

# *i*-eval Flash news



## *EVAL highlights*

*EVAL is pleased to share the **seventeenth 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](mailto:EVAL@ilo.org).*

### **EVAL's network meets to review its performance and discusses how to advance impact evaluation in the ILO**

As has been the practice for many years, the ILO's evaluation network met from 29 February to 4 March 2016 for its fourth biennial workshop. The extended evaluation network in the ILO includes EVAL staff in HQ (6), evaluation officers in the regions (5), as well as evaluation focal points in each department (14). Apart from cultivating a deeper sense of collaboration to achieve shared goals, the meeting also provided the opportunity to conduct a stock-taking of how far we have come since the last workshop, while also providing direction of how we should proceed over the next two years. Some of the topics discussed were: improving the quality of evaluation reports, improving the culture of evaluation at the ILO, harmonizing evaluation practice, producing a shared vision on the role of evaluation to further the Sustainable Development Goals (SDGs), and improving communications and knowledge management. The conclusions that emerged from these discussions will serve as valuable input into the upcoming Independent Evaluation of the Evaluation Function, to be undertaken as of mid-2016.

Furthermore, as requested by the Governing Body, EVAL continues its efforts to enhance the use of impact evaluation in the ILO. During the last day of the biennial workshop, the ILO impact evaluation network reviewed and discussed the results of a group concept mapping exercise on impact evaluation that it had been working on for the past few months. This was conducted in order to further define, develop and apply impact evaluation in the ILO. Building upon data from a group concept mapping exercise and results which emerged from the workshop, EVAL will develop an impact evaluation action plan and relevant guidance material in an effort to better guide ILO officials in this type of work.

Visit our website:

<http://www.ilo.ch/eval/lang--en/index.htm>

*Guy Thijs, Director*

*Evaluation Office*

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## Innovation & Research

### Completed Studies

#### [Independent thematic evaluation of ILO's interventions in post-conflict, fragile and disaster-affected countries: Past, present and future](#)



What should the ILO be doing to help post-conflict, fragile and disaster-affected states? Finding decent work remains a core problem for people affected by crises in countries like Haiti which is still recovering from the 2010 earthquake, or in other countries affected by conflict, such as Afghanistan and the Central African Republic. This evaluation examines what the ILO is currently doing for such countries and what it should do in the future.

The evaluation found that the ILO's interventions have generally produced the expected and desired outcomes and impacts. However, it recommended an expanded role for the ILO in the array of humanitarian response. In the immediate aftermath of a crisis, the ILO can: support livelihoods by helping develop decent and paid employment; provide support for stronger tripartite constituents; empower local communities; and contribute to drafting a rebuilding strategy with other UN agencies on topics related to employment and decent work. Over the longer term, the ILO can support the transition to the recovery and development phase.



#### [Quality assessments of ILO project evaluations: What are the next steps to better evaluations?](#)

Each year, dozens of independent evaluations are completed for project activities that are funded from extra-budgetary resources. For nearly

a decade now, EVAL has supported external appraisals of these evaluations as part of an effort to standardize and improve the quality of evaluation reports. The results of the most recent quality assessment examines 42 project evaluations that were conducted during 2014



and the first half of 2015. Numerous alternative ideas are put forth for EVAL's consideration in order to improve the quality of evaluations.

### On-going and planned studies

- ✓ **Meta-study to identify recurring system-wide and cross-cutting issues identified in strategy & DWCP evaluations:** Evaluations of strategies and DWCPs often produce recommendations that transcend those departments responsible for their implementation. To move forward in addressing these systemic issues, the ILO Evaluation Advisory Committee called for a study of recent strategy and DWCP evaluations to identify recurring system-wide and cross-cutting issues that require action.
- ✓ **Synthesis review of global supply chains:** EVAL has commissioned a synthesis review of evaluation reports related to global supply chains. The draft synthesis review report fed into the 105<sup>th</sup> session of the ILC report Decent Work in Global Supply Chains.
- ✓ **Evaluation and SDGs from a Decent Work lens:** The Sustainable Development Goals (SDGs) encourage a follow-up and review process that is evidence-based, includes country-led evaluations and enhances the capacity-building of national data systems and evaluation programmes. The recent [Bangkok Declaration](#) on the evaluation of SDGs suggests that evaluation functions should play a role in identifying achievements and challenges as well as promoting coordination and effectiveness within the system. EVAL has started a process to scope the opportunities to make evaluation an integral part of the ILO's contribution to the SDGs.

