The background features a decorative graphic consisting of three overlapping blue circles of varying sizes, arranged in a vertical line. Two thin blue lines intersect at the top left and extend diagonally across the page, framing the central text area. The circles are composed of concentric layers of different shades of blue, creating a 3D effect.

**Internal Evaluation –
ILO/Norway Project
“Strengthening labour
administration and
labour inspection
services in selected
countries”
(GLO/10/59/NOR)**

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07/12/2011**

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Acronyms

CTA	Chief Technical Advisor
DGFASLI	Directorate General for Factory Advice Services and Labour Institutes
DIALOGUE	ILO Industrial and Employment Relations Department
DWCP	Decent Work Country Programme
EU	European Union
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HQ	Head Quarter
ILO	International Labour Organization
ITC	International Training Centre
LAB/ADMIN	ILO Labour Administration and Inspection Programme
LI	Labour Inspection
MOSAL	Ministry of Social Affairs and Labour
OSH	Occupational Safety and Health
SIT	Secretariat of Labour Inspection
SLIC	Senior Labour Inspectors Committee
TC	Technical Cooperation

Executive Summary

Background and Context

The importance of labour inspection in promoting Decent Work has been widely recognised. Yet the ILO’s experience is that, in reality, many labour inspectorates are poorly resourced and unable to make a significant impact in the workplace.

In response, the ILO has provided technical assistance to its constituents in promoting the implementation of Convention Nos. 81 and 129. The ILO has published and further developed materials on labour inspection; particularly the publication on “Integrated Labour Inspection Training System” and “A Toolkit for Labour Inspectors” has been developed and translated to more and more languages, and more.

Norway allocated extra funding (the total sum of USD 5 million (NOK 30 million)) to the ILO during “The Revised National Budget 2009” in May 2009. The Norwegian Ministry of Foreign Affairs, in collaboration with the ILO, then started to search for possible projects that could satisfy the conditions set by the Parliament. This report concerns the third Norway funded labour inspection (LI) project and was smaller in terms of resources, and focused towards the different Ministries of Labour and south-south collaboration. It covers 9 countries: Angola, China, FYR Macedonia, India, Indonesia, Lebanon, Republic of Moldova, South Africa, Syrian Arab Republic, with the following two immediate objectives:

1. Labour administration, including labour inspectorates, is strengthened and their staffs are empowered in performing labour administration and inspection tasks.
2. Labour administration and labour inspectorates, Employers’ and Workers’ Organisations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation.

The purpose of the final evaluation is to: a) Determine if the projects have achieved the stated immediate objectives and to which extent, explain which difficulties were encountered and identify lessons learned; b) Determine to which extent the identified outputs have been achieved and assess the implementation status; c) Evaluate the quality of the project design, project management and performance monitoring vis-à-vis the achievement of project immediate objectives; d) Assess potential of project continuation and of a consolidation of project results achieved towards the fulfilment of the milestones indicated in the P & B 2010-2011 under outcome 11, indicator 11.2: strengthening labour inspection systems in line with international labour standards and the Strategic Policy Framework 2010-15.e.

Methodology

The evaluation methodology triangulated the following forms of data:

- Existing information: the evaluation consultant reviewed existing documentation and related material; particularly the final reports from each country were used (see Annex 3 List of documents). The evaluator also used his existing knowledge about the previous two Norwegian funded projects as he also has evaluated these;

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- Data and information collection: the evaluator had phone interviews with ILO stakeholders in all the project countries (see Annex 2 List of people interviewed); summary from the two day planning workshop in Geneva in January 2012 (see Workshop Agenda in Annex 4); and
- Analysis: the existing material and findings from the phone interviews were basis for the analyses that culminated in the drafting of this report.

As the project was short and small, the evaluation was a desk study utilizing only phone interviews and existing documentation, without field visits or interviews or workshops in the field or Geneva.

Main Findings and Conclusions

Conclusions

The ILO project, “Strengthening labour administration and labour inspection services in selected countries” has met or mostly met its objectives. The project has been implemented in an efficient and effective manner. The ILO and national-level stakeholders exhibited good participation and ownership, contributing to results. All national level activities were undertaken, with reasonable modifications from the initial project descriptions. The evaluation did not identify significant project deficiencies that could be related to the ILO.

Objective 1 has progressed well as has also been the case with the previous Norway funded projects. Objective 2 progress well as well. The evaluator believes that the social partners in many – but not all – countries - are gaining momentum related to labour inspection engagement. This is a result from the last years of Norway funded labour inspection projects. This has not been verified by field visit, and is only based on interviews, document studies and the evaluator’s general experience from previous from evaluations of the previous Norway funded projects.

The achievements and results varied according to country, as the situations and context were different.

The project struggled with the following challenges: a) The duration of the project was again short; b) Funding was small (compared to previous years); c) Staffing changes as national project coordinators and assistants were not rehired, and task taken over by consultant but also more work load on ILO staff.

Recommendation

These recommendations are based on findings in the evaluation, with all its constraints.

1. Continue the good progress towards objective 1 and 2, with good collaboration and assistant to capacity building in the countries in question. Particular utilise the potential in the Arab countries. Responsible: Donor.
2. Continue accessing additional resources like RBSA, national and other funding to support objective 1 and 2. Responsibility: LAB/ADMIN.
3. If a continuation is taking place, project implementation conditions should match duration and funding. Responsible: Donor.
4. The project has demonstrated success in implementing planned activities and showed good results in a short period of time. The project, therefore, should continue. While some countries now is likely to reach a point where sustainability can be expected or the benefits created so far,

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- some kind of continuation will contribute positively towards the objectives still. Responsibility: Norwegian donor, LAB/ADMIN.
5. While the project should continue, not necessarily all the present countries should continue in the long term. Some countries, particularly China and Brazil, are relatively strong countries regarding labour inspection and other countries with less strong labour inspection may, therefore, benefit more from the Norwegian project funding. LAB/ADMIN should revise the country coverage and make an exit strategy for the countries that should be phased out from the project. Responsibility: Norwegian donor, LAB/ADMIN.
 6. The global products developed in the preceding project and this project has now come to phase where economics of scale is being realized. This is apparent more now than in the previous projects. With relatively small cost, the global products can be distributed to more beneficiaries. Trainings in Arabic and Portuguese (for the Portuguese-speaking African countries) have already been asked for in the Turin meeting (see above). Even if smaller changes and translations is needed this can be done at small costs. The global products may have the potential to reach more beneficiaries by developing them to online packages. It is recommended that this is done in a likely continuation. Responsibility: LAB/ADMIN.

Lessons learned

The evaluation process identified the following lessons learned on project design:

1. Capacity development projects must take a medium terms perspective, regarding both implementation and funding. One year or less is too short for interventions that aim to strengthen capacity, and involved changes to systems, procedures, behavior and attitudes.
2. Timing is important. Impressive results and potential in short time where ILO enters at a favourable time. South Africa, Indonesia and China are some of these examples. The Arab states are in a special situation and also here the timing has resulted in request from more countries than expected. The Arab Spring should be utilized to bring labour inspection to a higher level for motivated Arab states.

1. Background

The importance of labour inspection in promoting Decent Work has been widely recognised. Yet the ILO’s experience is that, in reality, many labour inspectorates are poorly resourced and unable to make a significant impact in the workplace.

International standards for labour inspection have existed for many years. The Labour Inspection Convention 1947 (No. 81) and the Labour Inspection (Agriculture) Convention 1969 (No. 129) have been widely ratified. Recently, the Promotional Framework for Occupational Safety and Health Convention 2006 (No. 187) and the Work in Fishing Convention 2007 (No. 188) were adopted, together with their accompanying Recommendations. These Conventions include specific provisions for labour inspection.

However, in many countries, globalisation and the changing world of work with its new employment patterns have been accompanied by reduced government interventions in the workplace. Even where there is general agreement on the benefits of labour inspection, the real impact of inspectors has often

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been limited, especially amongst vulnerable or hard-to-reach groups and the expanding informal economy, as recent accident and ill-health trends show.

In recent years, there has been a renewed interest in the subject especially considering LI’s fundamental role in good governance, making this an opportune time to restart a reflection on the institutional framework and functions of labour administration and labour inspection, especially on the aspects of enforcement and compliance. This crucial role of labour inspection was primarily highlighted in the ILO Programme and Budget for 2008-09, which included a joint immediate outcome on strengthening labour inspection.

The renewed interest has been spurred by the financial crisis 2007-2008 with the resulting Global Job Crisis, as well as the more recent so called Arab Spring. Also a major change partly caused by despair in the labour market.

The 2010-2011 Programme and Budget proposal follows this path highlighting the strategic objective to strengthen labour administration and labour inspection in line with international labour standards. In this regard, outcome 11, reflecting this priority, implies the improvement of the status of labour administration staff as civil servants and in particular of labour inspectors, the establishment of national training plans, enhancing registration and collecting of data and following awareness raising strategies under active participation of employers, workers and their organizations, promoting gender balance in labour inspectorates. In addition, labour administration and labour inspection have been identified as an outcome within the Strategic Policy Framework 2010-2015, and consequently brought out in the proposal as a specific topic that offers scope to attract additional extra-budgetary resources.

However, despite the recognised importance of the role of labour administration, when it comes to the design and the implementation of viable socio economic policy responses, labour administration and labour inspection have until present occupied a lower place on the political agenda. There is little or no mention of the subject in national policy frameworks, and also in Decent Work Country Programmes. Many services and functions of labour administration, and in particular labour inspectorates, are still poorly resourced and structured and are unable to make a sufficiently significant impact in the world of work. Globalisation and the subsequent changing world of work, with its new employment patterns, have been accompanied by reduced government interventions in the workplace. However, the new developments and the 2009/2010 economic crisis effects are about to bring a change of attitude amongst ILO constituents, which would need to be supported and actively accompanied.

