


► ***Robust evaluation plans, tools and methodologies to ensure continued relevance of evaluations during the challenging times of Covid-19***

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1. Adaptive management to keep evaluations on track

2. Towards a COVID-19 evaluative framework

3. What has been the experience so far

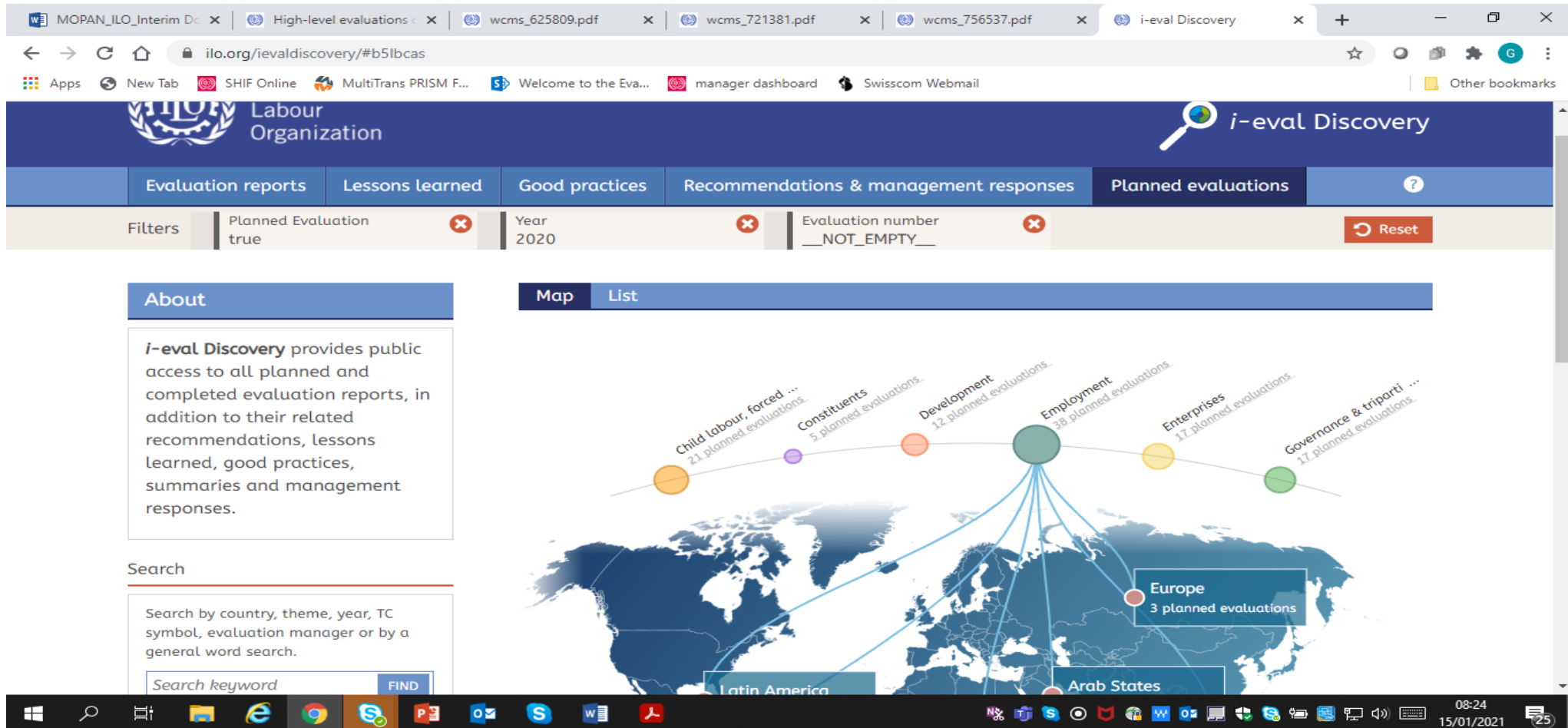


► Planning, risk management and adapted methods to keep evaluations on track



► Evaluation Office

► EVAL's work in response to the crisis: planning tool and operational guidance



The screenshot shows the 'i-eval Discovery' web application interface. The browser address bar displays 'ilo.org/ievaldiscovery/#b5lbcas'. The navigation menu includes 'Evaluation reports', 'Lessons learned', 'Good practices', 'Recommendations & management responses', and 'Planned evaluations'. The 'Planned evaluations' section is active, showing filters for 'Planned Evaluation true', 'Year 2020', and 'Evaluation number ___NOT_EMPTY___'. A 'Reset' button is visible. The main content area features a 'Map' view showing a world map with nodes for 'Child labour, forced ... 