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International
Labour
Organization

i-eval

Flash news

EVAL highlights

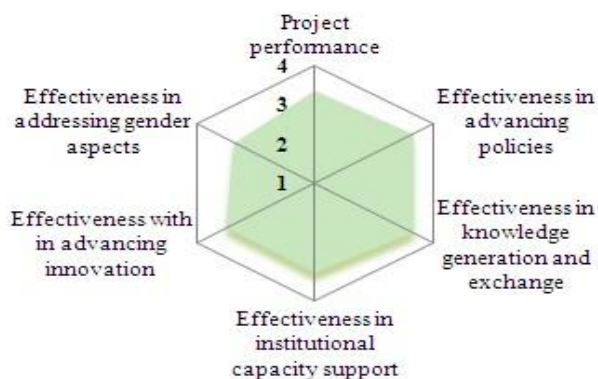
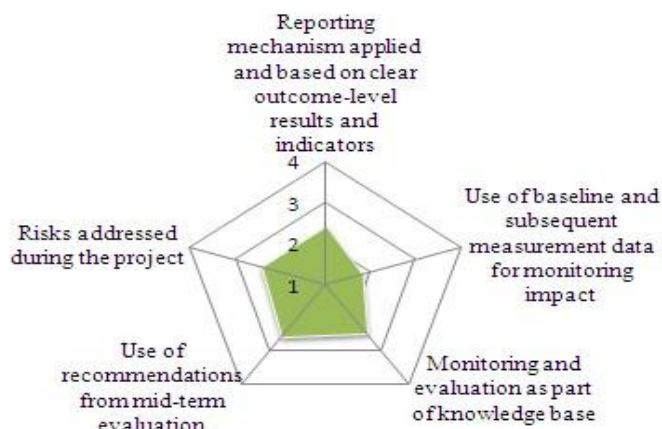
EVAL is pleased to share the second edition of *i-eval*: *Flash news* with you. Through this quarterly electronic bulletin we provide readers with updates, news, publications and upcoming events related to evaluation. [You are invited](#) to alert us about any news item that you wish to include in the next issue.

Evaluation Advisory Committee

The **Evaluation Advisory Committee** is awaiting appointment of the new Chair, as Mr. George Dragnich retired in August 2011. EVAL expresses its gratitude to Mr. Dragnich for insightful chairmanship of the Committee. Two meetings of the EAC already took place this year and EVAL has conducted online consultations with the EAC Members to sustain contact with the Committee until such time as a new Chair is appointed by CABINET. An EAC meeting will be scheduled to review follow-up to the 2010-11 high-level evaluations on discrimination and HIV AIDS in the workplace, as well as the status of management response to project evaluations before the end of the year.

Decent work results and effectiveness of ILO operations

A **meta study of 59 independent project evaluations** credited the ILO with highly successful alignment between technical cooperation and P&B and DWCP outcomes and successful performance in areas of effectiveness. Specific areas covered were advancing policies, generating and sharing knowledge, capacity development support and addressing gender issues. Some highlighted shortcomings were found in monitoring and evaluation (M&E) practices, primarily due to unsatisfactory specification of outcome-level results and inadequate use of associated indicators, baselines and subsequent measurement data for monitoring impact. Performance findings and lessons learned for each P&B outcome as well as a description of the methodology can be found in the [full report](#). The graphics below are taken from the report covering M&E practices and output effectiveness.



Performance management /M&E practice

Output effectiveness

4: highly successful; 3: successful; 2: partly successful; 1: unsuccessful (from p. 13 and 16 of the report)

EVAL Brown Bag Event -- A down-under perspective on DWCPs was shared when John Martin inaugurated EVAL's brown bag seminar series on 15 August. Martin, a former senior manager with the Department of Finance, Australia, and now an Associate with the Centre for Development and Research on Evaluation (CeDRE) analyzed lessons learned from nine DWCP evaluations. Some key conclusions of the study follow:

- **Uniqueness of each country and need for understanding each country environment** - Given the uniqueness of each country in relation to the Decent Work Agenda, it is important to understand their historical background and constituents' relationships with the ILO when developing the DWCP. Each country examined had a different environment within which it's DWCP was developed and implemented.
- **Full engagement with constituents** - Full engagement with constituents in the formulation of the DWCPs has been stressed. For example, in Honduras and Kyrgyzstan, a major issue was getting national constituents to take ownership of a DWCP made up almost entirely of sub-regional projects.
- **Strengthening institutional arrangements** - Institutional arrangements need strengthening to narrow the gap between the conceptual DWCP framework and organizational arrangements for implementation. This involves enhancing capacity and structure of country constituents, as well as that of the ILO at country and regional level. The revised version of the DWCP Guidebook should address this issue by establishing clear accountability for design, implementation, monitoring and evaluation of the DWCPs. ([click here for a copy](#))

EVAL reminders

Improving collaboration with PARDEV / CODEV

More frequent and efficient collaboration has taken hold between EVAL and the PARDEV on a variety of topics. The new EVAL strategy has raised the threshold for requiring independent evaluations to US\$ 1 million and this has subsequently led to the two units agreeing that any project over US\$ 5 million requires additional oversight and support to ensure monitoring and evaluation capacities and activities are adequately covered. More details on recommended procedures are provided in the EVAL reminders box to the right.