Even though there is a general consensus on the benefits and needs of labour inspection and labour administration, the real impact of labour inspectors and labour administration has often been small, especially amongst vulnerable or hard-to-reach groups and the expanding informal economy. There are various reasons for this, among others:

- A weak labour administration system with an insufficient legislative framework and a poor coordination system, (a central authority which does not assume its coordination and policy setting role) leading to an inconsistent or even missing design and implementation of national labour policies, which also finds its expression in poor labour law enforcement (not fulfilling the C 150 requirements);

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- Unattractiveness of the labour administration/ inspection services which is due to the absence of a proper career prospect (including a fair and transparent recruitment process), an inconsistent recruitment and selection process, absence of a training strategy at national level, an insufficient remuneration level and a lacking statutory stability of employment for labour administration staff including labour inspectors;
- Inefficient work practices, planning, evaluation and organization, with basic labour inspection and administration planning tools such as enterprise registries and other data capturing tools within the labour inspectorates and at Ministry level being missing. While there may be good advice on new ways of working, the old systems and attitudes tend to persist; this is usually followed by an absence of data collecting systems and of information which would allow for a policy design;
- A growing number of challenges for labour administration, and inspection, such as new employment patterns, in particular subcontracting and outsourcing, the occurrence of forced labour, child labour, illegal and migrant work, undeclared work and informal economy workers in general, and all the new tasks and assignments having emerged as consequence of the crisis in relation with lay-offs, redundancy and unemployment;
- An overall significant lack of resources for labour administration and inspection and for other related authorities. In many countries, inspectors are unable to carry out routine visits in rural areas simply because of lacking transport means. The lack of computers, electronic means of reporting and database development means that data is not readily available to assess compliance for the purposes of strategic planning and setting of priorities;
- An insufficient involvement of social partners in the labour administration and labour inspection system and lack of understanding of the labour inspectors’ role. For example, there is often misunderstanding about the important role that inspectors play in prevention and in promoting decent work;
- An insufficient coordination among authorities which are entrusted with compliance control, for instance social security organisations and labour inspectorates, and an insufficient coordination within the labour administration system itself, when for instance several bodies or Ministries are entrusted with distinct labour administration functions.

Moreover, many civil servants and in particular labour inspectors can be reluctant to adapt to change or take on new responsibilities. Such responsibilities might include promoting compliance with gender sensitive legislations or following new preventive policy approaches in the area of occupational safety and health, which have to be introduced at national level. Gender imbalances amongst the staff of administration themselves also persists, with frequently many more men than women employed, in spite of the requirements of Convention No. 81 and No. 129 for both men and women to be eligible for appointment to the inspection staff. Thus, gender equality is an issue for inspectorate staffing.

In response, the ILO has given technical assistance over the years to constituents, to help promote the implementation of Conventions No. 81, No. 129 and No. 150, which are still up-to-date instruments. Due to an increasing demand of ILO member States, for technical support in the area of labour administration and inspection, the ILO, and in particular since LAB/ADMIN has been created, has recently developed several tools and material such as training programmes, good practice collection,

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research, manuals etc.. The ILO has also undertaken labour administration and inspection assessments and developed coherent national labour inspection programs in a number of countries with a view to assisting labour administration/inspection to work in a more innovative and efficient way.

ILO Labour Inspection work

In response, the ILO has provided technical assistance to its constituents in promoting the implementation of Convention Nos. 81 and 129. The ILO has published and further developed materials on labour inspection; particularly the publication on “Integrated Labour Inspection Training System” and “A Toolkit for Labour Inspectors” has been developed and translated to more and more languages. The ILO also published handbooks for labour inspectors on HIV/AIDS, Forced Labour and Human Trafficking, as well as several manuals on child labour inspection in Latin America, and a new manual on labour inspection and the elimination of child labour. For the biennium 2008-09, a new methodology for conducting tripartite labour inspection audits was developed and is now being used successfully in some countries.

In the light of all these developments, and also a “General Survey on labour inspection” carried out in 2005-06, the ILO Governing Body decided in November 2006 that the ILO should “develop, evaluate and implement a strategy for the support of the modernisation and reinvigoration of labour inspection”. In 2007, the ILO was also mandated to promote better implementation of its Priority Conventions, which include Convention Nos. 81 and 129. The ILO Declaration on Social Justice for a Fair Globalisation was adopted in June 2008, specifically calling for effective labour inspection as part of the strategy for achieving Decent Work.

The ILO Programme and Budget for 2008-09 included a Joint Immediate Outcome on strengthening labour inspection with prescribed strategies. The Joint Immediate Outcome was formulated to “Increase member States’ capacity to carry out labour inspection”. Three indicators were set for the outcome:

- a) Number of member States that apply ILO assistance to carry out tripartite audits of their labour inspection systems, with a target of 10 member States across all regions;
- b) Number of member States that apply ILO assistance to formulate national action plans on labour inspection, with a target of 15 member States across all regions; and
- c) Number of member States that apply ILO assistance to increase financial resources allocated to labour inspection, with a target of 10 member States, across all regions.

The funds came from the regular and strategic budgets for strengthening labour inspection and totalled USD 2,733,431 for the biennium. The need for the “ILO [to] seek extra-budgetary resources to expand its activities in this area” was highlighted in the ILO Programme and Budget 2008-2009. The extra-budgetary resources came in particular from Norway.

2. The project, “Strengthening inspection services”

Norway allocated extra funding (the total sum of USD 5 million (NOK 30 million)) to the ILO during “The Revised National Budget 2009” in May 2009. The Norwegian Ministry of Foreign Affairs, in collaboration

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with the ILO, then started to search for possible projects that could satisfy the conditions set by the Parliament.

The first Norwegian funded ILO project was “Enhancing Labour Inspection Effectiveness” which supported both activities related to the two Joint Immediate Outcomes as well as the development of tools for global use.

A second project was, “Strengthening labour inspection services”, a project that aimed at developing a full programme of activities for assisting the ministries of labour in further developing their capacity in the area of labour inspection. In doing so, LAB/ADMIN linked closely with other technical departments and units such as GENDER, in full cooperation with the respective SROs, and built a network of consultants and experts on the matters relating to the building of a sound knowledge base. In particular, LAB/ADMIN relied on the networks established with other international and regional organisations for labour inspection (i.e. the International Association of Labour Inspection (IALI) and regional groups). About USD 2.5 million was allocated to this project. Angola, Brazil, China, India and South Africa were chosen as case countries.

The immediate objectives of the project were:

1. The strengthening and modernising of labour inspection systems and the empowerment of their staff in performing labour inspection tasks.
2. The placing of labour inspectorates, employers’ and workers’ organisations and other institutional partners in a better position to engage in programmes and policies promoting compliance with legislation.

The project aimed at strengthening and developing capacity building for labour inspection services in the selected countries. The project methodology included the implementation of labour inspection assessments and surveys when a specific need was expressed for it by the government. It also included a systematic capacity building of national labour inspection services through the development of national labour inspection action plans or programmes in addition to a design of national training plans and national training strategies. Measures and activities identified in the labour inspection plans, programmes and training strategies were subsequently implemented.

The provision of training with the help of the train-the-trainers (TOT) approach was one important cornerstone in this strategy; it was a way to ensure active commitment and ownership from the government’s side at a low cost.

Parallel to that, the labour inspection training modules, which were developed within the labour inspection projects, GLO 09/50/NOR, RER 09/50/NOR and RAB 09/50/NOR (under the same donor as “global products”), were translated from English into the languages of the project countries (Chinese and Portuguese) for their subsequent use for training activities at the national level. Further policy documents were developed at the global level to support activities at the national level, such as labour inspection guidelines and training modules for specific themes.

Labour inspection assessments and/or surveys were conducted in Angola in addition to some selected provinces in China and the state of Maharashtra in India. In South Africa, a labour administration and

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inspection assessment had already been completed in 2009. In most of the project countries, labour inspection programmes or action plans were elaborated and their implementation commenced the second half of 2010. An exception was Brazil, where the emphasis was more on the exchange and development of best practices in selected fields of labour inspection, also in an inter-regional context.

Following up on the second immediate objective of the project, which targeted collaboration and synergy between labour inspectors and social partners, social partners had been invited to training sessions and workshops.

This third project was smaller in terms of resources, and focused towards the different Ministries of Labour and south-south collaboration. It covers 9 countries: Angola, China, FYR Macedonia, India, Indonesia, Lebanon, Republic of Moldova, South Africa, Syrian Arab Republic, with the following two immediate objectives:

1. Labour administration, including labour inspectorates, is strengthened and their staffs are empowered in performing labour administration and inspection tasks.
2. Labour administration and labour inspectorates, Employers’ and Workers’ Organisations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation.

The total budget allocated for this third project was US\$ 835 718, down from US\$ 2 594 000 for the previous “Strengthening labour inspection” project, and US\$ 2 million for the first Norwegian funded project “Enhancing Labour Inspection effectiveness”.

Many countries have been involved in the previous projects under the same donor. Based on national context, needs and the previous achievements, the project continues to help develop and strengthen implementation of national labour inspection action plans based on the Country Programme Outcomes (CPOs) with a focus on capacity building through training as well as on the P&B Outcome 11 of the Biennium 2010-11.

The project aims at developing and designing responsive policies and guidelines in the context of the global financial crisis and economic recession while improving a national infrastructure for data collection and analysis for social risk assessment and responsive policy-making for both labour administration and labour inspection.

The project activities are organised at both national and international levels to produce mutually supportive outcomes and products. The project continues to facilitate and strengthen networking of policy-makers, experts and labour inspectors at national and international level to share good practices, knowledge and experiences. Therefore, the project pays attention to the dissemination of national good practices, project products and tools by means of internet, publications and seminars, etc. among governments and social partners.

Gender dimension of labour inspection is still a focus. This would include the development of a training module and its application in training activities of the project.