21 planned evaluations', 'Constituents 5 planned evaluations', 'Development 12 planned evaluations', 'Employment 38 planned evaluations', 'Enterprises 17 planned evaluations', and 'Governance & tripartite ... 17 planned evaluations'. A callout box for 'Europe' shows '3 planned evaluations'. A search bar is located on the left side of the page.

About

i-eval Discovery provides public access to all planned and completed evaluation reports, in addition to their related recommendations, lessons learned, good practices, summaries and management responses.

Search

Search by country, theme, year, TC symbol, evaluation manager or by a general word search.

Search keyword **FIND**

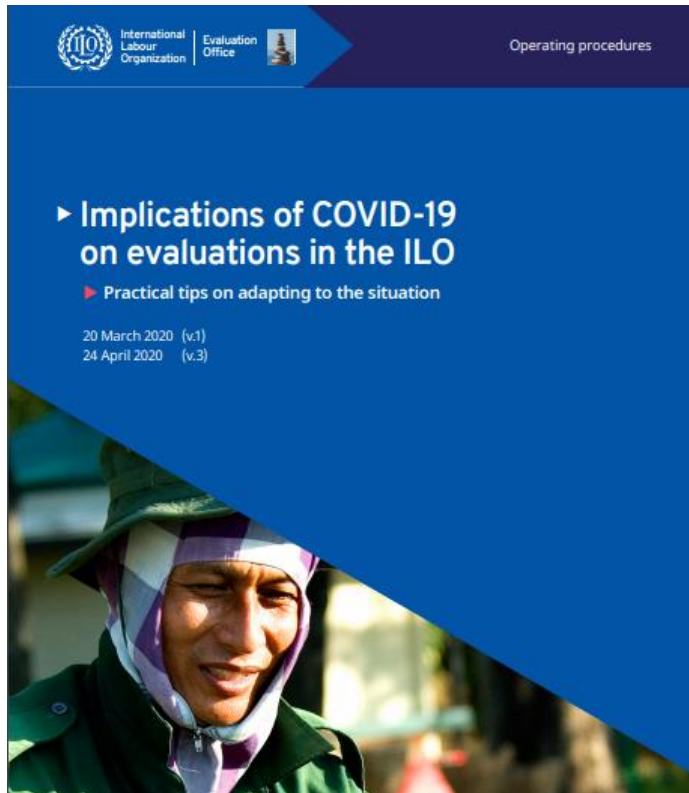
Map | **List**

- Child labour, forced ... 21 planned evaluations
- Constituents 5 planned evaluations
- Development 12 planned evaluations
- Employment 38 planned evaluations
- Enterprises 17 planned evaluations
- Governance & tripartite ... 17 planned evaluations
- Europe 3 planned evaluations
- Latin America
- Arab States

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► EVAL's work in response to the crisis: planning tool and operational guidance

