



INDEPENDENT EVALUATION OF ILO'S FIELD OPERATIONS & STRUCTURE



International
Labour
Office

Evaluation
Office

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ABOUT THE EVALUATION

The **ILO's field operations and structure (FOS)** is the main delivery mechanism for services and support to constituents through Decent Work Programmes and other activities linked to country programme outcomes in the ILO Results Framework. Recent reforms and improvement of FOS are beginning to show results, although progress varies by region and type of outcome. To retain its prominent place as the leader of decent work, the ILO needs to be as efficient and responsive as possible. This evaluation assesses the performance of the FOS, given the Decent Work Agenda (DWA) in particular but also the 2030 Agenda, and ongoing reform in the UN development system in view of the Sustainable Development Goals.

ILO's field operations & structure
is composed of:

5
regional
offices

+40
country
offices

✓
supporting

+100
projects &
programmes



BY THE NUMBERS



11 point agenda

An 11 point agenda was set in 2012 to enable the Office to achieve higher levels of quality and efficiency. Some areas included:

- reorganization of the Office
- human resource initiatives
- review of business processes

40 initiatives

Of the 40 initiatives in the Field Operations and Structure and Technical Cooperation Implementation Plan (2014),

78% are complete or in progress

To access the full report, please visit www.ilo.org/eval



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SOME KEY FINDINGS



Relevance

Tripartite constituents widely agree that the ILO's mandate and work are highly relevant, useful and increasingly important. However, the current field operations & structure is not always fully aligned with present and future needs.



Effectiveness

The FOS followed the Organization's priorities and outcomes, and showed a general improvement in the services delivered at the country level, although this was relatively slow and had major regional variations. DWCPs have witnessed improvements in quantity and quality with significant regional differences.



Impact & sustainability

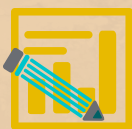
Staff capacity will continue to be an important variable in the sustainability of the FOS. Increased attention to international labour standards, including to human rights and gender equality, were particularly noticeable at country level.



International Labour Standards

The ILO's efforts on decent work and International Labour Standards is clearly embraced by constituents, the wider UN system and the donor community.

SOME KEY RECOMMENDATIONS



Assessment of needs

Undertake a systematic field operations demand inventory, taking into account regional planning exercises.



Decision-making

Improve decentralization efforts towards more agility of administrative decision-making at the field level.



Improving effectiveness

Review configuration of the field structure to make it more effective using established models, identifying the key functions, requirements and challenges.



Results-based management

Improve results-based management reporting at the field level, and that expected results, activities and outputs for the office are clearly defined at all levels.



Competencies

Improve staff incentives and mobility to equip field staff with the right competencies.



Communications

Improve communications functions for policy influencing, particularly through digital, social media, updated web pages.

VOICES FROM CONSTITUENTS

The most useful function perceived of the field operations and structure are the Decent Work Country Programmes.

The most satisfactory function perceived of the field operations and structure is the "coordination between headquarters, regional offices, and the field offices." One of the least satisfactory function perceived is the "collaboration with other multilateral organizations."

VOICES FROM ILO STAFF

"Our work methods and delivery mechanisms should be based on commitment to offer world-class support on normative reform; robust policy expertise built around technical excellence and well maintained knowledge networks; results-oriented partnerships and a strong focus on leadership, accountability, and people."