

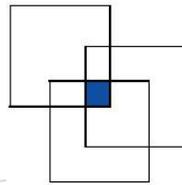
i-eval

Flash news



International
Labour
Office

EVAL highlights



EVAL is pleased to share the *twentieth edition* of *i-eval Flash news* with you. Through this triannual 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.

Holding the evaluation function accountable: Findings of an independent evaluation and an external assessment

As good practice calls for, the ILO evaluation function was again independently evaluated in 2016. The second [Independent Evaluation of ILO's Evaluation Function \(IEE\)](#) came five years after the first IEE undertaken in 2010 which led to transformational changes. Those of us that evaluate, and have been evaluated, appreciate that it is not always an easy experience to go from being the evaluator to being the evaluated party, but it was gratifying to see that colleagues in EVAL enjoyed the experience and embraced the exercise with enthusiasm. Considerable thanks are due to the Technical Committee, the Evaluation Advisory Committee, the Procurement Bureau, and of course the independent external evaluation team for managing and conducting the evaluation in a professional and transparent manner. The exercise coincided with an extensive assessment of the ILO by the [Multilateral Organisation Performance Assessment Network \(MOPAN\) in 2016](#) which included a review of the evaluation function.

The findings of the IEE report were encouraging as they recognized that over the last five years a robust, mature and independent evaluation system had been established with a relatively small budget. These findings were consistent with those of the MOPAN assessment which scored the evaluation indicator (KPI 8) as being the second highest in the ILO, slightly below the "very satisfactory" mark. The IEE report was discussed during the [ILO's 322th Governing Body session in March 2017](#). Constituents expressed support for the findings and recommendations and called for more involvement of constituents in evaluations and the requisite capacity building for doing so. This connects well with the challenges posed by the Sustainable Development Goals (SDGs) which will require strengthened capacity in monitoring and evaluation at the country level. A revised evaluation policy taking into account the identified issues will be presented to the Governing Body in November 2017. More details on the follow-up to the IEE are on p.5 of this issue.

Visit our website:

<http://www.ilo.org/eval>

Follow us on:



Guy Thijs, Director
Evaluation Office

QUICK navigation

Regional Article: [Asia and the Pacific](#) – Departmental Article: [PROGRAM Innovation & Research](#) – [Learning Activities and Events](#)
Blogs – [Evaluation Newsletters](#) – [EVAL comic strip \(new\)](#)

Innovation & Research

On-going and planned studies

➤ **Quality appraisal of projects over US\$5 million**

The ILO Evaluation Office's (EVAL) study of the appraisal process for all project proposals with budgets above US\$5 million is nearing an end. The study examines the quality of project proposals' M&E arrangements and the up-take of EVAL's recommendations. To accomplish this goal, an extensive desk review of documents was conducted. Such information was supplemented by interviews with responsible officials, Regional Evaluation Officers, Departmental Evaluation Focal Points and staff members from EVAL and from the department of Partnerships and Field Support. The results of the quality appraisal will be available in June.

➤ **Synthesis review of social dialogue**

EVAL carried out a series of synthesis reviews from 2013 onwards that analysed the results, lessons learned, good practices and recommendations from evaluations and other studies. These reviews are intended to serve as companion pieces to the Office's report on recurrent discussions, and contribute to the ILO's knowledge base. Previous synthesis reviews have covered [labour protection](#) (2015), [employment promotion](#) (2014) and [social dialogue](#) (2013).

A synthesis review was initially planned on fundamental principles and rights at work (FPRW) in order to coincide with its recurrent discussion at the upcoming International Labour Conference (ILC), to be held in June 2017. However, while these reports present an independent perspective, their utility and timing are of the utmost importance. The focus of this year's synthesis review was therefore shifted to social dialogue to feed into the recurrent discussion report under preparation for the 2018 ILC. The collaboration on this piece with the GOVERNANCE department is a good sign of growing interest in using evidence from evaluations to inform strategies and work in specific areas.



