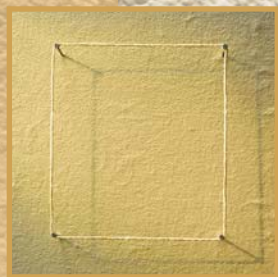
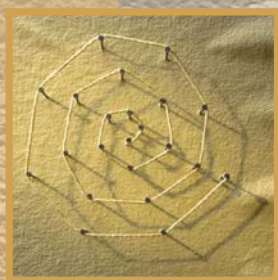




International
Labour
Office
Geneva

International Labour Office Annual Evaluation Report 2011–2012

October 2012



EVALUATION
UNIT

International Labour Office
**Annual Evaluation
Report 2011–2012**

October 2012

Evaluation Unit

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ABBREVIATIONS

CPO	Country Programme Outcome
DWCP	Decent Work Country Programme
DWT	Decent Work technical support team
EAC	Evaluation Advisory Committee
EVAL	Evaluation Unit (ILO)
GB	Governing Body
ILC	International Labour Conference
ILO	International Labour Organization/International Labour Office
ILO/HRD	Human Resources Development
OBW	Outcome-based Workplan
OECD	Organisation for Economic Co-operation and Development
OECD/DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
P&B	Programme and Budget
PARDEV	Partnerships and Development Cooperation Department
PROGRAM	Bureau of Programming and Management
RB	Regular Budget
RBM	Results Based Management
RBSA	Regular budget supplementary account
RBTC	Regular Budget for Technical Cooperation
RO	Regional office
SPF	Strategic Policy Framework
TC	Technical Cooperation
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEDAP	United Nations Evaluation Development Group for Asia and the Pacific
UNEG	United Nations Evaluation Group

INTRODUCTION

Each year, the Evaluation Unit (EVAL) presents to the Governing Body (GB) an annual report on progress made in implementing the International Labour Office's evaluation policy and strategy. Last year's report (2010–11) represented a major change in content and structure as it had to reflect the new result-based strategy for the evaluation function and respond to the Governing Body's request for more information on the Office's overall effectiveness in achieving short- and medium-term objectives.

This year's report (2011–12) continues to use the revised format, reporting on progress made under the three outcomes identified in the strategy, obstacles encountered and new learning that will be applied in future work and reports. As it is a mid-biennium report, no definite results on the biennial milestone targets can be provided but an approximation of expected results is included. The report also presents work undertaken towards the plan of action for the implementation of recommendations and suggestions contained in the Annual Evaluation Report 2010–11, see Appendix I.

In a climate of austerity and growing concern about value for money, pressure has been mounting on international agencies and development partners to show the impact and effectiveness of their interventions. Developing and demonstrating a stronger evaluation infrastructure and culture in the ILO has therefore been an important concern of the Office's approach. As a normative agency with a long tradition of country-level collaboration in setting and monitoring the implementation of international standards, the ILO has a strong comparative advantage among United Nations (UN) organizations in monitoring and evaluation (M&E). The ILO is recognized for its advantage in promoting and achieving the Decent Work Agenda through specialized technical expertise. However, it also has the potential to considerably improve its reputation by expanding evaluation and impact assessment in these areas for the benefit of its constituents, who look to ILO for knowledge products and tools.

As the report illustrates, the ILO made notable strides in further strengthening the evaluation function. These improvements (increased resources, enhanced independence, etc.) have solidified the evaluation infrastructure of the Office. This will now need to be matched with a continued tweaking of the Office's culture to fully appreciate evaluation at all levels as a management tool and for organizational learning. The use of evaluation results for governance and management purposes has improved but needs further reinforcement. EVAL will continue efforts to support line managers in providing meaningful follow-up to evaluation recommendations.

The current evaluation policy reinforces the credibility of ILO evaluations enabling them to make a greater contribution to improving the effectiveness of ILO programmes and projects. In stepping up to the challenge of finding ways to provide more credible evidence on the outcomes and cost effectiveness of policies, programmes and interventions, ILO needs to generate more and better evidence on the impact of its normative and policy work.

PART I: IMPLEMENTATION OF ILO'S 2011–15 EVALUATION STRATEGY

PROGRESS MADE TOWARDS ACHIEVING KEY STRATEGY MILESTONES

Following the Governing Body's decision to approve the evaluation strategy in March 2011, a report on its implementation is presented in the AER. The results matrices set for each strategy outcome is provided in Appendix II.

OUTCOME 1: IMPROVED USE OF EVALUATION BY MANAGEMENT AND CONSTITUENTS FOR GOVERNANCE

The ILO evaluation strategy emphasizes the role that evaluation plays in supporting senior management and the Governing Body in exercising accountability for ILO relevance, effectiveness and impact. The strategy calls upon the Evaluation Advisory Committee (EAC) to facilitate the strategic use of evaluation. Likewise, the strategy aims to improve the strategic choice of evaluation topics, to validate the quality and credibility of the evaluations, and to take stock of evaluation results to better understand the ILO's development and operational effectiveness. Progress made within these strategy components is outlined below.

IMPROVING THE EFFECTIVENESS OF THE EAC

Biennial milestone 1.1 (2012–13): Four meetings per year; record of recommendations for evaluation programme of work; record of EAC advice on use of specific recommendations.

The Office has committed to strengthening the EAC through regular meetings and a more substantive agenda to catalyze evaluation use. Following a good start in early 2011, the EAC has been without a chair since September 2011. This has hampered the ambitious schedule, procedures and deliverables for the EAC agreed upon in June 2011. Nevertheless, several virtual meetings have taken place to advance discussions on key agenda items including the external quality review of high-level evaluations, choice of high-level evaluation topics, and reported progress on the implementation of 2011 high-level evaluations.

Once the new EAC chair is appointed by the Director-General, EVAL will work closely with the chair to clear the backlog of agenda items, which will include a more critical review of the adequacy of ILO line management's evaluation follow-up.

ASSESSING ILO PERFORMANCE

Biennial milestone 1.2 (2012–13): Improved annual evaluation report based on Governing Body feedback; results are fed into the Programme and Budget (P&B) for 2014–15.

The revised reporting format of 2011 introduced a new part in the AER, which highlights the results of evaluative studies on the Office's overall effectiveness and achievement of results. This year, Part II of the report continues to look at results-based management in the Office and the overall performance of activities funded by the Regular Budget Supplementary Account (RBSA). It also reviews the effectiveness of quality appraisal systems introduced by the Office for new Decent Work Country Programmes (DWCPs) and technical cooperation, as well as performance rating practices in the ILO and how they can be improved. Next year (and for each odd-numbered year of the P&B biennium), EVAL will again take stock of performance information contained in project and programme evaluations to generate insights for those planning ILO's new programme of work.

FOLLOW-UP TO HIGH-LEVEL EVALUATIONS

The adequacy of follow-up to 2011 high-level evaluations is a major area of scrutiny for the EAC. Table 1 summarizes the progress reported and EVAL's determination of recommendations successfully implemented from the evaluations of the Decent Work Agenda of Bahia State of Brazil, and the ILO's strategies to address HIV and AIDS and the world of work, and to eliminate discrimination in employment and occupations. Of the 21 recommendations, 11 are considered by EVAL to have been fully implemented, seven partially implemented and one not accepted. Once a chair has been appointed, the EAC will be requested to confirm EVAL's assessment that, in all cases, the progress being made has been satisfactory.

Table1. Summary of planned follow-up and completion status, 2010 high-level evaluations

Evaluation topic	Total recommendations	Action planned	Completed	Partially completed	No action taken
Decent Work Agenda for Bahia State (Brazil)	5	4	0	4	1
ILO strategy to address HIV and AIDS and the world of work	10	10	7	3	0
ILO strategy for the elimination of discrimination in employment and occupation	6	6	4	2	0

Notable highlights related to management's use and follow-up to the evaluations include:

- Follow-up to the evaluation of the ILO strategy to address HIV and AIDS and the world of work included the submission of an action plan to the Committee on Employment and Social Protection (ESP) in March 2012, which addressed many of the evaluation's recommendations.
- Management has taken specific actions on the six recommendations of the evaluation of the ILO's strategy for the elimination of discrimination in employment and occupation. The findings and recommendations provided a reference framework for the recurrent discussion of the International Labour Conference (ILC) on Fundamental Principles and Rights at Work in June 2012, which resulted in an action plan.
- In 2012, Brazil launched a series of 27 state conferences on job creation and decent work in an effort to promote social dialogue. The state conferences culminated in the formulation of proposals, and the appointment of delegates for the National Conference on Employment and Decent Work, which was convened and held by the Government of Brazil in Brasilia in May 2012.
- Summaries of the Office's 2012 high-level evaluations have been submitted to the Governing Body (GB.316/PFA/7/2); they cover the ILO's strategy to support inclusive employment policies (P&B Outcome 1.1), decent work at sectoral level (P&B Outcome 13) and India's DWCP.

INDEPENDENT QUALITY REVIEW OF HIGH-LEVEL EVALUATIONS

Biennial milestone 1.3 (2012–13): Results of internal peer review of high-level evaluations 2012–13 register satisfactory quality.

In the conclusions of the *Independent External Evaluation of the International Labour Office Evaluation Function*, 2010, the consultants recommended that the Office regularly submit high-level evaluations to independent peer review to better support their quality and usefulness. The Office adopted this recommendation and included an indicator and biennial milestones on the quality of high-level evaluations in the revised results-based strategy for evaluation.

On EVAL's recommendation, the External Advisory Committee agreed to upgrade the exercise from a peer review to the level of an independent review for the 2010–2011 high-level evaluations and to oversee the process to ensure independence.

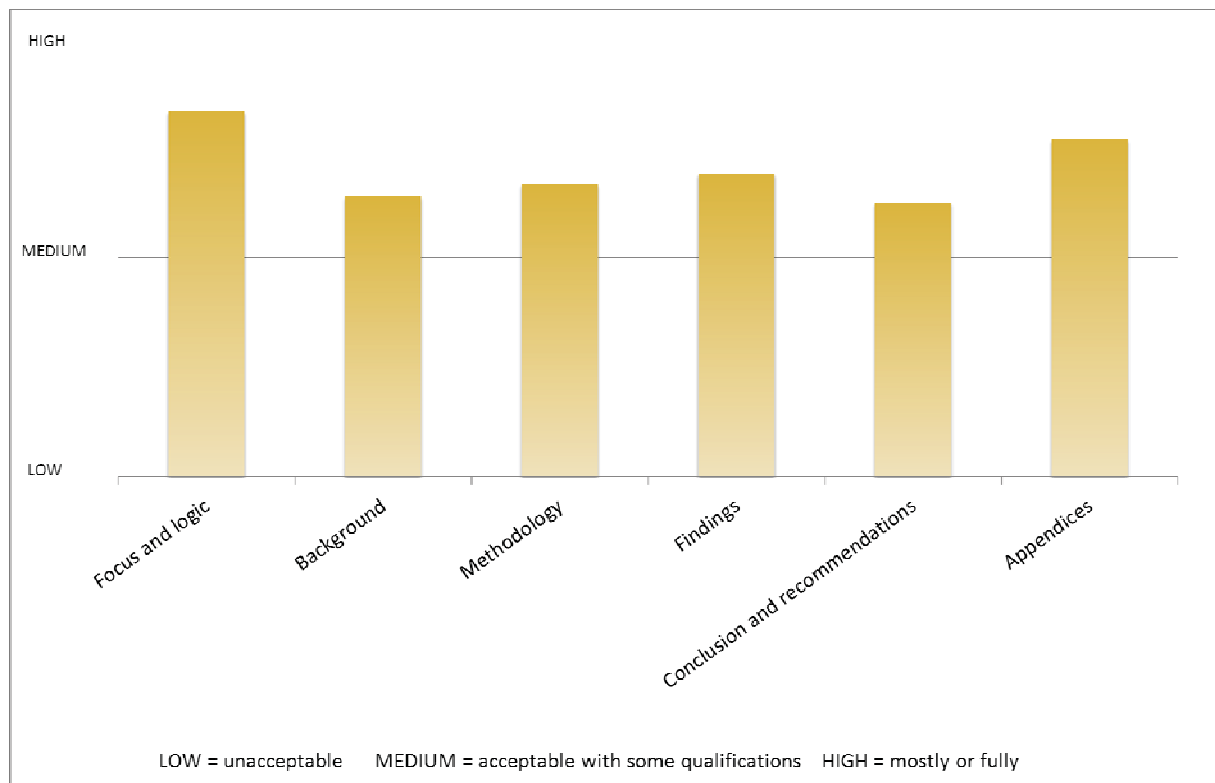
The validity of high-level evaluations depends on sound evaluation design, independent, transparent and professional processes, and a high-quality and useful report. The independent review assessed the quality of each evaluation process, report and follow-up.