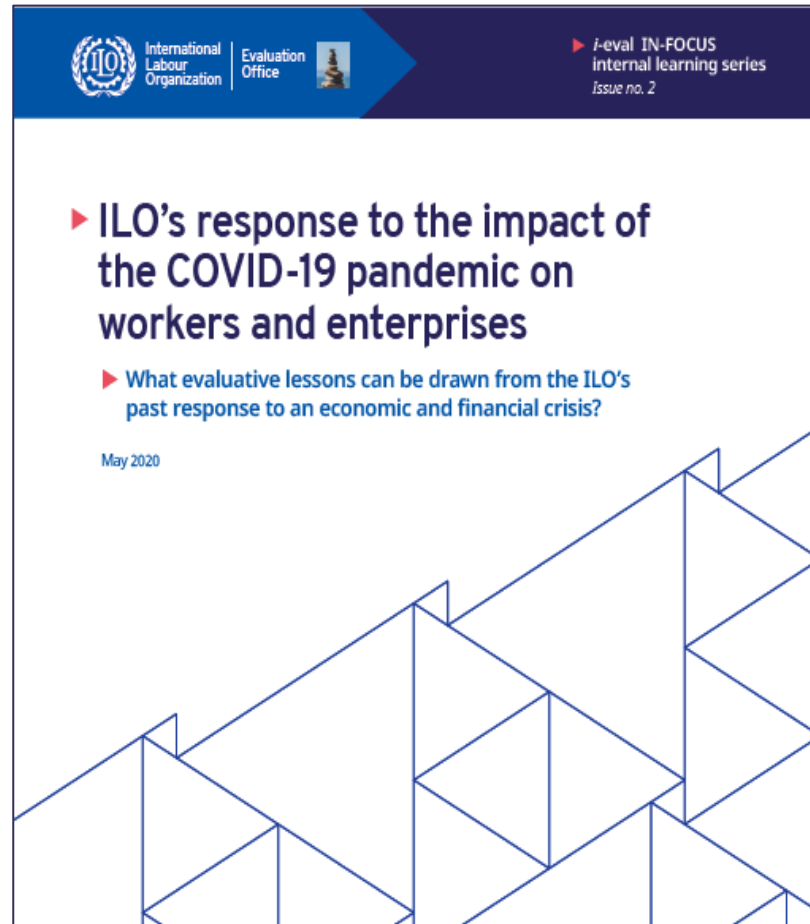


Risk matrix: Constraints and risks as measured against the criticality of the evaluation to the ILO

Mission critical	High	Operations continue with enhanced priority 3	Hybrid - remote/ face-to- face 5	Totally remote 7
	Medium	Operations continue with caution 2	Hybrid- remote/face-to- face 4	Totally remote 6
	Low	Operations continue with caution 1	Reschedule 8	Cancel 9
		Low	Medium	High
		Constraints/Limitations		

► Evaluation Office

► EVAL's work in response to the crisis: Lessons learned from previous evaluations of crises situations



Lessons learned document on response to the previous economic crises organized by pillars of ILO's response

Pillar 1: Stimulating the economy and employment

Overall effectiveness (2013–19):

Initiatives in this category were responsive to needs and led to strengthened capacities, effective influence of policies and leveraged partnerships. Tripartism was reinforced but improvements are required for targeting poverty and gender-responsiveness. ILO's internal coordination, monitoring and reporting, and adequacy of resources need strengthening.

Key lessons learned from ILO's response to the 2007–08 crisis:

The "One UN" approach enabled the ILO to define decent work priorities. DWCPs were placed as effective frameworks to mainstream the Decent Work Agenda. Social dialogue became essential for policy-making. Longer term support strategies were needed to ensure the sustainability of results.

Pillar 2: Supporting enterprises, jobs and incomes

Overall effectiveness (2013–19):

Initiatives were responsive to national DW needs due to constituents' active engagement. The ILO was successful in generating knowledge, building capacities and influencing policies with sustainable results. Further efforts were needed to promote standards in employment and enterprise-related initiatives. Challenges persisted for the internal coordination of enterprise promotion projects. Resource leveraging, goal orientation, and monitoring and reporting faced recurrent performance challenges.

Key lessons learned from ILO's response to the 2007–08 crisis:

Engagement in global partnerships led to increased awareness on social protection and employment and boosted the leveraging of resources. Comprehensive decent work country policy assessments and multi-faceted diagnostics were key for integrated support. These informed social dialogue processes and were operationalized into DWCPs for cohesive support.

Pillar 3: Protecting workers in the workplace

Overall effectiveness (2013–19):

Interventions were strongly linked to organizational and country needs. The ILO was successful in promoting ILS, generating new knowledge, informing policies and in building capacities and strategic relationships. Further efforts were required to boost recognition of ILO's expertise, including tripartite approaches and sustaining results.

