengthen governance, financial management or sustainability for the delivery of social protection</p> <p>Indicator 3.3: Number of member States in which constituents have enhanced their knowledge base and capacity to design, manage or monitor social protection systems</p>
4: Promoting sustainable enterprises	Member States promote sustainable enterprises as a key element of their development strategies and as a means to create more and better jobs.	<p>Indicator 4.1: Number of member States that have formulated or adopted reforms of the business environment that contribute to an enabling environment for sustainable enterprises</p> <p>Indicator 4.2: Number of member States in which effective interventions to directly assist sustainable enterprises as well as potential entrepreneurs have been designed and implemented</p> <p>Indicator 4.3: Number of member States that have designed and implemented dialogue platforms on responsible business practices or effective programmes for improving the functioning of markets, sectors and value chains in order to promote decent work</p>
5: Decent work in the rural economy	The tripartite constituents develop policies, strategies and programmes that increase productive employment opportunities and decent work in the rural economy.	<p>Indicator 5.1: Number of member States that formulate or adopt strategies or policies that target employment and decent work in rural areas</p> <p>Indicator 5.2: Number of member States that have taken concrete steps to promote employment and decent work in rural areas</p> <p>Indicator 5.3: Number of member States that have established or strengthened mechanisms for consultation and social dialogue in the rural economy</p>
6: Formalization of the informal economy	Member States develop or improve legislation and policies to facilitate the transition to formality and the social partners extend representation and services to people	<p>Indicator 6.1: Number of member States in which constituents have developed a common understanding and a basis for monitoring informality with a view to facilitating progress towards formalization</p> <p>Indicator 6.2: Number of member States that have developed or revised integrated policies, legislation or compliance mechanisms, to facilitate transition to formality, including for specific groups of workers or economic units</p>

Outcome	Outcome Statement	Indicators
	working in the informal economy.	Indicator 6.3: Number of member States in which employers' or workers' organizations provide support to workers and economic units in the informal economy for facilitating transition to the formal economy
7: Promoting safe work and workplace compliance including in global supply chains	Legal frameworks, policies, systems and regulations on occupational safety and health and workplace compliance, including in global supply chains, are better developed, publicized, observed and enforced with an emphasis on labour inspection.	<p>Indicator 7.1: Number of member States that have developed or revised policies, programmes or legal frameworks or strengthened institutions, systems or mechanisms to improve occupational safety and health</p> <p>Indicator 7.2: Number of member States that have developed or revised their laws, regulations, policies or strategies or strengthened their institutions' and systems' capacity to ensure workplace compliance with national labour laws and collective agreements</p> <p>Indicator 7.3: Number of member States that have developed or strengthened institutions for tripartite social dialogue, collective bargaining and industrial relations with a view to addressing inequality and enhancing workplace compliance, including in global supply chains</p>
8: Protecting workers from unacceptable forms of work	Member States develop or enhance laws and policies, strengthen institutions, and foster partnerships to protect women and men from unacceptable forms of work.	<p>Indicator 8.1: Number of member States that have developed or revised laws or policies to protect women and men workers in high-risk sectors, especially in vulnerable situations, from unacceptable forms of work</p> <p>Indicator 8.2: Number of member States in which constituents have strengthened their institutional capacity to protect workers from unacceptable forms of work, especially those disadvantaged or in vulnerable situations</p> <p>Indicator 8.3: Number of member States in which tripartite constituents have developed partnerships, including with other stakeholders, for the effective protection of workers, especially those in most vulnerable situations, from unacceptable forms of work.</p>
9: Fair and effective international labour migration and mobility	Member States adopt fair and effective international labour migration and mobility policies and establish measures for their implementation at the national, regional or subregional levels to better protect the rights of persons working abroad and meet labour market needs.	<p>Indicator 9.1: Number of member States that have formulated or adopted fair labour migration policies, legislation, bilateral or multilateral agreements improving the protection of migrant workers and others working abroad, and the functioning of labour markets</p> <p>Indicator 9.2: Number of regional and subregional institutions that adopt or revise (sub)regional governance frameworks or arrangements on labour migration or mobility</p> <p>Indicator 9.3: Number of member States that have established or strengthened institutional mechanisms to implement and monitor governance frameworks on labour migration</p>
10: Strong and representative employers' and workers' organizations	For employers' organizations and business membership organizations: Employers' organizations and business membership organizations are independent, more representative and	<p>Indicator 10.1: Number of employers' and business membership organizations that have successfully optimized their organizational structures, governance and management practices to increase membership and for financial sustainability</p> <p>Indicator 10.2: Number of employers' and business membership organizations that have successfully created, strengthened and delivered services that respond to the needs of existing and potential members</p>