As EVAL intensifies its work in this area, consultations will identify specific opportunities for taking this work further, as well as the required timeline for their implementation. EVAL is intending to present the initial result of the scoping exercise at the United Nations Evaluation Group's (UNEG) Evaluation Week in April 2016.

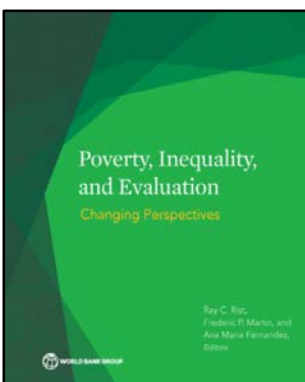
✓ **Concept mapping workshop on impact evaluation:** In 2015, the ILO Governing Body called on EVAL to clarify the definition and use of impact evaluation in the organization. In response, EVAL developed a three tiered strategy which was described in the [previous issue of this newsletter](#). The first part of this strategy was to conduct a group concept mapping exercise with ILO staff in order to collectively further define, develop and apply impact evaluation in the organization.

Group concept mapping is a technique that systematically collects the knowledge, expertise and opinions of a group. EVAL worked with Concept Systems Inc., a company who has developed both a methodology and software for this technique, and serves as a leader in the field.

On March 4<sup>th</sup>, a results workshop brought together ILO staff that participated in the data collection process and other interested individuals, to examine the findings and initial results from the analysis. During this workshop, the group defined a series of action steps that could be taken to move this work forward.

Building upon the data collected and the workshop results, EVAL will begin to develop an impact evaluation action plan and new guidance. This will be done in collaboration with colleagues in other departments, as well as in the field. The information will be used to propose a common definition and language for impact evaluation in the ILO, and will inform new guidance material related to the topic.

### ***New Books and Articles on Evaluation***



[Poverty, inequality and evaluation: Changing Perspectives](#) By Ray C. Rist, Frederic P. Martin and Ana María Fernández, World Bank (2016).

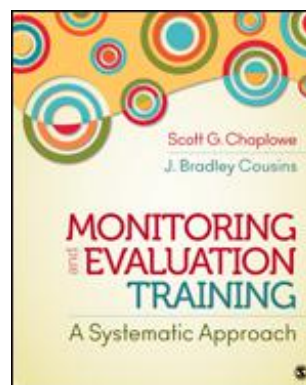
Summary from the World Bank site: “The basic premise of this book is that the conversation on the future of development needs to shift from a focus on poverty to that of inequality. The poverty emphasis is in

**NEW: Evaluation “Quick Facts”**

EVAL developed “one-pagers”, called *Quick Facts* that are intended to provide brief, factual and user-friendly information, equipped with infographics, on a variety of its products. Since January, four *Quick Facts* were completed on the 2015 high-level evaluations:

- Independent evaluation of the ILO’s strategy for [Technical Cooperation](#);
- Independent evaluation of ILO’s Decent Work Country Programmes, strategies and actions in the [Caribbean](#);
- Independent thematic evaluation of the ILO’s work in [post-conflict, fragile and disaster-affected countries](#): Past, present and future; and
- Independent evaluation of ILO’s strategy and actions for strengthening [labour inspection systems](#).

an intellectual and political cul-de-sac. It does not address the fundamental question of why people are poor nor what can be done structurally and institutionally to reduce and eliminate it. The various chapters illustrate in the context of various countries and sectors around the world, the significant contributions that evaluators can make in terms of improvement of the analytical framework, analysis of the performance and results of specific programs and projects, as well as assessing and designing better public management systems in terms of poverty and inequality reduction.”



[Monitoring and evaluation training: A systematic approach](#) By Scott G. Chaplowe and J. Bradley Cousins, Sage Publications (2016).

