



International
Labour
Organization

Evaluation
Office

► Annual evaluation report (2025)

► Annual evaluation report 2024-25

OCTOBER 2025



Copyright © International Labour Organization 2025

First published 2025



This work is licensed under the Creative Commons Attribution 4.0 International. See: creativecommons.org/licenses/by/4.0. The user is allowed to reuse, share (copy and redistribute), adapt (remix, transform and build upon the original work) as detailed in the licence. The user must clearly credit the ILO as the source of the material and indicate if changes were made to the original content. Use of the emblem, name and logo of the ILO is not permitted in connection with translations, adaptations or other derivative works.

Attribution – The user must indicate if changes were made and must cite the work as follows: *Annual evaluation report 2024-25*, Geneva: International Labour Office, 2025. © ILO.

Translations – In case of a translation of this work, the following disclaimer must be added along with the attribution: *This is a translation of a copyrighted work of the International Labour Organization (ILO). This translation has not been prepared, reviewed or endorsed by the ILO and should not be considered an official ILO translation. The ILO disclaims all responsibility for its content and accuracy. Responsibility rests solely with the author(s) of the translation.*

Adaptations – In case of an adaptation of this work, the following disclaimer must be added along with the attribution: *This is an adaptation of a copyrighted work of the International Labour Organization (ILO). This adaptation has not been prepared, reviewed or endorsed by the ILO and should not be considered an official ILO adaptation. The ILO disclaims all responsibility for its content and accuracy. Responsibility rests solely with the author(s) of the adaptation.*

Third-party materials – This Creative Commons licence does not apply to non-ILO copyright materials included in this publication. If the material is attributed to a third party, the user of such material is solely responsible for clearing the rights with the rights holder and for any claims of infringement.

Any dispute arising under this licence that cannot be settled amicably shall be referred to arbitration in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL). The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of such a dispute.

For details on rights and licensing, contact: rights@ilo.org. For details on ILO publications and digital products, visit: www.ilo.org/publns.

ISBN 9789220426722 (print) / ISBN 9789220426739 (web PDF)

The designations employed in ILO publications and databases, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the ILO concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers or boundaries. See: www.ilo.org/disclaimer.

The opinions and views expressed in this publication are those of the author(s) and do not necessarily reflect the opinions, views or policies of the ILO.

Reference to names of firms and commercial products and processes does not imply their endorsement by the ILO, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

Printed in Switzerland

CONTENTS

Introduction 5

Part I. 7

Progress made towards achieving evaluation strategy targets

▶ **OUTCOME 1.** 7
Enhanced capacities at the individual, organizational and enabling environment levels for planning, undertaking and using evaluations

▶ **OUTCOME 2.** 13
Enhanced evaluation systems and processes leading to more credible, strategic and higher quality evaluations

▶ **OUTCOME 3.** 18
Expanded knowledge base of evaluation findings and recommendations that effectively contributes to organizational learning and enhances organizational effectiveness

▶ **ENABLING ENVIRONMENT** 23

Part II. 26

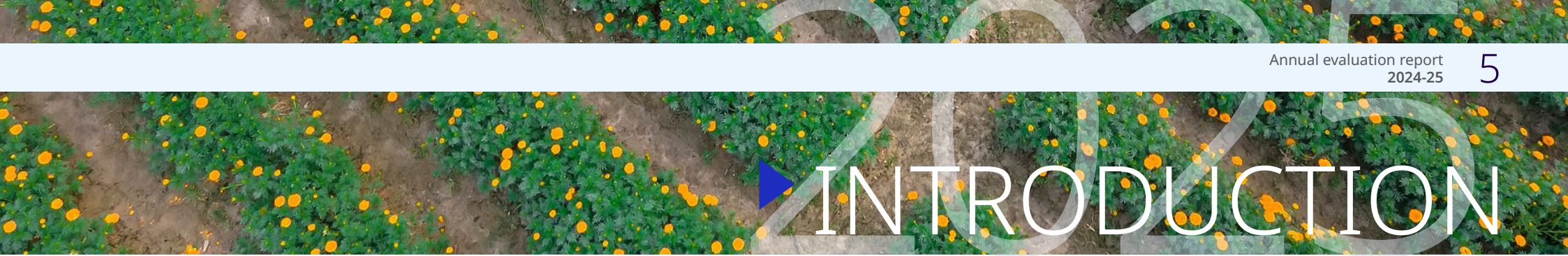
Assessing the ILO's effectiveness and results

