



# Evaluation Summaries

## *Strengthening labour inspection services*

### Quick Facts

**Countries:** *Angola, Brazil, China, India and South Africa*

**Final Evaluation**

**Mode of Evaluation:** *Independent*

**Technical Area:** *Labour Inspection*

**Evaluation Management:** *LAB/ADMIN*

**Evaluation Team:** *Mr Karstein Haarberg*

**Project Start:** *15 December 2011*

**Project End:** *18 March 2011*

**Project Code:** *INT/09/62/NOR*

**Donor:** *Norway 2,482,020 US dollars*

**Keywords:** *labour inspection, decent work*

### Background & Context

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

*The Norwegian-funded ILO project “Strengthening labour inspection services” supported activities related to the Joint Immediate Outcomes and development of universal tools. The project aimed at strengthening and developing capacity building for labour inspection services in Angola, Brazil, China, India and South Africa. The project methodology included the conducting of labour inspection assessments and surveys when a specific need was expressed 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 followed by a design of national training plans and national training strategies. Measures and activities identified in the labour inspection plans, programmes and training strategies would be subsequently implemented.

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

The objective of the evaluation is to assess the efficiency and extent of the implementation of the Norwegian funded project, “Strengthening labour inspection services”. It was also particularly important to evaluate the efficiency and impact of the methodological approach that was applied within the projects for the capacity building of national labour inspection services (against the background that it would be developed further for its future use).

#### **Methodology of evaluation**

The evaluation methodology triangulated the following forms of data: a) Existing information - the evaluation consultant reviewed existing documentation and related material; b) Participatory data collection - the evaluator participated in the “Strengthening labour inspection services experience-sharing workshop” in ITC Turin during late January 2011 - the evaluator also did workshop sessions and interviews with project stakeholders attending the Turin workshop. These sessions and interviews covered achievements and challenges, actions and recommendations; and c) Analysis - after returning from the ITC Turin workshop and receiving the responses from the questionnaire survey, the analyses culminated in the drafting of this report.

## **Main Findings & Conclusions**

The project has progressed well, in all countries (particularly given its short operational time), towards the set objectives. In particular, immediate objective 1 has progressed well. Immediate objective 2 (related to social partners) has also progressed but has been, due to surrounding circumstances, less focused than objective 1.

The project is too short and small to have significant (tangible) impact on the development objectives.

The project received good support from the ILO and national stakeholders. National governments were also supportive.

The project benefitted from the preceding project, particularly regarding global products. These global products were used and developed further, including translation.

The log-frames indicators were used in the progress report (January – June 2010), and were a bit better as a project management tool than the log-frame in the preceding project. The enclosed log-frame in Annex 2 is the log-frame as it looked when the project ended in January 2011.

## **Recommendations & Lessons Learned**

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

The project has demonstrated success in implementing planned activities and has showed good results in a short period of time. The project, therefore, should continue. This is also the intention from the Norwegian donor, according to the evaluator, as it is not in line with good practice to run only a short-term project for one year or less. The project should come into the regular donor agreement with Norway, and gain longer-term stability in terms of budget and deliverables.

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 may, therefore, benefit more from the Norwegian project funding. ILO LBADMIN should revise the country coverage and make an exit strategy for the

countries that should be phased out from the project.

The global products developed in the preceding project and this project has now come to phase where economics of scale is being realized. With relatively small cost, the global products can be distributed to more beneficiaries. Even if smaller changes and translations are needed, this can be done at small cost. The global products may have the potential to reach more beneficiaries by developing them as online packages. It is recommended that this is done in a feasible manner with continuity provided.

### **Important lessons learned**

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

1. Capacity development projects must take a medium-term perspective, regarding both implementation and funding.
2. The national context of each participating country needs to be assessed and considered in the projects design.