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Another component will include awareness-raising of social partners on the roles of labour administration and labour inspection by using the materials developed by the ILO and organising joint seminars under the national tripartite consultation mechanisms.

The third project started on 1 January 2011 and ended on 31 December 2011. An experiences exchange meeting among the ILO specialists was planned for January 2012 in Geneva.

3. Purpose of Evaluation

The purpose of the final evaluation is to:

- a) Determine if the projects have achieved the stated immediate objectives and to which extent, explain which difficulties were encountered and identify lessons learned;
- b) Determine to which extent the identified outputs have been achieved and assess the implementation status
- c) Evaluate the quality of the project design, project management and performance monitoring vis-à-vis the achievement of project immediate objectives;
- d) Assess potential of project continuation and of a consolidation of project results achieved towards the fulfilment of the milestones indicated in the P & B 2010-2011 under outcome 11, indicator 11.2: strengthening labour inspection systems in line with international labour standards and the Strategic Policy Framework 2010-15.

4. Evaluation Methodology

The evaluation framework

The evaluation methodology triangulated the following forms of data:

- Existing information: the evaluation consultant reviewed existing documentation and related material; particularly the final reports from each country were used (see Annex 3 List of documents). The evaluator also used his existing knowledge about the previous two Norwegian funded projects as he also has evaluated these;
- Data and information collection: the evaluator had phone interviews with ILO stakeholders in all the project countries (see Annex 2 List of people interviewed); summary from the two day planning workshop in Geneva in January 2012 (see Workshop Agenda in Annex 4); and
- Analysis: the existing material and findings from the phone interviews were basis for the analyses that culminated in the drafting of this report.

As the project was short and small, the evaluation was a desk study utilizing only phone interviews and existing documentation, without field visits or interviews or workshops in the field or Geneva.

Definition of Key Evaluation Terms

The evaluation used OECD definitions, from the “Glossary of Key Terms in Evaluation and Results Based Management”. Key terms are presented below, for the sake of clarity:

Relevance

“The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, the particular needs of each country, global priorities and partners and donors’ policies.”

The OECD notes that retrospectively, the question becomes whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Efficiency

“A measure of how economically resources/inputs are converted to results.”

Effectiveness

“The extent to which development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.”

Impact

“Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.”

Sustainability

“The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continues long-term benefits. The resilience to risk of the net benefit flows over time. “

5. Findings

This chapter will present the findings from the internal evaluation process. First, we will sum up findings related to achievement/results and the challenges present for the duration of the project. Second, the findings related to the evaluation questions are also summarised. The terms of reference asked particular questions and where relevant we will use these questions as sub-headings.

Achievements and results

The ILO project, “Strengthening labour inspection services” has met or mostly met its objectives. The project has been implemented in an efficient and effective manner. The ILO and national-level stakeholders exhibited good participation and ownership, contributing to results. All national level activities were undertaken, with reasonable modifications from the initial project descriptions. The evaluation did not identify significant project deficiencies that could be related to the ILO.

The achievements and results varied according to country, as the situations and context were different. Below are key highlights from the different countries:

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Moldova

Moldova was one of the countries that was a part of the first Norwegian funded project, “Enhancing labour inspection effectiveness”. During this first project Moldova went through a labour audit by LAB/ADMIN, worked out action plans as well as participated in training sessions. Also social partners were involved.

The first project went well in terms of undertaking the audit, action plans and undertaking a set of activities. The project intended to further consolidate the efforts made in the first Norwegian funded project, helping to develop the DWCP outcome MKD 102 -“Strengthening the effectiveness of the labour inspection system, to modernize and build capacities of the Labour Inspection system.

The project contributed to the creation of a sustainable training capacity of Labour Inspection managers and labour inspectors, through a training of trainers approach and, therefore, enabling future efforts on this area.

The project activities increased collaboration with social partners and other stakeholders, through the involvement on the training and through raising awareness on the role of labour inspection and its respective functions.

Interestingly the project created synergies with other UN projects and resources. Under the project “Capacity building on gender equality in LI” (MDA/102) a training workshop for labour inspectors was organized. Also under funding of UN Women, United Nations Entity for Gender Equality and the Empowerment of Women an assessment on the needs of the Labour Inspectorate to develop and information system was made and the terms of reference for contracting a provider to develop a management database were drafted. Under RBSA Funds, the Moldovan Labour Inspectorate and a representative from employers’ and workers’ organizations participated in a Subregional workshop on the organization of inspection campaigns on health and safety at work and undeclared.

Moldova has strong focused towards being a trusted and accepted trading and collaboration partner for EU. Following good labour standards is a relevant and important part of this goal¹. The strengthening of the labour inspection is a relevant and important step. It is likely that the benefits obtained during this project will be strengthened or at least maintained as this will be important for being a trusted trading partner with EU.

The Moldova activities was cofounded with other sources and only US\$ 30 978 where from this Norway funded project.

FYR Macedonia

Also FYR Macedonia was a part of the “Enhancing labour inspection effectiveness” project. As with Moldova, Macedonia prioritises EU alignment. This was particularly empathised during the first evaluation (of “Enhancing labour inspection effectiveness”).

The project intends to further consolidate the efforts made in a previous Norwegian funded project, helping to develop the DWCP outcome MKD 103 -“Strengthening the effectiveness of the labour

¹ This was discussed more in-depth in the first evaluation report, “Evaluation of the ILO Project, “Enhancing labour inspection effectiveness””, 2010.

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inspection system, to modernize the Labour Inspection system and to bring labour inspection policies and practices closer to European Union countries

This project followed up the first project with a two day labour inspection seminar in September 2011, and a two weeks training in June 2011. They also had a TOT, and translated training material. The project went as planned except for a short delay because of election. RBSA funded the material.

The project contributed to creation of training capacity of Labour Inspection managers and labour inspectors, through a TOT approach. It also increased collaboration with social partners and other stakeholders, through the involvement in the training and through raising awareness on the role of labour inspection and its respective functions. Through many of the same activities as for Moldova also Macedonia had creation of synergies with other ILO projects and resources (see Moldova).

The Macedonia activities was cofounded with other sources and only US\$ 40 035 where from this Norway funded project.

India

In the second Norway funded LI project undertaken during 2010, India had activities for developing a national training strategy at the central level. In addition, India had two regional projects, one in Bihar and one in Maharashtra. The one in Bihar focused around developing sustainable training capacity and the one in Maharashtra focused on assistance in policies for labour inspection and improved implementation.

Additionally, a labour inspection work programme on OSH with (Directorate General for Factory Advice Services and Labour Institutes) DGFASLI (including OSH inspection in ports) was undertaken. Awareness rising for the social partners was also a part of the programme activities.

Also South-south cooperation has been initiated. Some of the partners in the programme have visited each other or met with each other to learn and observe. Some upcoming activities with other Asian countries have been initiated.

Five seminars were undertaken in both in central India, Maharashtra and Bihar. For the central India good practice on labour administration and labour inspection was shared among various States in India through a workshop, where those states that have benefited from the project interventions in a first phase shared with other states strategies to improve labour administration services with a special focus on labour inspection. In Maharashtra there was conduct of Training on Work Improvement in Small Enterprises (WISE) for Industry, Energy and Labour Department. Also training on labour inspection for labour officers was undertaken involving an international trainer working together with ILO staff and trained Indian labour officers. Some follow up work on promoting further protection for contract worker was also done. Assistance in Bihar focused on specialised OSH training in two districts.

This last project was much smaller than the previous. The previous project allocated about US\$ 325 000 to India in 2010, while for 2011 only US\$ 62 169 was available from this project. Additionally India Country Office allocated US\$ 25 000 from RBTC.

China

ILO support to China arrived in a timely manner already in 2010. Just after a review of China’s labour inspection in 2009 ILO with Norwegian funding arrived with a project opportunity. The project was tied into the follow-up of the review conducted. It was China’s first international cooperation project in the field of labour inspection. The key results from the project are:

The project in 2010 contributed to a national labour inspection development strategy that provided assistance for the 12th five-year plan. A TOT programme was also initiated and a team of national experts built and strengthened their capacity. In addition, advocacy and information were disseminated. International good practices were promoted. Given the size of China’s labour market and the size of the LI system (with 3,291 labour inspection agencies and more than 23,000 inspectors (OSH and some other entities not included)) even a modest impact on the system was considered to be good.

One of the main activities funded by Norway in this project was a study tour to Spain and France focusing on their good practices on training programmes for new labour inspectors as well as on the job training. As a result, China is considering establishing a national training centre for labour inspectors. In addition, the project also supported the participation of the labour and OSH inspectors in the Turin labour inspection academy. The Norway project only allocated a total of US\$ 55 700 as to China and was supplemented by the RBSA funding of USD200,000 to help maintain the momentum of the cooperation and contribute to a goal of training 10 labour inspectors’ trainers for each of 31 provinces

South Africa

Following a request from the government for technical assistance, a labour administration and inspection audit was carried out in November 2009. The government intended to restructure its labour department, including labour inspection and asked the ILO for assistance. The project therefore started very quickly in South Africa. Findings and recommendations were included in a report, which was endorsed by the government in February 2010.

This project proposes to consolidate much of the successful developments from work carried out in 2010. Notably, it intends to further strengthen the internal functions and operations of the DOL and address national needs in the labour inspection system in line with the outcome of the tripartite Conference and in light of the DOL’s restructuring initiatives (particularly in the areas of labour inspection and labour law compliance). This would include the further professionalization of the career of labour inspectors in an effort to combat high staff turnover especially through the provision of training. It also anticipates improving cooperation between the labour inspection system and the judiciary further building a collaborative approach between the various inspection bodies as well as with the social partners. These efforts would further support the government in its work to identify the gaps in law and practice that remain to be addressed in anticipation of ratification of Convention No. 81. The coordination role of the central authority will also be strengthened through the development and application of planning, programming and monitoring tools.

