



Aug/Sep

2012

No.5



International
Labour
Organization

i-eval Flash news

EVAL highlights

*EVAL is pleased to share the fifth edition of **i-eval Flash news** with you. Through this quarterly electronic bulletin we provide readers with updates, news, and information on 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 at EVAL@ilo.org.*

2011 High-level Evaluations -- Annual Evaluation Report

The period May through August was focused on finalizing the annual **High-level Evaluations**. This is usually a very busy period during which the final touches are put on the conclusions, recommendations, lessons learned and Management response, in consultation with stakeholders in the field and Headquarters. EVAL's priorities this year - based on the issues identified by the Governing Body and the Director General - were:

- ❖ ILO's strategy to support inclusive employment policies (Programme and Budget Outcome 1.1);
- ❖ Decent Work at sectoral level (Programme and Budget Outcome 13); and
- ❖ India's Decent Work Country Programme.

A discussion of these reports has been included in the agenda of the 316th session of the Governing Body in November 2012.

Another major report for the November Governing Body is the **Annual Evaluation Report (AER)**, reporting on progress made during the year in implementing the Office's evaluation policy and selected Office-wide performance issues. The report illustrates that the ILO has made notable strides in further strengthening the evaluation function. These improvements increased resources, enhanced independence, codified procedures and have solidified the evaluation infrastructure of the Office. This now needs to be matched with continued strengthening of the Office's evaluation culture to fully appreciate evaluation at all levels as a management tool -- a priority the newly-elected Director General identified in his Vision Statement to the Governing Body. EVAL will continue efforts to support line managers in making the best possible use out of evaluations of ILO programmes and services to constituents.

Impact Evaluation Round Table



As part of its support to impact evaluation in the ILO ([see Guidance Note 13](#)), EVAL is creating a community of practice for those who are technically involved in designing and implementing impact evaluations. Beginning in October, EVAL will organize several informal round table discussions of ongoing ILO impact evaluations or impact evaluation methodologies currently being developed. Anyone working on such activities is welcome to contact EVAL to join the group and to present their work for a round table discussion. For more information contact EVAL@ilo.org.



Innovation & Research

Completed Studies –

Rating Methodologies in ILO Evaluation¹

Since 2006, the ILO evaluation function has used ratings in evaluations as an added dimension for communicating 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 of Cornell University, with assistance from Kanika Arora, to review ILO's rating methodologies and find ways to strengthen and improve them.

Being a proponent of ratings as a means of reinforcing results-based management systems, the reviewers endorse 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.

The reviewers offered several constructive suggestions to improve overall the various tools, such as more systematically verifying the consistency between the descriptive findings with the quantitative scores given. Reviewers suggested that wherever possible and appropriate, evaluators should be encouraged to provide multiple forms of evidence (triangulation) to justify the award of a particular score.

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 reviewers advised ILO to check for overlap across indicators. Finally, reviewers 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.

In follow up to the review EVAL will revise its rating practices based on recommendations made by the reviewers. The actions EVAL will take include:

1. 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;
2. Avoid use of aggregation and weighting of data within an individual assessment;



3. Integrate the management information system for compiling and storing evaluation-based performance data across all tools and time periods.
4. Peer review all ratings used in high-level evaluations prior to their finalization.

Upcoming Studies –

Quality appraisal of project evaluations 2009-2011:

As a repeat of the exercise undertaken in 2008, EVAL has engaged an external team of consultants to conduct a quality appraisal of project evaluations from 2009-2011. EVAL elected to use the same group to ensure consistency of the quality appraisal: The Evaluation Center, Western Michigan University. The aim of the study is to review progress in the improvement of evaluation quality both in the process aspects and in the quality of the evaluation reports.



Systematic review of social dialogue in the ILO (2002-2012):

EVAL will undertake a systematic review of activities on social dialogue in the ILO covering the last ten years focussing on

ILO evaluation sources as well external sources. This will serve as a background paper for the recurrent discussions on social dialogue in June 2013. The purpose of the report is to contribute to the enhancement of organizational learning and to strengthen the ILO's capacity to make evidence-based decisions based on evaluation results. In order to do this, it is important that key evaluation results and lessons learned related to social dialogue be documented in a structured manner. The findings should provide information to ILO constituents on the ILO social dialogue interventions and approaches which work well, those which could be improved, for whom and why.