The review rated the quality of reports from medium to high quality, and found all to be fair and reasonable assessments of the programmes being evaluated. It was also found that evaluation findings were mostly used within the Office, and usually in the form of knowledge gained and applied by the programme evaluated. Feedback also suggested that opportunities existed for greater engagement of internal and external stakeholders

in the process. Overall, all reports were found to be weak in addressing the longer term development impacts of the various programmes. The analysis and reporting of good practices as a separate section was also found to be weak.

As shown in figure 1 below, no specific part of the evaluations was consistently of low quality.

Figure 1: Average rating of quality by evaluation report sections



SELECTING HIGH-LEVEL EVALUATION TOPICS FOR STRATEGIC USE

Each year, the Director of Evaluation seeks input from senior management, members of the EAC and the ILO's constituents on the high-level topics to be evaluated over the next three years. The results of these on-line consultations determine the rolling workplan for proposed evaluations, which is submitted to the Governing Body each November. This year, the Office and constituents discussed the possibility of postponing the evaluation of the field structure reform until 2015. Table 2 shows the evaluation topics agreed upon by the Governing Body and those to be confirmed.

Table 2. Confirmed high-level evaluations and those proposed for future years

Year	Evaluation type	Topic of independent evaluation	Timing	Rationale
Decided 2013	Strategy	Workers and enterprises benefit from improved safety and health conditions at work	2013	Evaluation last discussed in 2002. Endorsed as a topic in November 2011
Proposed 2013	Strategy	Sustainable enterprises create productive and decent jobs (to replace field structure review originally planned for 2013)	2013	Evaluation in 2003 (can follow-up on 2012 GB discussion)
Decided 2013	DWCP	Comparative evaluations of DWCPs in the Arab States	2013	Last discussed in 2008. Endorsed as a topic in November 2011.
Proposed 2014	Strategy	Integrated approach to economic and social policies supported by UN and multilateral agencies	2014	Not yet evaluated. Proposed by various constituents.
Proposed 2014	Strategy	ILO's action on Fundamental Principles and Rights	2014	Pre-selected by ILC for completion by June 2015
Proposed 2014	DWCP	Africa region	2014	Last discussed in 2010; North Africa
Proposed 2015	Institutional capacities	ILO's technical cooperation strategy	2015	Proposed by several constituents and senior ILO management
Proposed 2015	Institutional capacities	Field structure review, including constituent involvement in DWCP (postponed due to planned changes to field structure in 2013)	2015	GB-mandated evaluation to review progress/effectiveness of field structure review
Proposed 2015	DWCP	Americas	2015	Last discussed in 2009; Central America

OUTCOME 2: HARMONIZED OFFICE-WIDE EVALUATION PRACTICE TO SUPPORT TRANSPARENCY AND ACCOUNTABILITY

HARMONIZING AND STANDARDIZING TYPES OF EVALUATIONS AND ASSOCIATED ROLES AND RESPONSIBILITIES TO IMPROVE VALUE AND EFFICIENCY

Codify and upgrade procedures and guidelines: Completing a comprehensive resource kit on ILO's evaluation policy with related procedures, guidelines and guidance notes based on good practice was an important goal for EVAL in strengthening consistency in evaluation practices throughout the organization. EVAL has finalized its new product called "*i-eval*: Resource kit" which contains the new policy guidelines and

supporting guidance documents. It serves as a gateway to ILO expertise and knowledge on evaluation. The resource kit has proven highly popular with over 1000 copies printed, downloads and recorded access via the EVAL public website. As set out in the evaluation strategy, EVAL has also completed user-friendly and more detailed guidance on two new evaluation areas, namely impact evaluation and joint evaluation.

Impact evaluation: The ILO makes use of impact evaluation in order to support governments and employers' and workers' organizations in determining the effects of various decent work policies within specific countries; to provide valuable feedback to the ILO on the extent to which its policy support, programmatic approaches and technical tools are appropriately designed and delivered; and, at project or intervention level, to test the credibility and validity of new concepts and techniques that still need to be proven.

Impact evaluations do not directly support the Office's accountability framework and are not resourced under the current ILO regular budget. As a result, there is no required report to the Governing Body on impact evaluations. For quality control, EVAL requires that if impact evaluations are to be discussed by the GB, EVAL will carry out a quality review at the design and completion stages. Impact evaluations should be commissioned strategically to assess those policies and programmes that are unproven and are either widely used or are new and promising.

Joint evaluation: The number of joint evaluations involving the ILO dramatically increased in recent years (see figure 2 on types of evaluations below). EVAL estimates that the ILO is actively involved in 30 joint evaluations each year. Nearly all of these are linked to the United Nations Development Assistance Framework (UNDAF) and/or joint programmes with the UN or partners of International Financial Institutions (IFIs). According to the Organisation of Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), the definition of a joint evaluation is a development evaluation conducted collaboratively or jointly, which is undertaken by more than one agency.

The ILO will proactively participate in joint evaluations, not only as a partner agency, but also as a lead agency. It is a cost-efficient opportunity to obtain ILO agency-relevant findings within a joint agency initiative. ILO staff is strongly encouraged to be involved in evaluation management if the ILO's component of the project surpasses a threshold of US\$500,000. At US\$1 million participation is compulsory. All joint evaluation reports covering ILO's work, even if only partially, will become part of the ILO evaluation knowledge base.

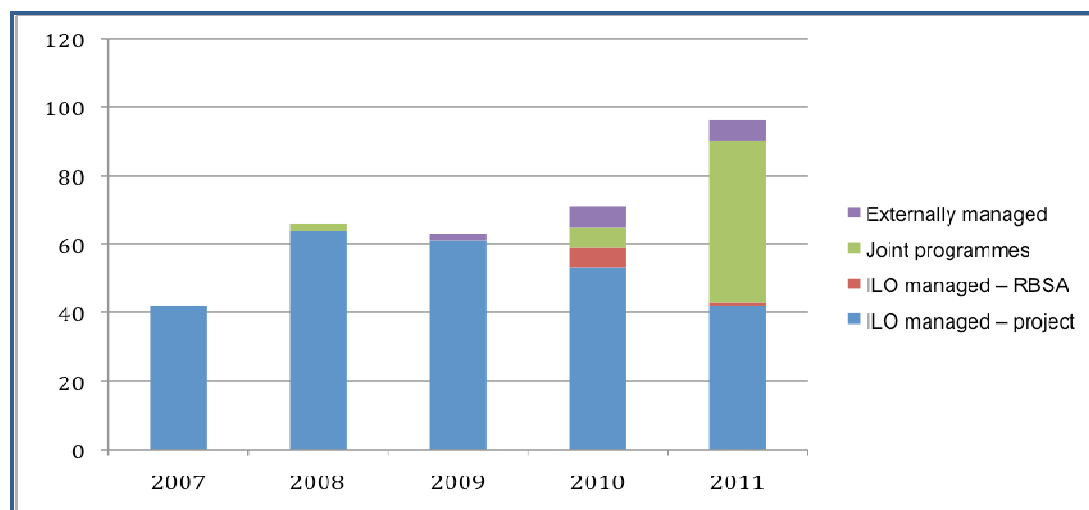
UPGRADING AND EXPANDING THE USE OF DECENTRALIZED EVALUATIONS

Independent project evaluations increased from 71 in 2010 to 96 in 2011. This 26 per cent increase in independent evaluations was mainly due to ILO's participation in joint programmes. Among the 96 independent evaluation reports received, ILO staff managed 43 while the remaining 53 were managed externally (see figure 2). Of the externally managed evaluations, the UN joint programmes managed 47 and the European Commission or a consulting company managed the remaining six. The big increase in

joint evaluations was due to the fact that many joint projects under the Millennium Development Goals Achievement Fund came due for interim reporting. EVAL is collecting all of these evaluations, regardless of the budget threshold.

Among this year's independent evaluations, 56 were mid-term and 40 were final evaluations. A full list of these evaluations is presented in appendix III.

Figure 2: Distribution by type of independent evaluation, 2007–11



Of the 43 independent evaluation reports managed by the ILO in 2011, 32 were included in the management follow-up exercise.¹ The remaining evaluations did not require a follow-up exercise (11). The 32 evaluations from 2011 subjected to the follow-up exercise are summarized in table 3 below, which indicates the response rate by line managers and status of follow-up by region. As shown, four plans for follow-up were not received by the time this report was written.

¹ This year four evaluations managed by the ILO Programme to Eliminate Child Labour (IPEC) have been included in the follow up reporting. Last year's report erroneously excluded evaluations managed by IPEC in the follow-up reporting.

Table 3. Management response for evaluations completed in 2011

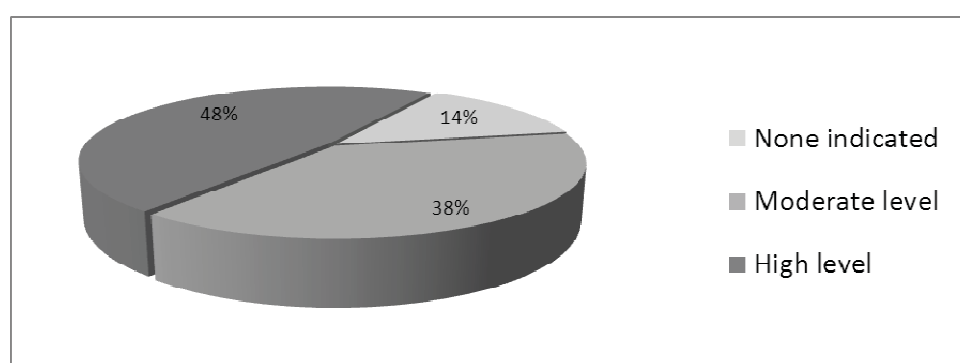
Region/ sector	Management responses (32 reports)		TOTAL Recommend- ations received	Completed	Partially completed	Outstand- ing	No action
	No response	Response					
Africa	1	3	23	5	14	3	1
Americas	0	2	23	10	3	1	9
Arab States	1	1	8	4	0	0	4
Europe and Central Asia	0	3	20	9	4	2	5
Asia and the Pacific	1	3	33	12	10	10	1
Subtotal	3	12	107	40	31	16	20
Standards	0	5	66	13	38	11	4
Employment	1	7	57	28	14	6	9
Social protection	0	1	13	9	4	0	0
Social dialogue	0	2	14	13	1	0	0
Other (GENDER)	0	1	8	7	1	0	0
Subtotal	1	16	158	70	58	17	13
Total	4	28	265	110	89	33	33
Percentage	-	-	-	42%	34%	12%	12%

The review of the 2011 exercise on follow-up shows a slight improvement over the previous year with 76 per cent of recommendations reported as completed or partially completed, compared with 72 per cent in 2010. Non-response declined by 8 per cent. EVAL is eager to work with departments and sectors to make the process easier to understand and more useful. The benefits arising from follow-up to recommendations, especially with regard to the participation of governments, employers' and workers' organizations, is founded in the idea that knowledge gained from evaluation is absorbed in a sustainable manner by management. In 2013, EVAL will aim for even better compliance by reviewing the quality of recommendations and efforts to better engage management in effective, efficient and relevant follow-up reporting.

Biennial milestone 2.1 (2012–13): At least a 25 per cent improvement in reported use of evaluations by constituents over 2011 levels.

An analysis was undertaken for the period 2010–11 on the involvement of national constituents in the follow-up to evaluations. A total of 629 follow-up actions to recommendations were reviewed, of which 65 required either services to be delivered to constituents, constituents' participation in activities, or consultations with constituents. Of these, roughly three-quarters were aimed at all constituents, 20 per cent at government, and the rest at either employers or workers groups only. The follow-up reports further indicated that constituents' involvement in the follow-up was moderate or high for 86 per cent of the 65 recommendations, see figure 3. This data will serve as the baseline for the milestone of 2013 on reported use of evaluations by constituents.