In total US\$ 37 409 was allocated to activities in South Africa, down from US\$ 341 000 last year.

Angola

Angola is the country with the weakest labour inspection in the project portfolio of countries. Even though Angola has about 18 million inhabitants and 8.1 million in the economic active population, there were only 137 labour inspectors all together in the 18 provinces and they had only 21 vehicles at the beginning of the project. However, the government has shown commitment to strengthen labour inspection as they recruited some 60 new labour inspectors in 2011 and provided part of the funding required for all the training activities held in Angola. In addition the labour inspectorate made an effort to fund the participation of 5 senior labour inspectors in the Labour Academy held in Turin in October 2011.

The government has put greater importance on building capacity in labour inspection but there is still a lack of awareness among employers and the court system. For example, courts have long procedures and do not always confirm the sanctions imposed by the Labour Inspectorate on employers found to be violating workers’ rights and safety. Raising general awareness in addition to improving and updating LI capacity is a good step towards ensuring better enforcement and implementation of labour laws. The Government of Angola has requested the ILO to help them revise the outdated legislation on labour inspection relating to occupational safety and health in the construction sector and also to streamline the sanctions procedures to make it more effective.

The only activity which was foreseen to be undertaken through the Norway funded project was a big and short training event (3 days) involving 114 participants. This training event did not use ITC modules (global products) but a couple of the presentations contained in the ITC training materials and other presentations specifically developed by the ITC for this event. Only US\$ 34 951 was allocated to Angola, down from US\$ 212 000 in 2010. The training event was run by ITC on behalf of ILO Geneva. The ILO Yaoundé Office, in charge of Angola, was duly informed and asked to contribute to the training, but had no funding available.

Arab states

Both Syria and Lebanon were targeted for the support. For the case of Syria, no assessment of the effects of the ILO activities is meaningful because of the political turmoil in Syria. The key activity for the support to the Arab states was one larger regional workshop on Labour Inspection Good Practices, which includes experience-sharing of labour inspection successful experiences and good practices in 13 Arab countries. The workshop focused on knowledge and experience sharing among the participating Arab countries and on the possible ILO interventions and technical support for enhancing the effectiveness of LI services in those countries. There were not specific activities concerning LI in Lebanon in the project implementation.

Some international consultants and missions from ILO Geneva were also undertaken during 2011. A total of US\$ 54 826 were spent in the Arab states. The regional seminar alone took US\$ 38 360 alone, some of the remaining costs on consultants and mission was also related to the regional seminar.

Indonesia

Strengthening labour administration is reflected as a priority through DWCP outcome IDN 151 which is supported by the project.

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Indonesia has been facing a lot of different challenges. In addition to significant unemployment, underemployment also remains prevalent, and more than two thirds of the employed are in the informal economy. Relevant legislation and regulations have been put in place over the last eight years to provide a legal framework within which labour rights can be promoted. This requires also an adjustment process from the labour administration side, including measures to improve the labour administration system at national level, enabling the government to implement those labour rights. Consequently Indonesia has requested ILO assistance agreeing on the implementation of a Decent Work Country Programme 2006-2010, in which the application of labour standards, including through strengthened labour administration, was retained as a programme strategy.

Indonesia has committed itself to apply ILO Convention No. 81 having ratified this Convention in 2004. The Committee of Experts on the application of Conventions and Recommendations has in its comments hinted to points of weakness in the labour inspection system, amongst others a lack of coordination by a central authority following a decentralization process of the labour inspection system, and a lack of communication between the local governments, under which the labour inspectors operate, and the central authority.

The project would strengthen labour administration as provided for in the DWCP 2006-2010 building and following up on the audit recommendations and on the comments of the CEACR. In this regard, a meeting was held between the government and ILO and fields of collaboration were discussed: This would include the improvement of reporting and communication within the labour inspection system, the design of an enforcement policy and the design of a training strategy for inspectors in addition to capacity building.

A total of US\$ 84 275 was allocated to activities in Indonesia.

Global activities

A number of activities covering global or at least regionally was undertaken. Previous years global activities have been focused towards developing global products. This time much more was allocated to holding seminars like the workshop on strengthening cooperation between labour inspection systems and the judiciary in Venice in September 2011. Drawing on recent ILO studies on labour inspection sanctions, the workshop addressed the opportunities and challenges for strengthening cooperation between national labour inspection systems and the judiciary as a means to improve labour law compliance. The event brought together an international selection of labour inspection managers and judges for an exchange of national laws and practice.

As follow up to the general discussion on Labour Administration and Labour Inspection at the 100th ILO International Labour Conference, an “International Academy on Labour Administration and Labour Inspection” took place in Turin, from 24 October to 4 November 2011. It was jointly designed and organized by the ILO International Training Centre (ITC/ILO) and LAB/ADMIN Programme. It lasted two weeks and it was attended by 77 participants (Senior Labour Administration officials, Managers and Directors of Labour Administration Departments, Managers and Directors of Labour Inspectorates, Senior Representatives of Workers’ and Employers’ Organizations and ILO Officials) and coming from 38 countries. The main purpose of the Academy was to provide participants with the unique chance to

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analyse, discuss, compare and share knowledge and practices on the situation, trends and challenges for Labour Administration and Labour Inspection in a globalized world. The workshop came with some recommendations, and in particular request for translations of global product to and training in other languages like the lusophone Africa and Arabic. The first Academy further promoted the international and regional networks on labour administration and labour inspection.

Additional modules on gender equality and rural sector have been developed, in addition to the modules already developed previously.

A total of US\$ 262 552 was allocated to global activities.

Challenges

Short project duration

The project was – similar with the previous one – of short duration. It appeared to come about with limited consultation with the ILO regional and national offices according to findings in telephone interview were some explained they were not informed or involved in the project planning phase. The short duration had not the same consequence as last year as funding was much less and extra staffing – except for regular ILO staffing – was not necessary.

Limited funding

The 2010 project was a very hectic project with relatively large amount of funds and activities that demanded hiring staff in some of the countries. Funding for 2011 was small and some downscaling of staffing had to be made. A large funding in 2010 was in the eyes of the evaluator a sign that funding should be significant also in the coming years, which turned out not to be the case. This is because it looked like the donor wanted to build up capacity. The funding this year was smaller and ILO did not hire back national programme coordinators and assistants as the funding for management was less.

Limited staff

The previous project hired national project coordinators and assistants. ILO did not rehire national programme coordinators and assistants as the funding for management was less. Therefore, staffing was again down, after much effort and time (at least three months) was spent in 2010 on recruiting the extra staff. This was partly compensated by using international consultants. The lack of dedicated project staff in field meant that the project had to rely to a larger extent on ILO field officers and Geneva staff. These have other professional responsibilities and technical priorities which limited the extent to which they can devote their time to project activities. In addition the amount of time devoted at the HQ to the conference in June and its follow up has made a quick response and full dedication from the ILO staff to the project implementation difficult.

Fulfilment of objectives

The immediate objectives of the project as stated in the project document are presented above in chapter 2. The objectives have basically the same content as the previous project, however slightly different wording. This project is a consolidation of the previous Norwegian funded LAB/ADMIN project

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“Strengthening labour inspection services”, which was implemented under time pressure in 2010 and of the “Enhancing labour inspection effectiveness” in 2009.

The project has contributed to the objectives. None of the objectives are quantifiable as such. However, the beneficiaries and target groups are being reached. The extent of success will naturally vary from country to country.

A good example is the Arab states, where a wider target group than expected was reached. The Arab Spring, which was ignited partly as a consequence of labour market problems, has caused the activities in the Arab states to be wider and more in demand than expected, even though that Syria, one of the programme countries, faced unrest and project activities was not implemented. Senior LI officials from 13 Arab countries was meeting for exchanging, for the first time, knowledge and experience and to discuss means of collaboration among them on LI issues.

Some of the project activities had co-funding from ILO’s RBSA as well as from national sources in some cases. This means that the project idea is now being transferred from technical assistance projects to regular ILO and the national partner activities, which the evaluator believes is a good and right development.

Objective 1: Labour administration, including labour inspectorates, is strengthened and their staffs are empowered in performing labour administration and inspection tasks

While last year’s activities was based on more active push from ILO including national programme coordinators, this year’s activities put more initiative onto the national governments. This has caused the progress to vary a bit. In the case of India the national government did not progress with initiatives, and then ILO turned to districts where commitments and initiatives were stronger. Most countries however progress, also at national level, roughly as expected.

In this respect this year has moved the ownership to the countries, where the ownership belongs. It is too early to see to what extent the different governments take the initiatives forward, however most countries appear to have good commitments and initiatives.

2. Labour administration and labour inspectorates, Employers’ and Workers’ Organisations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation

The evaluation did not allow for independent interviews with the countries tripartite and as such it is difficult to validate the benefit. The activities however do in many countries include the social partners as it has in the previous projects. It is therefore likely that also the tripartite have benefitted towards the partners getting a better position to engage in labour standard issues. The evaluator judges that the social partners in many – but not all countries - are gaining momentum related to labour inspection engagement. This is at least partly a result from the last years of Norway funded labour inspection projects. This has not been verified by field visit, and is only based on interviews, document studies and the evaluator’s general experience from previous evaluations of Norway funded projects.

Relevance

The project is as relevant as the two previous projects, as it deepens and expands on the previous projects.

The relevance has been heightened by inviting countries that have been in a strategic process that could match and utilize the LI project, like China, South Africa and Indonesia. The Arab countries have experienced the Arab Spring which has made Arab countries appear motivated to improve LI issues, according to interest revealed related to the regional workshop in Amman.

This has made the stakeholders, particularly the governments, committed to contributing to the objectives. This has naturally varied from country to country however has overall been good.