Summary from the Sage Publishing website: “This one-of-a-kind book fills a gap in the literature by providing readers with a systematic approach to monitoring and evaluation (M&E) training for programs and projects. Bridging theoretical concepts with practical, how-to knowledge, authors Scott Chaplowe

and J. Bradley Cousins draw upon the scholarly literature, applied resources, and over 50 years of combined experience to provide expert guidance that can be tailored to different M&E training needs and contexts, including those for novices, professionals, organizations and their staff, community members, and other groups with a desire to learn and sustain sound M&E practices.”

## News from the Departments

### ***ENTERPRISES: Independent evaluation of women’s entrepreneurship development and economic empowerment (WED-EE) – Project finds evidence for potential longer-term development impacts***

The women’s entrepreneurship development and economic empowerment (WED-EE) project, funded by Irish-Aid, aimed to support women entrepreneurs start and improve their businesses in **Kenya, Uganda and Tanzania**. The project particularly sought to build the capacity of financial and non-financial service providers and other partners that have specific tools and approaches for supporting women entrepreneurs’ self-sufficiency. The project also undertook numerous actions to identify and remove systemic gender barriers that women entrepreneurs face. Direct beneficiaries of this project were financial and non-financial business service providers, and final beneficiaries were rural and urban women, especially young women.

The [final independent evaluation](#) (summer 2015) concluded that the project achieved most of its intended outcomes. According to the evaluation, not only did women entrepreneurs report increased business performance, they also reported an increased sense of economic empowerment. The majority of them were able to access more markets and increase their income. Furthermore, national action plans to promote WED were prepared with governments and other stakeholders in Kenya, Uganda and Tanzania; and as part of its contribution to the sustainability of efforts, a pool of trainers was certified, trainers’ networks were formed, agreements with implementers were signed, and policy briefs were prepared and disseminated.



Overall, the **effectiveness** of the project was considered to be good. This was due to effective management and close cooperation with the ILO-Youth Entrepreneurship Facility (YEF), which is a project that is present in all three countries. For instance, this approach engaged with intermediaries to contribute resources. In terms of final beneficiaries, a cost-benefit analysis showed the project was **efficient** with the caveat that it could take up to six years for the benefits at the enterprise level to off-set the costs of training.

With respect to **coherence**, the core of WED-EE’s strategy to access additional funds was built around developing synergies with other ILO projects and UN agencies - the evaluation found this to be a suitable strategy. Projects included, for example, the ILO-YEF and an ILO/HIV project in an international transport corridor in Tanzania. For both projects, WED-EE played a pivotal role of including young women and girls. It also contributed to interventions of other UN organisations, such as UN Women’s work in Tanzania with cross-border trade and on Eastern African regional approaches to women entrepreneurs’ development, and the implementation of UNDAP (UN as One) plans.

The evaluation found that the majority of the ultimate beneficiaries of WED-EE had benefited from the project’s interventions and that this contributed to immediate positive business outcomes, in addition to improvements in their welfare. For future interventions, the evaluator recommended that the systemic approach adopted by WED-EE, which involved a wide variety of public and private sector organisations, be taken even further in order to scale up the project.

The evaluation concluded that the basis for **sustainability** had been built, largely because the women entrepreneurs had acquired business

management skills, making their businesses more competitive and sustainable. This suggests that longer-term development **impacts** are thus likely to be achieved as these skills were embedded in the system in which they operate. Moreover, the project built the capacity of financial and non-financial business providers and other partners, such as NGOs or women entrepreneurs associations, to better support women entrepreneurs beyond the life of the project. Finally, the project contributed to changing the mind-set of policy makers in government administration and led to the adoption of national action plans to promote and support women's entrepreneurship development.

management learning and decision-making in the ILO, as well as to provide guidance on the next action plan for gender equality.

Much progress has been made with regard to focusing on gender equality in ILO's substantive work. Even though targets were not met, systems are in place and improving in an effort to appraise whether gender equality is included in DWCPs as the main vehicle for delivering ILO support to countries. On the other hand, there is room for improvement as the number of ILO projects that include gender equality in outcomes, outputs and activities has decreased over the Action Plan's period. The discussion of this paper in the March 2016 GB session were a prime example of how evaluation results can positively influence policy discussions.