¹ A summary of the paper will be published as i-eval THINK Piece No 3.

Evaluation News from the *Regions*



The Arab States

The Regional Office for the Arab States applies evaluation findings to strengthen regional and country specific project and programme design

Background and Context

To capture lessons learned and optimize the use of evaluation results, EVAL conducted a meta-analysis of independent evaluations in 2011 on ILO effectiveness and performance, which included 59 evaluation reports completed between 2009 and 2010. The results of this meta-evaluation were categorized and presented according to the four ILO strategic objectives and outcomes, thus providing an additional lens for assessing ILO's operational performance and optimizing utilization of evaluation results.

Reflecting on this approach, the Regional Office for the Arab States (ROAS) decided to apply elements of this methodology to rationalize findings and lessons from 22 projects in the region according to their contributions to country programme outcomes and sectoral approaches. The table below provides details on the 22 project evaluations reviewed by country, sector and year.

Country of origin; number of evaluation reports; year; and ILO Strategic Objectives ²										
Country	No. of reports	2008	2009	2010	2011	2012	EMP	SP	SD	SFPRW
Iraq	4	-	-	***	-	*	4	-	-	-
Jordan	1	-	-	*	-	-	-	-	1	-
Lebanon	10	*	-	***	*****	*	10	-	-	-
Occupied Palestinian Territories	3	-	-	-	**	*	2	-	-	1
Oman	1	-	-	-	*	-	1	-	-	-
Qatar	1	*	-	-	-	-	1	-	-	-
Syria	1	-	-	-	-	*	-	-	-	1
Yemen	1	-	*	-	-	-	-	-	-	1
Total	22	2	1	7	8	4	18	-	1	3

The selected 22 sub-regional and country project evaluations were analysed to identify lessons that can be organized according to strategic outcomes, thematic cluster and the common trends that cut across sectors and country programme strategies.

Methodological approach

The meta-analysis is based entirely on findings and issues contained in the selected evaluation reports. It is important to highlight that this meta-analysis did not attempt to assess the quality of the evaluations in the sample and that the conclusions and lessons learned were taken at face value from the reports.

Performance scoring followed a four-point scale and used the standard EVAL criteria of relevance, effectiveness, efficiency, and monitoring and implementation management, evidence of results, sustainability and risk management.

² ILO's Strategic Objectives: EMP (Employment); SP (Social Protection); SD (Social Dialogue); SFPRW (Standards and Fundamental Principles and Rights at Work)

The Arab States (cont'd)



Key findings

Overall, technical cooperation (TC) interventions in the Arab Region were found successful in terms of producing planned outputs and results. However, it was difficult to assess the degree to which the lessons from these evaluations had been used effectively in improving the design, implementation, monitoring and evaluation of new projects.

A major finding of the study is that the evaluators did not accord equal importance and coverage to each of the selected evaluation criteria (relevance, efficiency, effectiveness, sustainability and impact) in submitting conclusions, recommendations and lessons learned. Indeed, this finding is more a rule than an exception. The conclusions of the meta-analysis show that TC results can be optimized if findings are consolidated and categorized according to the strategic objectives and outcomes to which the projects were linked. Some of the key issues identified include:

- Weak problem/situation analysis;
- Limitations in the identification of beneficiaries;
- Weak coherence between project outcomes and stakeholders' priorities;
- Weak logical frameworks; and
- Uneven application of results-based management (RBM) concepts throughout the project and programme cycle.

Recognizing the difficult circumstances in which the projects were implemented and evaluated, some recurrent design problems³ were identified by the evaluators. This might point to some lacunas in design control aimed at spotting the errors early on, thus avoiding repeated needs to redesign.

