



# Evaluation Summaries

## Gender Equality in the World of Work in Brazil, Angola, South Africa, India and China (BASIC Project)

### Quick Facts

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

**Final Evaluation:** 3 March 2011

**Mode of Evaluation:** Independent

**Technical Area:** Gender Equality

**Evaluation Management:** Julia Faldt, Wahengo, ILO Programme on HIV/AIDS and the World of Work

**Evaluation Team:** Nadia Taher, Claudy Vouhé, Julian Walker, Development Planning Unit, University College London

**Project Start:** 1<sup>st</sup> January 2010

**Project End:** 31<sup>st</sup> December 2010

**Project Code:** INT/09/61/NOR

**Donor:** Government of Norway  
(US \$2.6 Million)

**Keywords:** Gender Equality, Decent Work

### Background & Context

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

The BASIC Project, on 'Gender Equality in the World of Work in Brazil, Angola, South Africa, India and China (BASIC)' aimed to support constituents in the five project countries in promoting equality between women and men in the world of work.

The project was managed from ILO headquarters, coordinated by a Chief Technical Adviser in the ILO Bureau for Gender Equality Bureau (GENDER) in Geneva. The overall project strategy was developed in Geneva in coordination with field offices, in consultation with ILO's International Training Centre (ITC) in Turin, and key ILO departments, including ACT/EMP, ACTRAV and the twin LAB/ADMIN project (which is also funded by the Government of Norway).

The project was divided into a global component, and five country components. As outlined in the global project document, the project activities were structured around two outcomes which were common to the global component and to the five country specific components:

Outcome 1: ILO Constituents in the target countries are better prepared to promote gender equality at the workplace;

Outcome 2: ILO's knowledge base on gender equality in the world of work strengthened, particularly in relation to the global economic and financial crisis.

#### Present situation of project

Phase 1 of BASIC was completed at the end of December 2010, as planned. Funding for a second phase of the project was agreed with

the donor in December 2010, which will extend it until the end of 2011.

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

This final independent and external evaluation of the BASIC project was conducted in line with the ILO's policy for evaluation of technical cooperation projects, between 8 November 2010 and 14 February 2011. Its broad purpose, as outlined in the TORs (which are attached in Appendix 3), was to evaluate:

- The project's effectiveness in contributing to the planned outcomes, and;
- The project's likelihood to have an impact beyond the current phase of implementation.

The evaluation was conducted by the Gender Policy and Planning Unit of the Development Planning Unit (DPU) of University College London<sup>1</sup>. The team was coordinated by Mr. Julian Walker, a member of staff at the DPU, with Ms. Claudy Vouhé and Ms. Nadia Taher, both DPU associates who work as consultants in the field of gender policy and planning.

### **Methodology of evaluation**

The evaluation was conducted using data collected through:

- Desk review of project documentation, including project management documents (such as project documents, budget reports and minutes of meetings), a review of the logical framework, and reports on different project activities;
- Desk review of other relevant publications and documents, including background documentation on project countries;
- Interviews with ILO staff, including project staff and technical specialists, at

ILO headquarters, ITC-ILO Turin and in field offices;

- Interviews with key project stakeholders, including ILO constituents and staff of collaborating UN Agencies.

Interviews with ILO staff and partners were carried out during four field visits: one to the ILO HQ in Geneva, two country missions (one to Brazil and one to India), and visit to participate in the BASIC Project Knowledge Sharing Forum in Turin, during which the draft evaluation findings were shared with, and feedback received from, the project team and constituents. In addition, telephone and Skype interviews were conducted with project stakeholders from countries and team members not reached through the field missions.

## **Main Findings & Conclusions**

The overall findings of the evaluation are that the BASIC project has made an important contribution to efforts to address gender inequality through ILO activities in the five project countries, and that valuable progress has been made in relation to the two outcomes defined for the project. Furthermore, in the context of the ILO's new Programme and Budget structures, the BASIC project demonstrates the importance of having dedicated funding for activities on the promotion of gender equality.

The evaluators consider that a number of factors have underpinned the successes of the project. These include the following:

- In-country project design was very well based on consultation with ILO constituents and partners, and the activities identified and supported are therefore extremely relevant to the needs of the country programmes. The linkages between the project activities

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<sup>1</sup> Development Planning Unit, University College London, 34 Tavistock Square London WC1H 9EZ, [www.ucl.ac.uk/dpu/](http://www.ucl.ac.uk/dpu/)

and country priorities on gender and decent work were clear.

- The project did draw well on existing human resources, relationships and interventions. This included drawing on the knowledge of ILO gender specialists, relationships with gender experts and organisations, and, where relevant, building on existing activities and programmes on gender equality in the world of work. Building on what was already in place was critical in enabling timely project start-up, which was important given the short time frame.
- The global management of the project was evaluated positively by project staff and partners, as was the efficiency and dedication project teams in country, and this commitment made it possible to make significant progress despite the time frame of the project.

At the same time there are a number of factors which may have inhibited the impact and sustainability of the project. As reflected in the recommendations (below) it will be important to address some of these issues in Phase 2 of the Project.

