



July

2011

No. 1

International
Labour
Organization**i-eval**

Flash news

*EVAL is pleased to share its first **i-eval: Flash news** with you. Through this quarterly electronic bulletin we will make available to you 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.*

EVAL highlights

Evaluation Advisory Committee addresses new EVAL strategy and broadens engagement of management

The **Evaluation Advisory Committee** met on May 31 for its 11th meeting. The meeting had a special session on regional evaluation issues and was attended by four Regional Directors. Guy Thijs, who joined as Director of EVAL in January 2011, presented a summary of the expanding profile of evaluation in the ILO and the growing responsibilities of the region. Other topics he covered were creating sustainable regional evaluation networks, the use of RBSA M&E funds and the rolling evaluation work plan for high-level evaluations. This year's high-level evaluations will be on **workplace discrimination** (Outcome 17) and **HIV/AIDS in the world of work** (Outcome 8). The DWCP evaluation will focus on the **Decent Work agenda of the State Bahia** in Brazil. To request a copy of the PowerPoint presentation or minutes [click here](#).

Changes in the ILO Evaluation Strategy

The new **EVAL strategy** was approved at the March Governing Body, **Results-based Strategies 2011-2015: Evaluation Strategies, Strengthening the use of evaluations**. The revised strategy is strengthening the ILO evaluation policy of 2005 in response to recommendations from the **Independent External Evaluation of the Evaluation Function**. The key guiding principles of ILO's evaluation policy - expanding the institutional culture of accountability, transparency, organizational learning and quality improvement - remain unchanged. The strategy, in the format of a results-based framework (with indicators, milestones and targets) will allow for better oversight by the Director General and the Governing Body. Key changes include: a change in reporting lines, the introduction of rolling work plans for high-level and project evaluations, an expanded scope of the Evaluation Advisory Committee, a new threshold of US\$ 1 million for independent evaluations, and a mandate for EVAL to produce office-wide guidelines on **impact assessment** and **joint evaluations**. [<more>](#)



EVAL reminders

Improvements in the i-Track database and new guidelines

i-Track, EVAL's planning and report database, underwent some improvements in January and a new manual and searching tips are now available (Username: **ILO**; Password: **view**). EVAL is also putting up quarterly synopses of the regional evaluation portfolios on its Internet site: [Africa](#), [Americas](#), [Arab States](#), [Asia](#) and [Europe and Central Asia](#).

Management follow-up to evaluation recommendations

As part of the new EVAL strategy launched in March 2011, all line managers are now requested to assume primary responsibility for follow-up to evaluation recommendations. A new guideline and flow-chart on the process is available on the EVAL Intranet site as well as guidance for the formulation of evaluation recommendations and the kind of management response required. EVAL will be reporting on progress made in the follow-up to recommendations in its Annual Evaluation Report at the upcoming November Governing Body meeting. To request guidance or review some sample Evaluation Response Templates, ([click here](#)).

Upcoming knowledge products and guidelines from EVAL

EVAL is finalizing a new product called "**i-eval: integrated resource kit**". EVAL has guidelines and disparate guidance notes, checklists and templates. Through this project, these products will be reviewed, updated and integrated into a multi-media resource kit. The kit will serve as a gateway into ILO expertise and knowledge on evaluation. It will be conceived in a brief and user-friendly manner, detailing the available approaches, tools, checklists and guidance notes through hyperlinks. Where applicable, examples of good practices will be included.

The **EVAL Knowledge Sharing Platform** is also on the drawing table for updating and improvements. Submit today your request for an account ([click here](#)).

Upcoming studies

Two Meta studies synthesizing 60 recent project evaluations and nine DWCP evaluations will be produced by EVAL by end September 2011. The reports will be summarized in EVAL's 2010-11 Annual Evaluation Report (AER) and will provide inputs to the 2010-11 ILO implementation report.

ILO EVAL co-chairs the UN Evaluation Group (UNEG) Evaluation Capacity Development (ECD) Task Force. As part of its contribution to the Task Force's programme of work, EVAL will conduct a study on how we can build the capacity of social partners to engage in national evaluation systems. The main deliverable will be an overview 'map' of existing supply and known demand for national ECD, including ILO social partners.

New procedures:

Budget-based requirements:

- 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 appraisal, an evaluability check within one year of start up; and both the mid-term and final evaluations must be independent.

Schedule for project-level evaluation based on project duration:

- For projects with duration of less than 18 months a final evaluation report (self, internal or independent depending on budget size) is required.
- Projects with duration of more than 18 months but below 30 months require a final evaluation and an annual review.
- For projects over 30 months, a final evaluation, annual reviews and a mid-term evaluation are required.

Internal (or self) evaluations of projects with budgets above US\$ 500,000 must be sent to EVAL for storage in i-track.

A single evaluation may be conducted to cover several projects, which are clustered by theme or geographic focus, provided the evaluation: 1) applies a scope, purpose, and methodologies comparable to what would be used for an individual evaluation; 2) has donor consent; and 3) is approved by EVAL or regional evaluation officers for projects with a budget over US\$1million.



News from ILO Regional Evaluation Officers



Eval meets quarterly with the ILO Regional Evaluation Officers via teleconference and is considering a face-to-face meeting in 2011. At the last teleconference (May 2011) the following news was shared:

Africa: Gugsa Farice mentioned that there is high demand for guidance on a range of issues that are not covered in the current guidelines, e.g. dissemination strategies, more analysis of lessons learned; general information on how to relate Eval's work to knowledge management, etc. The Africa region turned in 11 independent evaluations for 2010 and has more than 26 evaluations in the pipeline for 2011.