Particularly in Moldova and Macedonia synergies with other ILO projects and funds were created through the development of other activities for the modernization and capacity building of the Labour Inspectorate. Under the project “Capacity building on gender equality in LI” (MKD/10/RBS) a training workshop for labour inspectors and social partners was organized. Also under RBSA Funds a Subregional workshop on the organization of inspection campaigns on health and safety at work and undeclared was organized, with participation of labour inspectorates and social partners from four countries of the Subregion (FYR Macedonia, Moldova, Albania and Ukraine) and four from the EU (Belgium, France, Portugal and Spain). RBSA Macedonia will also in the near future be used to organize a campaign to raise awareness and to enforce legal standards on safety practices in construction. Training on occupation risks and safety measures on construction sites will be provided to labour inspectors, as a continuation of the training already conducted under the project. Social partners are expected to be involved in all stages of this initiative, thus giving sustainability to the results already achieved with the project.

LAB/ADMIN experiences an influx of requests for support. It is a victim of its success in that LAB/ADMIN struggle to cope with demand.

Validity of the project

Were the project strategies, objectives and assumptions appropriate for achieving planned results?

As the project was a consolidation of previous two LI projects, the approach was to some extent given. The approach continued the training activities based on the material prepared in previous projects (global products). Also network activities had a central role, and appear to be valued by the stakeholders according to feedback from ILO stakeholders interviewed as well as learning from the previous LI projects.

Were the activities appropriately adapted to the needs of the country?

ILO and LAB/ADMIN had more influence on the selection of countries this time than in the two previous projects. We see that this time countries that were more enthusiastic and committed towards improving LI did reappear. Moldova and Macedonia were countries that stood out as more committed in the first Norway funded project and therefore reappeared this time. All of the countries in the second project continued in this third project. Indonesia was introduced as a new country, but recent legislation and regulation as well as ratification of ILO Convention 81 in 2004, shows that Indonesia has motivation.

The fact that the project portfolio now consist of mostly well-motivated countries and with activities that have been well adapted to the individual countries even before this project (through audits and

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action plans) the evaluator see the activities as well adapted to the countries needs. Angola had maybe less national commitment than the rest but also the one having the most difficult starting point.

Did the government, in particular labour inspectorates, employers and unions understand the project’s objectives and approach? How have they supported these objectives over the life of the project?

In many countries, like China, Brazil, South Africa, Moldova and Macedonia the ownership were strong which indicate that the government and social partners understood the objectives and approach and also supported them. This evaluation did not have the opportunity to verify this by talking directly to national governments and social partners.

Implementation status, progress and effectiveness

To what extent have planned project activities/outputs been implemented, in relation to the original project document and to subsequent work/action plans?

Most of the activities and outputs are implemented according to the evaluator’s information. Only few delays have occurred. The activities were supported with RBSA funds. These funds where unforeseen for the project and appeared only when the project started, but allowed for greater scope to the project implementation. Delays were few and related to changes like elections and resulting change of personnel, difficulties with finding an appropriate time for planned conference/training etc.

Have the quantity and quality of the outputs produced so far been satisfactory? What obstacles were encountered in project implementation?

The training material is now well tested and developed and receives good feedback when talking to stakeholders. This material is important for securing good quality, high number of trained labour inspectors and efficiency. The modules are being translated to more and more languages. Some new modules and material are coming but the largest development investment was done in the first project and some in the second project. The quality is secured to some extent by the standard modules.

Experience sharing is one of the key elements in many of the activities and this is very much in demand among labour inspectors. The evaluator assesses the quantity and quality of the outputs as good, based on previous experience, document studies and interviews during this evaluation.

Has the project been appropriately responsive to the needs of the national constituents?

The project has been responsive to the constituents according to the findings in previous evaluations and this one. In some countries like Angola and Indonesia, work with involving the social partners is a key task. For Indonesia – even though a new country – a tripartite meeting has already taken place which reflects the responsiveness.

During the year 2011, the “100th Session of the International Labour Conference, 1-17 June 2011”, was arranged and labour inspection was on the agenda. This conference put emphasis on labour administration and inspection and as such put a stronger institutional backing based on ILOs member countries. This session was important for the Norway funded projects as they have been important in bringing the issue to the forefront. The project will also be using conference as a backing and responsible for working towards the conference declarations. The labour administration and inspection section delivered a document 94 page thick document including 13 points that ILO “should use all appropriate means and apply appropriate measures....in order to strengthen labour administration and labour inspection”. Many of these points covers what the Norway funded project are doing including, (1) Promote the ratification, implementation and effective application of the relevant international

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labour standards ; (3) Encourage international cooperation and exchanges, including South–South cooperation; (5) Encourage adequate and effective use of human and financial resource allocation for labour administration and inspection services; (11) Promote national tripartite dialogue; (12) Develop a technical cooperation portfolio to support the Office in the delivery of technical assistance to member States with a view to strengthening national labour administration and inspection services and mainstreaming them in the Decent Work Country Programmes, just to mentioning some of the most conspicuous. The 312th Session of the ILO Governing Body followed up with adopting an action plan on labour administration and labour inspection. This shows that the project is responsive to the constituents.

Efficiency of resource use

The project has funds, expertise, staff, time and network available as resources. Below we will assess to what extent the project has used its resources well.

As mentioned above the project has much less resources than the previous projects. The second project “Strengthening labour inspection services”, 2010, had US\$ 2.5 million and 5 prioritised countries. The first project “Enhancing labour inspection effectiveness”, 2009 and 2010, had approximately US\$ 2 million to spend on a number of European and Central Asian countries and in the Middle East. This third project “Strengthening labour administration and labour inspection services in selected countries” had only about US\$ 800 thousand at its disposal and covering initially 10 countries.

The funds were allocated as illustrated below:

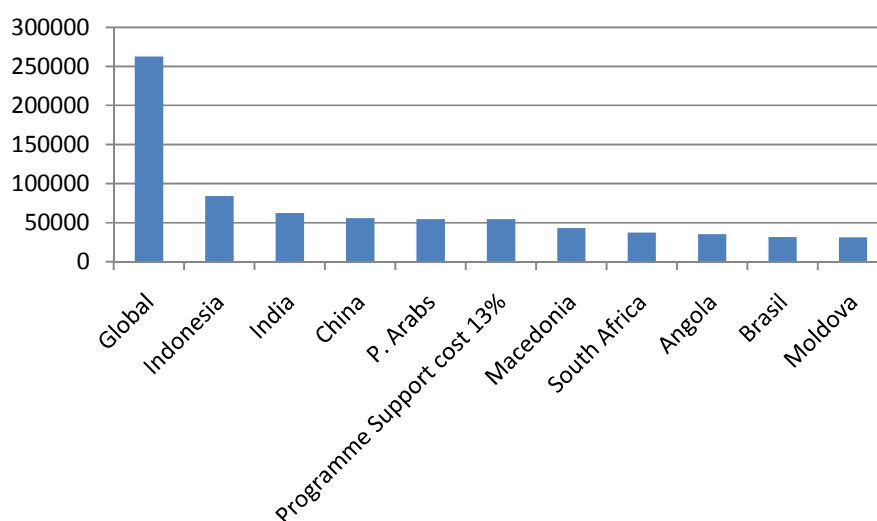


Figure 1 Funds allocation, in US\$.

The allocation above is as of mid November 2011, smaller adjustment at year’s end may happen, but 90% of the funds were allocated. About half of the remaining 10% not allocated was programme support cost. Therefore the distribution (except for the programme support cost) gives an accurate overall picture of the allocation.

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Have resources (funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes?

This project – more than the previous one – benefitted from the global products. The global products was invested in heavily during first project then completed and made more available through translation in the second project. The cost was therefore lower as the developed global products could be used without or with small development costs. New modules on gender equality and rural sector have been developed under this project, and will add to the existing modules.

The project received also some RBSA funding for some of the activities and this has considerably improved the cost/benefit for this project. It is beyond the scope of this evaluation to look into the total allocations.

As the staffing was reduced and mostly ILO regular staff was used, the utilisation of staff was good and to a limited cost. A number of consultant contracts were used. About US\$ 118 thousand was used for consultants. The evaluator assess that this is an efficient way of obtaining adequate competence.

It should however be mentioned that hiring staff as done in the previous project, and the after a short period let the new hired staff go is not efficient. It is monetary and time cost associated with hiring staff. The evaluator would prefer that donors allocate resources in such a way that staffing and activities could follow a smoother path. Even though funding for national staff was not available, the lack of dedicated project staff in field meant that the project had to rely on ILO field officers and Geneva staff, even though some of the tasks were given to international consultants. ILO staff has other professional responsibilities and technical priorities which limited the extent to which they can devote their time to project activities. In addition the amount of time devoted at the HQ to the conference in June and its follow up has made a quick response and full dedication from the ILO staff to the project implementation difficult. The evaluator therefore view the staffing as low compared to the level of activity. It is neither efficient nor acceptable to be understaffed on a long-term basis.

The time was short, even though not as tight as the last project. The activities had to be planned and done within a relatively short time frame, therefore the evaluator see the use of time as efficient particularly give that some of the countries in question may have slower processes with their governmental institutions.

Networking has been appreciated by LI stakeholders, as found already in the evaluation of the “Enhancing labour inspection effectiveness” in 2010. As many countries now are done with basic training and TOT, networking is more and more important, in the view of the evaluator. In this project networking by inviting partners globally, like the “International Academy on Labour Administration and Labour Inspection” that took place in Turin and the workshop on strengthening cooperation between national labour inspection systems and the judiciary in Venice is good for the efficiency, according to the view of the evaluator.

The project received also some RBSA funding for some of the activities and this has considerably improved the cost/benefit for this project. It is beyond the scope of this evaluation to look into the total allocations.

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Have project funds and activities been delivered in a timely manner?