Key lessons learned from ILO's response to the 2007–08 crisis:

Successful engagement in global partnerships led to increased awareness on the ILO's normative framework and its recognition as a knowledge-based Organization. More attention for showing results on the nexus between workplace conditions, productivity improvement and job-rich recovery was needed.

Pillar 4: Relying on social dialogue for solutions

Overall effectiveness (2013–19):

Interventions were responsive to national needs and strongly engaged constituents, leading to effective knowledge, capacity building and the promotion of standards. Gender equality was fostered through relevant strategies. Project management and resource use was strong, along with monitoring and reporting. The weakest performance area was related to goal orientation of activities.

Key lessons learned from ILO's response to the 2007–08 crisis:

Field-level leadership was essential in providing integrated technical support and policy dialogue. Greater attention to capacity-building activities was fundamental in ensuring policy adoption and implementation. Impact and sustainability could have benefited from more coherent policy strategies and longer term interventions.

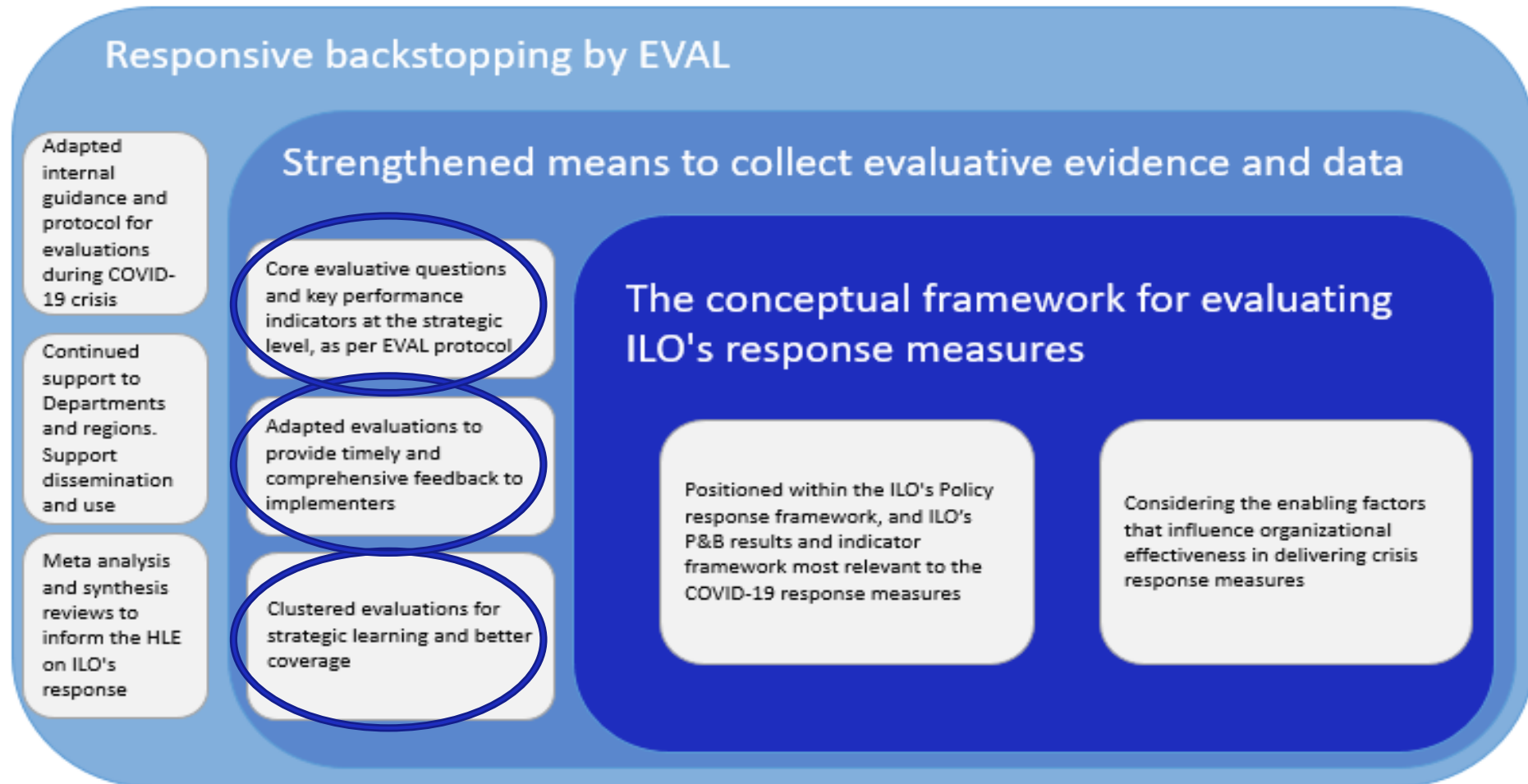


Towards a COVID-19 evaluative framework

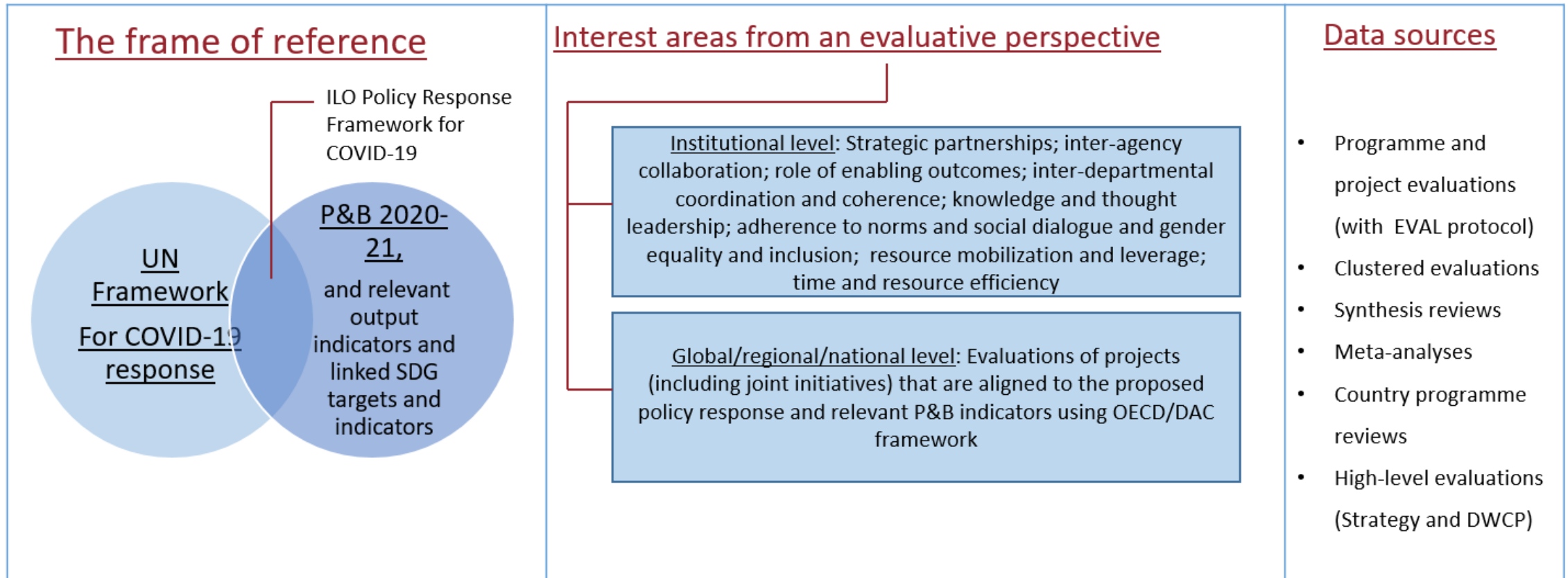


The challenges posed by the COVID-19 pandemic have further amplified the need to use evaluative evidence optimally. A COVID-19 evaluative framework is needed.