Outcome	Outcome Statement	Indicators
	<p>financially sustainable, respond better to the needs of their members and effectively promote policies for a conducive environment for business that enable investment, increase enterprise and job creation and contribute to sustainable development.</p> <p>For workers' organizations: Increased representativeness and organizational capacity of independent workers' organizations to improve workers' rights, including freedom of association and collective bargaining and to build just and inclusive societies.</p>	<p>Indicator 10.3: Number of employers' and business membership organizations that have successfully enhanced their capacity to analyse the business environment, provide leadership on policy issues and influence policy development</p> <p>Indicator 10.4: Number of member States in which national workers' organizations have increased their organizational strength at different levels</p> <p>Indicator 10.5: Number of member States in which workers' organizations influence policy agendas at different levels</p> <p>Indicator 10.6: Number of member States in which workers' organizations use international labour standards to promote freedom of association, collective bargaining and social justice at different levels</p>
Enabling Outcomes		
A: Effective knowledge management for the promotion of decent work	The ILO is an authoritative source of knowledge on world of work issues, including research and statistics that constituents and partners apply in order to promote decent work as a key element of sustainable development.	<p>Indicator A1: Timely production of the ILO's knowledge products with high-quality standards</p> <p>Indicator A2: Member States strengthen labour market statistics and information systems using international statistical standards and report on SDG Global Indicator Framework</p> <p>Indicator A3: ILO constituents, multilateral and regional organizations and development partners advocate effectively and in a coordinated approach for the inclusion of decent work issues in national sustainable development plans and programmes and internationally agreed outcomes at the global and regional level.</p>
B: Effective and efficient governance of the Organization	The ILO functions effectively and efficiently in accordance with its Constitution, rules and regulations and with the decisions of its governing organs.	<p>Indicator B.1: Effectiveness of governance and policy-setting functions of the ILO organs</p> <p>Indicator B.2: Efficiency of the planning, preparation and management of sessions of the International Labour Conference and Governing Body and of Regional Meetings</p> <p>Indicator B.3: Quality legal services for efficient institutional functioning</p> <p>Indicator B.4: Quality of the fulfilment of oversight, accountability and risk management functions</p> <p>Indicator B.5: Adequacy of use of findings and recommendations from independent evaluations in decision-making by ILO management and the Governing Body</p>
C: Efficient support services	The Office is supported by efficient administrative processes and makes effective and efficient use	<p>Indicator C1: Efficiency and effectiveness of ILO support services</p> <p>Indicator C2: Effectiveness of programming at the country level</p>

Outcome	Outcome Statement	Indicators
and effective use of ILO resources	of all resources entrusted to the Organization.	<p>Indicator C3: Adequate level and flexibility of extra-budgetary voluntary contributions secured from a diverse range of development partners</p> <p>Indicator C4: Effective talent and leadership development</p> <p>Indicator C5: Effective facilities management</p>