Most activities have been done on the decided time. Where delays have happened the activities have been undertaken with year end, and as such do not hamper the delivery rate. The fact that the project is a consolidation and mostly (except for Indonesia) continuation of collaboration with countries that already have experience from one LI project made the risk for failure lower, than if new countries was selected. The evaluator views the delivery as timely.

Effectiveness of management arrangements

Has the project received adequate political, technical and administrative support from its national partners?

This review has not talked directly with national partners, and therefore no independent information has been collected regarding this. The ILO stakeholders see the national partners support generally as good, with some differences between the different countries. The large emerging countries, like China, Brazil, South Africa, the government support are good and the collaboration is within a wider strategy within the country itself. India is taking ownership however less at the central level. Indonesia – even though a new country within this collaboration – are supporting and having ownership. Angola seems to be a country where national support is at a lower level.

The ILC in June supported the general labour administration and inspection work in a positive way.

Has the project received adequate administrative, technical and, if needed, political support from the ILO office in the field, technical specialists in the field and the responsible technical unit at headquarters?

ILO field offices were important in implementing the project, particularly in Moldova, Macedonia, China and India. For Angola the support came from ITC on behalf of ILO and in Indonesia ILO support came from Geneva, this was also to a large extent the case for activities in the Americas, as the evaluator understands. The ILC in June supported the general labour administration and inspection work.

Has the project made strategic use of coordination and collaboration with other ILO projects? Was there cross sectoral collaboration with other ILO units/sectors in order to achieve project results?

The synergies with other projects is interesting, as in Moldova and Macedonia both RBSA funding and synergies with other ILO projects have materialised. Also other countries such as China have benefitted from RBSA funding as well and China has integrated labour inspection into the other project activities and vice versa. This is assessed as positive by the evaluator.

The fact that this is a consolidation project based on two previous Norway funded project has been discussed elsewhere in the report, but support also this issue.

It is the evaluators understanding that the support given by the ILO staff both in Geneva as well as regionally was key for a good implementation rate and success of the project.

As it last activity in the programme, LAB/ADMIN organised a two day workshop. Based on that the 312th Session of the Governing Body had approved Governing Body document (GB.312/POL/6): “Labour administration and labour inspection: Follow-up to the general discussion at the 100th Session of the

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International Labour Conference” – the approved action plan on labour administration and labour inspection deals with six major strategy plans:

1. Promotion of the ratification and effective application of the relevant ILS;
2. Development of strategies and tools to deliver technical assistance to constituents;
3. Building knowledge on labour administration and inspection;
4. Exchange of good practices;
5. Fostering partnerships and horizontal cooperation;
6. Improving the Office’s capacity and internal coordination in respect of labour administration and inspection.

Against this background, LAB/ADMIN organized a two-day planning workshop at the ILO, Geneva on 19-20 January 2012. The objectives of the meeting were:

- To share the main products, outcomes and lessons learned in the biennium 2010-2011 familiarize with ILO tools, guides, studies and training modules.
- To discuss problems encountered during the implementation of activities (how they have been managed, how to detect key elements which have facilitated or posed challenges in the implementation of the activities; etc.).
- To generate ideas and recommendations for designing future programmes and TC projects.
- To promote synergies with other technical units and programmes.
- To better coordinate HQ and field activities.
- To strengthen networking, partnerships and international cooperation in the area of labour administration and inspection.

The workshop targeted ILO officials at HQ and in the field, including experts involved in LAB/ADMIN technical cooperation activities. The Workshop Agenda can be found in Annex 4. The meeting pointed out some of the same findings as in this and previous evaluation reports, that:

- a) The projects has oversubscribed requests for technical assistance on labour inspection (Indicator 11.2)
- b) Planning and reporting require a good understanding of the measurement criteria
- c) Resources are limited and ILO should maximize what it has and look for other sources, like RBSA, XBTC and cost sharing. In this last project several successful RBSA arrangements were reported.
- d) Communication strategy could be improved
- e) The value of partnerships and networks, this has also been highlighted from the first evaluation report
- f) Need a stronger pool of experts to serve the target countries that request support
- g) Leverage tools like distance learning and self-assessment. Also this has been discussed and

The workshop was a good closure exercise of the present project and a good start of a new biennium.

Impact orientation and sustainability

What project components or results appear likely to be sustained after the project and how? Are results anchored in national institutions and can the partners maintain them financially at the end of the project?

For most of the countries the evaluator believes that benefits/results will be sustainable. This is likely the case for large countries like China, Brazil, India and South Africa. It is likely that countries like Angola and Indonesia needs more support before the countries can take this forward themselves. Moldova and Macedonia needs to progress with labour inspection in order to facilitate for access to EU. Their motivation is strong and it is likely that benefits will sustain and even progress even if Norway funding is discontinued, as a good labour inspection (ideally as good as EU countries) will increase the possibility for good relation and possible membership in EU.

Potential in the Arab countries

The Arab region is because of the unrest – partly caused by labour market difficulties – well motivated for progressing in the area of labour inspection. The positive interest show towards the single activity in the region, show the potential. It is too early to assess the impact on the region; however some reflections may be useful.

Arab Spring costs to GDP are enormous. Costs are projected to be US\$ 15.873 Billion for 2011 and Cost to Public Finances US\$ 18.89 Billion, according to a recent report from Geopolicity. The overall economic impact of the Arab Spring is mixed with wealthy oil exporters such as the UAE, Saudi Arabia, Qatar and Kuwait seeing significant increases in GDP over the same period. These countries have forestalled major internal protest and their economies are more progressive and growth oriented. Libya, Egypt and Syria have so far paid the highest price—both human and economic.

The Geopolicity report suggests three essential outcomes are most likely to assure mutual benefits: (i) stable, inclusive and sustainable economies based on solid regional integration; (ii) resilient and accountable governance systems balancing rights and responsibilities; and (iii) homegrown and open socio-political frameworks creating an organic democratic process. Better labour inspection can support all these three points.

Arab countries striving to move away from oil dependency must open themselves up for business, to foreign direct investment and often foreign workers. Strengthening the private sector also affects capital rights and voice in relation to national policy. Again, better labour inspection can be supportive.

The United Nations, which is organized on a country-by-country basis without synchronized regional hubs across agencies (the Secretariat and World Bank), lacks the institutional framework for a regional approach and this shortfall needs to be addressed urgently, according to Geopolicity. Aligning strategic UN investments and interests with the Arab League, in coordination with G7 would appear a logical starting point. While ILO may be small in the UN system, it should be secured that the UN investments also utilizes ILO comparative advantages.

Potential among the “emerging economies”

China, South Africa, India and Brazil are often called emerging economies, however are beyond emerging and have now a more dominant role. The collaboration between these countries is beyond the term South-South cooperation, as these countries have significant economic power and a dominant role. This is particularly the case after the economic turbulence in debt-ridden USA and Europe. We should therefore expect these countries to be advocates for and leading the change also towards better labour inspection services.

Global products

The impact of the global products is not visible within the project. The global products are now being widely used by LI in all the regions the three projects has worked in and maybe wider. The number of trainers trained in using the global products is relatively large. They will use the global products independently, also in trainings not reporting to ILO or the project. The impact of the global products easy accessible and widely used is not measurable but is likely to be significant, according to the evaluators opinion.

6. Conclusions and recommendations

Conclusions

The ILO project, “Strengthening labour inspection services” has met or mostly met its objectives. The project has been implemented in an efficient and effective manner. The ILO and national-level stakeholders exhibited good participation and ownership, contributing to results. All national level activities were undertaken, with reasonable modifications from the initial project descriptions. The evaluation did not identify significant project deficiencies that could be related to the ILO.

Objective 1 has progressed well as has also been the case with the previous Norway funded projects. Objective 2 progress well as well. The evaluator believes that the social partners in many – but not all – countries - are gaining momentum related to labour inspection engagement. This is a result from the last years of Norway funded labour inspection projects. This has not been verified by field visit, and is only based on interviews, document studies and the evaluator’s general experience from previous from evaluations of the previous Norway funded projects.

The achievements and results varied according to country, as the situations and context were different.

The project struggled with the following challenges: a) The duration of the project was again short; b) Funding was small (compared to previous years); c) Staffing changes as national project coordinators and assistants were not rehired, resulting in a greater work load on regular ILO staff.

Recommendation

These recommendations are based on findings in the evaluation, with all its constraints.

1. Continue the good progress towards objective 1 and 2, with good collaboration and assistant to capacity building in the countries in question. Particular utilise the potential in the Arab countries. Responsible: Donor.

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2. Continue accessing additional resources like RBSA, national and other funding to support objective 1 and 2. Responsibility: LAB/ADMIN.
3. If a continuation is taking place, project implementation conditions should match duration and funding. Responsibility: Donor.
4. The project has demonstrated success in implementing planned activities and showed good results in a short period of time. The project, therefore, should continue. While some countries now is likely to reach a point where sustainability can be expected or the benefits created so far, some kind of continuation will contribute positively towards the objectives still. Responsibility: Norwegian donor, LAB/ADMIN.
5. While the project should continue, not necessarily all the present countries should continue in the long term. Some countries, particularly China and Brazil, are relatively strong countries regarding labour inspection and other countries with less strong labour inspection may, therefore, benefit more from the Norwegian project funding. LAB/ADMIN should revise the country coverage and make an exit strategy for the countries that should be phased out from the project. Responsibility: Norwegian donor, LAB/ADMIN.
6. The global products developed in the preceding project and this project have now come to a point where economies of scale are being realized. This is apparent more now than in the previous projects. With relatively small cost, the global products can be distributed to more beneficiaries. Trainings in Arabic and Portuguese (for the Portuguese-speaking African countries) have already been asked for in the Turin meeting (see above). Even if smaller changes and translations is needed this can be done at small costs. The global products may have the potential to reach more beneficiaries by developing them to online packages. It is recommended that this is done in a likely continuation. Responsibility: LAB/ADMIN.