Figure 3: Constituent involvement in response to evaluation recommendations, 2010–2011



Biennial milestone 2.2 (2012–13): All internal and self-evaluations accessible and searchable in the database

In 2011, the Office raised the threshold for independent evaluations to US\$1 million and formalized the policy for internal and self-evaluations. In addition, the Department for Partnerships and Development Cooperation (PARDEV) together with EVAL made the collection of internal and self-evaluations a priority. Table 4 shows the increase in internal and self-evaluation reports submitted to EVAL since 2007. Additionally, the regions conducted nine internal DWCP reviews in 2011, a dramatic increase over previous years.

Table 4. Internal and self-evaluations submitted to EVAL, 2007– 2011

Internal and self-evaluations	Year					Total
	2007	2008	2009	2010	2011	
DWCP reviews	4	2	1	4	9	20
Internal and self-evaluation reports from technical cooperation projects	21	2	4	7	24	58

OUTCOME 3: EVALUATION CAPABILITY EXPANDED THROUGH ENHANCED KNOWLEDGE, SKILLS AND TOOLS

Since 2007, the ILO has supported an evaluation network involving focal persons in the regions and technical sectors to ensure the quality and credibility of decentralized evaluations. Each biennium, EVAL convenes the members of this network together with the Bureau of Programming and Management (PROGRAM) and PARDEV to take stock of the evaluation efforts completed during the previous biennium; to exchange ideas and brainstorm on developing the workplan; and to identify and discuss bottlenecks and challenges faced by the regions and sectors that need to be addressed. In December 2011, the meeting signalled, amongst other issues, the need within regions and sectors to strengthen management's accountability for follow-up to evaluations, including internal ones. Related to this is the need to quality check recommendations for relevance, specificity, and potential for actionable response. Additional priorities included expanding training materials and tools, improving efforts by field staff to involve governments. Employers' and workers' organizations in follow-up and improving the Office's adherence to evaluation standards and good practice.

As the result of a joint EVAL-PARDEV initiative, the evaluation network is also benefitting from improved workflow and reporting procedures for technical cooperation projects including: (i) procedures to consistently identify evaluation plans and action at the design and approval stages; (ii) a clear workflow on the identification of evaluation managers, consultant management and approval procedures; (iii) a process to ensure that constituents' involvement and management response is routinely considered at all key stages of the evaluation process; and (iv) the announcement of the routine collection of internal and self-evaluations required by the ILO's evaluability strategy 2010-15 as a priority.

Biennial milestone 3.1 (2012–13): 75 constituents and 75 ILO staff trained during the biennium.

National Evaluation Capacity Development (NECD): EVAL commissioned a study examining the social partners' engagement in national evaluation systems. It covered five countries with special emphasis on the existing priorities of international development organizations and line ministries to promote the participation of civil society, and workers' and employers' organizations in national evaluation systems. The study found that ILO country offices (COs) lagged slightly behind other UN agencies in awareness of national evaluation capacities and systems. The majority of COs felt that national evaluation capacity development should be part of ILO's country programme activities, while a minority believed it should be included only when requested by social partners. ILO country office priorities were to measure progress towards achieving DWCP goals and achieve consensus among the social partners for these goals. The offices also provided the governments, employers' and workers' organizations with a range of capacity building activities.

EVAL co-chaired the UN Evaluation Group's (UNEG) National Evaluation Capacity Development Task Force in 2011 in collaboration with the United Nations Children's

Fund (UNICEF), UN-Women and the United Nations Development Programme (UNDP). The Task Force worked towards developing a UNEG guidance tool on strengthening national evaluation capacity systems. It is not meant to be prescriptive but is intended to highlight key elements to consider when working on NECD. The development of the guidance tool benefited from the study on the role of governments, employers' and workers' organizations in national evaluation systems.

Constituent training: EVAL recently completed a CD-ROM in three languages (E, F, S) of all the training materials needed to increase the evaluation capacity of ILO tripartite constituents. It contains 17 modules each with a description of the session, slide presentations, and learning activities. EVAL has agreed with the Bureau for Workers' Activities (ACTRAV) and the Bureau for Employers' Activities (ACT/EMP) to work with workers' and employers' specialists to adapt and integrate selected modules from the CD-ROM into the various management and/or governance training programmes that are being offered through the ILO International Training Centre (ITC) and in the regions.

Evaluation manager certification: EVAL has agreed with ITC and the Human Resources Development Department (HRD) to launch a staff development programme to certify ILO selected staff to become evaluation managers. The certification programme will be a three-day workshop, possibly with a guided practice component. EVAL will partner with the ITC on all three components of the training strategy.

Constituents and ILO officials trained in evaluation in 2011-12: In addition to formal training, the ILO regions carried out evaluation capacity building activities targeting both staff and constituents. Table 4 compiles data on the numbers participating in evaluation capacity building activities by region. As for 2012, the Office has already met the biennial milestone within a single year.

Table 5. ILO evaluation capacity development – numbers of staff and constituents benefiting, by location- 2012*

Persons trained	Africa	Americas	Arab States	Asia and the Pacific	Europe	HQ	Total
ILO staff	9	11	35	15	12	0	82
ILO constituents	32	0	20	17	13	0	82
Total	41	11	55	32	25	0	164

* Any training that is less than one day is counted as sensitization.

Biennial milestone 3.2 (2012-13): Internal governance document on evaluation network: approach, roles and responsibilities adopted and applied.

The new evaluation strategy identified the importance of establishing "evaluation officer" as a generic job description and improving the guidance on such officers' roles

and responsibilities. The draft job descriptions for P.2–P.5 evaluation officers that EVAL developed have now been submitted to HRD for further action. Work on an internal governance document for the evaluation network will start in 2013 and depends on the consolidation of the regional evaluation focal posts and progress on the evaluation manager certification training aimed at the informal network of more than 90 ILO officials managing evaluations each year.

IMPROVING THE USE OF EVALUATION KNOWLEDGE SYSTEMS

The ILO evaluation knowledge system is anchored by the *i-track* database used to store information on evaluations planned, in process and completed. The knowledge base supported through this system has continued to expand and feed into other ILO knowledge systems including the donor dashboard. Table 5 maps the steady expansion since 2005 of products stored and accessible to all ILO staff.

Table 6. Overview of the volume of evaluation knowledge reports captured and accessible, 2005–2011

Type of knowledge/report	Year							System total
	2005	2006	2007	2008	2009	2010	2011	
Independent evaluations – ILO managed – annual reporting	65	55	42	66	63	71	95	457
Independent evaluations – externally managed – joint evaluations	–	–	–	2	5	12	54	73
Independent evaluations – EVAL managed – country programme, thematic and strategy	1	3	3	4	3	6	4	24
Meta-evaluations/internal reviews – EVAL managed	–	–	–	–	1	2	2	5
Independent evaluation summaries – ILO public website	–	25	28	37	177	75	95	437
Information CDs / training CDs	–	–	–	–	1	1	2	4
Independent evaluation reports on the donor dashboard	–	–	–	–	–	391	84	475
Internal evaluations	–	8	9	6	8	12	26	69
DWCP internal reviews	–	1	3	2	1	4	9	20
Research think pieces	–	–	–	–	–	–	4	4
New guidelines and guidance notes	–	5	8	0	1	3	35	52
Newsletters	–	–	–	–	–	3	3	6
Lessons learned	–	–	–	115	340	121	116	692
Recommendations	–	–	–	630	717	642	325	2314

Organizational learning and policy-focused evaluation: In addition to systems for storing and making accessible evaluation-generated knowledge, the strategy calls on evaluation to contribute to organizational learning through effective generation of lessons learned. Over the past few years the ILO has deployed a number of initiatives to reinforce its evaluation function with a view to supporting more systematic institutional learning. Yet, there is a general perception that lessons generated by evaluations are not yet adequately incorporated into the Office's programme and policy decisions. Therefore, EVAL undertook a study to explore to what extent and how greater policy learning can be achieved from project and country programme evaluations. The study found that project and country programme evaluations are not yet geared to identifying lessons on national decent work policies. This may in part reflect the treatment of policy in the results frameworks of many projects, which tend to be more operational and focused on action on the ground. Suggestions in the study ranged from simply encouraging evaluators to place more emphasis on the policy rationale of the projects when they evaluate them to the more drastic idea of ensuring all projects/programmes are designed with reference to their contribution to reinforcing capacity for policy implementation or, alternatively, to promoting policy change.

Since 2009, EVAL has been extracting lessons learned and coding them in the *i-track* database. A review of lessons learned reveals that evaluators tend to write up almost 50 per cent of all lessons learned as process or administrative lessons. To correct this in the coming year, EVAL will initiate changes in its guidance to improve the usefulness of lessons learned by requiring evaluators to concentrate more on the policy relevance and technical know-how aspects of lessons learned. EVAL intends to expand the quality of these lessons learned within thematic contexts by establishing validation exercises and discussions on specific technical areas of the ILO's work.

PART II: ASSESSING THE ILO'S EFFECTIVENESS AND RESULTS

INTRODUCTION

The revised 2011 ILO strategy for evaluation requires evaluative efforts to synthesize information on the Office's overall effectiveness and achievement of results. Last year's report presented the findings of three major studies. The discussion of these findings during the November 2011 session of the Governing Body resulted in the formulation of a plan of action for the implementation of the recommendations and suggestions endorsed during the March 2012 session of the Governing Body. Appendix I provides an update on the status of implementation of this action plan.

This year the performance section looks at results-based management practices by distilling some generic lessons drawn from the high-level evaluations conducted during 2012. This section also reports on the results from a review of the effectiveness of quality appraisal systems introduced by the Office for new DWCPs and technical cooperation projects, and of compliance with new performance reporting systems. Finally, the section profiles a review of performance rating practices in the ILO and how they can be improved.

RBM AND ILO EFFECTIVENESS: INSIGHTS FROM HIGH-LEVEL EVALUATIONS

In preparation for the next Strategic Policy Framework (SPF) 2016–21, last year, EVAL undertook an extensive review of the SPF 2010. The review showed substantial progress towards implementation and compliance with the results-based management (RBM) policy in the ILO but also identified areas for improvement, including the need to better align resource allocations with results; the importance of greater coherence between results and the accountability framework; and the need to improve the quality of indicators, assumptions and risk assessments in the SPF. This year, EVAL reviewed the findings of one DWCP and two strategic evaluations undertaken in 2012 to gather insights into the three accountability aspects profiled in the AER for 2010–2011.

Accountability for timely delivery of outputs, good quality: The evaluations found that the quality of work and delivery of outputs were on track, with managers motivated to achieve performance targets. However, primarily at the planning stages, the system itself generates competition among managers when designating targets and securing resources to deliver the outcome-based workplans (OBWs) and underlying country programme outcome (CPO) initiatives. The lesson learned is that the current OBW and CPO programming process functions reasonably well in terms of accountability for output delivery, but competition may be compromising effective prioritization.

The Office has made significant advances in ensuring better alignment of the DWCP with RBM principles but the evaluability of the results frameworks and M&E plans remain problematic. The most prevalent issues are the uneven use of baselines, measurable indicators, milestones and risks assumptions at the CPO level.

Accountability for relevance, validity, sustainability and attainability of the assumptions establishing the link between outputs and expected outcomes: In the various strategies, assumptions are most critical at the CPO level, since risks are highest in countries where ILO's influence is subject to national political and economic factors. In the strategy evaluations, overall, adequate management of risks associated with assumptions was found in all areas except for sustainability, where ILO's assumption that national implementation would follow from ILO support was not always well founded.

Although the OBW planning was intended to promote better collaboration, coordination and coherence, the one-to-one linkage of CPOs and P&B outcomes has posed some difficulties in establishing coherent and synergetic workplans embedded in the CPO and OBW system for programmes that are more cross-cutting in nature.

Accountability for the quality of the operational risk management: Operational performance was found adequate due to good coordination and communication between field and headquarters (HQ). However, risk management challenges were found to be highest for resource risks linked to longer term funding and for operational risks related to the ambiguity of roles and responsibilities, such as between the field and HQ or within line management structures.

- *As the Office is currently in the process of reviewing the design of the P&B as part of the 2014–15 proposals, in response to last year's recommendations, no additional ones under this heading are included this year.*

ILO'S EVOLVING QUALITY ASSURANCE

The Annual Evaluation Report 2010–11 profiled results from several studies pointing to weaknesses in ILO's performance in design, monitoring and reporting of projects and DWCPs. As a follow-up to this exercise, EVAL reviewed the use and usefulness of several mechanisms introduced by the Office in the past few years to improve quality in these areas. The three tools reviewed are the project appraisal (PA) system, the DWCP quality assurance appraisal (QAM), and the standardized tool and template for reporting project implementation performance.