Appendix B: 2006-2015 Hemispheric Agenda Policies and Targets

Policy Area	Objective	Target
General Policies		
Economic growth as a generator of employment	Creating greater employment opportunities should be considered as a key objective of economic policy (corresponding to Strategic Objective No. 2).	Over the next ten years, achieve sustained and steady annual economic growth of at least 5 per cent as a prerequisite for significantly reducing the current decent work deficit.
Effective application of fundamental principles and rights at work	Achieve effective respect for fundamental principles and rights at work (corresponding to Strategic Objective No. 1).	Fundamental rights at work are a minimum, universally accepted body of labour law incorporated into national legislation and the labour culture of the various countries in the region.
Enhancing social security cover and effectiveness	Extend and strengthen social protection systems for workers (Corresponds to Strategic Objective No. 3)	To increase social security coverage by 20 per cent within ten years.
Effective social dialogue	Promote the institutionalization of social dialogue on a voluntary basis (Corresponds to Strategic Objective No. 4)	Encourage all countries in the region to take action to strengthen social dialogue, and ensure that within ten years they have institutionalized social dialogue mechanisms that operate on a voluntary basis.
Policies in specific intervention areas		
International labour standards	Establish and implement in full labour legislation and practices that are in line with the international labour standards ratified by countries and which guarantee the rights of both workers and employers.	<ol style="list-style-type: none"> 1. Achieve progress in the ratification of not only the Conventions on fundamental rights at work, but of all ILO Conventions considered by governments and social partners to be essential to improving working conditions and securing the health and life of workers; bring national legislation and labour practices into line with the abovementioned ILO Conventions. 2. Ensure that all countries have balanced labour legislation and practices which respect the rights of workers and employers within the framework of international labour standards.
Gender equality	To apply public policies aimed at reducing inequality between men and women in the world of work, by applying cross-cutting dual strategies, as well as those specifically for women.	Over a ten-year period, increase the participation rate of women by 10 per cent and raise the employment rate by a similar proportion, while reducing the current gender gap in informal work and wages.

Policy Area	Objective	Target
Youth employment	Promote better training and job access for young people.	Within a ten-year period, halve the percentage of young people over the age of 15 who are neither studying nor in employment.
Micro- and small enterprises	Improve the quality of employment in micro- and small enterprises (MSEs).	Within ten years, significantly increase the percentage of workers employed in MSEs which are covered by business services and enterprise policies aimed at raising productivity and which have access to markets and minimum levels of protection in all the countries of the region.
The informal economy	Progressive formalization of the informal economy	Elimination, within not more than ten years, of the main legal and administrative factors that encourage the existence of the informal economy.
The rural sector and local development	Improve the working conditions and productivity of economic activities taking place in rural areas, including work done by indigenous peoples.	<ol style="list-style-type: none"> 1. Within ten years, double the productivity and income of poor farmers and bring about substantial improvements in their working conditions. 2. Governments in the region should implement local development plans for small towns within ten years. 3. Make significant progress on ratification and effective application of ILO Convention No. 169, particularly with regard to aspects relating to consultation with indigenous peoples.
Vocational training	To make human resources more competitive and broaden coverage of vocational training among vulnerable groups.	Within ten years, increase the percentage of countries' investment allocated to training by at least half a percentage point (as a percentage of GDP) and double current returns on investment in training.
Employment services	Improve the capacity and quality of employment services provision.	Within ten years, double the number of workers placed through public or private employment services.
Wages and remuneration	Revive the minimum wage as an instrument of wage policy and progressively link increases in remuneration to changes in productivity and the increased cost of living.	<ol style="list-style-type: none"> 1. Effective use of mechanisms for consulting the parties concerned on the minimum wage, pursuant to the ILO Minimum Wage Fixing Convention, 1970 (No. 131). 2. Promotion, within the framework of collective bargaining, of productivity clauses and wage

Policy Area	Objective	Target
		adjustments linked to productivity and changes in the cost of living.
Occupational safety and health	Occupational safety and health to become a priority for the social partners in the region.	Within ten years, bring about a 20 per cent reduction in the number of occupational accidents and diseases and double occupational safety and health protection in sectors and groups with limited coverage.
Migrant workers	Enhance the level of protection for migrant workers through managed migration.	<ol style="list-style-type: none"> 1. By 2010, put in place a system of statistical data on migrant workers to provide input for policies formulated in this area. 2. Make progress on the use of the general framework to be formulated by the ILO at the request of the International Labour Conference (ILC) and achieve ratification of Conventions Nos. 97 and 143, also advocated by the ILC. The aim of these actions is to facilitate the orderly management of the migration process. 3. By 2010, ensure that all migration origin and destination countries have in place a strategy and plan of action for the orderly management of migration.