Lessons learned

The evaluation process identified the following lessons learned on project design:

1. Capacity development projects must take a medium terms perspective, regarding both implementation and funding. One year or less is too short for interventions that aim to strengthen capacity, and involved changes to systems, procedures, behavior and attitudes.
2. Timing is important. Impressive results and potential in short time where ILO enters at a favourable time. South Africa, Indonesia and China are some of these examples. The Arab states are in a special situation and also here the timing has resulted in request from more countries than expected. The Arab Spring should be utilized to bring labour inspection to a higher level for motivated Arab states.

Annexes:

1. Terms of reference
2. List of documents reviewed
3. List of people interviewed
4. Planning Workshop Agenda

Annex 1: Terms of Reference for Internal Evaluation

ILO Project “Strengthening labour Administration and labour inspection services in selected countries” (GLO/10/59/NOR)

I. INTRODUCTION AND RATIONALE OF EVALUATION

Given the total budget of the abovementioned project, less than \$1 million, the project is subject to an internal evaluation following the requirements of the project document approved by the ILO and the donor.

The objective of the internal evaluation is to assess efficiency and the extent of the implementation of the above mentioned project. It would be particularly important to evaluate the efficiency and impact of the methodological approach which was applied within the project for the capacity building of national labour administration and labour inspection services, against the background that it would be developed further for future use.

This would be an important step for the countries covered by the project to strengthen their labour administration and labour inspection services, which in most cases continues to be a national strategic objective for the biennium 2012- 2013. Moreover, this would be an important cornerstone for the development of a real programme for countries worldwide, which aims at strengthening national law enforcement machineries in a sustainable manner. This is a crucial condition for ensuring decent working conditions globally.

The evaluation will also help the ILO to prepare its final report of the project and to improve the design and implementation of similar projects in the future.

II. PROJECT BACKGROUND AND DESCRIPTION

This project covers 9 countries: Angola, China, FYR Macedonia, India, Indonesia, Lebanon, Republic of Moldova, South Africa, Syrian Arab Republic, with the following two immediate objectives:

1. Labour administration, including labour inspectorates, is strengthened and their staffs are empowered in performing labour administration and inspection tasks.
2. Labour administration and labour inspectorates, Employers’ and Workers’ Organisations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation.

Many countries have been involved in the previous projects under the same donor. Based on national context, needs and the previous achievements, the project continues to help develop and strengthen implementation of national labour inspection action plans based on

the Country Programme Outcomes (CPOs) with a focus on capacity building through training as well as on the P&B Outcome 11 of the Biennium 2010-11.

The project aims at developing and designing responsive policies and guidelines in the context of the global financial crisis and economic recession while improving a national infrastructure for data collection and analysis for social risk assessment and responsive policy-making for both labour administration and labour inspection.

The project activities are organised at both national and international levels to produce mutually supportive outcomes and products. The project continues to facilitate and strengthen networking of policy-makers, experts and labour inspectors at national and international level to share good practices, knowledge and experiences. Therefore, the project pays attention to the dissemination of national good practices, project products and tools by means of internet, publications and seminars, etc. among governments and social partners.

Gender dimension of labour inspection is still a focus. This would include the development of a training module and its application in training activities of the project.

Another component will include awareness-raising of social partners on the roles of labour administration and labour inspection by using the materials developed by the ILO and organising joint seminars under the national tripartite consultation mechanisms.

Please refer to **Annex I**: the project document and **Annex II: countries work plan** for more information.

This project started on 1 January 2011 and will end on 31 December 2011. An experiences exchange meeting among the ILO specialists is planned in January 2012 in Geneva.

III. PURPOSE

The purpose of the final evaluation is to:

- a) Determine if the projects have achieved the stated immediate objectives and to which extent, explain which difficulties were encountered and identify lessons learned;
- b) Determine to which extent the identified outputs (see project log frames) have been achieved and assess the implementation status;
- c) Evaluate the quality of the project design, project management and performance monitoring vis-à-vis the achievement of project immediate objectives;
- d) Assess potential of project continuation and of a consolidation of project results achieved towards the fulfilment of the milestones indicated in the P & B 2010-2011 under outcome 11, indicator 11.2: strengthening labour inspection systems in line with international labour standards and the Strategic Policy Framework 2010-15.

IV. SCOPE AND EVALUATION CRITERIA

The evaluation will be carried out as a final internal evaluation at the occasion of the termination of the project. It will take place from 10 October 2011 to 16 December 2011.

The evaluation will examine the following key evaluation criteria and will be centred around the following questions:

1. Relevance of the project and strategic fit:
 - *What have been the major results/accomplishments of the project?*
 - *To what extent has the project achieved its immediate objectives and reached its beneficiaries and target groups?*
 - *Was there adequate stakeholder commitment for implementation?*
2. Validity of the project (incl. strategy, objectives and assumptions)
 - *Were the project strategies, objectives and assumptions appropriate for achieving planned results?*
 - *Were the activities appropriately adapted to the needs of the country?*
 - *Did the government, in particular labour inspectorates, employers and unions understand the project’s objectives and approach? How have they supported these objectives over the life of the project?*
3. Implementation status, project progress and effectiveness:
 - *To what extent have planned project activities/outputs been implemented, in relation to the original project document and to subsequent work/action plans?*
 - *Have the quantity and quality of the outputs produced so far been satisfactory? What obstacles were encountered in project implementation?*
 - *Has the project been appropriately responsive to the needs of the national constituents?*
 - *Have the project approaches demonstrated success?*
 - *Formulate recommendations for the perspective to continue the projects.*
 - *Will the project contribute to a better application of international labour Standards, in particular in the field of labour inspection (ILO Convention No. 81 and No. 129).*
 - *Did the project support the perspective of ratification of ILO Conventions on labour inspection as to the project countries which have not ratified labour inspection related ILO Conventions until present?*
 - *Is the consolidation of project results via the project extension likely to contribute to a better application or a ratification of international labour standards (in particular in the field of labour inspection)?*
4. Efficiency of resource use
 - *Have resources (funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes?*
 - *Have project funds and activities been delivered in a timely manner?*
 - *Have resources been used efficiently? Have activities supporting the strategy been cost effective?*
5. Effectiveness of management arrangements
 - *Has the project received adequate political, technical and administrative support from its national partners?*

Internal Evaluation “Strengthening labour administration and labour inspection services in selected countries” (GLO/10/59/NOR)

- *Has the project received adequate administrative, technical and- if needed- political support from the ILO office in the field, technical specialists in the field and the responsible technical unit at headquarters?*
- *Has the project made strategic use of coordination and collaboration with other ILO projects? Was there cross sectoral collaboration with other ILO units/sectors in order to achieve project results?*
- *Has project governance been facilitating good results and efficient delivery? Is/was there a clear understanding of roles and responsibilities by all parties involved?*
- *As to the centrally managed project components: analyse managerial support by ILO office Geneva to national activities/outputs as to its nature and effectiveness and quality of collaboration with ILO field offices. Was the distribution of competencies between ILO office Geneva and national ILO offices supportive to the completion of the project?*

6. Impact orientation and sustainability

- *Are national partners willing and committed to continue with the project? How effectively has the project built national ownership?*
- *What project components or results appear likely to be sustained after the project and how? Are results anchored in national institutions and can the partners maintain them financially at the end of the project?*
- *Has the project successfully built or strengthened an enabling environment (laws, policies, people’s attitude)?*
- *Should there be a continuation of the project to consolidate project achievements?*
- *Any suggestions for the future project interventions to achieve the new CPO.*

V. METHODOLOGY

The external evaluator will make use of the sources of information exhibited below, namely the review of selected documents (1.1), the conduct of interviews (1.2) and the consultation of the webpage of LAB/ADMIN (1.3), and attend an experiences sharing meeting in Geneva.

1. Sources of evaluation

1.1 Document review:

The evaluator will review the documents which are listed in **Annex I, II and III**.

1.2 Individual interviews:

(This list was changed after discussions with LAB/ADMIN)

Individual interviews by phone or emails will be conducted with the following:

- a. ILO staff in the field, including

ANGOLA - DWT-Yaoundé

Mr Benoit Guiguet, Specialist des Normes, tel. 00237.2.250.52.18, guiguetb@ilo.org;

Ms Dayina Mayenga, Director, tel. 00237.2.220.50.44, mayenga@ilo.org.

CHINA - CO-Beijing

Mr Changyou Zhu, National Project Officer, tel. 0086.10.65.32.50.91, zhuchangyou@ilo.org;

Ms Ann Herbert, Director, tel. 00.86.10.65.32.50.95, herbert@ilo.org.

INDIA - CO-New Delhi

Ms Ingrid Christensen, Senior Specialist on OSH, DWT-Bangkok, tel. 00662.288.17.43, christensen@ilo.org;

Mr Anandan Menon, Programme Assistant, tel. 0091.11.24.60.21.01, anandan@ilo.org;

Ms. Marleen Rueda, Senior Specialist, tel. 0091.11.246.02101 (ext. 252), rueda@ilo.org;

Ms Tine Staermose, Director, tel. 0091.11.246.02101, staermose@ilo.org.

INDONESIA - CO-Jakarta

Ms Julia Lusiani, Programme Officer, tel. 0062.21.33.90.17.58, lusiani@ilo.org;

Mr Peter Van Rooij, Director, tel. 0062.21.315.55.75, vanrooij@ilo.org.

LEBANON and SYRIA - DWT-Beirut

Mr Amin Al-Wreidat, Chief Technical Adviser, tel. 00961.1.75.24.00 (ext.114), alwreidat@ilo.org;

Mr Jean-François Klein, Arab States/Chief Regional Programming Services, tel. 00961.1.75.24.00 (ext. 218), kleinj@ilo.org;

Mr Maurizio Bussi, Deputy Regional Director, tel. 00961.1.75.24.00, bussi@ilo.org.

