

# INDEPENDENT EVALUATION OF ILO'S CAPACITY DEVELOPMENT EFFORTS 2010-2017

## QUICK FACTS

### ABOUT CAPACITY DEVELOPMENT

The ILO defines capacity development as the development of knowledgeable and able people to ensure that there is an appropriate organizational structure that supports them. Capacity development also supports changes in the capacity and performance of constituents in an effort to enhance their work on policies, programmes, and initiatives that contribute to decent work for all. The capacity development of constituents is a core component in all of the ILO's global thematic areas and outcomes, including regional and country programmes.

ILO delivers capacity development activities > 5 > over 40 > over 600 > over 100  
 regional offices country offices projects and programmes countries

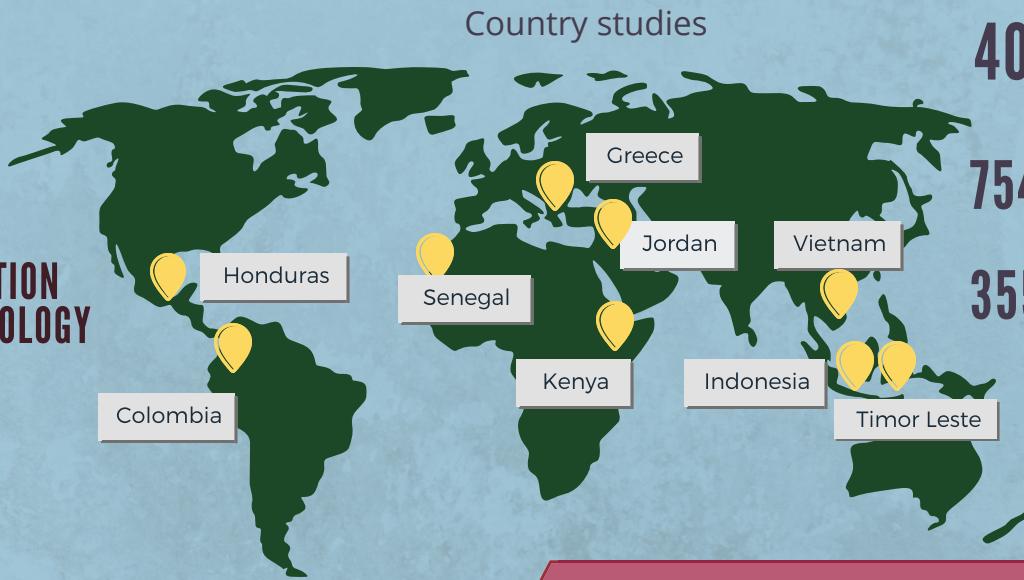
Constituents trained by ILO International Training Centre in the 9 countries visited > 8,000 from 2010-17 > 43% female > 57% male

### ABOUT THE EVALUATION

This high level evaluation reviewed the ILO's support for capacity development of its constituents from 2010 to 2017. It reviewed interventions that intended to deliver capacity development with a focus on the difference it made to constituents. The evaluation is expected to inform the capacity development strategy to give effect to the 2016 resolution on Social Justice Declaration, due in March 2019.

SEPTEMBER 2018

### EVALUATION METHODOLOGY



40 evaluations analyzed as part of a synthesis review

754 survey participants

355 interviews with constituents, beneficiaries and staff

9 countries in five regions visited

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## SOME KEY FINDINGS



## Creating and sustaining capacity

Capacity development activities are relevant to the needs and priorities of constituents. These activities are, however, sustained more effectively if they are informed by systematic needs assessments and strategic response.



## Influencing organizational development

Training is highly rated among beneficiaries, but it is not always easy to see how individual training contributed to organisational development.



## Coherence of strategy

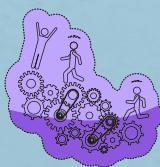
There is an absence of an organization-wide strategy on capacity development. While it is clearly situated in the ILO's workers' and employers' organisations, there is no custodian to coordinate capacity development for government agencies.



## Integrating capacity development

There are challenges in integrating capacity development priorities for social partners into broader strategic priorities and projects funded by donors.

## SOME KEY RECOMMENDATIONS



## Develop a strategy

Ensure that an ILO capacity development strategy provides conceptual and operational definitions for the planning, implementation, monitoring, and evaluation of capacity strengthening and include required instruments, tools and support.



## Plan and Demonstrate results

Identify capacity development as clear results with investment in resource tracking, systematic follow-up to individual training and evaluation of capacity development, to demonstrate value for money and impact.



## Innovation in Capacity Development and Scaling Up

The ILO International Training Centre should be encouraged to serve as a laboratory for innovation in capacity development interventions and curriculum development. It should also scale up coverage through support to other training institutions.



## Strategic interventions

Develop more strategic interventions based on systematic assessment of needs, an analysis of the comparative advantage of the ILO and available resources.

## VOICES FROM CONSTITUENTS

*"...the role of the ILO has been crucial in re-building the tripartite process and helping to assert the independence of the trade union movement from the government. Social dialogue had in effect completely collapsed until reinstated through ILO intervention".*

*"... [Capacity development is about] growth and development in knowledge, skills and experience of individuals and organizations to effectively achieve their objectives."*

## VOICES FROM ILO STAFF

*"There may be a mismatch between what the constituents say they need, what the ILO thinks they need, and what they actually need."*

*"In a nutshell, an environment where the constituents are able to fully perform according to the standards of the ILO, no further ILO intervention is necessary."*

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