Given that the appraisal tools themselves have undergone quality checks, EVAL focused its analysis first on the actual use of the two appraisal types and the performance reporting template, and second, when used, on the evidence available to indicate their

effectiveness. The preliminary results of these reviews will contribute to the planned high-level evaluation of the ILO technical cooperation strategy currently proposed for 2013.

QUALITY APPRAISALS OF TECHNICAL COOPERATION (TC) PROJECTS

The ILO appraisal mechanism is an analytical assessment of the design of technical cooperation programmes and project proposals. It was established in June 2010. Its purpose is to ensure that technical design standards have been met, results-based management has been applied, and that the proposals contribute to achieving ILO's priorities and Decent Work Country Programmes.

PARDEV records indicate that 210 TC projects were submitted for appraisal during the period of January 2011 and June 2012. Of those with budgets exceeding US\$1 million, a random sample of 20 per cent was taken, after which a final set of fifteen were selected based on the full documentation available to complete this analysis.

PARDEV has developed three reporting templates: concept note appraisal, initial appraisal and final appraisal. The final appraisal report authorizes its submission to the donor. As required, appraisals of project proposals are completed by different parts of the Office but the processes followed differ from region to region. In the case of Asia, the regional office has provided initial comments to improve quality and forwarded the proposal only when quality standards were met. In other cases, HQ and the regional offices have simultaneously provided feedback. In addition, various parts of the Office are asked to appraise mainly those sections of the proposal relevant to their area of expertise.

Compliance was measured according to the quality and timeliness of feedback provided by various units critiquing proposals on the basis of adherence to PARDEV's prescribed template (appraisal checklist for technical cooperation proposals) and response time. Effectiveness of the appraisal system was analysed on the basis of notable improvements in the proposal quality.

Compliance

Overall, PARDEV and other contributors complied well with the appraisal process. The draft proposals were found to have been widely circulated to the relevant ILO staff that could then communicate and coordinate with the proposal originators both within and outside of the formal appraisal process. This is considered a major improvement over the previous closed process for proposal development.

In terms of feedback provided, PARDEV comments were available for 93 per cent of the sampled TC projects. Not all of this feedback used the standard appraisal checklist but may instead have sent comments in text form. Comments made by PARDEV were found to be very comprehensive although concentrated on a few sections of the draft proposals. Useful comments were provided to the originating units for aligning the

project objectives and strategies to donor priorities and ILO's ongoing efforts. In terms of appraisal criteria, relevance and strategy fit, programme logic, knowledge management and sharing, and presentation were found to have received maximum attention. These are consistent with appraisal priorities, given that one of the main objectives of the appraisal is to ensure that TC projects provide measurable contributions to the ILO outcome-based workplanning.

As mentioned, many of the TC projects were appraised at earlier stages, (e.g. four of the 15 TC proposals were fully appraised by the Asia and the Pacific Region and revised prior to PARDEV review). Response time for the appraisal feedback was found to be within the prescribed time frame (five days) for the sample cases. In fact, nearly 40 per cent of the sampled TC projects were appraised by PARDEV within two days of receiving the drafts.

Effectiveness

The assessment of effectiveness was done based on a four-point scale where 1 is highly unsatisfactory, 2 is unsatisfactory, 3 is satisfactory, and 4 is highly satisfactory. The appraisal criteria described in the TC Appraisal Checklist were used for scoring the proposals before and after appraisal. This was done in order to assess the degree to which the comments provided are used to improve the quality of proposals. Since appraisal templates were not always followed, the comments by PARDEV were taken as a basis to score the pre-appraisal quality of the sample. Appraisal criteria not mentioned by PARDEV in its appraisal were assumed to be satisfactory or not requiring significant change. (This methodology did not measure improvements made prior to PARDEV's appraisal.)

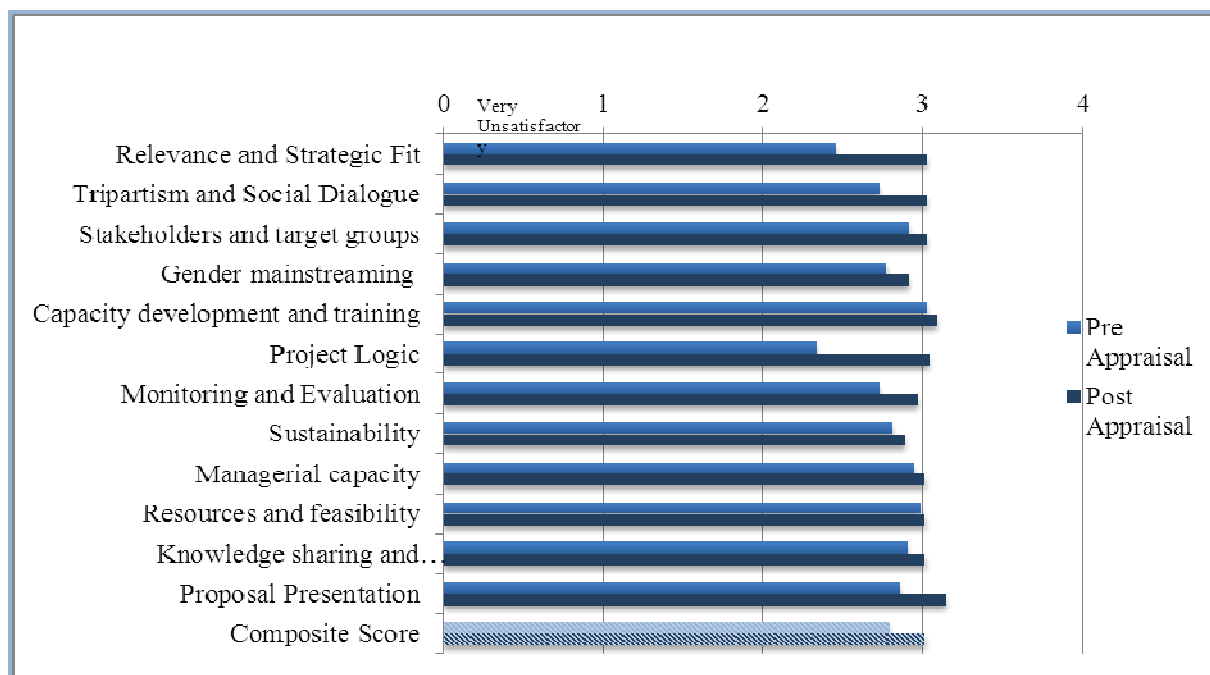
Figure 4 below shows the results of EVAL's assessment of quality changes in proposals before and after feedback from PARDEV, after an initial round of feedback and revisions had taken place in at least some of the regions. Notable improvements were observed in the areas of the results framework; followed by relevance and strategy fit; and presentation, which PARDEV identified as weak areas in many proposals. Not captured in the matrix, but where feedback was also regularly provided and applied, is budgeting compliance, handling of procurement, and evaluation requirements.

As figure 4 suggests, the results signal that the appraisal process is adding value and improving project design through targeted and systematic feedback by concerned ILO departments and units on critical proposal areas. The results suggest that the quality of the proposals reaching PARDEV have likely already improved as a result of the review process. The magnitude of improvement shown in the graph suggests the PARDEV appraisal feedback has improved quality further in the particularly weak areas of project logic and strategic fit thereby ensuring proposals meet the required standard of satisfactory on all criteria.

Another interpretation of results may suggest that the proposal originators are not making effective use of the feedback they receive to improve proposal quality. Even post-appraisal project proposals are still bundled at the satisfactory quality level with none of them achieving a composite post-appraisal quality rating above 3.5. The results

suggest that appraisal processes cannot alone improve proposal quality beyond a certain level given the short time frame and the advanced stage of proposal development. Instead, the combination of guidance, training and technical support currently provided may need to be enhanced and brought in as early as possible to complement the appraisal tool.

Figure 4: Average quality ratings of technical cooperation proposals, pre- and post-appraisal



Recommendations

- The appraisal function has been well established at HQ level. However, regional capacities need strengthening to fully carry forward this function.
- CODEV should continue to strengthen the linkages between its supervisory and oversight role and its guidance and capacity building work to improve the quality of project design during the proposal stage. This may involve targeted support earlier in the proposal development stages.
- The Office should consider stronger mechanisms for linking final proposal quality to originating unit accountability. Where quality is found weak, plans for follow-up post-approval should become more systematic.

DWCP QUALITY ASSURANCE MECHANISM (QAM)

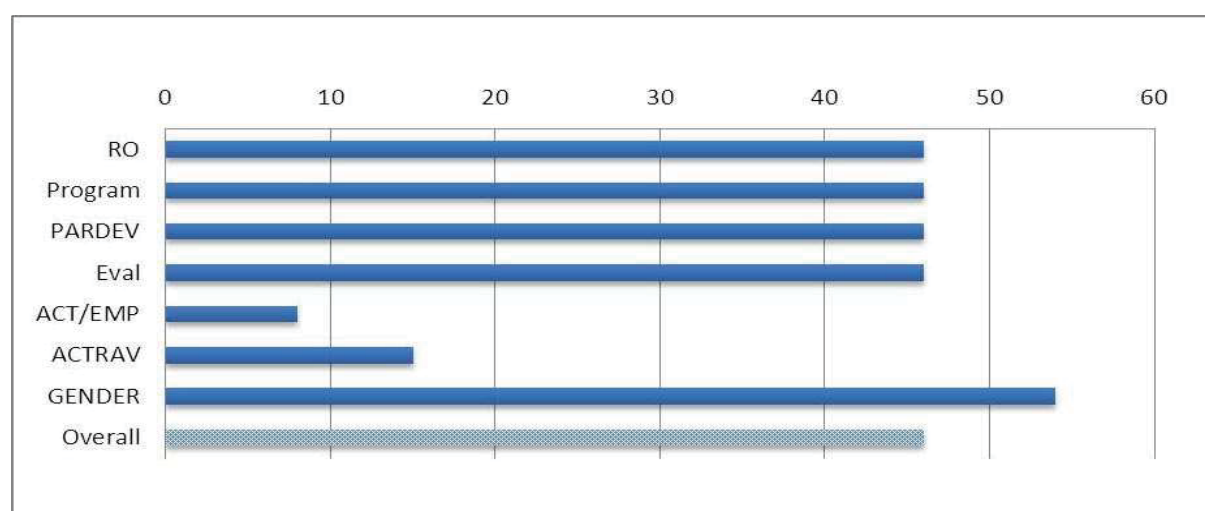
The assessment of the DWCP QAM considered the level of compliance with the ILO DWCP guidelines and the effectiveness of the process on quality of the approved DWCPs. It focused on efficient implementation of the QAM, in order to reduce significantly the DWCP preparation cycle while maintaining the strategic relevance of the exercise. According to ILO records, 34 DWCPs were appraised over the past two years. Of these, nine (selection was also based on availability of the necessary documentation) were analysed for this study, with only one main use of the revised QAM guidelines issued in late 2011. The assessment focused on: (i) compliance with the QAM templates, and (ii) the effectiveness of the exercise on the quality of the approved DWCP document.

Compliance

Compliance was measured in terms of use of the ILO QAM appraisal checklist, and the extent to which the appraisers addressed the established criteria and questions. The analysis of compliance by Regions shows that in the past two years, the Americas have not initiated the QAM process to improve their draft DWCPs. The timeliness and efficiency of responses could not be fully assessed due to too little information available on the dates of feedback being sent.

Of the nine DWCPs reviewed, ROs, PROGRAM, PARDEV and EVAL completed just under half of the requested appraisals and GENDER, just over 50 per cent (see figure 5 below). As with project appraisals, many completing the appraisal respond to those questions related to their technical area, and leave blank sections where they have less familiarity or expertise. Under the revised system the QAM continues to require inputs from ROs, PROGRAM, PARDEV, EVAL, ACT/EMP, ACTRAV, GENDER.