Ms. Nada Al-Nashif, Regional Director, tel. 00961.1.75.24.00, al-nashif@ilo.org;

MACEDONIA and MOLDOVA - DWT/CO-Budapest

Mr Joaquín Pintado Nuñez, Senior Specialist Labour Inspection, tel. 0036.1.301.49.05, nunesjp@ilo.org;

Mr Mark Levin, Director, tel. 0036.1.301.49.00, levin@ilo.org.

SOUTH AFRICA - DWT/CO-Pretoria

Mr Limpho Mandoro, Social Dialogue and Labour Administration Specialist, tel. 0027.12.818.80.00, mandoro@ilo.org;

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Mr Joni Musabayana, Deputy Director, tel. 27.12.818.80.00/54, musabayana@ilo.org.

Mr Vic Van Vuuren, Director, tel. 0027.12.818.80.00, vanvuuren@ilo.org.

b. ILO staff in ITCILO-Turin

Ms Patricia O’Donovan, Director, tel. 00.39.011.693.61.11, odonovan@ilo.org;

Ms Daniela Bertino, Programme Manager, tel. 0039 011 6936372/935,
D.Bertino@itcilo.org;

Mr Felix Martin-Daza, Senior Programme Officer, tel. 0039.11.693.6576,
F.Martin@itcilo.org.

c. ILO staff in ILO-Geneva

Ms Loretta Deluca, ED/EMP, tel. 0041.22.799.66.96, deluca@ilo.org (For rural modules);

Mr Wael Issa, DECLARATION, tel. 0041.22.799.60.75, wael-issa@ilo.org;

Ms Sophia Lawrence, STATISTICS, tel. 0041.22.799.63.84, Lawrence@ilo.org;

Mr Edward Lawton, Specialist, GENDER, tel. 0041.22.799.78.34, Lawton@ilo.org;

Ms Corinne Vargha, Senior Specialist, DIALOGUE, tel. 0041.22.799.62.28, vargha@ilo.org
(For sanction product).

LAB/ADMIN

Mr Giuseppe Casale, Director, tel. 0041.22.799.70.59, casale@ilo.org;

Ms Carmen Bueno, Officer, tel. 00562.580.55.54, bueno@oitchile.cl (Currently in Chile);

Mr René Robert, Officer, tel. 0041.22.799.84.39, robertr@ilo.org;

Ms Johanna Rüefli, Branch Secretary, tel. 0041.22.799.76.86, ruefli@ilo.org (For financial question);

Mr Ludek Rychly, Senior Specialist, tel. 0041.22.799.73.54, rychly@ilo.org;

Ms Maria-Luz Vega, Senior Specialist, tel. 0041.22.799.63.37, vega@ilo.org.

- d. Representatives from the labour inspectorates and/or of the Ministries of Labour of the countries covered by the project, and representatives of employers’ and workers’ organizations within those countries where appropriate to be introduced by the ILO field project officers .

2. Participation in the experiences sharing meeting in Geneva

Attendance of the end of project experience sharing workshop is planned in Geneva in Mid January 2012.

The external evaluator will interact with ILO specialists from HQ and fields to share with them findings and recommendations of the evaluation.

VI. DELIVERABLES

1. Final evaluation report

The evaluator will prepare one evaluation report on the project including final conclusions and recommendations.

The draft of the evaluation report is due by December 30th, 2011; a final version of this report will be submitted by end of January, 2012, reflecting the comments of ILO and participants received at the workshop.

The final evaluation report will follow the format below (page lengths by section illustrative only) and be no more than 40 single spaced pages in length, excluding the annexes:

1. Title page
2. Table of Contents
3. Executive Summary
4. Acronyms
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology used
8. Presentation of findings answering the evaluation questions
9. Findings, Conclusions, and Recommendations

This section’s content should be organized around the Evaluation criteria and questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated.

The report should include the following annexes:

- Detailed list with documents
- List of interviews
- Any other relevant documents

2. Intermediate interview notes

After interviewing ILO staff in the field and at HQ as well as stakeholders at national level, the evaluator should provide the evaluation manager with a note summarizing the individual interview by end of October 2011.

3. Summary of the evaluation report

Upon finalization of the overall evaluation report, the evaluator will be responsible for writing a brief evaluation summary which will be posted on the ILO's website. This report should be prepared following the guidelines included in **Annex IV** and submitted to the evaluation manager.

VII. TIMEFRAME AND PAYMENT ARRANGEMENTS

The duration of this contract is from 10 October to 16 December 2011.

Annex I: Project Document to be sent by email

Annex II: Countries Work Plan to be sent by email

Annex III: Countries Progress Reports to be sent by email

Annex 2: List of documents reviewed

Project and ILO documents

- Prodoc Strengthening labour administration and labour inspection services in selected countries
- Progress Report INT/09/62/NOR (January – June 2010)
- Budget allocation as of mid-November 2011
- Technical Cooperation Progress Report January – July 2011
- Technical Cooperation Final Report from some countries
- Several Mission Reports
- Several Workshop Reports
- Employment, “Building Modern Labour Administration and Inspection Systems in Indonesia”, 2011
- GLO/10/59/NOR: Project Countries and Global Products Work Plan Table
- ILC, Provisional Record 19, 100th Session, Geneva, June 2011: Fifth item on the agenda: Labour administration and labour inspection; Report of the Committee on Labour Administration
- LABOUR OFFICE, Governing Body, 312th Session, Geneva, November 2011, GB.312/POL/6, Policy Development Section, Social Dialogue Segment: “SIXTH ITEM ON THE AGENDA Labour administration and labour inspection: Follow-up to the general discussion at the 100th Session of the International Labour Conference”

Previous evaluation reports

- Karstein Haarberg, “Evaluation of ILO Project “Strengthening labour inspection services” (INT/09/62/NOR), 2011
- Karstein Haarberg, “Evaluation of ILO Project “Enhancing labour inspection effectiveness” (RER/09/50/NOR, RAB/09/50/NOR and GLO 09/50/NOR), 2010

General information

- Geopolicity: “RETHINKING THE ARAB SPRING: A FRAMEWORK FOR G20/UN SUPPORT?” October 2011

Annex 3: List of people interviewed

List of people interviewed in the ILO

ANGOLA - DWT-Yaoundé

Mr Benoit Guiguet Specialist des Normes
Ms Dayina Mayenga Director

CHINA - CO-Beijing

Mr Changyou Zhu National Project Officer
Ms Sining Duan Programme Assistant

INDIA - CO-New Delhi

Ms Ingrid Christensen Senior Specialist on OSH, DWT-
Bangkok
Ms Marleen Rueda Senior Specialist

INDONESIA - CO-Jakarta

Ms Julia Lusiani Programme Officer
Mr Peter Van Rooij Director

LEBANON and SYRIA - DWT-Beirut

Mr Amin Al-Wreidat Chief Technical Adviser
Mr Jean-François Klein Arab States/Chief Regional
Programming Services
Mr Maurizio Bussi Deputy Regional Director

MACEDONIA and MOLDOVA - DWT/CO-Budapest

Mr Joaquín Pintado Nuñez Senior Specialist Labour
Inspection

SOUTH AFRICA - DWT/CO-Pretoria

Mr Limpho Mandoro Social Dialogue and Labour
Administration Specialist
Mr Joni Musabayana Deputy Director
b. ILO staff in ITCILO-Turin

Ms Daniela Bertino Programme Manager
Mr Felix Martin-Daza Senior Programme Officer
Mr Fernando Fonseca Senior Programme Officer

LAB/ADMIN

Mr Giuseppe Casale Director
Mr René Robert Officer
Ms Johanna Rüefli Branch Secretary
Mr Ludek Rychly Senior Specialist
Ms Maria-Luz Vega Senior Specialist

Annex 4: Planning Workshop Agenda

PLANNING WORKSHOP ON LABOUR ADMINISTRATION AND LABOUR INSPECTION 19-20 January 2012, ILO, Geneva Elimane Kane room (M3-South)

Thursday 19 th January 2012	Friday 20 th January 2012
<p>08:30-9:00 Administrative arrangements</p> <p>09:00-9:30 Opening (Moussa Oumarou, Giuseppe Casale) Methodological explanations (Maria-Luz Vega) Short presentations by field experts</p> <p>09:30-10:00 Presentation of the new strategy and programme for the biennium 2012/2013 (G. Casale, J.L. Daza)</p> <p>10:00-10:40 Discussion</p>	<p>09:00-10:30 Round table discussion with the participation of colleagues from other technical departments</p>
<p>10:40-11:00 COFFEE BREAK</p>	<p>10:30-11:00 COFFEE BREAK</p>
<p>11:00-11:30 An analysis of main national activities and results (CPO outcomes of the biennium 2010-2011) (René Robert)</p> <p>11:30-12:15 Discussion</p>	<p>11:00-12:30 Working groups: Designing national plans and activities by region</p>
<p>12:15-14:00 LUNCH BREAK</p>	<p>12:30-14:00 LUNCH BREAK</p>
<p>14:00-14:30 Global products produced by LAB/ADMIN (Ludek Rychly, Daniela Bertino – ITC, Turin, Maria-Luz Vega) LAB/ADMIN Web page (René Robert)</p> <p>14:30-15:00 Questions & Answers session</p> <p>15:00-15:45 Presentations by field experts on respective national plans, suggestions, programmes, etc.</p>	<p>14:00-15:00 Presentations of workplans for 2012-2013</p>
<p>15:45-16:00 COFFEE BREAK</p>	<p>15:00-15:30 COFFEE BREAK</p>
<p>16:00-17:00 Continuation of presentations by field experts</p> <p>17:00-18:00 Individual meetings</p>	<p>15:30-16:00 Concluding remarks (G. Casale)</p> <p>16:00-17:30 Individual meetings</p>