▶ Impact and sustainability in action: How the ILO shaped policies, delivered strategic results and ensured sustainability through development cooperation in 2024 27

▶ Assessing the overall effectiveness of the ILO DC portfolio in 2024 against key performance indicators 30

▶ Effectiveness Trends by P&B Policy Outcomes: 2022–23 vs. 2024 35

▶ Annexure 1 37



INTRODUCTION

The 2024–2025 Annual Evaluation Report (AER) comes at a critical juncture—not as a routine exercise, but as a strategic checkpoint amid global uncertainty, institutional reform, and growing demands for accountability. It marks the final year of the ILO Evaluation Strategy (2023–2025), with a *proposed one-year extension into 2026* to consolidate gains, foster innovation, and reinforce evaluation's strategic role in advancing the ILO's mission. In this context, evaluation provides clear, evidence-based insights to guide strategic decisions, improve impact, and ensure effectiveness. More than just reporting progress, the AER reaffirms evaluation as a foundation for accountability, learning, and evidence-informed planning. The 2026 additional targets included and the rolling workplan of high-level evaluations (HLEs) assume that adequate resources and operational capacity will remain available for full implementation.

Structured in two parts, it presents progress against the Evaluation Strategy targets for 2025 in Part I and provides 2026 targets aligned with the extension. In Part II as in previous years the report provides a performance overview of ILO's effectiveness drawing on the latest annual batch of 50 final (excluding mid-term) independent project evaluations.

Part I shows strong progress toward 2025 targets. Under the 21 indicators, 17 targets have been achieved (one of which partly), reflecting sustained effort across the pillars of the Evaluation Strategy. Evaluation planning has become more strategic through the Criteria-Based Integrated Evaluation Planning system (CIEPs), now applied across all ILO regions and departments. *This has streamlined the portfolio to emphasize quality and strategic relevance over volume.*

While clustered evaluations have room to grow, their expanded use has reduced evaluation fatigue and yielded clearer programmatic insights despite fragmented project design and funding. *Strategic use of waivers—where learning value is low or overlaps occur—has improved efficiency without compromising accountability.* These efforts focus limited resources where strategic value is highest.

EVAL leads innovation in displaying and storing its evaluation reports and access through Artificial Intelligence (AI). A complete revamp of the i-eval Discovery platform in 2023-24 and sustained use of the Automated Management Response System (AMRS) have built a solid digital infrastructure. *These investments supported the successful launch of the i-eval AI Assistant, an evaluation chatbot synthesizing findings from evaluation reports on the platform, offering source-cited insights to aid design, decision-making, and communication.* This marks a shift from passive report review to rapid, actionable knowledge generation.

The March 2025 Independent Oversight Advisory Committee (IOAC) report commended EVAL for enhancing coordination among oversight functions. Collaboration with Internal and External Auditors has strengthened—illustrated by the 2024 high-level evaluation of the Development Cooperation Strategy. *This growing collaboration, while maintaining structural independence, fosters efficiencies and impactful oversight supporting results-based management.*

The Evaluation Manager Certification Programme (EMCP) and its advanced version (EMCP+) are fully operational. *Certified evaluation managers continue to increase, and a new cohort of advanced learners is training to champion an evaluation culture.* Following the creation of a dedicated job family for Evaluation Officials in the ILO in 2023 the Regional Evaluation Officers received their dedicated job family in 2025 as well. Training for ILO constituents on evaluation concepts within broader capacity-building still holds significant potential and is conducted based on demand and resources available.

ILO has enhanced communication and use of evaluation findings. *Tailored products such as the Insights Series, impact podcasts, interactive dashboards, and recently the i-eval AI Assistant have broadened the reach and relevance of outputs,* making evaluation findings more accessible and strengthening data-driven decision-making across stakeholders.

Part II presents findings from the annual comprehensive meta-analysis of ILO's overall effectiveness, based on 50 final independent project evaluations and using 29 Key Performance Indicators (KPIs) grounded in OECD-DAC criteria and ILO cross-cutting policy areas.