Figure 5: Availability of QAM appraisal records by appraiser group



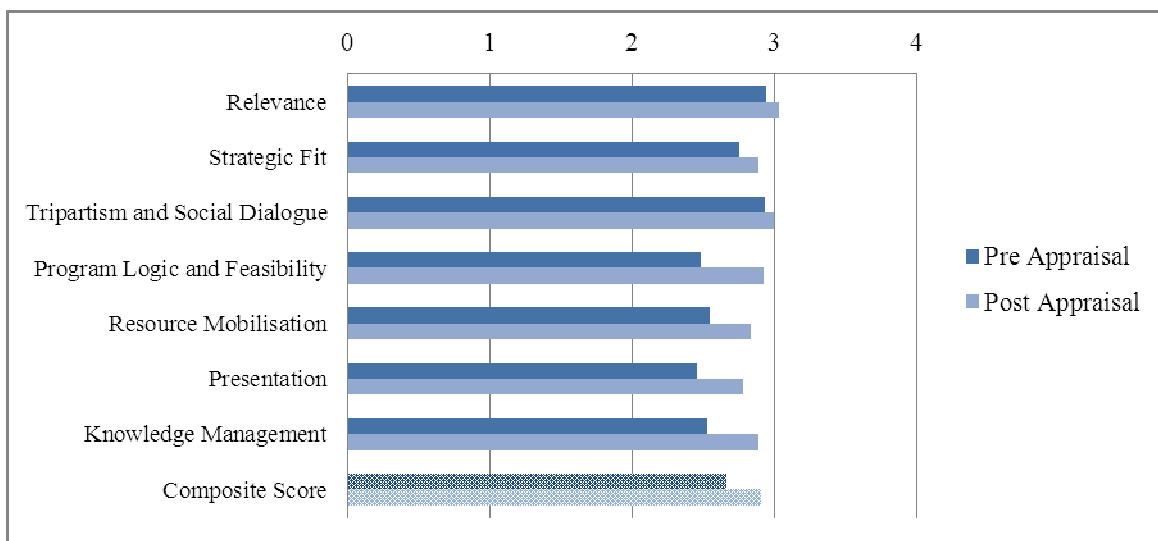
Effectiveness

The effectiveness of the QAM was assessed based on the comprehensiveness and quality of feedback provided and the degree to which this resulted in improvements to the DWCP documents. This involved mapping the key observations and analysing precision and clarity of feedback; determining if specific references to sections that needed improvement were provided by appraisers; and checking that alternatives were provided to fill the gap areas.

The assessment indicates mixed results in terms of effectiveness of the process on improved quality and enhanced results orientation of DWCPs. A key finding is that closer involvement of ROs in DWCP development and appraisal helps to improve the document. This is apparent from the scoring results for Africa and the Asia and the Pacific regions. Feedback from these regional offices was found to be very comprehensive, constructive and closer to country contexts. This finding strongly supports the revised QAM procedure requiring that ROs take the lead in the process.

Overall, post-QAM DWCPs showed improvements in areas of strategic fit, programme logic, presentation, knowledge management and resource mobilization, as depicted in figure 6 below.

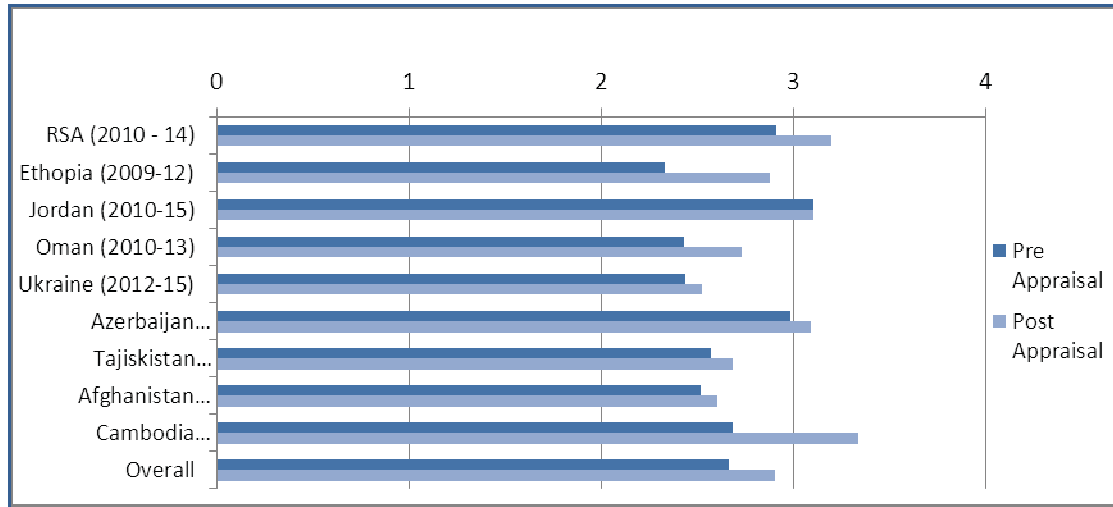
Figure 6: Average quality scores of DWCP QAM criteria, pre- and post-appraisal



Feedback provided by most appraisers was clear and concise. In most cases, comments made specific references to the sections requiring improvement and also provided useful alternatives.

The results frameworks received the most frequent and elaborate feedback from appraisers, resulting in greater improvements. As shown in figure 7 below, the quality of final DWCP documents was found to fall within the general range of satisfactory with one being assessed as highly satisfactory.

Figure 7: Composite scores of DWCP QAM by country, pre- and post-appraisal



Key Lessons

Availability of QAM records emerged as a major challenge in assessing the degree of compliance. While records indicate that substantial efforts are made by the COs and appraisers to enhance the quality of DWCPs, there is not enough evidence to ascertain the degree to which the appraisal comments are taken into account when finalizing the DWCPs.

There is no single repository of QAM records for DWCPs. Time taken at each stage of appraisal is also not recorded, in the absence of which, time-efficiency of the process cannot be established. At times, appraisers do not record their designation and location making it difficult to identify the appraising unit.

The new QAM checklist limits feedback to appraisal criteria relevant to specific units. This makes the entire appraisal cycle more efficient, making the process easier for the COs and less time-consuming for appraisers. This is an improvement from the pre-2011 template.

Recommendations:

- A standard guideline for appraisers explaining the factors to be kept in mind while appraising may be helpful. On the whole, apart from pointing out weak areas, providing specific alternatives for improvement should be encouraged. The appraisal could also be used to identify the areas for capacity building at the level of COs.
- The Country Offices should be encouraged to file their response to appraisal comments and this should be part of the QAM repository for each DWCP. The Office should maintain repositories for documents relating to QAM appraisals, drafts and final DWCPs at HQ or RO level.

PROGRESS REPORTING OF PROJECT PERFORMANCE

In 2010 the ILO revamped its project implementation monitoring tools and introduced a systematic approach to tracking the achievement of a project's outputs and outcomes relative to its estimated time and cost parameters, through the Technical Cooperation Progress Reports (TCPRs) template. These are critical tools for forward-looking strategic positioning, organizational learning and sound management. They incorporate an element of evaluability, and capture lessons learned and emerging good practices.

Because of differences in reporting requirements, not all progress reports use the new template. However, PARDEV actively encourages donors to accept the new system as the revised reporting format for interim and final progress reporting. The first self-evaluations using these new formats were available in 2012.

The assessment is twofold: i) to determine the level of compliance with the new standard progress reporting system, and 2) establish the effectiveness of these reports as project management and organizational learning tools. A sample of 16 TCPRs was used (one completed in December 2010, three completed during 2011 and 12 covered the period between January 1 and June 30 2012). The sample selection was based on the following criteria: (i) regional representation, (ii) diversity in terms of reporting criteria (i.e. ILO mandated and/or donor required), and (iii) reports for operations greater than one million submitted to PARDEV.

Compliance

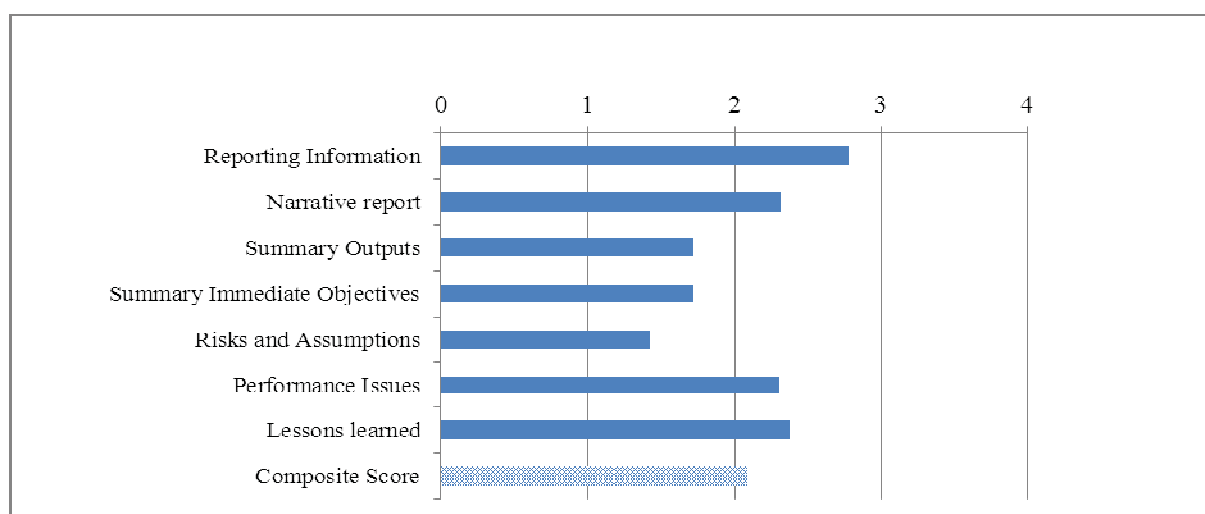
The availability of TCPRs was a major constraint to conducting this analysis in part due to there being no single repository for progress reports. Instead, each region and sector is responsible for managing and storing TCPRs falling under their area of responsibility.

Asia and the Pacific Region was found to have in place the most systematic process for storing TCPRs due to its Knowledge Sharing Platform (KSP). A similar system is under construction by PARDEV for use at the ILO global level.

Effectiveness

The results of the quality assessment of TCPRs sampled showed that, on average, most sections of the reporting template were found to be of unsatisfactory quality. No regional office or sector was found to systematically check progress reports for quality and it is unclear how these reports have been fed in to the broader P&B programming processes.

Figure 8: Average scores of TCPR Quality, by reporting category



Recommendations:

- **Systematic quality assurance of TCPRs should be conducted by the responsible administrative units in the regions and HQ with oversight exercised by PARDEV.**
- **TCPRs should inform decision making and provide input for PARDEV's annual reports on the overall implementation of the ILO's TC portfolio.**
- **In the absence of an all-encompassing M&E system, the Office should establish a centrally managed knowledge exchange system where TCPRs can be stored and accessed by all internal stakeholders.**
- **ILO's donors should support, to the extent feasible, the use of the TCPR approach to progress reporting.**

EVALUATION OF RBSA ACTIVITIES

The ILO established the *Regular Budget Supplementary Account* (RBSA) to support the Decent Work Agenda through flexible un-earmarked voluntary contributions to the ILO's programme of work. RBSA is a key resource to deliver decent work results. The intent of this section of the report is to continue with the practice established in last years' AER to report on evaluations of RBSA-funded initiatives and on the effective use of the RBSA monitoring and evaluation set aside funds.

The Office completed six evaluations of programmatic work with a sizable RBSA funded component of which four were from Africa and two from Latin America. Five were independent evaluations and one was internal. Most covered multi-year work programmes for the period from 2009 to 2011, and most RBSA allocations from this

period fell under the results framework of multiple DWCPs so that the scope of the evaluations was mainly thematic.

EVAL conducted a meta-analysis of the ILO's performance based on the six evaluation reports' findings. The analysis criteria included: i) relevance, ii) coherence, iii) effectiveness, iv) efficiency, v) sustainability and impact, and vi) M&E framework and evidence of results.

Key findings

All sample evaluations followed the UNEG recommended framework for evaluation and also provided useful recommendations and lessons learned. Findings relate to the six reviewed evaluation reports and have to be considered in conjunction with other reports on the overall effectiveness of RBSA funded initiatives. Most RBSA interventions (five of the six) were found to have added value to the achievement of the regional strategy and DWCP outcomes they supported. Table 7 below lists the evaluations reviewed for this analysis. The assessment results are presented in figure 9.