Usefulness of the meta-analysis

The findings of this meta-analysis have already been put to practical use. In preparing for a regional workshop on strengthening TC project design, implementation, monitoring and reporting, the ROAS conducted a needs assessment among targeted participants. The results of the needs assessment survey were triangulated with the findings of the meta-analysis to develop the programme of the workshop. The workshop, organized with the support of PARDEV and the Evaluation Regional Officer, took place in Beirut on July 3-5, 2012 and was attended by more than 30 participants from the regions (DWT, project managers and programme officers). It provided an opportunity to address and discuss targeted deficits in project design and implementation, using case studies and concrete examples extracted from the meta-analysis. This practical approach was rated very positively by all the participants.

<i>Independent Project Evaluations from the Arab States 2011-2012</i> <i>(summaries are available through the hyperlink, full reports from EVAL@ilo.org)</i>	
Enhancing the vocational rehabilitation and employment services for people with disabilities in Oman - Final Evaluation	OMA/06/01/AGF
Entrepreneurship education: Introduction of Know About Business (KAB) in vocational and technical trainings in Palestine - Final Evaluation	PAL/08/01/UND
Enhancing local employment, skills and enterprises in Nahr El Bared, Lebanon - Final Evaluation	LEB/08/05/UNR
Skills development, employment services and local economic recovery for the construction sector - Final Evaluation	LEB/07/03/ITA
Conflict prevention and peace building in North Lebanon – Mid-term Joint Evaluation	LEB/09/50/UND
Improving quality and relevance of technical and vocational education training (TVET) in Iraq - Final Joint Evaluation	IRQ/07/03/UNQ
Gender equality and women's empowerment (Palestine) - Mid-Term Joint Evaluation	PAL/09/50/UND

³ Project Nos. 2, 7, 9, 10, 19 of Annex 1 to the report.

Evaluation News from the Sectors

Sector 1 - Programme to Promote ILO Convention No. 169

Key lessons learned have become guiding principles for new interventions and implementation of ongoing Pro 169 projects

The ILO Programme to Promote ILO Convention No. 169 on Indigenous and Tribal Peoples (Pro 169), based in NORMES, was created in 1996 with the aim to provide support to constituents on issues regarding the promotion and protection of indigenous and tribal peoples. Pro 169 is a global technical cooperation programme covering more than 25 countries across Latin America, Asia and Africa. Its work focuses on awareness-raising, sensitization, research and information on the rights of indigenous peoples. It also covers capacity-building for government officials, social partners and indigenous peoples' organizations, along with targeted technical assistance on the implementation of Convention No. 169, in line with the comments of ILO's supervisory bodies.

At present, Pro 169 is the largest specialised programme on indigenous peoples' rights within the UN system, with more than 20 full-time staff working specifically on indigenous peoples' issues. It relies mostly on external funding from various donors, including Spain, Denmark, the European Commission, Norway and Finland.

In September 2011, an independent evaluation of the global project on *The Promotion of indigenous and tribal peoples' rights through legal advice, capacity-building and dialogue* was carried out. The project had been active since September 2008, with financial support from the European Commission through its European Instrument for Democracy and Human Rights (EIDHR). The project's overall objective was to see "indigenous and tribal peoples' rights respected, through the implementation of relevant ILO Conventions (Nos. 107, 111 and 169)" and was articulated in three regional components (Asia, Africa and Latin America).

The evaluation concluded the project contributed to:

- a "foundation for long-term change" by enhancing the knowledge-base on indigenous peoples' rights;
- developing the capacity of indigenous peoples and States;
- making this knowledge widely accessible to a variety of audiences (from legal experts to grass-roots communities) through a multitude of publications; and
- supporting country-based operationalization of indigenous peoples' rights as enshrined in ILO Conventions.



The evaluation also highlighted a number of key lessons learned that have become guiding principles for new interventions and implementation of ongoing Pro 169 projects.

In Latin America, for instance, the evaluation showed that "there is a lot to be gained when national processes of implementation of ILO Convention No. 169 are nurtured by inputs from other countries". South-South cooperation and exchange of experiences among different countries of the same region emerged as key ingredients to cross-fertilization and constructive debates on indigenous peoples' rights. This paradigm emerged as equally relevant in Asia and Africa, where the issue of indigenous peoples still raises questions and apprehensions. Another emerging lesson from the evaluation is that working through legitimate local, national and regional institutions increases the chances of sustainability.