Americas: Sabas Monroy reported a meta-analysis that was recently completed in the region to take stock of independent evaluation recommendations for the 2005-2010 period. The Americas turned in 10 independent evaluations last year and has about 11 in the pipeline for this year.

Arab States: Laetitia Weibel reported on new knowledge sharing and management activities being undertaken in the Beirut office which she will share with ILO colleagues as they are completed. It was also mentioned that there is a useful Arabic version of constituents' training material available in the Beirut office. The Arab States produced five independent evaluations for 2010 and has 7 planned for 2011.

Asia: Pamornrat (Poo) Pringsulaka is working with the Asia UN evaluation network (UNEAP) on a study to assess national evaluation capacity initiatives in the region. The initiative will be linked to the DWCP internal reviews and training agenda for constituents. Asia turned in 16 independent evaluations for 2010 and has an estimated 22 in the pipeline for 2011.

Europe & Central Asia: Irina Sinelina mentioned that a meta-evaluation exercise she recently conducted served as an input for the 2011 ILO Regional Planning workshop, illustrating the growing use of evaluation by managers in the region. Europe and Central Asia produced five independent evaluations and have another 5 planned for 2011.

New evaluations - 2011

Final independent evaluation of "BASIC: Gender equality in the world of work in Brazil, Angola, South Africa, India and China"

ILO's final independent evaluation of the BASIC project has recognized its important contribution to address gender inequality through ILO activities in the five project countries. Valuable progress has been made in relation to the two outcomes defined for the project. In-country project design, its effective global management as well as existing human resources, relationships and interventions have been considered as important factors that underpinned the success of the project. Issues such as the short time frame, inadequate strategic coherence and insufficient management arrangement have been identified as areas for potential improvement in Phase II of the Project. [<more>](#)



Final evaluation of “Strengthening labour inspection services”

The final evaluation of ILO Project “Strengthening labour inspection services” concludes that the project has progressed well in all countries (particularly given its short operational time) towards the set objectives. The project has received good support from the ILO, national governments and stakeholders. However, the evaluation concluded that the project was too short and too small to have significant (tangible) impact on the development objectives. At the same time, it has demonstrated success in implementing planned activities and has shown good results in a short period.

[<more>](#)

Final evaluation of “Jobs for Peace programme: 12,500 youth employed and empowered through an integrated approach in Nepal”

The final evaluation of this joint project with FAO found it a good example of how youth oriented income and employment in a post-conflict situation can yield positive and rapid results. Despite many institutional factors that constrain rapid implementation in the UN system, sound and innovative technical inputs and management were mobilized by ILO to produce real value for money on the ground. According to the project data base, it has been successful in achieving over 97% of its overall employment generation goals, also 58% of all trainees were women, and about 39% of trainees were from underprivileged groups. [<more>](#)

New external publications

United Nations Evaluation Group (UNEG) Good practice guidelines for follow-up to evaluations (2010)

These good practice guidelines are aimed at contributing to better use of evaluations and improving accountability and organizational learning. The target users are UN evaluation offices and senior management. This provides guidance on development of systems for tracking and reporting on the implementation of recommendations, as well as suggesting mechanisms for facilitating learning and knowledge development. [<more>](#)

Organization for Economic Cooperation and Development (OECD) Better Aid: Evaluation in development agencies (2010)

This new resource from the OECD provides benchmarks for evaluation resources and functions across a range of development organizations. It covers human resources issues, independence, dissemination of findings and management follow-up. There are also sections on joint evaluations and coordinating and sharing evaluation plans, and member country profiles. [<more>](#)

UNIFEM: A manager's guide to gender equality and human rights responsive evaluation (2010)

This is a practical guide to help those initiating, managing and/or using gender equality and human rights responsive evaluations. It is intended for all international development professionals who deliver or manage programmes and projects, including those whose primary focus is HR, GE and women’s empowerment and those where HR/GE are mainstreamed or cross-cutting. [<more>](#)



World Bank: Impact evaluation in practice (2011)

The 2011 World Bank publication on “Impact Evaluation in practice” presents a non-technical overview of how to design and use impact evaluation to develop more effective policies and programmes around the world to alleviate poverty and improve people’s lives. The goal is to further the ability of policymakers and practitioners to use impact evaluations to help make policy decisions based on evidence of what works the most effectively. The book provides the reader with a core set of impact evaluation tools and discuss their application to real-world development operations. [<more>](#)

The Evaluation of the Paris Declaration, Phase Two, Final Report (May 2011)

The 2011 Phase Two of the Evaluation of the Paris Declaration on Aid Effectiveness considered almost all of its five principles and 56 commitments as relevant to improving the quality of aid and of the partnerships needed to make it work. Of the five principles, country ownership has advanced farthest, with alignment and harmonization progressing more unevenly, and managing for development results and mutual accountability advancing least. The evaluation found that changes introduced by the Declaration have not yet reduced the overall burdens of aid management as hoped. However, they have contributed to a better quality of aid, to more transparent and effective partnerships, and to supporting rising volumes of aid. [<more>](#)

Upcoming events

- [International Conference on National Evaluation Capacities, 12-14 September 2011, Johannesburg, South Africa.](#)
- [Evaluation in the networked society: New concepts, new challenges, new solutions, 3-5 October 2012, Helsinki, Finland.](#)

Click [here](#) to send in your contributions or suggest improvements for the next “i-eval: Flash news”.

Evaluation Unit (EVAL)
International Labour Office
CH-1211 Geneva 22, Switzerland

Email: eval@ilo.org
Editor-in-Chief: Guy Thijs, Director
Executive Editor: Janet Neubecker