Table 7. Evaluations of RBSA-funded initiatives reviewed for the assessment (US\$)

Allocation title	Allocation amount (US\$)
Apoyo al Desarrollo de Políticas Públicas para la Promoción de las Cooperativas en Bolivia	200 000
Social security quantitative training for Africa (QUATRIN AFRICA)	3 948 279
Extending social security to African migrant workers and their families	2 866 710
Youth Employment Support – Jobs for the Unemployed and Marginalized young People (YES-JUMP)	1 299 274
Improving institutional capacity for governing labour migration in Africa: Special focus on North and West Africa	3 947 368
Asignaciones de Fondos RBSA 2010–2011 en Apoyo a Organizaciones de Trabajadores y Organizaciones de Empleadores	800 000
Grand Total	13 061 631

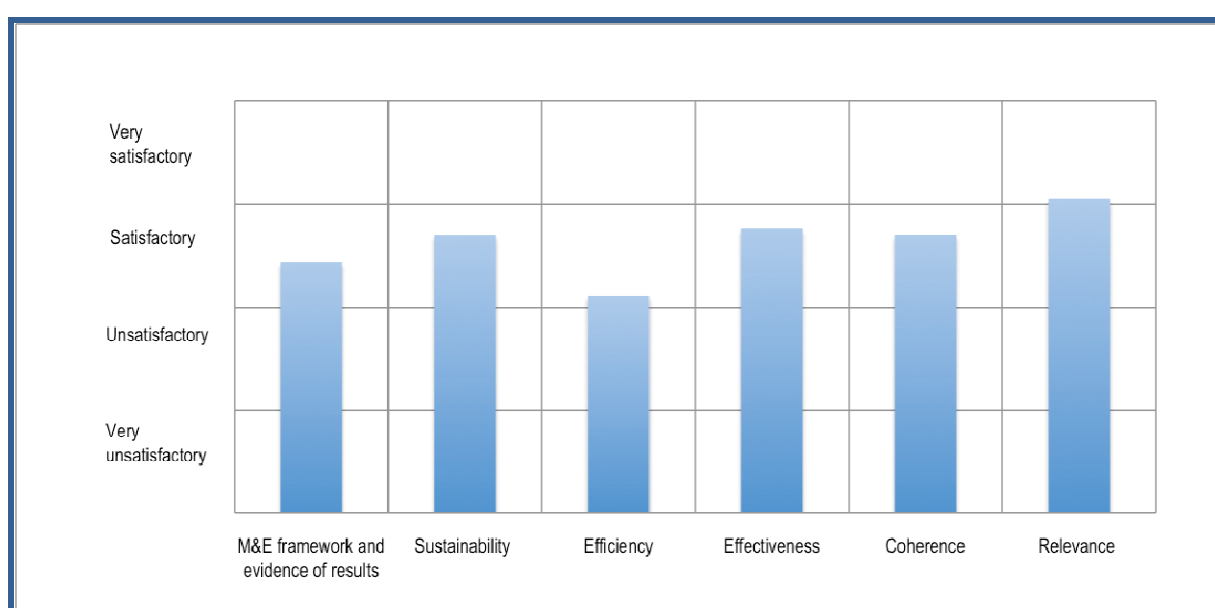
The evaluations pointed out that the RBSA-funded interventions supported country programme outcomes but often were not linked to a clear logical framework and monitoring system, largely due to the uneven use of a monitoring system for the CPO to which the RBSA was linked. Most evaluations found that while the CPO purpose, outcomes and outputs were clearly defined, measurable indicators and milestones for tracking progress were far less evident. Exceptions were RBSA allocations that supplemented initiatives funded through traditional technical cooperation projects for which logical frameworks and monitoring systems were available and aligned with the relevant CPO.

Several evaluations found that more frequent performance reporting that covers a wider range of criteria was needed for effective oversight of the CPO and for identifying lessons

learned. This is strongly encouraged in the revised DWCP guidelines, but not compulsory.

Roughly half the evaluations noted that in cases where different ILO Offices were involved (CO, RO and HQ) in collaborating to deliver the RBSA-supported CPOs, there were challenges related to ambiguity over roles and responsibilities. As the ILO moves further towards allocating RBSA for CPOs, it will need to guide staff in how to merge practices previously established for either regular budget programming or technical cooperation programming.

Figure 9: Average performance rating of RBSA-funded initiatives, by evaluation criteria



Recommendations

- Considering that CPOs are the ILO's main results framework for activities at the country level, the linking of RBSA allocations to CPOs through a results-focused monitoring system needs to become more consistent.
- EVAL should continue to monitor and assess CPO M&E practices and report to the GB on the value added to CPOs through RBSA investments.

PERFORMANCE RATINGS IN ILO EVALUATIONS

Since 2006, the ILO evaluation function has used ratings in evaluations as an added dimension for communicating evaluation findings. However, rating systems can be misleading if quantitative values used in ratings are not used consistently (reliability) or accurately (validity). For this reason EVAL contracted Professor William Trochim,

Cornell University, to review its rating methodologies to find ways to strengthen and improve them.

Being a proponent of ratings as a means of reinforcing results-based management systems, the reviewer endorsed ILO's move to apply ratings as part of evaluation methodologies. If used appropriately, ratings can be relatively easy to apply and can summarize a broad range of key features in just a few numbers.

Overall, the review offered several constructive suggestions to improve the various tools, such as more systematically verifying the consistency between the descriptive findings with the quantitative scores given. The review states, "Wherever possible and appropriate, evaluators should be encouraged to provide multiple forms of evidence (triangulation) to justify the award of a particular score."²

A second area to improve would be the calibration of scores to convey similar performance criteria and levels, which could involve independent checks on the choice of scores. The review advised ILO to check for overlap between indicators. Finally, the review cautioned against the temptation to aggregate ratings into a composite performance score for a project or programme or from multiple projects to a programme level. Table 8 summarizes some of the feedback contained in the report on each tool.

EVAL will revise its rating practices by taking action on the following recommendations:

Recommendations

- **Be consistent in terms of choice of scales and criteria, ideally moving to a six-point scale and applying OECD/DAC evaluation criteria as the default performance matrix for evaluations.**
- **Avoid the use of aggregation and weighting of data within an individual assessment.**
- **Integrate the management information system for compiling and storing evaluation-based performance data across all tools and time periods.**
- **Peer review all ratings used in high-level evaluations prior to their finalization.**

² A summary of the study is available on request from eval@ilo.org.

Table 8. Summary of findings for ILO rating methodologies

Evaluability Assessment	<i>Weighted scoring to indicate whether topic can support an independent evaluation</i>
	+ Complements descriptive analysis to signal through scores the preparedness of the topic for evaluation - Need to better distinguish between ratings that reflect poor performance versus prematurity of timing
DWCP Review	<i>Independent evaluator rates performance aspects of DWCP and individual CPO</i>
	+ Ratings validated through constituent and staff feedback - Link between findings and ratings not always well supported in reports
Strategy Evaluation	<i>Qualitative scoring to indicate strategy performance within evaluation criteria</i>
	+ Alignment with SPF and P&B outcomes and indicators - Need to explain purpose of scores within evaluation methodology
Project Performance Rating	<i>Ex-post rating of project performance using standard criteria and indicators based on final independent evaluations</i>
	+ Matrix includes qualitative description of each performance level or score on a four-point scale, offering a degree of objectivity to the rating process. - Indicators should be reviewed to eliminate overlap and tighten calibration

APPENDIX I. PLAN OF ACTION FOR THE IMPLEMENTATION OF RECOMMENDATIONS AND SUGGESTIONS CONTAINED IN THE ANNUAL EVALUATION REPORT 2010-11

Recommendations from Annual Evaluation Report 2010–11				
Suggestions and next steps	Long-term improvements	Short-term actions 2012–13	Who/additional cost 2012–13	Status
(1) Assessing the effectiveness of the ILO's strategic framework				
1.1 Operational alignment and resource allocation should be based on the assessment of the four strategic goals' results rather than the reverse. Stocktaking and, potentially in the longer run, impact assessment should be part of the recurrent discussion reports. Their discussion by the ILC required under the ILO Declaration on Social Justice for a Fair Globalization could provide a good basis for this process.	The evaluability of the new SPF results frameworks (2016–20) improved to allow for a sound assessment of the four strategic goals' results.	Conduct each year two high-level in-depth strategy evaluations of SPF outcomes or ILC related topics as mandated by GB. Perform an evaluability assessment of the SPF results framework (by November 2012). EVAL produces a comparative analysis of the evaluability of 2010–11 and 2012–13 P&B results frameworks and highlights achievements and areas for improvement in the 2011–12 AER. Produce by March 2012 a guidance note on targeted impact evaluation methodologies for technical departments including guidelines on selection of consultants and quality review of the eventual reports. Enhance organizational learning, a working paper systematically synthesizing results and lesson learnt from completed independent evaluations, impact studies and other research related to the topic under review in the recurrent report will be produced prior to the ILC. EVAL will collaborate with relevant departments to prepare such systematic review as of 2013. Note: Last work item can only be conducted provided the topic of recurrent report is confirmed one year ahead.	EVAL/ None EVAL/ None EVAL/ None EVAL and other departments/ \$50 000 per topic	On track Postponed. The evaluability assessment would be more relevant to the 2014–15 P&B currently under preparation. This would capture adjustments and improvements made to the SPF indicators. Completed Preparations for a synthesize report based on completed studies and evaluations related to social dialogue have started. The working paper will feed into the recurrent discussions scheduled for 2013.

1.2 Articulate explicitly and codify [systematize] a results-oriented accountability framework for the ILO, differentiated for managers and staff and linked to (weighted) outcome indicators. In the logic of the results framework, managerial accountability for results could be cast in the form of a following triangulation: (i) accountability for the timely delivery of outputs to the required quality standards, as a necessary condition for achieving the expected results; (ii) accountability for the relevance, validity, sustainability and attainability of the assumptions establishing the link between outputs and expected outcomes; (iii) accountability for the quality of the 'operational' risk management. On the basis of a properly managed triangulation, managers can safely expect the outcomes to materialize.	The system for supporting implementation of the results framework for the SPF 2016–20 improved to better monitor outcomes including risk management strategies, thus ensuring managerial accountability for results.	A critical assessment of the results framework with respect to indicators, measurement criteria and the validity of assumptions will be carried out to inform the development of the next SPF by the end of 2013.	PROGRAM/ None	On track. As indicated during the discussion of the 2010–11 Implementation Report, the Office has on-going work to improve the qualitative dimension of indicators and measurement criteria. A sample will be submitted as part of the P&B proposals for 2014–15. In May 2012, guidelines on unit workplans were issued. Unit workplans provide a framework for the development of individual performance management plans and provide management with a tool to track progress towards the delivery of outputs.
(i) accountability for the timely delivery of outputs to the required quality standards, as a necessary condition for achieving the expected results, in the context of unit workplans and performance management;		Establish criteria for the timely delivery of outputs to the required quality standards, as a necessary condition for achieving the expected results, in the context of unit workplans and performance management;	HRD/PROGRAM/ Managers	
(ii) accountability for the relevance, validity, sustainability and attainability of the assumptions establishing the link between outputs and expected outcomes;		Complete biennial independent validation of the quality of operations and risk management strategies.	PROGRAM with EVAL support / None	In February 2012, to facilitate the preparation of the beginning of the cycle performance management form for the 2012–13 biennium, a <i>Guide to Writing SMART Outputs</i> was issued by HRD and distributed to staff in hard copies. The <i>Guide</i> emphasizes the alignment of individual outputs with the unit workplan and provides examples of SMART outputs in support, technical and management areas. Office-wide risk management strategy to be reviewed and redefined in 2013.
1.3 Include the list of critical assumptions in the outcome-based workplan (OBW) template and identify suitable methodological approaches for monitoring the implementation of the programme and budget and SPF.	Idem.	Review assumptions and risks in relation to outcomes in the results framework in 2012–13.	Outcome managers and PROGRAM/ None	Information on critical assumptions under each outcome will be included in the OBW template in IRIS and reviewed in 2013.