**NEW! Update since the final evaluation from ENTERPRISES**

- 4648 women were trained through a pool of 76 certified trainers and partnering intermediaries; of these, about 80% were from rural areas and about 50% were young women.
- Networks of GET Ahead Trainers were created in each of the three countries (Kenya, Uganda and Tanzania).
- The issue brief on men's involvement in WED was published and can be found [here](#) as well as the issue brief on possible ways to help women entrepreneurs in East Africa come closer to formalization which can be found [here](#).
- A tracer study commissioned by WED-EE at the time the final evaluation surveyed 571 entrepreneurs that received training. It found that since the training, women entrepreneurs had established new businesses (22% of trainees in Uganda and 12% in Tanzania and Kenya) and an estimated 509 jobs were created in all three countries.

## Regional News

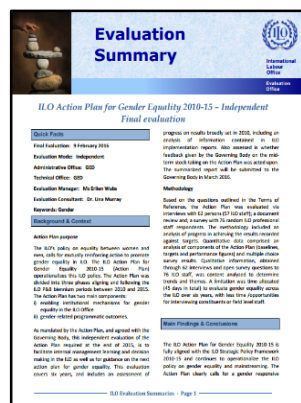
### *Europe and Central Asia: Mainstreaming gender into evaluations with due regard to the local context*

The ILO evaluation policy and guidelines require systematic integration of gender perspectives into all evaluations, such as country programme, technical cooperation projects and thematic evaluations. The recent [Independent evaluation of ILO Action Plan for Gender Equality 2010-2015](#) (mentioned earlier in this report) observed that gender was not given sufficient attention in evaluation terms of references (ToRs) and reports. For example, only 50% of ToRs contained a requirement for the assessment of gender dimensions.

EVAL's reminder to Regions and Departments in November 2015 stressed that based on ILO's policy guidance on evaluation, "the gender dimension needs to be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation." This implies involving both women and men in the process, reviewing disaggregated data by gender, in addition to assessing the relevance and effectiveness of gender-related strategies and outcomes.

This article highlights some recent examples of mainstreaming gender issues in evaluations of projects and programmes in Europe and Central Asia. In 2014 – 2015, most evaluation ToRs contained an appropriate reference to gender and decent work. A number of

### **WORKQUALITY- Recent global evaluation on gender: Independent evaluation of ILO Action Plan for Gender Equality 2010-2015**



The ILO's policy on equality between women and men calls for mutually reinforcing action to promote gender equality in the ILO. The ILO Action Plan for Gender Equality 2010-15 operationalizes this policy.

As mandated by the Action Plan, and agreed by the Governing Body, this

independent evaluation is intended to facilitate internal

evaluations were particularly strong in terms of including gender-related findings and analysis, such as the final review of the DWCP Moldova 2012-2015 and the [independent midterm evaluation of 'Partnerships for Youth Employment in the Commonwealth of Independent States \(CIS\)'](#) project.

The consultants who conducted these evaluations had strong expertise on gender-related matters. For instance, in both evaluations, data collection methods were gender-responsive; constituents' views and perspectives were collected during field research through highly participatory consultations with men and women; and findings and conclusions reflected a gender-based analysis. In addition, both evaluations resulted in a number of recommendations that focused on how to enhance gender outcomes in the respective interventions. Both evaluations have also been used by relevant ILO units and teams in the design and implementation of next steps.

#### **Moldova Country Programme Review:**

The review makes valuable references to gender-related challenges, good practices and lessons learned. It also describes constituents' needs and aims and produces a specific recommendation for the next Decent Work Country Programme (DWCP) on promoting women's economic empowerment and aligning Moldovan legislation with international standards. The review also identifies a range of issues that are to be addressed by the programme. This includes the creation of favourable conditions for women's entrepreneurship at the policy level; women's

employment; mainstreaming gender-related aspects of decent work at the local level; continuing actions for work and family reconciliation/work-life balance; furthering work on leave policies with innovative working time arrangements in light of ILO Convention No. 156 on *Equal Opportunities and Equal Treatment for Men and Women Workers: Workers with Family Responsibilities*; and aligning Moldovan legislation with the ILO Conventions on gender equality and with the EU's equality and non-discrimination framework. The need for alignment with other relevant UN agencies at the country level was also strongly emphasized.