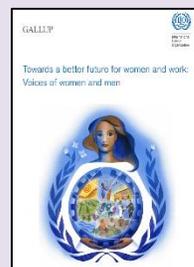
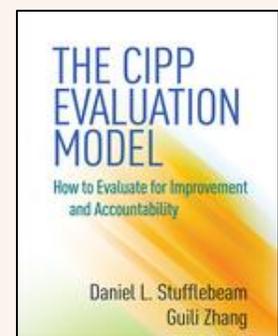
➤ **Meta-study of Decent Work results from project evaluations, 2013-16**

Initial work has started on this study which is part of a regular [series of meta-analyses of project evaluations](#), first carried out in 2011 and then in 2013. This meta-analysis of Decent Work results will cover project evaluations from 2013-16. It applies a comparable approach and methodology that were used in similar past studies. The meta-analysis will provide empirical evidence and insights on how to improve performance within the context of developmental effectiveness. A particular feature of this study is to review and fully document the methodology for considering how to carry out these types of studies on a more frequent and real-time basis, possibly providing annual information on selected elements of ILO's development effectiveness.

New Books and Articles on Evaluation

[The CIPP Evaluation Model: How to Evaluate for Improvement and Accountability](#), by Daniel L. Stufflebeam and Guili Zhang

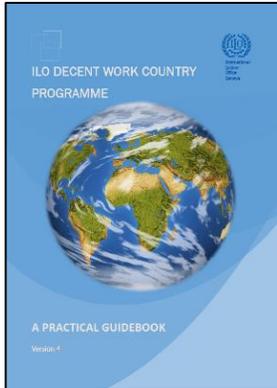
Summary from Guilford Press, "The authoritative presentation of a leading evaluation approach, this book describes the CIPP (Context, Input, Process, and Product) Model's origin, concepts, and procedures. Unlike many models, CIPP provides for feedback throughout a program. Richly illustrated with evaluation cases, the book covers methods for engaging stakeholders; designing, budgeting, and contracting evaluations; collecting, analyzing, and reporting information; and conducting meta-evaluations."



ILO PUBLICATION IN FOCUS:
[Towards a better future for women and work: Voices of women and men](#), March 2017

News from the Departments:

Strategic Programming and Management (PROGRAM)



ILO Decent Work Country Programme – A practical guidebook

In August 2016, PROGRAM published the fourth edition of the [ILO's Decent Work Country Programme Guidebook](#). This revised version of the Guidebook was issued following the adoption

by the International Labour Conference in June 2016 of the Resolution on Advancing Social Justice through Decent Work, which highlights the need to strengthen Decent Work Country Programmes (DWCPs). The Guidebook also reflects on the ILO's commitment to the implementation of the [2030 Agenda for Sustainable Development](#), including through better alignment with, and enhanced collaboration within, the UN system.

WHAT'S NEW IN THE 4th EDITION?

- Guidance on adapting DWCPs to the 2030 Sustainable Development Agenda, including their integration into a new generation of United Nations Development Assistance Frameworks(UNDAFs);
- A revised Quality Assurance Mechanism (QAM);
- Strengthened governance and oversight; and
- A number of additional practical tools and resource materials.

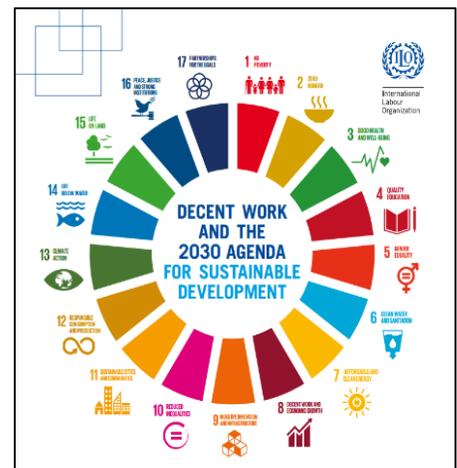
Compared to the previous version, the new Guidebook introduces a number of innovations that build on lessons learned from ILO experience and good practices with DWCPs, as reflected in [Country Programme Reviews](#) and [evaluations](#) as well as the new [United Nations Development Assistance Framework Guidance](#) issued by the UNDG. Specifically, the Guidebook emphasizes the importance of a theory of change to articulate the link between ILO interventions and the outcomes aimed for, as called for in the [ILO's Annual Evaluation Report 2013-14](#) (page 26). It includes both the logic model/causal link from activities to outputs and thereafter to outcomes (and eventually

impact) and the underlying assumptions that would have to occur at the various stages in order for the specific causal link to work as expected. It also recognizes the importance of considering relevant lessons learned from the previous DWCPs to inform the country diagnostic and the situation analysis, including by drawing on evidence-based findings from country programme reviews, independent evaluation of DWCPs and, where relevant, project evaluations.