(2) Methodologies for synthesizing evaluation-generated performance information

2.1 Carry out a meta-analysis of operational performance on a biennial basis, drawing from findings, conclusions, recommendations and lessons learned from independent evaluations completed during the previous biennium.	A sound methodology in place for linking technical cooperation performance and results with SPF outcomes.	Second biennial outcome-level meta-analysis report completed for Nov. 2013. Better align operational performance data more directly with SPF outcomes, EVAL will fine-tune its methodology to better link technical cooperation performance with each SPF outcome. Much of the data will focus on country-level indicators, pulling primarily from the list of CPOs associated with each SPF outcome.	EVAL/\$30 000 Planned for 2013 In progress
Note: Action step can only be conducted provided CPO performance data are collected and verified by the Office.			
2.2 Revise the methodology and integrate into evaluation procedures for independent evaluations; collect performance data directly from the independent evaluator(s).	Management Information System (MIS) maintained for evaluation data storage and analysis	Regularly collect data on standardized performance indicators as part of the independent evaluations of technical cooperation projects - beginning in 2012.	EVAL/None After pilot testing a questionnaire, EVAL considers for validity and reliability reasons that evaluator scoring should be combined with ex-post independent scoring. This approach will be applied for the 2013 report.
2.3 Incorporate in the scope of upcoming evaluations of ILO P&B outcomes consideration of project evaluation findings including performance scoring	Incorporate relevant project performance based on the above assessment methodology into the analysis of all 2012–13 high-level strategy evaluations.	EVAL/None	The performance criteria, indicators and ratings were used when assessing the technical cooperation portfolios within strategy evaluations conducted by EVAL.

(3) DWCP lessons learned

3.1 Strengthen the design and implementation of DWCPs based on recommendations contained in meta study of nine DWCPs in 2010 by ensuring: i) design reflects sound understanding of each country's unique character and flexibility to adapt to external shocks; ii) constituents are fully engaged in developing DWCPs; iii) DWCP M&E frameworks are an essential part of the design process and include the necessary resources to implement these; iv) progress is made towards the institutionalization of the Decent Work Agenda, including its M&E framework, into the country's institutions, budgets and procedures; v) funding support for DWCP is programme-based rather than project-based, and country office structures are aligned to support the DWCP approach; and vi) an appropriate communication strategy is developed and funded to share experiences on DWCPs results.	DWCPs are the main vehicle for ILO support and tackle within national development decent work major deficiencies through efficient programmes that embrace each of the strategic objectives.	Application of findings from the EVAL DWCP Meta-analysis (2011). The DWCP Guidebook (Version 3) released in December 2011 has addressed all the recommendations contained in the DWCP meta-analysis reported on in the AER 2010–11. The guidelines reinforce the requirement of direct participation of ILO constituents; contains language suggesting that monitoring plans and implementation plans are mandatory; and the Quality Assurance Checklist in the guidelines contains a question on constituents' ownership. During 2012–13, the DWCP guidebook will be actively promoted, used in training events and in other learning and exchange opportunities.	Completed
Currently, the ILO is moving towards less earmarked extra-budgetary technical cooperation (XBTC) aimed at supporting outcomes. This complements regular budget (RB) and RBSA, which already can be programmed flexibly towards DWCPs. This has allowed for the development of rigorous outcome-based programmes, which can ensure project quality and consistency across regions. The next step will be to coordinate outcome-level actions into coherent country packages in support of integral DWCPs. To do this, the ILO will strengthen the consultation mechanisms between outcome coordinators and field offices to see how outcome-based programmes can also work in synergy at the country level.	PARDEV/None	Three outcome-based partnership agreements were signed with Sweden (Phase II, 2012–2013), Norway (2012–2015) and Irish Aid (2012–2015). Within this framework, PARDEV facilitates coordination between trade unions (TUs), outcome-based coordinators, PROGRAM, EVAL and field offices with the aim of improving the design of project documents as well as results reporting based on decent work outcomes and CPOs.	Completed
The tentatively scheduled high-level evaluation of the Field Structure Review in 2013 will allow for an assessment of progress made in aligning country office structures and resources to support the DWCP approach.	EVAL/None		

APPENDIX II. RESULTS-BASED MANAGEMENT MATRICES FOR EVALUATION STRATEGY

Outcome 1: Improved use of evaluation by ILO constituents and management for governance

Indicator	Baseline	End target
The frequency and quality of the Evaluation Advisory Committee's decisions and advice on the relevance of the evaluation programme of work to Governing Body policy decisions and strategic objectives of the Office; adequacy of follow-up to evaluation results	Three meetings in 2010; topics discussed for coming year only; no discussion of strategic use of evaluation recommendations	EAC convenes meetings and forums where analysis and dialogue on evaluation topics and follow-up lead to documented plans and follow-up for strategic use
Annual evaluation report synthesizes recommendations and lessons learned based on evaluations	Reporting on implementation of evaluation strategy without analysis of broader ILO effectiveness	Annual evaluation reporting based on the analysis of evaluation reports.
High-level evaluations assess the contributions of technical and decent work country strategies to the SPF and programme and budget outcomes	External quality rating of evaluations; 2005–09 (from independent external evaluation)	High-level evaluations better inform governance-level strategic and programming decisions
Biennial milestones		
2010–11	2012–13	2014–15
2011: EAC schedule, procedures and deliverables specified in new action plan; formal record of recommendations for evaluation programme of work (2012–13); record of EAC advice on use of specific recommendations	Four meetings per year; record of recommendations for evaluation programme of work (2013–14); record of EAC advice on use of specific recommendations	Four meetings per year; formal record of recommendations for evaluation programme of work (2015–16); record of EAC advice on use of specific recommendations
Performance information in annual evaluation report based on analysis of evaluation reports; results discussed by Programme, Financial and Administrative Committee (PFAC)	2013: Improved annual evaluation report based on Governing Body feedback; results feed into the Programme and Budget for 2014–15	2015: Annual evaluation report used in developing new SPF and programme budget
Results of internal peer review of high-level evaluations 2010–11 register satisfactory quality	Results of internal peer review of high-level evaluations 2012–13 register satisfactory quality	Results of external evaluation show high satisfaction with RBM link and usability of high-level evaluations 2010–15

Outcome 2: Harmonized Office-wide evaluation practice to support transparency and accountability

Indicator	Baseline	Target 2010–15
2.1 By 2015, 100 per cent of DWCPs and projects will have mechanisms in place for regularly engaging constituents in the use of evaluation processes	n.a.	Results of periodic ex-post surveys; reporting of constituent response and follow-up show 80 per cent of evaluations used by constituents; 100 per cent of final project reports document constituents' involvement and sustainability plans
2.2 Upgrade and expand the use of evaluations for management (decentralized)	Count of self-, internal, thematic and impact evaluations conducted by sectors and regions (2009)	All regions and sectors have biennial evaluation plans that link to management accountability and organizational learning
Biennial milestones		
2010–11	2012–13	2014–15
2.1 2011: Initial survey to constituents based on 2010 evaluations completed sets baseline measure	2013: At least a 25 per cent improvement in reported use of evaluations by constituents over 2011 levels	2015: At least a 50 per cent improvement in reported use of evaluations by constituents over 2011 levels
2.2 2011: 20 per cent increase in use of self-evaluation to address organizational issues; 20 per cent use of project final progress report	All internal and self-evaluations accessible and searchable in the ILO's database	80 per cent use of project final progress report (self-evaluation) for projects above US\$500000; results of validation exercise measure validity and reliability of evaluation and reporting

Outcome 3: Evaluation capability expanded through enhanced knowledge, skills and tools

Indicator	Baseline	Target 2010–15
3.1 Evaluation capacity and practice among ILO staff and constituents improved	Number of staff and constituents receiving technical training and hands-on support (2009)	By end of 2015, 225 additional constituents and 225 ILO officials develop specialized evaluation skills related to evaluation
3.2 For evaluation network, standardized roles and responsibilities applied throughout the ILO	No standardized job descriptions for evaluation officers; compliance with evaluation guidelines unknown	Evaluation responsibilities specified in job descriptions; individual performance appraisals; roles and responsibilities standardized
Biennial milestones		
2010–11	2012–13	2014–15
3.1 75 constituents and 75 ILO officials develop specialized knowledge through ILO training	75 constituents and 75 ILO officials develop specialized knowledge through ILO training	75 constituents and 75 ILO officials develop specialized knowledge through ILO training
3.2 2011: ILO generic job descriptions developed for evaluation officers	2013: Internal governance document on evaluation network: approach, roles and responsibilities adopted and applied	

APPENDIX III. DECENTRALIZED INDEPENDENT EVALUATIONS BY TECHNICAL TOPIC 2011

	Technical area	Number	% of total
Employment	Employment policies and advisory services	10	10
	Micro-finance	1	1
	Crisis intervention	2	2
	Gender equality	8	8
	Job creation and enterprise development	7	7
	Employment-intensive investment	7	7
	Programme on skills, knowledge and employability	7	7
	Youth employment	16	17
	Boosting employment through small enterprise development	8	8
	Total	66	66
Social protection	Occupational Safety and Health	2	2
	Governance and management of social security	2	2
	Working conditions	1	1
	Migration	3	3
	Total	8	8
Social dialogue	Social dialogue, labour law and labour administration and sectoral activities	10	11
	Total	10	11
Standards, principles and rights	Elimination of child labour	6	6
	Labour standards	3	3
	Promoting the Declaration	3	3
	Total	12	13
Total decentralized evaluations		96	100

APPENDIX IV. INDEPENDENT PROJECT EVALUATIONS CONDUCTED IN 2011

The following table is arranged by thematic and geographical areas. It lists the 96 independent evaluations of technical cooperation projects conducted and received between October 2010 and December 2011. This increase is mainly due to an increase in ILO's participation in joint evaluations; listed separately within each thematic section: 43 were managed by ILO staff (including one RBSA evaluation), 47 were externally managed evaluations of ILOs participation in a joint UN Programme, and six others were externally managed either by the European Union or an external consulting company. Among these independent evaluations, 40 were final and 56 were mid-term evaluations.

Strategic objective: Standards and fundamental principles and rights at work (14)

Country/ region	Donor	Title of project	Administrative office
ILO managed evaluations (8)			
Brazil	United States	Support to national efforts towards a child labour-free state, Bahia-Brazil – Mid-Term Evaluation	CO-Brasilia
India	Canada	Reducing vulnerability to bondage in India through promotion of decent work (RVBIPDW) for projects GLO/06/58/UKM, GLO/06/59/NET, INT/04/67/IRL and RBSA – Final Cluster Evaluation	DWT/CO-New Delhi
Regional – Africa	France	PAMODEC Phase II – Projet d'appui à la mise en oeuvre des principes et droits fondamentaux au travail (Phase II) – Evaluation final	DWT-CT Dakar
	United States	Towards the elimination of the worst forms of child labour (TECL), Phase II with a focus on HIV/AIDS – Mid-Term Evaluation	DWT/CO-Pretoria
Regional – Inter-regional	Denmark	Promoting the rights and reducing poverty of indigenous and tribal peoples – Final Evaluation	NORMES
	Europe Aid	Promotion of indigenous and tribal peoples' rights through legal advice, capacity-building and dialogue – Final evaluation	
	Ireland	Social partnership and advocacy to tackle child labour: IPEC, ACTRAV and ACT/EMP Social Dialogue and Child Labour Project – Final evaluation	IPEC
Regional – Europe & Central Asia	Europe Aid	Strengthening of comprehensive anti-trafficking responses in Armenia, Azerbaijan and Georgia – Final evaluation	DWT/CO-Moscow

Joint or externally managed evaluations (6)			
Bolivia	MDG Achievement Fund	Integración de productores Andinos indígenas a nuevas cadenas de valor nacionales y mundiales – Evaluación intermedia conjunta	DWT/CO-Lima
Brazil		Security with citizenship: MDG-F Joint Programme on Conflict Prevention and Peace Building in Brazil - Mid Term Joint Evaluation	IPEC
		Segurança Alimentar e Nutricional de Mulheres e Crianças Indígenas no Brasil Rascunho do Relatório Final da Avaliação do Meio Termo	CO-Brasilia
Chile		Fortalecimiento de las capacidades nacionales para la prevención y gestión de conflictos interculturales en Chile – Evaluación intermedia conjunta	DWT/CO-Santiago
Morocco		Programme multi-sectoriel de lutte contre les violences fondées sur le genre par l'autonomisation des femmes et des filles au Maroc – Evaluation mi-parcours	CO-Algiers
Regional – Inter-regional	Europe Aid	Tackling child labour through education – Global (TACKLE) – External Mid-term evaluation	IPEC

Strategic objective: Creating greater opportunities for women and men to secure decent employment and income (57)