- **Adaptive evaluation types for relevant projects will be considered, notably retrofitting mid-term evaluations whenever feasible into more real-time and elongated results-monitoring exercises.**

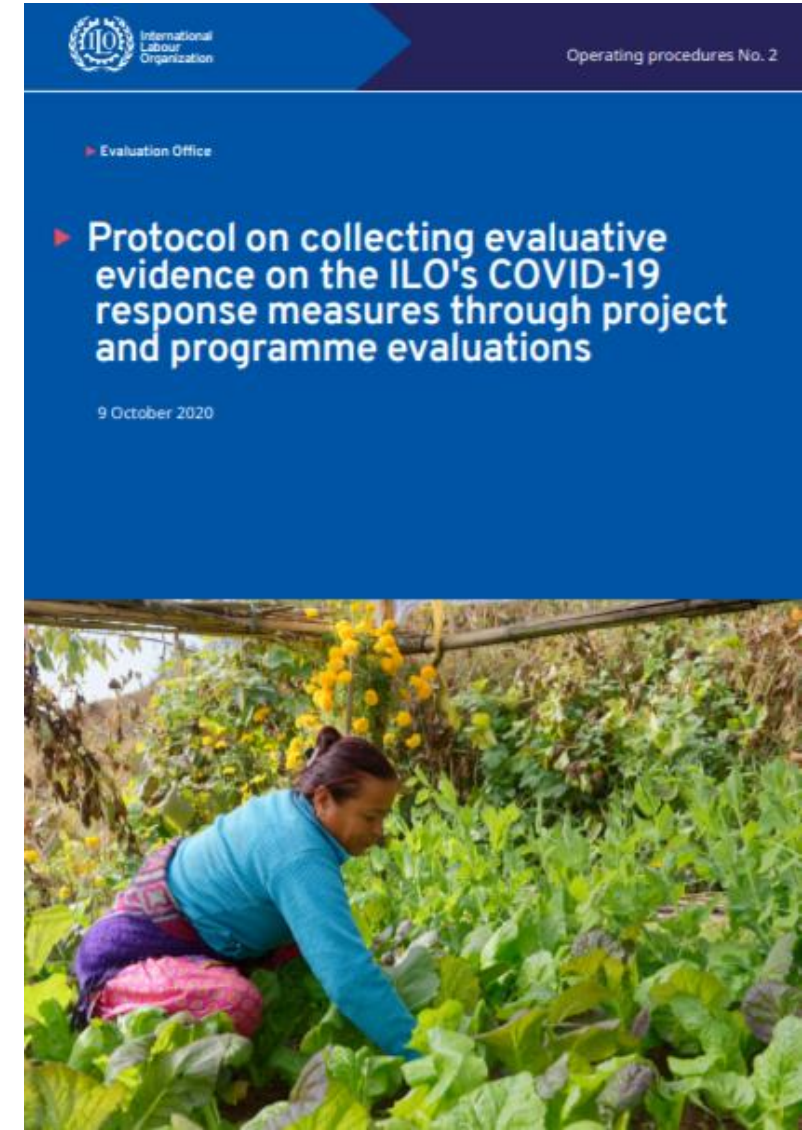


► An evaluation framework for the ILO's response to COVID-19



An evaluation protocol

- ▶ Assessing ILO's response through projects and programmes
- ▶ Evaluation questions
- ▶ KPI
- ▶ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf



Annex 1. List of COVID-19 evaluation questions for project and programme evaluations