Appendix C: Inclusion and Exclusion Criteria

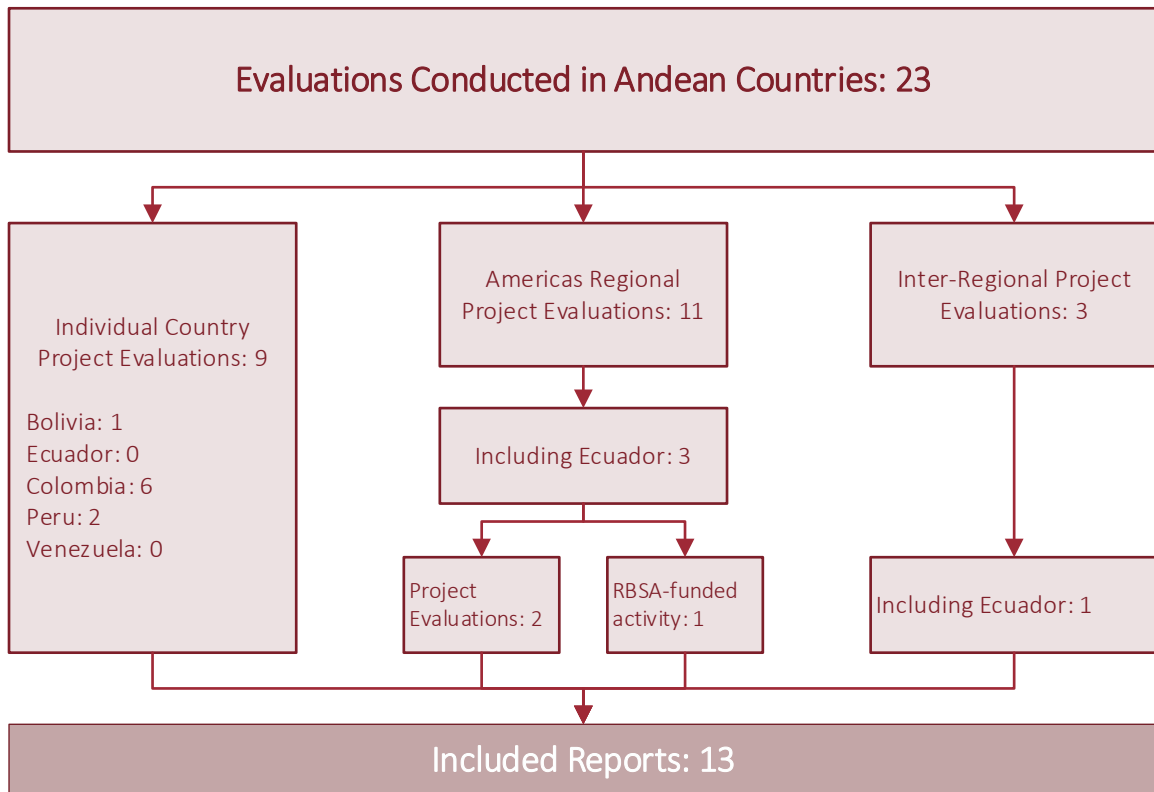
We initially tested the following inclusion and exclusion criteria for this sample as specified:

- Per guidance received from ILO, all nine evaluations of country-specific projects were included. However, there were no country-specific project evaluations for Ecuador or Venezuela.
- Therefore, any regional or inter-regional evaluations of projects that studied Ecuador were also included. Of the 11 Americas regional project evaluations, three included Ecuador; of the three inter-regional project evaluations, one included Ecuador.
 - One of the three regional project evaluations that includes Ecuador also includes Colombia and Peru. We will not include findings pertaining to these two countries in the review because they are already covered by their individual-country evaluations.
- Four regional and two inter-regional evaluations included Peru and Colombia, but will be excluded from the review since these countries are covered by their respective country-specific project evaluations. The ToRs did not explicitly recommend including them (in comparison to Ecuador where it was explicit), and additionally, we felt that since the administrative unit for those projects was not specific to those countries, there would be limited added value.
- There were no country-specific project evaluations conducted for Venezuela, and Venezuela was also not included in any of the regional or inter-regional project evaluations in the given timeframe (2016-2019). As a result, no evaluations cover any activities in Venezuela from 2016 to 2019.

As a result, a total of 13 evaluations were included. This process is summarized in **Figure 1** below. We retrieved eleven of these reports from EVAL's knowledge management tool, *i-eval Discovery*; two were provided to us by EVAL.⁵

⁵ Strengthening of Rural Trade Union Organization in post-conflict Colombia; and Programa para la promoción de un Piso de Protección Social en el sector rural en Colombia.