Country/ region	Donor	Title of project	Administrative office
ILO managed evaluations (18)			
Albania	Italy	Assistance to strengthen the employment and training system of the national employment services – Final Evaluation	DWT-CO-Budapest
Indonesia	Netherlands	Education and skills training for youth employment (EAST) – Final Evaluation	DWT-CT Jakarta
	World Bank	Rural access and capacity building project (RACBP) in Nias Island, Indonesia – Mid-Term Evaluation	
Kenya	Sweden	Capacity building for the implementation of the Roads 2000 programme and the enhancement of the quality and delivery of employment intensive technology training – Mid-Term Evaluation	CO-Dar es Salaam
Lebanon	Italy	Skills development, employment services and local economic recovery for the construction sector – Final Evaluation	RO-Arab States/DWT-Beirut
Regional – Africa	Denmark	Africa commission: Youth entrepreneurship facility: YEN component – Phase I – Mid-term Evaluation	EMP/POLICY

Regional – Inter-regional	Bill & Melinda Gates Foundation	Independent thematic evaluation of the Social Finance Programme 2005-2010 – Cluster evaluation of GLO/07/08/GAT, GLO/09/01/LUX, Swiss Development Corporation, Luxembourg and German RBSA funds	ED/EMP/MSU
	Europe Aid	Assessing and addressing the effects of trade on employment – Mid-term evaluation	ED/EMP/MSU
		ILO-EC joint management agreement: knowledge sharing in early identification of skills needs – Final Evaluation	EMP/SKILLS
	Ireland	PEPDEL and INCLUDE: Promoting the employability and employment of people with disabilities through effective legislation (Phase III) – Final Evaluation	EMP/SKILLS
		Women's entrepreneurship development and gender equality (WEDGE) Phase 3 – Final evaluation	EMP/SEED
	Norway	Sustaining competitive and responsible enterprises GLOBAL Component (SCORE) – Mid-Term Evaluation	EMP/ENTERPRISE
	Sweden	Promoting inclusive Job rich growth – Mid-Term Evaluation	ED/EMP/MSU
	Swiss Development Corporation	Creating youth employment through improved youth entrepreneurship – Final Evaluation	EMP/SEED
South Africa	Belgium. Flanders Cooperation Agency	Social entrepreneurship targeting youth in South Africa (SEYTYSA) – Final Evaluation	DWT/CO-Harare
Sri Lanka	Japan	Promotion of decent work for youth in Sri Lanka – Final Evaluation	RO-Asia and the Pacific
Viet Nam	UNDP Multi-Donor Trust Fund	Youth employment through local economic development: Quang Nam, Viet Nam – Final Evaluation	CO-Beijing
Zambia	Finland	Broad-based Wealth and Job Creation in Zambia Economic Empowerment through MSME Development – Final Evaluation	CO-Lusaka
Joint or externally managed evaluations (39)			
Albania	MDG Achievement Fund	Youth migration, reaping benefits and mitigating the risks – Mid-Term Joint Evaluation	DWT-CO-Budapest
Angola		Gestão da água e do saneamento em zonas urbanas e periurbanas – Avaliação de meio-termo conjunto	DWT-CO Yaoundé
Bangladesh	Europe Aid	Technical and vocational education training (TVET) reform in Bangladesh – Final Evaluation	CO-Dhaka
China	MDG	ILO component of the culture and development	CO-Beijing

	Achievement Fund	partnership framework (CDPF) – Mid-Term Joint Evaluation	
Costa Rica		Desarrollo de la competitividad para la región Brunca en los sectores de turismo y agro-industria – Evaluación intermedia conjunta	DWT/CO-San José
		Juventud, Empleo y Migración. Una Ventanilla Única para el Empleo Juvenil en Desamparados y Upala - Evaluación Medio Término Conjunta	
Dominican Republic		Fortalecimiento de la cadena de valor del banano mediante el crecimiento de mercados inclusivos - Evaluación intermedia conjunta	
Ecuador		Ecuador: Juventud, empleo y migración para reducir la inequidad - Evaluación medio término conjunta	RO-Lima
Egypt		Dahshur world heritage site mobilization for cultural heritage for community development - Mid-Term Joint Evaluation	DWT/CO-Cairo
El Salvador		Reducción de violencia y construcción de capital social: Una nueva transición en El Salvador - Evaluación intermedia conjunta	DWT/CO-San José
Haiti		Recovery through employment generation, environmental rehabilitation and disaster mitigation - Final Joint Evaluation	EMP/INVEST
Honduras		Creatividad e identidad cultural para el desarrollo local - Evaluación intermedia conjunta	DWT/CO-San José
		Gobernanza Económica Agua y Saneamiento en Honduras - Evaluación conjunta intermedio	
		Honduras - Juventud, Empleo y Migración: Desarrollo humano juvenil vía empleo para superar los retos de la migración - Evaluación conjunta medio término	
Iraq	UNDP - Iraq Reconstruction Fund	Improving quality and relevance of technical and vocational education training (TVET) in Iraq - Final Joint Evaluation	RO-Beirut
Lebanon		Conflict prevention and peace building in North Lebanon – Mid-Term Joint Evaluation	RO-Arab States/DWT-Beirut
Mozambique	UNDP Multi-Donor Trust Fund	ILO Youth Employment Project: Tourism and Construction in Mozambique: 2008-2010- Final External Evaluation	CO-Lusaka
		Strengthening cultural and creative industries and inclusive policies in Mozambique - Mid-Term Joint Evaluation	
Namibia	MDG Achievement Fund	Improved livelihoods of empowered Namibian rural communities through cultural tourism - Mid-Term Joint Evaluation	DWT/CO-Pretoria

Nepal	MDG Achievement Fund	Jobs for peace: 12,500 youth employed and empowered through an integrated approach in Nepal - Final Joint Evaluation	CO-Kathmandu
Nicaragua		Gobernabilidad democrática y económica del sector Agua y Saneamiento en RAAN y RAAS - Evaluación intermedia conjunta	DWT/CO San José
		Revitalización cultural y desarrollo productivo creativo en la Costa Caribe nicaragüense - Evaluación intermedia conjunta	
		Desarrollo de capacidades nacionales para mejorar las oportunidades de empleo y autoempleo de las personas jóvenes en Nicaragua - Evaluación intermedia conjunta	
Niger	Europe Aid	Programme d'appui à la formation professionnelle continue et à l'apprentissage au Niger – Evaluation final externe	EMP/SKILLS
Panama	MDG Achievement Fund	Fortalecimiento de la equidad para reducir las brechas en los servicios públicos de agua segura - Evaluación intermedia conjunta	DWT/CO San José
Paraguay		Juventud: Capacidades y oportunidades económicas para la inclusión social - Evaluación intermedia conjunta	DWT/CO-Santiago
		Fortaleciendo capacidades para la definición y aplicación de políticas de agua potable y saneamiento - Evaluación intermedia conjunta	
Peru		Promoción del empleo y las MYPE de jóvenes y gestión de la migración laboral juvenil - Evaluación conjunta intermedia	RO-Lima
		Industrias Creativas Inclusivas: una Herramienta Innovadora para el Alivio de la Pobreza en el Perú - Evaluación conjunta intermedia	
Philippines		Alternatives to Migration: Decent jobs for Filipino youth - Mid-Term Joint Evaluation	CO-Manila
		Strengthening the Philippines' institutional capacity to adapt to climate change - Mid-Term Joint Evaluation	
Regional - Africa		Cooperative facility for Africa - External Impact Assessment	EMP/COOP
Serbia		Support to national efforts for the promotion of youth employment and management of migration - Mid-Term Joint Evaluation	DWT/CO-Budapest
Sudan		Creating opportunities for youth employment in South Sudan – Mid-Term Joint Evaluation	ILO-Cairo
Tanzania	UNDP Multi-Donor Trust Fund	Wealth creation, employment and economic empowerment in Tanzania (Delivering as One, Tanzania) - Final External Evaluation	CO-Dar es Salaam

Tunisia	MDG Achievement Fund	Creating opportunities for youth employment in Tunisia - Mid-Term Joint Evaluation	ILO-Cairo
Turkey		Growth with decent work for all: A youth employment programme in Antalya, Turkey - Mid-Term Joint Evaluation	DWT/CO-Budapest
Uruguay		Fortalecimiento de las industria culturales y mejora de la accesibilidad a los bienes y servicios culturales de Uruguay – Evaluación intermedia conjunta	DWT/CO-Santiago
Viet Nam	Europe Aid	Labour Market Project: Better information for creating jobs and developing skills in Viet Nam - Final External Evaluation	CO-Hanoi

Strategic objective: Enhance coverage and effectiveness of social protection for all (8)

Country/ region	Donor	Title of project	Administrative office
ILO managed evaluations (4)			
Moldova	Romania	Building capacity for coordination of social security for migrant workers - Final Evaluation	DWT-CO/Budapest
Regional - Africa	RBSA Funds	Social security quantitative training for Africa (Quatrain) - RBSA Final Evaluation	ROAF
Regional - Americas	Spain	Proyecto para la extensión de la protección social en los países de la subregión andina; Bolivia, Ecuador y Perú - Evaluación Medio Término	DWT-CO-Lima
Regional - Asia	Japan	ASEAN focused labour market governance programme (OSH Component) - Final Evaluation	IFP/SafeWork
Joint or externally managed evaluations (4)			
China	MDG Achievement Fund	Protecting and Promoting the Rights of China's Vulnerable Migrants - Mid-Term Joint Evaluation	CO-Beijing
Ecuador		Gobernabilidad del sector agua y saneamiento en el marco de los Objetivos de Desarrollo del Milenio - Evaluación medio término conjunta	RO-Lima
Philippines		Ensuring food security and nutrition for children in the Philippines – Mid-term Joint Evaluation	CO-Manila

Regional – Europe & Central Asia	Europe Aid	Regulating labour migration as an instrument of development and regional cooperation – Final Evaluation	DWT/CO-Moscow
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Strategic objective: Strengthen tripartism and social dialogue (10)

Country/region	Donor	Title of project	Administrative office
ILO managed evaluations (7)			
Democratic Republic of Congo	Belgium	Améliorer la gouvernance dans les mines du Katanga par la promotion du travail décent – Evaluation Final	DIALOGUE
Lebanon	UNRWA	Enhancing local employment, skills and enterprises in Nahr El Bared, Lebanon – Final Evaluation	SECTOR
Regional – Africa	France	Modernisation de l'administration et de l'inspection du travail de quatre pays d'Afrique francophone - Final Evaluation	LAB/ADMIN
Regional – Americas	Spain	Programa regional para la promoción del dialogo social y la cohesión social en America Latina - Evaluación Intermedia	DIALOGUE
Regional – Europe & Central Asia	Ireland	Strengthening social partnership in the Western Balkans - Final Evaluation	DWT/CO-Budapest
Regional – Inter-regional	Norway	Strengthening labour inspection services in Angola, Brazil, China, India and South Africa - Final Evaluation	LAB/ADMIN
	Spain	Proyecto para el Desarrollo Racional y Sostenible del Sector Pesquero - Evaluación Final	Sector
Joint or externally managed evaluations (3)			
Cambodia	MDG Achievement Fund	Children, food security and nutrition - Cambodia Joint MDG Programme - Mid-term Joint Evaluation	DWT-Bangkok
Regional – Americas	United States	Strengthening the civil service systems in the labour ministries in CAFTA-DR countries - Final External Evaluation	DWT/CO-San José
Viet Nam	UNDP Multi-Donor Trust Fund	ONE UN PLAN: Industrial relations and labour law reform project in Vietnam - Final External Evaluation	CO-Beijing

Gender (7)

Country/region	Donor	Title of project	Administrative office
ILO managed evaluations (2)			
Regional - Inter-regional	Norway	Gender equality in the world of work in Angola, Brazil, China, India and South Africa (BASIC Project) – Final Evaluation	GENDER
Ukraine	Europe Aid	Gender equality in the World of Work in the Ukraine – Final Evaluation	DWT/CO-Budapest
Joint or externally managed evaluations (5)			
Bangladesh	MDG Achievement Fund	Joint programme to address violence against women – Mid-Term Joint Evaluation	DWT/CO-Dhaka
Brazil		Programa interagencial de promoción de igualdad de género, raza y etnia – Evaluación intermedia conjunta	CO-Brasilia
Nicaragua		De la Retórica a la Realidad: Hacia la equidad de género y empoderamiento de las mujeres a través de la participación y prácticas de género en los presupuestos públicos - Evaluación intermedia conjunta	GENDER
Palestine		Gender equality and women's empowerment in Palestine – Mid-term joint Evaluation	GENDER
Viet Nam		Gender equality and women's empowerment in Viet Nam – Mid-Term Joint Evaluation	GENDER

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