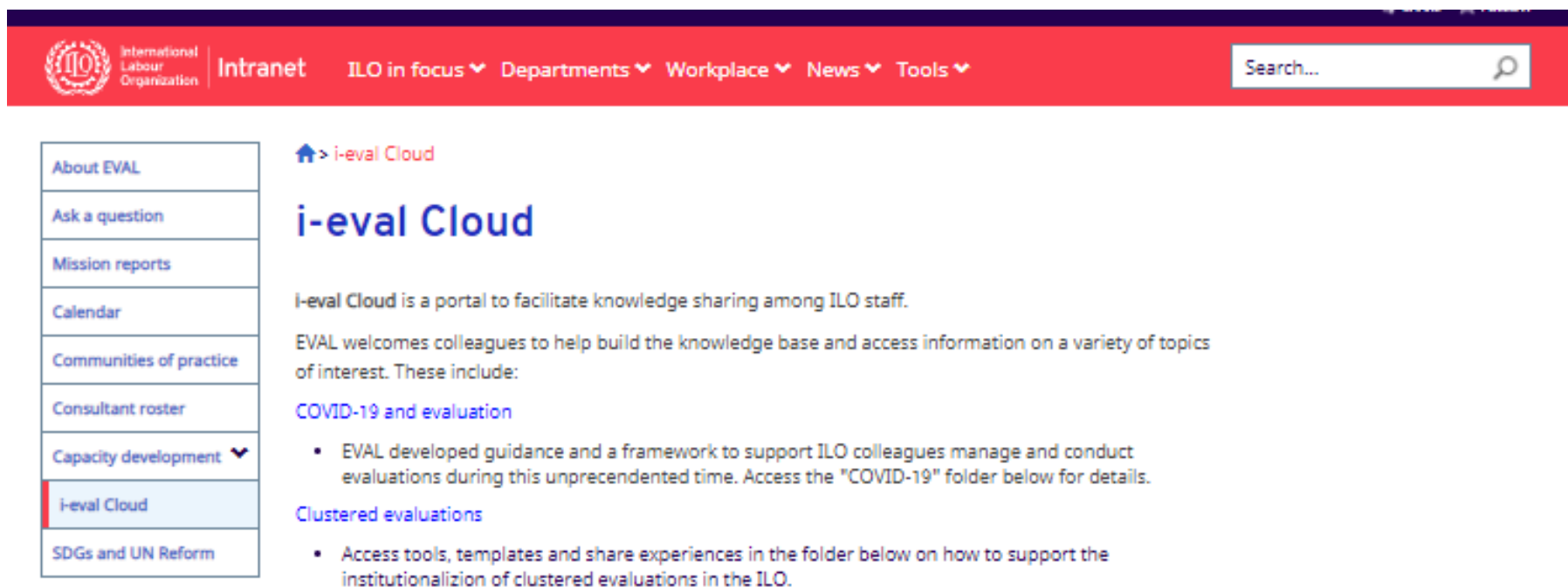
Evaluation criteria	Evaluation questions <i>(complementing other TOR evaluation questions based on the evaluation objective and scope)</i>	Policy response pillar
Relevance and strategic fit of COVID-19 related interventions	<ol style="list-style-type: none"> To what extent has the ILO intervention been designed or repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools? To what extent has the ILO project/programme provided a timely and relevant response to constituents' needs and priorities in the COVID-19 context? 	Pillar 1-4
Coherence and Validity of design of COVID-19 related interventions	<ol style="list-style-type: none"> To what extent is the ILO COVID-19 response intervention built upon a robust TOC for an integrated and harmonized action with existing ILO operations at country level? To what extent has the project design pursued a coherent response to COVID-19 exploiting the complementarity amongst the four policy response pillars? Has the ILO COVID-19 response intervention planned and implemented capacity-building strategies alongside other structural response actions to tackle the effects of the COVID-19 pandemic in a holistic manner? Does the intervention include logical and coherent results and monitoring frameworks for a human-centred recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns? 	Pillar 1-4
Programme progress and effectiveness of COVID-19 related interventions	<ol style="list-style-type: none"> To what extent have the ILO country office, regional office, Decent Work Teams, and concerned HQ Departments fostered integrated and strategic technical support and policy dialogue processes through the ILO COVID-19 response intervention at country level for a timely crisis response to COVID-19? Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results? To what extent has the ILO made progress as part of its COVID-19 response in achieving results on crosscutting issues of standards; social dialogue and tripartism; gender equality and non-discrimination; and environmental sustainability, notably in policy dialogues, policy partnerships, partners frameworks (e.g. SERPs), etc.? 	Pillar 1-4
Efficiency of resource use in COVID-19 related interventions	<ol style="list-style-type: none"> To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results? To what extent has the intervention leveraged partnerships (with constituents, national institutions, IFIs and UN/development agencies) to support constituents while targeting the COVID-19 response? 	Pillar 1-4
Effectiveness of	<ol style="list-style-type: none"> To what extent has the ILO been effective and timely in providing an adapted COVID-19 response and guidance to 	



What has been the experience so far?