The Guidebook underlines the need to assess the evaluability of country programme outcomes (CPOs) to ensure that the CPOs and their underlying logical frameworks are clearly expressed. The evaluability assessment, which builds on a [tool](#) prepared by EVAL, is intended to support the Office and the DWCP national tripartite steering committee to report more comprehensively on DWCP achievements, and to generate lessons which can be fed back into the DWCP so as to steer the course of action moving forward. Finally, the Guidebook includes a more developed section on country programme evaluation by better describing the process, roles and responsibilities for conducting country programme reviews and evaluations.

In order to assist managers and staff in applying the DWCP Guidebook as they engage in the development and implementation of DWCPs, a web-based e-learning platform on effective ILO programming has been made available since March 2017. Developed jointly with the International Training Centre (ITC-Turin), this platform is meant to be a living tool that can be easily updated, enriched and improved over time based on the experience, feedback and needs of field colleagues that use it. The platform includes an interactive toolkit that provides information and key reference materials on the ILO evaluation policy, in addition to the ILO's [i-eval Resource Kit](#),

the utilization-focused approach to evaluation and data collection methods, among many other useful guidelines for results and evidence-based management of complex interventions.



News from the Regions:

ASIA and the PACIFIC

Joint collaborative independent final evaluation of project “Promoting Fundamental Principles and Rights at Work in Sri Lanka, Phase III.”



A joint and collaborative evaluation between the **International Labour Organization (ILO)** and the **United States Department of Labour (USDOL) - Bureau of International Labour Affairs (ILAB)** was the first of its kind for the Asia and Pacific region. The evaluation was jointly managed by

USDOL and the ILO (Regional M&E Officer), with quality assurance and support provided from EVAL. The evaluation was a model in terms of collaboration. Some of the lessons learned that will be useful for future joint evaluations are the importance of: jointly developing the TORs; hiring consultants that complement each other in terms of skill-sets; and proper briefing by both evaluation managers. In short, advance planning and willingness to work together by both parties are key to a successful joint collaborative evaluation.

This fundamental principles and rights at work (FPRW) project started in September 2009 and ended in December 2016 after three phases and a total budget of US\$ 1.4 million. The project emerged in the context of concerns raised on the application of FPRW in Sri Lanka’s export processing zones (EPZs). This included comments received by the government from the ILO Committee of Experts on the Application of Conventions and Recommendations and the Committee on Freedom of Association regarding Sri Lanka’s application on the principles of freedom of association and the right to collective bargaining. The project was designed to provide support to ongoing efforts by ILO constituents and others to improve industrial relations and to strengthen the application of FPRW in Sri Lanka’s EPZs.

The project’s planned activities was to assist ILO’s tripartite constituents in identifying and filling gaps in Sri Lanka’s legal framework as it related to FPRW; raise awareness and the capacity of tripartite constituents to exercise their rights and obligations in the workplace; strengthen the capabilities of workers’ and employers’ organizations to develop policies that minimize conflict; foster bilateral cooperation and bargaining; improve conditions for decent work and higher levels of productivity; and to promote and implement effective labour administration and inspection systems.

Important main findings:

- The project contributed to promoting respect for FPRW in many relevant ways and with some success. Its capacity building efforts for trade union partners that are active in the EPZs was a successful strategy and contributed to capacity improvements that, among other positive benefits, helped the trade unions expand their membership in the EPZs and post conflict zones.
- Project interventions were effective in highlighting gaps in the labour code and facilitating consensus among a working group of tripartite stakeholders on a large number of needed reforms.
- The project did not significantly contribute to minimizing conflict and settling disputes in the industrial environment in general and in the EPZs in particular.
- The implementation of the project’s phase III was largely effective in building the Sri Lankan DOL’s capacity to deploy and maintain the Labour Inspection System Application (LISA).

Noteworthy good practices and lessons learned:

- ✓ Educating workers on their labour rights and using approaches that facilitated women’s participation contributed to developing women leaders among workers in EPZs and conflict affected regions;
- ✓ Developing women leaders at the local as well as at executive levels is important for trade unions to represent the voice of women workers. Trade unions need to be flexible and innovative to reach out to workers, especially women who work in challenging situations; and
- ✓ The project’s support for the computerization of Labour Administration to strengthen compliance with labour laws.

To review the full report, please visit [i-eval Discovery](#)

EVAL Highlights

Reflections on the IEE report and the MOPAN assessment

[The Independent Evaluation of the ILO's Evaluation function \(IEE\)](#), as mandated by the Governing Body (GB) and managed by a Technical Committee under the Evaluation Advisory Committee (EAC), was recently finalized.

