



Quick Facts

► High-level evaluation of the ILO's Decent Work Country Programme strategies and activities in Western Africa, with emphasis on Côte d'Ivoire, Ghana, Nigeria and the Economic Community of West African States (ECOWAS), 2018–23



► October 2024

► Description and purpose of the evaluation

This high-level evaluation (HLE) assesses the ILO's work in the Western Africa subregion from 2018–23, focusing on Côte d'Ivoire, Ghana, Nigeria, and the Economic Community of West African States (ECOWAS). This evaluation examines the relevance, coherence, effectiveness, efficiency, impact, and sustainability of Decent Work Country Programmes (DWCP) in these areas and aims to support organizational learning by identifying key lessons and emerging good practices. The purpose of the HLE is to inform strategic decision-making at the ILO by providing insights into the performance of DWCPs in Western Africa.

► What is a DWCP?

A Decent Work Country Programme is the main vehicle for delivery of ILO support to countries. It has two objectives: promote decent work as a key component of national development strategies, and to organize ILO knowledge, instruments, advocacy and cooperation for tripartite constituents to advance the Decent Work Agenda.

► Methodology

The evaluation followed [EVAL's high-level evaluation Protocol for Strategy and Policy evaluation](#), and used a mixed methods approach to ensure the validity and reliability of the findings. Data was derived from the following methods:



Project evaluations synthesis review



Comprehensive document review.



Interviews and focus groups involving a total of 178 ILO personnel, government counterparts, and other stakeholders.



Case studies focused on Côte d'Ivoire, Ghana, Nigeria, and ECOWAS, using field visits and interviews to gather insights.



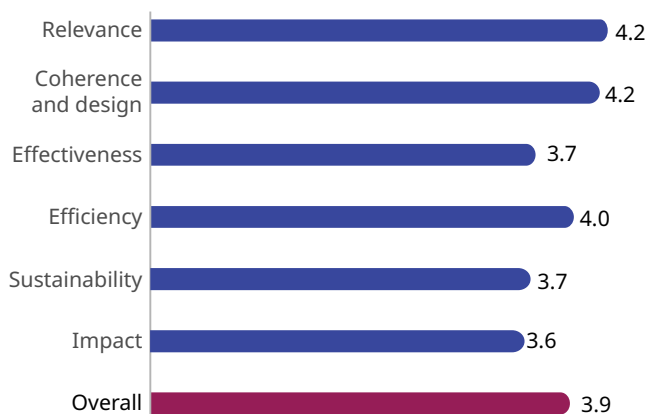
Two online surveys, receiving 37 constituent responses (21% response rate) and 42 staff responses (30% response rate).



Review of preliminary findings with ILO staff.

► Overall assessment of performance

► How did the ILO's work on DWCPs in Western Africa perform in terms of relevance, coherence, effectiveness, efficiency, impact, and sustainability?



6 = Highly satisfactory; 5 = Satisfactory; 4 = Somewhat satisfactory;
3 = Somewhat unsatisfactory; 2 = Unsatisfactory; 1 = Highly unsatisfactory



KEY FINDINGS

1 Alignment with decent work challenges: The ILO's DWCP strategies are well-aligned with decent work challenges in West Africa, though there is limited alignment between DWCP goals and the extrabudgetary resources that have been mobilized. There are also gaps in the integration of programmatic approaches and the scaling up of successful interventions.

2 Engagement with constituents: While engagement with constituents has improved, especially in terms of governance and resourcing, there remains room for stronger involvement, particularly with the employers' and workers' organizations during the implementation of DWCPs.

3 Integration with UN and national priorities: The DWCPs are increasingly integrated with the UN's Sustainable Development Cooperation Framework (UNSDCF). The ILO has influenced policy frameworks and governance structures in several countries, leading to enhanced social dialogue and support for international labour standards.

4 Achievements in decent work areas: Significant progress has been made in key areas like the elimination of child labour, employment, migration, and social protection. Environmental sustainability and just transition are increasingly being prioritized, with notable achievements in extending social protection, especially to vulnerable groups.