Management follow-up to evaluation recommendations

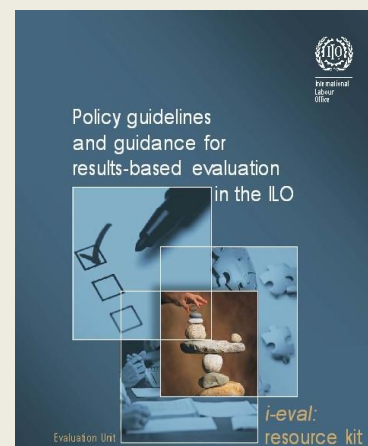
The new procedures put into place last June for management follow-up to project evaluation has resulted in improved buy-in from line management, higher quality recommendations that are more specifically linked to action. By mid-2011, implementation of 72 per cent of 2010 evaluations' recommendations was reported as completed or partially completed, and a minimal percentage as no action taken. This is a notable improvement over the results of the first exercise in 2009–10. To request guidance or review some sample Evaluation Response Templates, ([click here](#)).

New evaluation requirements for projects over US\$ 1 million -- and over US\$ 5 million

All projects over US\$1 million must undergo at least one independent evaluation.

- Multi-phase projects with combined budgets over US\$1 million must undergo at least one independent evaluation.
- Projects with budgets between US\$500,000 and US\$1 million do not require independent evaluations but an internal evaluation should be completed.

Projects with budgets over US\$5 million must undergo an initial monitoring and evaluation appraisal. An evaluability review within one year of start-up is recommended and both the mid-term and the final evaluations must be independent.



This new EVAL product contains a CD-ROM with the new Policy Guidelines, as well as links to all relevant evaluation guidance, checklists and tools. ([Click here to request](#)).



*Evaluation News from the **Regions***

Americas Region (by [Sabas Monroy](#))

Use of results of evaluation by ILO project is featured as a good practice at US Government evaluation

An evaluation of labor capacity building projects conducted for the United States Government featured the use of the midterm evaluation of ILO-implemented project “Verification of the Implementation of the White Paper Recommendations in Central America and Dominican Republic” to readjust the design and implementation strategy of the project, as one of the good practices observed in projects in countries within the Dominican Republic – Central America – United States Free Trade Agreement (CAFTA-DR) region.

The “Verification Project” tracks the progress of recommendations made in the report entitled “The Labor Dimension in Central America and the Dominican Republic – Building on Progress: Strengthening Compliance and Enhancing Capacity” also known as the “White Paper”. In June-August 2009, a project midterm evaluation recommended: *“the project management should conduct a workshop for project staff, the Sub-Regional Office (SRO) specialists, and the program managers to review the project’s logical framework in order to reformulate objectives and results, revise the indicators, and allocate goals to the results, among other matters.”* This workshop was carried out on November 12-13, 2009 with support from the Regional Monitoring and Evaluation Officer. The effects of this revision included changes in the indicators, program strategies, immediate objectives and outputs of the project.

The “Evaluation of Labor Capacity-Building Projects in CAFTA-DR Countries” conducted in February – July 2011 by a team of international independent evaluators for the Department of Labor, the Department of State and USAID, considered the use of the midterm evaluation of the Verification Project to redirect the project strategy one of the good practices observed regarding monitoring and evaluation among 22 projects funded by the US Government in the region. According to the evaluation, the revision *“resulted in a significant readjustment of the project design, implementation strategy, performance monitoring plan, and sustainability plan”*. The evaluation report includes comments by the project stakeholders such this: *“The midterm evaluation forced us to take a hard look, but in the end, it will help us create a better project outcome.”*

[Click here](#) for a useful link to evaluation networking in the Americas

New project evaluations - 2011

Promoting the employability and employment of people with disabilities through effective legislation (PEPDEL) & Promoting decent work for people with disabilities through a disability inclusion support service (INCLUDE)

The two projects were evaluated together and cover a range of countries (see right menu list). The ILO-Irish partnerships funded these Phase III interventions with a focus on disability. The evaluation found that efforts to develop and encourage inclusion in the mainstream of society for persons with disabilities have been extremely satisfactory. The program was able to accomplish a great deal with scarce resources and in an area where negative attitudes toward an inclusive society are prevalent. [<more>](#)



Countries covered by **PEPDEL & INCLUDE** Evaluation:
Cambodia, China, Ethiopia,
Kenya, Lao PDR, Tanzania,
Thailand, Uganda, Viet Nam and



New project evaluations - 2011 *(cont'd)*

- [Final evaluation of "Proyecto para el desarrollo racional y sostenible del sector pesquero"](#) [<more>](#)
- [Final evaluation of "Projet d'Appui à la Mise en Oeuvre de la Déclaration de l'OIT relative aux principes et droits fondamentaux au travail "PAMODEC", Phase II](#) [<more>](#)

Go to the [EVAL web site](#) for more project evaluation summaries. Full evaluation reports are available on the [i-Track database](#) [userid: ILO, password: VIEW]. For assistance with searching the database [click here](#).