Some conclusions of the IEE report:

- In the course of the Evaluation Strategy 2011-17, the evaluation function has transformed in terms of its structural independence, institutionalization of evaluation practice and development of material. It is highly regarded for having achieved this with limited resources, including becoming a more consistent and visible champion for gender mainstreaming and introducing good practices that are in some ways ahead of UN evaluation peers.
- At the decentralized level, there is a need to replicate the same success that the EAC has had in ensuring effective management response to recommendations from high-level evaluations.
- Priorities for enhancing the independence of the evaluation function are the integration of regional evaluation officers as full EVAL staff members, strengthening the capacity of evaluation managers and expanding quality assurance systems to internal evaluations.

The IEE report and its management response was discussed and approved by the GB during its March 2017 session. Moving forward, a consultative and participatory process using an external facilitator is being initiated to revise the *evaluation policy*. This process will involve constituents and users of evaluation in the ILO (constituents and staff members located in the field and at headquarters). The new *evaluation policy* will be discussed at the November 2017 GB session, and based on this, a new *evaluation strategy* for 2018-2021 will be developed and discussed in March 2018. It is expected that the *evaluation strategy* will give effect to the *evaluation policy* by identifying the specific focus, outcomes, activities and measures for successful implementation.



Interactive exchange between Members of the Governing Body and EVAL on the IEE report.

The IEE coincided with an external assessment of the ILO by the [Multilateral Organisation Performance Assessment Network \(MOPAN\) in 2016](#) which included a review of the evaluation function. Follow-up on the findings of the MOPAN assessment related to evaluation will be done in the context of follow-up on the 2016 IEE report. The Office will review reporting lines of regional evaluation officers, incentive structures, and integration of existing work planning tools at the global and regional level. Funding arrangements, including the option of combining both regular and extra-budgetary resources with the aim to optimize evaluations, for more strategic coverage and enhanced use will be assessed as well. EVAL will also step-up collaboration with technical departments to conduct more meta- and synthesis studies as part of its efforts to strengthen knowledge management and organizational learning without compromising its independence.

Impact evaluation initiative: New developments

The technical assistance that EVAL provides through the Impact Evaluation Review Facility (IERF) continues its efforts. Several new developments are underway:

- After last year's initial review of the "Impact Assessment of the ILO's fair recruitment intervention between Nepal and Jordan in the garment sector's" methodology, the IERF will conduct an in-depth review of the project's implementation plan, to be followed by a meeting of the ILO's Impact Evaluation (IE) network to provide further review and sharing of experiences.
- EVAL participated in an expert meeting to review the *Guide on Results Measures of Decent Jobs for Young People* that is being developed by the ILO's Youth Employment Programme. This guide is intended to be used by the ILO in instances where IE can be featured.

- Initial work is starting on the ex-post quality appraisal of selected IEs in ILO which will provide key input to continuously improve the quality of IEs.
- Resource material is under development, such as a *master collection of presentation and slides* that will provide specific IE messaging and branding for ILO staff to use when presenting such work.

Write to EVAL_IMPACT@ilo.org to join the ILO impact evaluation network.

New system for tracking management response to evaluation recommendations

In response to a recommendation from the recent IEE report, stating the need to “strengthen the decentralized evaluation management response mechanism”, EVAL started creating an automated system to follow up on management response to evaluation recommendations. The automated system is being designed as a means to: (a) improve efficiency of EVAL and other ILO staff by reducing mechanic tasks, and (b) to improve organizational learning and accountability through a wider and timelier use of evaluations. EVAL is closely collaborating with the department of Information and Technology Management (INFOTEC) for delivering this project. The system will incorporate data visualization tools to improve results-based management across the ILO and is expected to be operational by the end of the year.

Update on i-eval Discovery

Since the launch of [i-eval Discovery](#) this past December, ILO officials and stakeholders have praised the application for its easy access to evaluation reports, recommendations, lessons learned and good practices. They particularly found useful its interactive mapping feature and filtering options which helped them access very specific and tailored information.



Since January, EVAL has been promoting *i-eval Discovery* by conducting information sessions with

departments (five have been completed to date with more scheduled). Also, an article featuring the application was published in the March edition of the ILO’s internal newsletter. Following positive feedback, EVAL is now working closely with INFOTEC for *i-eval Discovery* to display all *planned* evaluations (Phase II). This will show opportunities for clustering evaluations and to more accessibly inform ILO colleagues and donors as to when evaluations can be expected. Phase II is expected to be completed by July 2017.