The 2024 thematic focus—impact and sustainability—responds to growing stakeholder demand for clearer value from investments. By showing what works, the analysis informs strategic adjustments, strengthens programmatic relevance, and supports evidence-based decision-making. Rising expectations for measurable results from constituents, the Office, and donors make this process essential to sustaining ILO's relevance in an evolving development landscape. Established in 2013, the meta-analysis also enables multi-year tracking and trend analysis, offering a strategic lens to assess performance over time.

The 2024 analysis finds that ILO development cooperation generated strong and sustained policy impact by embedding normative values into national systems, leveraging inclusive partnerships, aligning with national priorities, and fostering long-term ownership through early planning, institutional delivery, and capacity development. The section concludes with an overall review of performance trends at both the policy outcome level and across regional clusters of Country Programme Outcomes (CPOs) for 2022–2024. It shows steady progress across many indicator clusters, while also highlighting some efficiency challenges.

In short, extending the Evaluation Strategy through 2026 will help institutionalize recent innovations, foster deeper accountability, and sharpen the focus on actionable insights. Evaluation is more than a technical exercise—it is a strategic tool for accountability, learning, and influence. Its real value lies in how evidence is communicated directly to decision-makers, ensuring that findings inform choices at the highest levels and translate into meaningful policy and programmatic change.

Guy Thijs | Director, ILO Evaluation Office



PART 1

Progress made towards achieving end targets

OUTCOME 1. Enhanced capacities at the individual, organizational and enabling environment levels for planning, undertaking and using evaluations.



SUB-OUTCOME 1.1.

Improved strategic planning and coordination with key internal and external stakeholders strengthen evaluation effectiveness and efficiency.

INDICATOR 1.1.1

Degree to which effective integrated criteria-based procedures and practices are institutionalized and applied in the ILO to reduce the volume of evaluation and have strategically oriented evaluation learning and evidence by 2025.

TARGET (END OF 2025):

Integrated criteria-based evaluation planning (CIEPs) is used in at least 50% of all regions and departments to reduce the volume of evaluations and have more strategic-oriented evaluations.

STATUS

Achieved

2026 TARGET: Evidence mapping as part of CIEPS will be piloted within one department or region.



The Criteria-based Evaluation Planning System (CIEPS), launched in 2024, represents a shift from a budget-threshold approach to a more strategic and flexible model, prioritizing fewer but more meaningful evaluations driven by needs, such as addressing evidence gaps. Combined with the evaluation clustering practice introduced over five years ago, CIEPS has yielded tangible results: in the current reporting period, about 25 evaluations were waived, and the evaluation requirements of 37 development cooperation projects were consolidated into 13 clustered evaluations. Uptake has been strong across all regions and in most departments and bureaux (8 out of 11), significantly surpassing the end target of 50 percent. To further strengthen the strategic use of evaluations and address priority evidence gaps, an evidence-mapping pilot will be launched to test a practical approach for identifying and organizing existing evidence, aligning evaluation activities with evidence needs without compromising accountability, and supporting potential integration of this method in future CIEPS cycles.

INDICATOR 1.1.2

The existence of coordinated and complementary evaluations with other oversight functions, knowledge and learning mechanisms in the ILO by 2025.

TARGET (END OF 2025):

2025 Report of the Independent Oversight Advisory Committee to the Governing Body acknowledges progress in coordination and complementarity.

STATUS

Achieved

TARGET 2026: SOPs for systematic information sharing across evaluation, oversight, and learning functions.



In its March 2025 report to the GB, the IOAC welcomed the increased communication and knowledge-sharing between evaluation and internal audit functions. It encouraged continued collaboration among all oversight functions and will monitor ongoing progress. The Evaluation Office also engages with the external auditors to promote information exchange and avoid duplication. However, a more systematic process is still desirable to strengthen coordination among evaluation and other oversight functions. While the establishment of procedures was referenced in the 2023 milestone, it has yet to be fully realized hence the additional target for 2026. This growing collaboration and sharing of real-time information, while maintaining structural independence of both entities fosters efficiencies and impactful oversight supporting results-based management.

INDICATOR 1.1.3

Percentage of mandatory evaluations that are completed in a timely and quality manner up to 2025.

TARGET (END OF 2025)

95% of mandatory and corporate evaluations are completed in a timely and quality manner.

