



# Evaluation Summary



International  
Labour  
Office

Evaluation Unit

## Review of RBSA projects in the former Yugoslav Republic of Macedonia 2010-2011 - Final Evaluation

### Quick Facts

**Country:** *Yugoslav Republic of Macedonia*

**Date of Evaluation:** *9/2012 - Independent*

**ILO Responsible Office :** *CO-Budapest*

**Evaluation Management :** *RBSA funded activity*

**Evaluator :** *Tomislav Ivančić*

**Code du projet :** *MCD/00/000/RBS*

### Abstract from the main report

#### Brief description

This evaluation was commissioned by the International Labour Organization as a review of projects funded through the Regular Budget Supplementary Account (RBSA) in the Former Yugoslav Republic of Macedonia between 2010-2011. Throughout the course of this two year period, the ILO implemented six projects in the FYR of Macedonia, financed by RBSA contributions which were designed to assist with progress in targeted policy areas under a priority framework (the DWCP) agreed upon and signed by the Tripartite Constituents in 2010 for the period from 2010 to 2013. These projects ranged from bolstering strategies for response to the economic crisis, enhancing local employment policy development, building capacity in understanding

the new pensions system, strengthening the efficiency of the State Labour Inspectorate, implementing Occupational Safety and Health (OSH) instruments and improving gender equality in the world of work. The projects and activities surveyed in this report were implemented by the ILO Decent Work Technical Support Team and Country Office for Central and Eastern Europe in Budapest (ILO DWT/CO-Budapest) and the ILO National Coordinator Office in the Former Yugoslav Republic of Macedonia.

#### Current status of the projects

All the six projects were completed by the time of the review and all the planned activities finalized.

#### Purpose, scope and clients

The purpose of the review is to improve further programming and ensure internal and external accountability. The objective of this review was to collect feedback and analyse the performance of RBSA-funded projects allocated to the Decent Work Country Programme (DWCP) in the former Yugoslav Republic of Macedonia from 2010 to 2011, taking into consideration the results and achievements for each project and their progress towards achieving the overall DWCP priorities and outcomes. The main clients of the evaluation are

the specialists and management of the DWT/CO Budapest, EUROPE Regional Office, and ILO HQ, ILO donors, tripartite constituents and national implementing partners in FYR of Macedonia.

### **Methodology**

The methodology of the review was highly participatory and included a desk review, interviews of key stakeholders and beneficiaries, preparation of draft report, presentation of the main findings for the stakeholders at a roundtable discussion and preparation of the final report based on inputs received.

### **Summary of findings, conclusions, lessons learned**

The overall results of the evaluation found that the RBSA-funded projects have been extremely successful in strengthening the capacity of partners in the country. Significant progress has been made in achieving the country priorities and country programme outcomes. Stakeholders have praised ILO assistance and are keen to explore further opportunities for cooperation. Nevertheless, while the projects have been effective, subsequent follow-up is crucial so as to ensure that long-term mechanisms are in place for sustainable progression in each of the respective Decent Work outcomes. Also, a longer implementation time frame is required to achieve the ambitious policy outcomes set out by the ILO and its partners. Likewise, capacity gains produced by ILO interventions may take more time to result in policy changes. Since some activities were completed only weeks before the review were conducted, additional effects and policy gains may still be achieved.

### **Overall Lessons Learned**

- Significant absorption of knowledge can be attested to activities that have involved either (i) a simplification of policies that have reworded and streamlined dense policy jargon into everyday language; and (ii) projects that have used concrete working examples that reflect the situation of the target user and applied to the context of the country.
- The constituents note that the most useful case studies are observed in regional experiences of good (and bad) practice in all of the working areas covered by the RBSA-funded projects in the DWCP. Examples in local economic development from Croatia, along with crisis-response measures taken in Czech Republic and Slovenia were extremely well received by the constituents owing to similar socio-economic structures and greater likelihood of success in the application of good practices.
- Studies and analytical reports, such as those produced for the Economic Recovery Project, Improving Local Employment Policy Development and Gender in the World of Work are extremely useful in setting the agenda for change. The constituents have responded well to such evidence-based approaches, even in challenging areas such as gender equality in the world of work.
- Collaborative training approaches with the ITC and staff from ILO headquarters in Geneva have proven to be effective. Constituents note a greater absorption of information in activities that have included the use of specialised staff from the ITC in particular.

- The campaign on OSH in construction sites was one of the most successful instances of the use of RBSA funding in the DWCP and featured as a case of best practice. The constituents seem to respond well to well-organized, consistent campaigns that simplify complex issues, use innovative communication approaches and mechanisms and recognize the learning styles of recipients. This lesson learned is also a recommendation that should be explored in other policy areas.

respond to the same six RBSA-funded projects are also well devised, yet subsequent planning should further target weaker areas. Equally so, the risks and opportunities, along with the use of and absorption of outputs by partners have revealed that a number of areas should be deliberated in subsequent planning stages.

### **Main recommendations**

The main recommendations for the successive interventions are based on an analysis of the RBSA-funded projects covered in this review (more detailed recommendations for each of the projects are presented in chapter 6.2 of the report).

1. The subsequent steps should visibly build upon the success of what has been achieved in the implementation of the projects discussed in this review. The country priorities and country programme outcomes established should continue to be pursued and shaped through the implementation of projects which thoroughly complement, and respond to the indicators and outcomes established.
2. Adjustments should be made to components that have been less successful, targeting weaknesses and strategically weighing the need or efficacy for the introduction of new modules. The current country priorities which envelop the six RBSA-funded projects under evaluation are sufficiently comprehensive to address the wide ranging socio-economic challenges in the country. The current country programme outcomes which