



# Evaluation Summaries

## Improving Job Quality in Africa through concerted efforts by Governments, Employers and Workers (IJQA)

### Quick Facts

**Countries:** United Republic of Tanzania and Mozambique

**Final Evaluation:** December 2009

**Mode of Evaluation:** Independent

**Technical Area:** Conditions of Work and Employment

**Evaluation Management:** Jon Messenger

**Evaluation Team:** Dugan Fraser

**Project Start:** May 2008

**Project End:** December 2009

**Project Code:** INT/08/61/DAN

**Donor:** DANIDA (US\$1,425,317)

**Keywords:** Working conditions, job quality, decent work, wages, working time, maternity protection, WISE, capacity building, Tanzania, Mozambique

### Background & Context

#### Summary of the project purpose, logic and structure

The IJQA Project sought to raise awareness, adapt and deliver participatory training on key issues, and undertake research and analysis in Tanzania and Mozambique that would enable governments and their social partners to measure, analyse, monitor and address job quality.

The intervention logic envisaged that the research component would identify job-quality related issues needing attention, tripartite interactions would determine how these could be addressed and innovative workplace interventions would test and develop solutions that could ultimately lead to policy changes.

#### Present situation of project

The project has been completed. A short, no-cost extension was provided for to allow completion of remaining project activities. Delivery on the basis of financial expenditure was close to 100%, an impressive achievement.

#### Purpose, scope and clients of the evaluation

This evaluation sought to determine if the project achieved its stated objectives and explain why or why not; assess the long term benefits / impact accrued to target groups; document best practices or lessons learned that could be used to inform the design, planning, implementation and activities of future projects; and assess potential future needs for technical assistance on working conditions issues and provide recommendations. Its scope was limited to this project - none of the related ILO activities being carried out in these two countries were reviewed.

#### Methodology of evaluation

The field work for the evaluation was undertaken in December 2009. The evaluation methodology comprised a review of project documentation; field visits to Maputo and Dar es Salaam; telephonic interviews with project staff and attendance at the IJQA Regional Conference in Tanzania held from 7 to 8 December 2009. The major limitation encountered was the short time period allocated to the evaluation exercise.

### Main Findings & Conclusions

In terms of its delivery of its planned outputs, the project performed admirably and very cost effectively. However, it is not clear that the intended long term outcomes and impacts such as poverty reduction and national development will

be achieved. The project period was unrealistically short given its intended objectives. The limited administrative infrastructure and problems flowing from other, unrelated projects presented challenges in the Mozambican component.

## **Recommendations & Lessons Learned**

### **Main recommendations and follow-up**

The report proposes that TRAVAIL convene a review workshop (at which the lessons learnt through this project can be reviewed for publication in a short, targeted booklet) and that it create an IJQA webpage from which all the materials produced through this project (and relating in particular to the WISE/R element) can be accessed and downloaded. It also recommends that PARDEV be tasked with holding a debriefing meeting with TRAVAIL to identify the reasons for the weakness of the initial project documentation for the IJQA project (e.g., the logframe) and to agree on a process to address them.

### **Important lessons learned**

Important lessons learnt from this project relate to the need to better articulate plans and intended results at all levels (outputs, outcomes and impacts) and to ensure performance indicators are properly formulated. The need to take greater care to unpack policy pathways to ensure implementation is on course to achieve the intended results and the related need for thorough project initiation and commencement processes should be noted.

Good practices that could be replicated elsewhere were the approach taken to implement the WISE/R component and the materials developed; various innovative strategic approaches taken to implementation during the project; the emphasis on a tripartite collaborative approach which created a framework for participation and cooperation between what are often hostile parties; and an integrated approach to collaboration among various ILO components.