Conclusions and recommendations of the review have been taken into account by DWT/CO Budapest and Moldovan constituents in order to develop the 2016-2020 DWCP. This includes acknowledgment that a continuous focus on gender equality will be required such as actions for work and family reconciliation, women's employment and women's entrepreneurship. The new DWCP outcomes on enterprise development and employment policies are formulated using a gender-responsive lens.

#### **Partnerships for Youth Employment in the Commonwealth of Independent States (CIS) project:**

This mid-term evaluation noted that data throughout the project's documentation was disaggregated by age/sex. However, there was an absence of specific activities to tackle gender disparities in youth employment and a gender analysis was not conducted during the inception stage. It was noted that the project's approach, which used a combination of capacity-building, political mobilization, inter-regional cooperation and piloting the Active Youth Employment Labour Market programmes, was well integrated

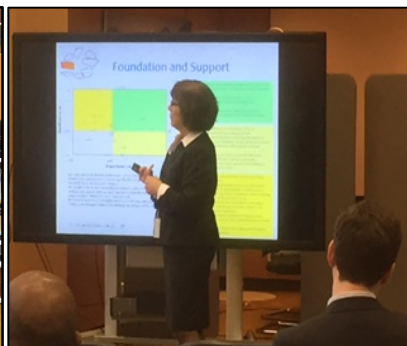
### ***The 2016 EVAL biennial workshop: The network in action***



*From left to right: André Bogui, Guy Thijs, Zenda Ofir and Peter Wichmand attending a session on evaluation in the context of the next SPF and SDGs.*



*EVAL's regional evaluation officers. From left to right: Cybele Burga, Nathalie Bavitch, Gugsu Farice, Pamornrat Pringsulaka and Irina Sinelina.*



*Mary Kane, president of Concept Systems Inc., conducting a workshop with ILO staff to better define, develop and apply impact evaluation in the organization.*

throughout the log frame. However, the ILO strategy in supporting country action for the development of gender-sensitive policies for youth employment was not.

Therefore, it was recommended to introduce gender-relevant/sensitive indicators into the log frame (e.g. number of youth provided with training - out of which 50% are young women) and envisage capacity building activities on integrating gender-sensitive approaches in policy development, programming and implementation, including gender sensitive budgeting. The conclusions of this mid-term evaluation prompted the project team to reconsider the work plan for the remaining duration of the project, adjust its strategy and incorporate additional activities to enhance its performance on gender equality.

Based on the constituents' demands and as a follow-up to the evaluation's recommendations, the project launched a review on gender aspects of school-to-work transitions in the target countries. The review will summarize the situation in the countries and propose policy recommendations. The findings will be presented to the regional cooperation network on youth employment and are also being considered to be

included in the Toolkit on Peer Reviews on Youth Employment Policies, Programmes and Institutions (one of the project's state-of-the-art innovative knowledge products that is intended for regional and global use). It should also be noted that as a result of the redistribution of the project's budget, additional funds were allocated for these initiatives which have been included in the project's implementation plan.

In conclusion, these evaluation examples demonstrate how a number of actionable, timely and specific recommendations have influenced the design and implementation of relevant ILO interventions. This has led to the enhancement of their gender outcomes and contributed to programme improvement, which is one of the ultimate goals of evaluation in the ILO.

*The EVAL network: HQ staff, regional evaluation officers and departmental evaluation focal points*



## ILO Evaluation Guidance

- All guidance documents are being revised and streamlined in preparation for the 3rd edition of the ILO Evaluation Policy Guidelines, forthcoming in the second quarter of 2016. Newsletter readers will be kept up-to-date on the changes and progress of producing the 3<sup>rd</sup> edition of the [Policy Guidelines](#).