Introduction to the 2017 high-level evaluations

Each year, EVAL manages at least two strategy and/or policy evaluations and one Decent Work Country Programme (DWCP) evaluation. These high-level evaluations (HLEs) are mandated by, and presented to the Governing Body (GB) during its final session of the year. EVAL has been busy preparing for the following three HLEs since the fourth quarter of 2016:

➤ *ILO’s Field operations and structure*

This evaluation is being conducted by a global evaluation team. They will visit all regional offices and 10 field locations that represent different typologies of the ILO’s operations and structures. The evaluation will cover the period 2010-2016 and will primarily focus on assessing the capacity of the ILO’s field set-up to provide quality services to constituents through DWCPs and other forms of service delivery.

➤ *ILO’s strategies and activities to create and extend social protection floors for all*

This high-level evaluation (HLE) will look at the period of 2012-17 and will include field visits to five countries. The HLE will coordinate with the regional thematic evaluations on social protection also scheduled to take place in Africa, Asia and the Americas regions.

➤ *ILO’s Decent Work Country Programme strategies and actions in the Mekong sub-region*

The evaluation seeks to assess whether the ILO’s programmes are effectively serving as instruments to achieve the Decent Work Agenda in the sub-region and extract lessons that would lead to: improved country programme planning and implementation; strengthened synergies among the ILO’s technical advice and technical cooperation activities; and identifying approaches to better support the achievement of the areas of critical

importance identified as a priority by the national tripartite constituents of these countries.

Learning Activities and Events

Training: Evaluation Manager Certification Programme (EMCP)

Close to 100 ILO staff located in headquarters and around the world have been certified to manage independent evaluations. This was made possible due to annual training on the [Evaluation Manager Certification Programme \(EMCP\)](#). Normally held in Turin, this year's training will take place in Pretoria in an effort to increase the capacity of the African region to manage independent evaluations. This will be the second time the EMCP will take place in Africa, following a successful session in Dakar (2013). Join the growing group of evaluation managers! To learn more about the programme and how to register, please contact eval@ilo.org.

NEW Internal Evaluation Training Programme

During the first week of April, EVAL and the International Training Centre, with support from the Human Resources Development department, offered the first Internal Evaluation Training Programme (IETP). A total of 23 ILO staff members participated in the IETP. The training included 19 modules and was delivered through a blended format that included two distance-learning modules, a face-to-face workshop and an application/coaching phase. It is expected that the training programme will enhance the capacity of ILO staff to undertake internal evaluations, in addition to increasing the frequency and enhancing the quality of internal evaluations, improve their utility, and contribute to overall organizational learning.

Evaluation Training for Tripartite Constituents

EVAL is in the process of revising its evaluation training for ILO tripartite constituents by integrating the Sustainable Development Goals (SDGs) into its evaluation training for tripartite constituents. Later in the year, EVAL will search for a group of constituents on whom to pilot test the adaptation.

External Knowledge Sharing, Conferences, Courses and Webinars

- [2017 UNEG Evaluation Week](#) – Held this year in Vienna from May 15-19, United Nations Evaluation Group (UNEG) members, observers, institutional partners and invited guests from around the world will convene to take part in three key sessions: the Evaluation Practice Exchange (EPE), the Annual General Meeting (AGM) and a High-level event. This year's EPE theme is "Eradicating poverty and promoting prosperity in a changing world."
- UNEG SDGs roadmap consultation process - Regional consultation: On April 21, consultations among UNEG Geneva-based members will take place at the ILO to prepare a roadmap for UNEG's engagement for implementing the 2030 Agenda. Following the consultations, a summary of the process will be developed and presented at UNEG's 2017 Annual General Meeting for further discussion.



Read EVAL's comic strip



Blogs on evaluation

- ✓ [World Bank Blog on Impact Evaluation](#)
- ✓ [Evaluation Capacity Development Group](#)
- ✓ [African Development Bank eval- blog](#)

Other evaluation newsletters

- ✓ [OIOS Inspection & Evaluation](#)
- ✓ [Center for Evaluation Innovation](#)
- ✓ [EVAL Partners Newsletter](#)

Evaluation Office (EVAL)
International Labour Office
CH-1211 Geneva 22, Switzerland
Email: eval@ilo.org
Editor-in-Chief: Guy Thijs, Director
Executive Editor: Janette Murawski