RBSA evaluations - 2010

| Date | Independent RBSA Evaluations | Region |
|---------|---|-------------|
| 4/2010 | Promoción de políticas para trabajadores/as con responsabilidades familiares con dimensión de género en América Latina y el Caribe <more> | Americas |
| 3/2010 | Modernización laboral de la industria azucarera en México <more> | Americas |
| 11/2010 | Sub-regional initiative on promoting gender equality in the World of Work in Lebanon, Syria and Jordan <more> | Arab States |
| 6/2010 | RBSA Evaluation of gender mainstreaming in Asia: Equality and decent work promotion for Asian women <more> | Asia |
| 3/2010 | Increasing employability of young women and men in CIS through establishment of sub-regional training network <more> | Europe |
| 6/2010 | Integrated approach to move Serbia forward towards the implementation of the Decent Work Country Programme <more> | Europe |

RBSA EVALUATIONS

RBSA M&E FUNDS ARE BEING PUT TO GOOD USE – BUT MORE SHOULD BE USED FOR EVALUATIONS

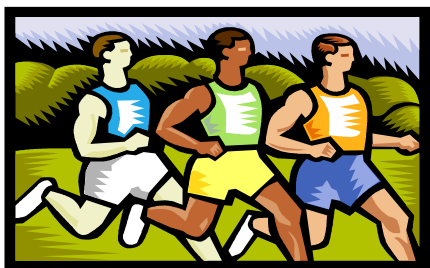
Results from the 2010 monitoring and evaluation review show that these scarce resources are for the most part being put to good use. During the 2010-11 bienniums, a total of US\$2.37 million was allocated for RBSA M&E. The Africa region, being the largest recipient of RBSA funding received 63 per cent, Asia and the Pacific received 12 per cent, Arab States 9 per cent, Americas and Europe and Central Asia received 8 per cent each.

The RBSA M&E reports show that for the most part these funds are being used for the intended purpose. Most regions report using RBSA to supplement ongoing M&E activities relating to DWCPs where there is a clear need for additional M&E focus and to evaluate large RBSA-funded initiatives.

Although a significant portion of the RBSA M&E funds have been used to conduct independent evaluations, more resources should be planned for this purpose. EVAL reviewed 10 final evaluations of RBSA activities which were completed by mid-2011. The sample did not include any evaluations from the Africa region because RBSA evaluations for this region are planned for 2011 and 2012.

[See Annual Evaluation Report 2010-11.](#)





Exercising tripartism

*Evaluation and working
with constituents*

The regional evaluation focal points participated in a number of workshops, with the support of EVAL. This provided 341 constituents with specialized knowledge on evaluation and substantially exceeded the milestone of 75. Training took place in both headquarters and the regions, reaching 75 ILO staff members. Additionally, ILO evaluation staff in headquarters and the regions facilitated capacity-building events covering evaluation good practices, in which 89 ILO officials participated (see table below).

Constituents and ILO officials trained in evaluation in 2010–11

| Trainees | Africa | Americas | Arab States | Asia | Europe | Headquarters | Total |
|--------------|------------|-----------|-------------|------------|-----------|--------------|------------|
| ILO staff | 19 | 19 | 0 | 18 | 0 | 19 | 75 |
| Constituents | 202 | 16 | 36 | 85 | 12 | 0 | 341 |
| Total | 221 | 35 | 36 | 103 | 12 | 19 | 416 |

Developing evaluation capacity of ILO constituents is a priority of the new strategy, aiming to enable them to better assess performance programmes and support productive employment and decent work for all.

New external publications & information products

- [Active Learning network for Accountability and Performance in Humanitarian Action \(ALNAP\) Evaluation Training Material – 2011](#)
This manual is for the beginner to advanced evaluation official.
- [International Initiative for Impact Evaluation \(3ie\) Online Database](#)
The International Initiative for Impact Evaluation (3ie) has just launched the first [online database](#) of systematic reviews in international development.

Upcoming events *(Evaluation documents for the November Governing Body are available [here](#))*

- **Meeting with Regional Evaluation Officers, Nov 29-Dec, 2011** The Evaluation Unit will be meeting with the Regional Evaluation Coordinators from the five field offices in the first week of December. The agenda will concentrate on learning about evaluation issues at the field offices and sharing experiences on ways of improving evaluation quality and use. For more information on the meeting, the agenda, or the participants, [click here](#).
- **American Evaluation Association Annual Conference, 2 – 5 Nov, 2011** Online seminars are available at <http://ioce.net/events/index.shtml>

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