Figure 1: Included Evaluations



The 13 included evaluations include both independent and internal evaluations as well as both final and interim evaluations. There are eight independent evaluations and five internal evaluation included. There are ten final evaluations and three interim evaluations. No interim reports of projects that had final evaluations were included in the original 23. The breakdown is show in the table below.

Additionally, one of the regional evaluations is of an RBSA-funded activity and not of a project. Twelve of the 13 included evaluations are written in Spanish; and one is written in English.⁶

⁶ The inter-regional evaluation is in English.

Table C1: Type of Evaluations Included

Individual Country Evaluations								I/E Criteria A: All regional and Inter-regional including Ecuador
	Final Evaluations			Interim Evaluations		Inter-regional	Americas	
	Final Internal Project Evaluation	Final Indp. Project Evaluation	Final Indp. Project Evaluation (>\$5m)	Interim Internal Project Evaluation	Interim Indp. Project Evaluation	Interim Indp. Evaluation	Final Indp. Evaluation	Total
Bolivia	1							1
Colombia	1	1	2	1	1			6
Ecuador						1	3	4
Peru	1	1						2
Venezuela								0
Total	3	2	2	1	1	1	3	13

Appendix D: Included Reports

Document Number	Title	TC Symbol	Country	Evaluation timing	Evaluation nature	Language
1	Building trust and dialogue for social justice through decent and productive work in Bolivia - Final internal evaluation	BOL/13/02/NOR	Bolivia	Final	Internal - Project	Spanish
2	Promoting compliance with international labour standards in Colombia - Final Evaluation	COL/11/04/USA	Colombia	Final	Independent	Spanish
3	Developing the capacity to promote trade union affiliation and collective bargaining coverage - Midterm evaluation	COL/13/05/NOR	Colombia	Interim	Independent	Spanish
9	Fortalecimiento del Talento Humano para la Industria TI en Colombia - Final evaluation	COL/17/02/COL	Colombia	Final	Independent	Spanish
5	Capacidades laborales para el trabajo decente ... para la población víctima del conflicto armado en Colombia - Evaluación finale	COL/16/03/COL	Colombia	Final	Independent	Spanish
8	Strengthening of Rural Trade Union Organization in post-conflict Colombia	COL/17/01/NOR	Colombia	Interim	Internal - Project	Spanish
4	Programa para la promoción de un Piso de Protección Social en el sector rural en Colombia	COL/16/01/COL	Colombia	Final	Internal - Project	Spanish
10	Inclusión económica y desarrollo sostenible de productores de Granos Andinos en zonas rurales de extreme pobreza - Evaluación final interna	PER/14/52/UND	Peru	Final	Independent	Spanish
11	Integrated System for the identification and registration of Child Labour in Peru	PER/14/04/CAN	Peru	Final	Internal - Project	Spanish
12	Building effective policies against child labour in Ecuador and Panamá - Final evaluation	RLA/12/07/USA	Ecuador Americas regional: Ecuador & Panama	Final	Independent	Spanish

Document Number	Title	TC Symbol	Country	Evaluation timing	Evaluation nature	Language
13	Programa para la promoción de un Piso de Protección social en la región andina - Evaluación final	RLA/14/03/SPA	Ecuador Americas regional: Bolivia, Colombia, Ecuador & Peru	Final	Independent	Spanish
7	Building a generation of safe and healthy workers: Safe & Healthy Youth - Midterm Evaluation	GLO/14/20/USA	Ecuador Uruguay, Philippines, Myanmar, Côte d'Ivoire, Mongolia, Inter-regional, Viet-Nam, Ecuador	Interim	Independent	English
6	Efectividad de la asistencia técnica de OIT en la promoción de entornos propicios para las empresas sostenibles - Thematic evaluation (RBSA)	ECU804; BOL105; BOL111; HON804; HON801; HON129; NIC 801; NIC104; SPS803; BRB102; SUR127; SUR801; BOL/14/02/RBS; BOL/16/01/RBS; NIC/14/01/RBS; ECU/14/02/RBS	Surinam, Bolivia, Ecuador, Nicaragua, Honduras	Final	Independent	Spanish