► EVAL's work in response to the crisis



The screenshot shows the ILO Intranet interface. At the top, there is a red navigation bar with the ILO logo, the text "International Labour Organization", and a menu with items: "Intranet", "ILO in focus", "Departments", "Workplace", "News", and "Tools". A search bar is located on the right side of the navigation bar. Below the navigation bar, on the left, is a vertical menu with the following items: "About EVAL", "Ask a question", "Mission reports", "Calendar", "Communities of practice", "Consultant roster", "Capacity development", "i-eval Cloud" (highlighted with a red bar), and "SDGs and UN Reform". The main content area on the right features a heading "i-eval Cloud" with a home icon and the text "i-eval Cloud". Below the heading, there is a paragraph: "i-eval Cloud is a portal to facilitate knowledge sharing among ILO staff. EVAL welcomes colleagues to help build the knowledge base and access information on a variety of topics of interest. These include:". This is followed by two sections: "COVID-19 and evaluation" with a bullet point: "EVAL developed guidance and a framework to support ILO colleagues manage and conduct evaluations during this unprecedented time. Access the 'COVID-19' folder below for details." and "Clustered evaluations" with a bullet point: "Access tools, templates and share experiences in the folder below on how to support the institutionalization of clustered evaluations in the ILO."

► From the CoP on sharing experiences on evaluations during Covid19.....

- List of stakeholders – role, contact details, source for each EQs
- Phased approach - adaptation and flexibility, staged data collection
- Local support – use of national consultants; focal point
- Multi-country projects – coverage of countries v. selected countries
- TORs with flexibility and Covid19 references
- Briefing and communication with and between team members
- Summative v. formative - emphasis and focus of stakeholders, results before Covid19 v, during/after
- EQs - clarify on means of verification, both summative and formative
- Coherence – adaptation in line with national, UN
- Covid19 and crisis responses – adaptive management - useful models?
- Evaluability – effect of adaptive changes; Changes in monitoring data, ToC, external factors

► ***And how much of this is useful, relevant for post-pandemic, transformative evaluations and more efficient evaluations in changing circumstances – e.g. environmental concerns***

▶ Reflections from regions

- ▶ The Protocol list of questions is comprehensive, but too extensive: difficult to implement in full and then may become dispersed: few common questions would be more useful to facilitate focus and consolidation.
- ▶ Too early so far for evaluations to find evidence beyond short-term responses of projects to the COVID-19 implications.
- ▶ The perception that the situation is temporary is not helpful.
- ▶ The EVAL framework should look at the ILO integrated response by country, rather than focussing on the projects (how projects integrate the CO and constituencies response)
- ▶ Suggestion on a way to work with real-time/on-going data



► Evaluation Office

► Reflections from regions

- Data collection tools should be **more agile, simple & clear, adaptive to the context**
- **More use of secondary sources:** information from existing evaluations
- Joint efforts with other UN Agencies to gather relevant information could increase effectiveness & efficiency.
- **The need of early warning systems.** Why did some projects react better ? (early warning system?, leadership & technical skills?). Relevant to extract lessons on Project management approaches.



► Reflections from regions

Positive aspects:

- Remote interviews: **better time management** / 0 costs of missions.
- **More & in-depth** (longer) interviews
- **More flexibility** to adapt to changes in interviewees' agendas (cancellations or rescheduling).

Negative aspects:

- Limitations to **observe the context and behaviours** (people and groups)
- Difficulty to **reflect empathy** for interviews that are remote; problems with sensitive topics (FL, trafficking)
- Difficulty near impossibility to **interview final beneficiaries** (insecure contexts/no connectivity)



► **Thank you!**