**Read the new EVAL Comic Strip**  
***"Where are the evaluators?"***



## Learning Activities & Events



### **External Knowledge Sharing, Conferences, Courses and Webinars**

- [Evaluation Manager Certification Program \(EMCP\)](#)  
- Annual training for ILO officials interested in becoming evaluation managers takes place in Turin from **6-8 July, 2016**. **Registration is open until May 20<sup>th</sup>**. For information on registration, contact [eval@ilo.org](mailto:eval@ilo.org)
- [e-Learning programme on Development Evaluation-](#) UNICEF and IOCE, under the EvalPartners initiative, offer new training on humanitarian related evaluation.

- [Canadian Evaluation Society](#) – Annual conference to be held in St. John's (Newfoundland) from **June 5-8**. The topic this year is "evaluation on the edge" and registration is currently open.
- [International Program for Development Evaluation Training](#) – This is an "executive training program that aims to provide managers and practitioners with the tools required to evaluate development policies, programs, and projects at the local, national, regional, and global levels." Registration is currently open and training takes place from **June 6 – July 1** in Ottawa.
- [TAQUEEM: What works in youth employment](#) – This is an ILO and regional partners' initiative which aims to improve gender and youth monitoring, evaluation and mainstreaming employment interventions in the Middle East and North Africa. This objective is achieved through an interactive cycle of (i) capacity development; (ii) impact research; and (iii) policy influence. It is supported by Silatech and the International Fund for Agricultural Development.

### **Blogs on evaluation**

- ✓ [World Bank Blog on Impact Evaluation](#)
- ✓ [Evidence matters blog – Impact 3iE](#)
- ✓ [Better Evaluation Blog](#)
- ✓ [John Gargani's EVAL Blog](#)
- ✓ [Genuine Evaluation](#)
- ✓ [Evaluation Capacity Development Group](#)
- ✓ [Foundation Strategy Group \(FSG\) Blog](#)
- ✓ [American Evaluation Association - Blogs](#)

### **Other evaluation newsletters**

- ✓ [OIOS Inspection & Evaluation](#)
- ✓ [Center for Evaluation Innovation](#)
- ✓ [UN Women Newsletter](#)
- ✓ [IFAD Evaluation News](#)
- ✓ [EVAL Partners Newsletter](#)
- ✓ [OECD DAC Evaluation News](#)
- ✓ [European Evaluation Society – Connections](#)
- ✓ [UNDP Independent Evaluation Office Newsletter](#)

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### **NEW: EVAL's Internal Evaluation Training Program**

EVAL conducted a needs assessment in September 2015 with the intent to better understand the needs of potential participants for evaluation training. In response to an identified need throughout the ILO, EVAL is developing a five day training program that is targeted to ILO staff who have participated in the Evaluation Manager Certification Program (EMCP), and who want to learn more about how to design and implement an evaluation.

The training will specifically build upon the EMCP, offering participants the opportunity to move beyond management related competencies, to competencies related to the design and execution of an evaluation. This includes topics such as: developing high quality evaluation questions; the application of different evaluation approaches; data collection methods (both quantitative and qualitative) and; reporting strategies to enhance the utility of evaluations. There will be a three module pre-course to cover basic, introductory material which provides ample time for more in-depth learning. This training is done in collaboration with the ITC-Turin Centre and EVAL.

The training will be offered for the first time in **fall 2016** and will be available to anyone who participated in the EMCP. For information on how to register and other questions, contact [eval@ilo.org](mailto:eval@ilo.org)

- ✓ [Intelligent measurement](#)
- ✓ [Design, Monitoring and Evaluation](#)
- ✓ [African Development Bank eval- blog](#)

EVAL would like to announce the retirement of our esteemed colleague [Janet Neubecker](#) (Jan. 2016) and the appointment of [Janette Murawski](#) as the new Communications & Knowledge Management Officer

*Retirement message from Janet Neubecker: "I sincerely hope that the evaluation culture at the ILO continues to grow. Keep up all the hard work."*

Please see the EVAL [Knowledge Sharing Platform](#) ([eval.ilo.org](http://eval.ilo.org)) for the new distribution of areas of responsibility in EVAL