- The relatively large budget (\$2.6 million) and short time frame (one year) meant that project teams were working under pressure, and has also meant that there has been reduced incentive for seeking out cost-sharing opportunities or additional funding, which may have implications for sustainability.
- In some cases the wide range of project activities within each country meant that work was spread thinly across a range of areas of activity, meaning that there was less strategic coherence. In other cases (e.g. activities around Domestic Work) a critical mass was achieved on a focal area which

deepened the strategic relevance of the individual activities.

- In two cases (the ILO New York post and some of the training work in India), the selection of project activities appeared to be based on the need for support to existing ILO activities that needed funding rather than relevance to project.
- There could have been a stronger focus on a number of specific management arrangements. These included arrangements for: the documentation and systematic dissemination of project outputs and reports; mechanisms to support communication between the five country projects, and between the project and ILO departments other than GENDER; management of and support to consultants hired to undertake specific project activities, and; on-going monitoring of the project in relations to its impacts (e.g. training impact assessment).

In terms of the contribution of the project and sustainability of the project, given that the majority of project activities have only recently been implemented, or are not yet completed, it is not yet possible to assess the long term impact of activities. However the project has been used to put many processes and structures in place which are likely to make a critical contribution to promoting gender equality in the world of work in the partner countries. Some highlights include the contribution to policy development (e.g. the standard setting agenda on Domestic Workers), capacity building with partners across a range of substantive areas, and methodology development (e.g. the work on time use surveys, gender sensitive statistics and on incorporating a gender perspective into training for Labour Inspectors). It seems likely that the project activities which were grouped strategically around a campaign or issue (e.g. the project inputs on domestic workers) are likely to have a more significant impact than activities which stood more on their own.

One relevant substantive area which could be more addressed more systematically through the project is work with employers on gender equality in the informal or unorganised sector, including work with employers' representatives in the domestic work sector. This is a difficult area which would benefit from the development of innovative approaches. BASIC Phase 2 could provide an interesting opportunity to explore this area of focus.

## Recommendations & Lessons Learned

### Main recommendations and follow-up

On the basis of the evaluation, the following recommendations have been addressed to Phase 2 of the BASIC Project, to ILO Bureau for Gender Equality, and to the project donor.

### Recommendations to BASIC Project Phase 2

- (a) Rather than using BASIC 2 to initiate new activities, the BASIC Project should work to **consolidate** the work initiated during BASIC 1
- (b) Put in place measures to ensure the **sustainability** of the outputs and impacts of the BASIC project
- (c) Increase the project's substantive focus on **employer representation** for the informal sector and domestic workers.
- (d) Strengthening of key **management arrangements**

### Recommendations to ILO Bureau for Gender Equality (GENDER)

- (e) Develop **case studies of good practice** on Gender Equality and Decent Work highlighting how they could be used by other ILO Projects
- (f) Use the experience of BASIC to **demonstrate how a focus on gender equality can be supported through the new ILO Programme and Budget Structure.**

### Recommendations to the Government of Norway

- (g) Engage with the ILO to discuss how to increase the clarity of **reporting on how gender equality is supported through use of RBSA funds.**
- (h) Explore approaches to allow funding recipients such as the ILO more **flexibility in the time frames** for the use of funds.

### Important lessons learned

In addition to these recommendations, a number of lessons can also be learnt from the BASIC experience, which has implications for future ILO activities. These include the following:

- The BASIC Project's response to the tight project schedule was, in part, to build its work largely on *existing* activities in the countries in which it was practical to do so (i.e. those with established ILO work on gender equality). This made an important contribution in: ensuring that ILO activities on gender equality funded through previous interventions were sustained; building on past work to make sure that activities carried out through BASIC were relevant, and meant that they could be rapidly implemented by drawing on preparatory work which had already been undertaken, and; supporting the on-going sustainability of BASIC interventions by making them part of a bigger set of processes with on-going support and involvement from ILO constituents.
- The experience of BASIC stresses the value of undertaking *specific actions on gender equality* as a part of ILO work at the country level, in addition to a mainstreaming strategy, as envisaged in the current ILO Programme and Budget (2010-2011). The BASIC project represents a good example of

this type of specific action on gender, in that it created the space (and budget) for a dedicated team working on specified activities on gender equality. It allowed for additional funding and support to constituents and experts working on gender issues in each country, and created the space for dedicated capacity building activities focused on gender equality. This means that the BASIC countries were able to go much further in promoting gender equality in decent work than they would have been purely through attempting to mainstream a focus on gender into their other country activities.

- The networking and cooperation activities which were initiated between Brazil and Angola through BASIC, and which it is planned will be further developed through Phase 2 of BASIC, and through new projects developed on the basis of the BASIC experience, show that South-South collaboration can be fruitful even between countries with very different contexts and levels of experience in working on gender and decent work. This sheds light on the value of this kind of collaborative approach in building networking and solidarity, even where specific activities and structures might not be transferable due to contextual differences.