Taking into account the evaluation recommendations, Pro 169 is currently reviewing its communication strategy in order to enhance the visibility of its action and further disseminate or facilitate access to the tools, studies and other publications that it generates. Furthermore, most new project proposals are now designed to ensure participation of key national public institutions, such as the "Ombudsperson", national human rights commissions, members of parliaments and other key stakeholders with a view to generating at country level legitimate home-grown interests and debates on indigenous peoples' rights. Study tours and exchange of experiences have also become part of most projects' strategy, as Pro 169 seeks to make good practices shine beyond their national borders and inspire others.

The evaluation exercise provided the team with a significant opportunity for collective reflection, exchange and strategic thinking for the future which has reinforced the team bonds across the regions and has strengthened the overall work of Pro 169.

Website: www.ilo.org/indigenous

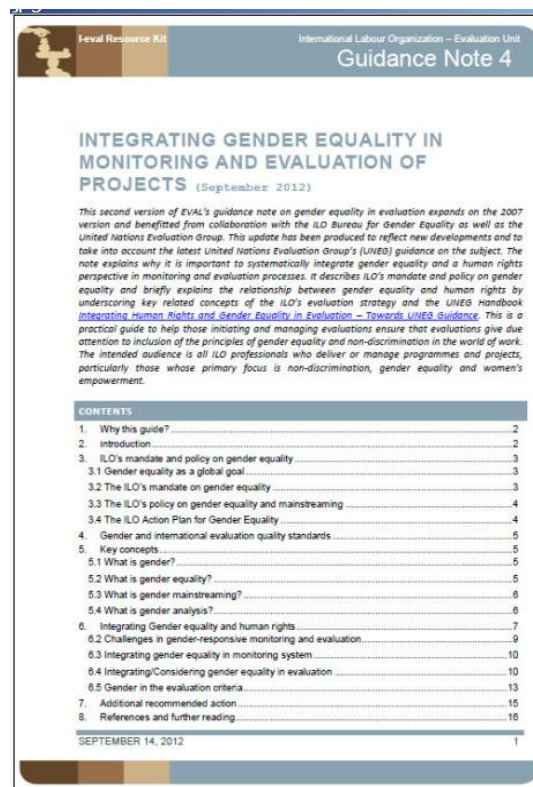
Evaluation Guidance

Revised Gender Guidance Note

The Evaluation Unit has released a revised version of the gender equality guidance entitled: [Integrating Gender Equality in Monitoring and Evaluation of Projects](#). It contains updated explanations on how to integrate gender into monitoring and evaluation, and cites all relevant gender publications and documents. The guidance was updated to reflect the recent United Nations Evaluation Group (UNEG) guidance [Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance](#). Work on the revised EVAL Guidance Note required extensive collaboration with the Bureau of Gender Equality and the United Nations Evaluation Group. Access to the new gender guidance note, as well as all guidance notes and checklists, is facilitated through the [i-eval resource kit](#) available on the EVAL website.

Joint Evaluation Guidance Note

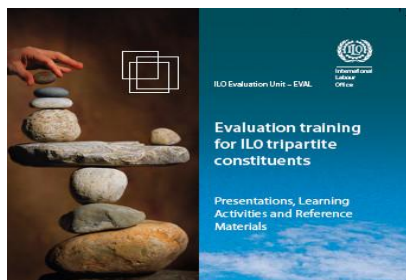
The Evaluation Unit has finalized new guidance on joint evaluation. The number of joint evaluations involving the ILO increased in recent years and EVAL estimates that the ILO is actively involved in 30 joint evaluations each year. Nearly all of these are linked to the United Nations Development Assistance Framework (UNDAF) and/or joint programmes with the UN or partners of International Financial Institutions (IFIs). The joint guidance is made available through the [i-eval resource kit](#) and provides further details on ILO's participation in this kind of evaluation. The background report written by Dr. Monika Zabel for preparing this guidance note can be requested from EVAL@ilo.org.