STATUS

Achieved

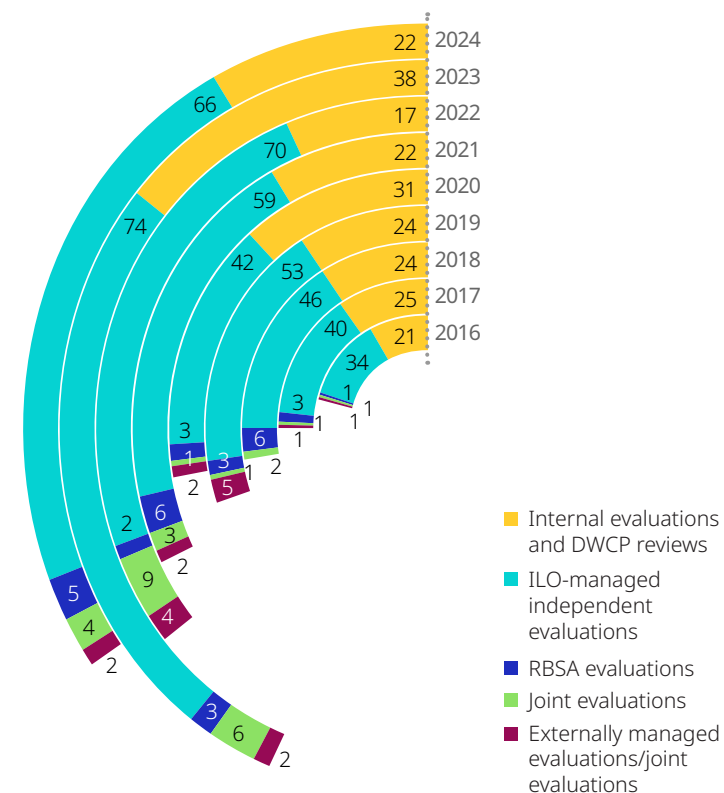
TARGET 2026: 95% of mandatory and corporate evaluations are completed in a timely and quality manner.



Project and programme evaluations

All ILO planned and completed evaluations are publicly accessible via the [i-eval Discovery](#) dashboard, along with related lessons learned, good practices, recommendations, and management responses. As of June 2025, the dashboard contains over 1,700 evaluations, 2,800 lessons learned, 1,600 good practices, and 3,000 recommendations, providing a rich resource for accountability, transparency, and organizational learning. In 2024, 66 independent evaluations were completed—a welcomed 11 percent decrease from the previous year's 74—reflecting the strategic implementation of CIEPS and clustered evaluations. One independent evaluation was either delayed or not conducted, resulting in a 98 percent completion rate, surpassing the 95 percent target. Of the 25 internal evaluations due in 2024, 22 were completed, achieving an 88 percent completion rate and a two percent increase from the previous year.

► **FIGURE 1. NUMBER OF COMPLETED EVALUATIONS BY TYPE, 2016-24**



Selecting high-level evaluation (HLE) topics for strategic use

EVAL's proposed rolling workplan for 2026–2028 draws on constituent input, as well as a review of Governing Body and ILC documents, and aligns with ongoing strategic initiatives or specific GB requests. For 2026, evaluations proposed will support two priorities: the midterm review of the Skills Strategy and the recurrent discussion on social protection in 2027, ensuring timely evidence. In 2027, the plan anticipates an evaluation on Employment feeding into the 2028 recurrent discussion, alongside a frequently delayed HLE on normative action. For 2028, possible themes include technology for decent work, reassessment of the OSH strategy, and a review of the Action Programme modality or social dialogue and tripartism. While the plan may face financing constraints, the preferred option of constituents that provided input is to maintain HLEs, with DWCP evaluations possibly shifting from annual to biennial if necessary. The total number of HLEs in 2026–2027 will depend on available resources and the Evaluation Office's operational capacity. The topics align with ongoing strategic initiatives, including recurrent discussions, or stem from specific GB requests.