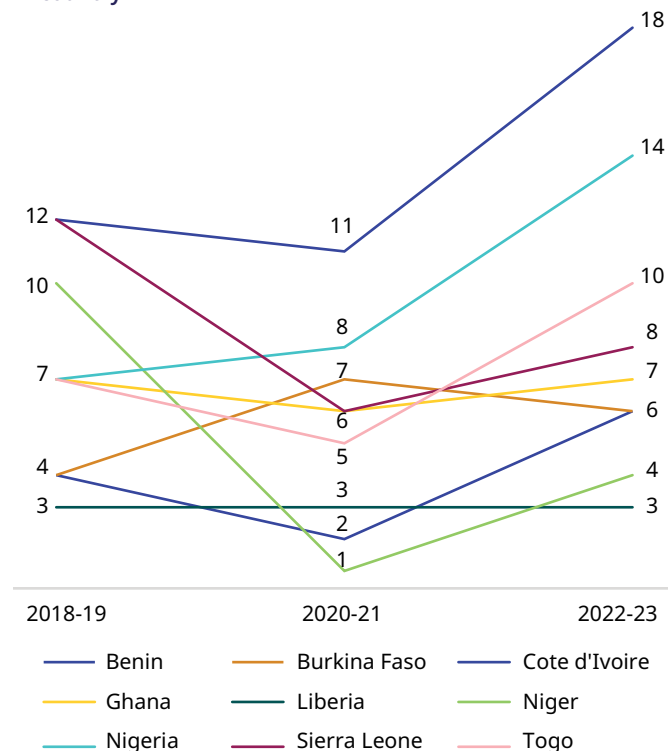
KEY FINDINGS

5 Challenges with resource mobilization and implementation: Resource mobilization has been more effective in countries with an ILO country office or where specific funding partners were engaged. However, internal coordination challenges, financial disbursement delays, and procurement complexities have hindered the effectiveness and sustainability of several interventions.

6 Sustainability and scaling: Although ILO interventions have generated sustainable outcomes in some areas, sustainability is often limited by the lack of exit strategies and insufficient scaling-up of successful projects at the national level.

7 ILO's DWCPs effectively advanced the Decent Work Agenda in Western Africa. DWCPs are currently implemented in five out of nine countries, with two more expected to be approved soon. The number of DC projects increased from 23 in 2018 to 63 in 2023, reflecting a 400 per cent budget increase. In seven countries, the ILO has strengthened areas such as entrepreneurship and protection for all, with social protection being a priority in the DWCPs, leading to significant policy, technical and institutional outcomes.

► Number of Decent Work Results reported per biennium and country



KEY RECOMMENDATIONS

Improve constituent and local stakeholder engagement, including rural and informal economies, to address decent work deficits. DWCPs should adopt vertically integrated and cohesive strategies, enhancing collaboration with partners and reshaping funding priorities.

Embed clear pathways and conditions for scaling up project results in DWCPs, involving key actors like finance ministries and leveraging successful pilot projects to achieve broader impact.

Advocate for systemic and integrated approaches in its resource mobilization efforts, focusing on underfunded areas like gender equality, skills development, and informality. Communication products should highlight DWCP priorities to attract broader funding.

Increase efforts to secure resources for underfunded subregional priorities, such as gender equality, just transition, skills development and social dialogue, by mobilizing technical expertise and fostering greater partner engagement.

Strengthen capacity-building for under-resourced institutions, improve knowledge sharing, and ensure staff are trained in procurement and financial management.

Align DWCPs with ECOWAS' Decent Work Programme and advocate for the inclusion of key priorities such as social dialogue and just transition. The ILO's capacity to support ECOWAS should be increased, including participation in international events.

Explore innovative models for increasing its representation in non-resident countries, such as out posting specialists, and ensure sufficient capacity in resident offices, particularly regarding collaboration with ECOWAS.

QUOTES

► Voices from constituents

"The DWCP is well thought out and will be of great benefit to the country when fully implemented. ILO must work to ensure full governmental, legal and financial support towards the full implementation of the project." – National Government Representative.

"The ILO would benefit from giving more voice to national actors and just providing support while sharing experiences acquired elsewhere."
Employers' Association Representative.

► Voices from ILO staff

"I have mixed feelings on overall results, as there are different experiences based on the countries involved. For instance, the ILO has successfully supported workers organisations in Nigeria and Ghana to improve organisational capacities... but the same cannot necessarily be said of other West African states."

"The concept of the DWCP is strong, but its implementation needs to be redefined. Strengthening and ensuring sufficient capacities at the country level will enhance timely support provided to partners."