Summaries of new 2012 evaluations

RER/07/08/AUT	Consolidating the legal and institutional foundations of social dialogue in the countries of the Western Balkans and Moldova (Final Evaluation Summary)
RAS/10/50/AUS	Green Jobs in Asia (Mid Term Evaluation Summary)
GLO/10/02/SID	Support to the youth employment network secretariat 2010-2012 (Mid Term Evaluation Summary)
RAF/08/02/RBS	Extending social security to African migrant workers and their families (RBSA Evaluation Summary)
INS/08/02/NAD	Combating forced labour and trafficking of Indonesian migrant workers, Phase II (Final Evaluation Summary)
RER/08/05/EEC	Increasing protection of migrant workers in Russian Federation and enhancing development impact of Migration in South Caucasus (Final External Evaluation Summary)
RLA/09/51/SPA	Programa regional para la aplicación de programas de trabajo decente en los países del MERCOSUR (Resumen de la Evaluación Final)
GLO/09/60/SID	Promoting freedom of association and collective bargaining rights in the rural and export processing sectors (Final Evaluation Summary)
TIM/10/50/AUS	Investment budget execution support for rural infrastructure development and employment generation - TIM works (Final Evaluation Summary)
RAF/09/50/FRG	YES-JUMP, Youth employment support jobs for the unemployed (Final Evaluation Summary)

Evaluation Learning Activities & Events

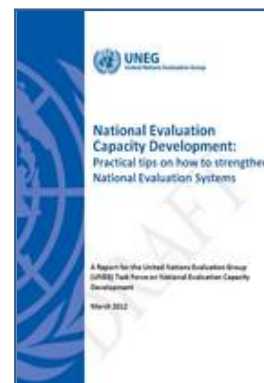


ILO Evaluation Learning Activities

- After the launch of the **new training material for constituents** earlier this year, EVAL is working with HRD and TURIN to promote this training through links to broader initiatives.
- The EVAL e-learning kit is now with TURIN for updating based on the new Policy Guidelines and will soon be used in conjunction with the new training and certification programme for ILO **evaluation managers**. For more information contact EVAL@ilo.org.

External Evaluation Learning Activities

United Nations Evaluation Group Collaboration: Good progress has been made on a kit with practical tips on National Evaluation Capacity Development (NECD) prepared as a deliverable of the UNEG Task Force on NECD, co-chaired by ILO and UNICEF last year. The document is currently with the International Training Centre in Turin for printing and is expected to be available by November this year. The guidance note is a user-friendly document (with an up-front roadmap) aimed at providing the UN system with practical guidance on how to strengthen national evaluation capacity systems. The focus is on what national evaluation systems could look like in terms of country structure, roles, responsibilities etc. With that as a frame of reference, a menu of options of possible roles for UN agencies is provided as well as a list of DO's and DON'Ts. Contact EVAL@ilo.org for more information.



Events and Webinars:

- | | | |
|-------------------------------------|--|---------------------------------|
| ✓ 3-5 Oct, Helsinki, Finland | 10th Biennial Conference | European Evaluation Society |
| ✓ 24-27 Oct, Minneapolis, Minnesota | Annual Conference | American Evaluation Association |
| ✓ 19 -23 Nov, London, U.K. | Course on Development Evaluation | UK Evaluation Society |

Partnership and technology fosters M&E knowledge sharing:

My M&E has been sponsoring a series of evaluation webinars through an international collaboration of partners. UNICEF and IOCE manage and webinars are free and open to interested people. Participation can be arranged from virtually anywhere in the world. Please contact: MyMande.

NEW - e-Learning on Development Evaluation

UNICEF, Claremont Graduate University and IOCE, under the [EvalPartners](#) initiative, with support from The Rockefeller Foundation and in partnership with UN Women, are pleased to announce that 3.000 evaluators from 148 countries already registered to the new introductory e-Learning programme on Development Evaluation. The e-learning is composed of three courses. See more details at <http://mymande.org/elearning/course-details/1>.



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