► **TABLE 1. ROLLING WORK PLAN, 2025–28**

Year	High-level evaluation, No. 1	High-level evaluation, no. 2	DWCPs/ Region	Inputs/comments received
2028	Institutional: Harnessing the fullest potential of technology for decent work (including work of ITC); or: Outcome: The ILO's OSH strategy	Institutional: A review of the ILO's action programme modality; or Outcome: Social dialogue and tripartism	Arab States	Considered too early and decisions subject to adjustments agreed in 2026-27
2027	Outcome: Employment	Outcome: Normative action	Europe and Central Asia	Broad support for both topics but also some support for Sustainable enterprise development or the Care Economy.
2026	Outcome: Skills and lifelong learning	Outcome: Social Protection	Asia and the Pacific	Broad agreement
2025	Outcome level: Evaluation of youth employment strategy 2020–30.	A Global Evaluation of the Better Work Programme	Latin America and the Caribbean (Central America)	Completed

SUB-OUTCOME 1.2.
Enhanced evaluation capacity further strengthens evaluation function to implement its programme of evaluations

INDICATOR 1.2.1

Availability of improved training and recognition of, and incentives for, regional and departmental evaluation officers, focal points and evaluation managers in the ILO by 2025.

TARGET (END OF 2025)

100% of REOs benefit from a standardized job family aligned with the ILO's job family for evaluators. 30 ILO staff are certified in the advanced Evaluation Manager Certification Programme (EMCP+).

STATUS

Partly achieved

The 2023 milestone targets related to incentives—such as advanced training courses and deeper involvement in the evaluation process—were met by early 2024. A major breakthrough was the creation of a dedicated job family for Evaluation staff at HQ in the ILO in 2024 and the completion of a job family for ILO Regional Evaluation Officers in 2025. In November 2024, EVAL launched the intensive EMCP+ course in partnership with ITCILO and HRD-Talent funding. Ten experienced evaluation managers (EM) were selected for this pilot and are completing a practicum in 2025. To maintain the course's quality and intensity, the focus remains on smaller cohorts, making it realistic to reduce the cumulative 2025 target for training advanced evaluation managers to 20 by the end of 2026. Additional incentives were introduced during this period by involving EMs in stakeholder workshops. However, more advanced measures—such as internal cost recovery for managers assigning staff to dedicated EM tasks—have yet to identify viable modalities that align with ILO regulations.

TARGET 2026: A cumulative total of 20 ILO staff are certified in the advanced Evaluation Manager Certification Programme (EMCP+).



INDICATOR 1.2.2

Number of standard training activities organized by the ILO for tripartite constituents that are supported by EVAL to mainstream concepts on the evaluation of decent work until 2025.

END-TARGET 2025

Three training activities organized by the ILO for tripartite constituents are supported by EVAL to mainstream concepts on the evaluation of decent work.

STATUS

Achieved

Under the current Evaluation Strategy, strengthening evaluation capacities among tripartite constituents remained a key priority through active collaboration with ILO departments and regional offices. Building on previous efforts, EVAL delivered four SDG and M&E training sessions in 2024–25, reaching 119 constituents across Africa, Latin America and the Caribbean, and Asia and the Pacific—surpassing the 2025 target by 300 per cent.¹ While sustaining this level of results, EVAL will focus on integrating materials into ITCILO training courses for ACTRAV and ACTEMP in 2026.

TARGET 2026: By end-2026, EVAL will support at least one ACTRAV- or ACTEMP-led ITCILO course, based on identified relevance and demand.



¹ In 2024-25, the following number of constituents were trained in M&E: 31 Employers' representatives, 40 Workers' representatives and 48 government officials. In 2023-24, 11 Employers' representatives were trained, along with 6 Workers' representatives and 116 Government officials.

INDICATOR 1.2.3

Percentage increase in the number of ILO staff graduated as EMCP-certified.

TARGET (END OF 2025)

10% increase against 2022 baseline in number of qualified EMCPs.

STATUS

Achieved

TARGET 2026: Keep 150+ active certified EMs; provide training if below target.



In a period of constrained resources, the continued development of *ILO-certified Evaluation Managers* has proven to be a critical asset for EVAL's hybrid, decentralized evaluation system. A small core team of EVAL in HQ retains oversight and approval authority for every independent evaluation, while REOs, DEFPs and trained impartial EMs and external consultants play a pivotal role in supporting the workload. Responding to sustained demand for EMCP training, EVAL has surpassed its end-target by 28%. As of today, 208 ILO staff members are certified Evaluation Managers—an increase of 38% from the 2022 baseline. This milestone underscores the Office's strategic success in expanding its pool of qualified evaluation managers, enhancing its capacity to deliver quality oversight and informed decision-making despite limited resources. One of the challenges is maintaining a core group of *active* EMCPs amongst those that have been certified as their availability may vary due to departures and competing work responsibilities.



OUTCOME 2.

Enhanced evaluation systems and processes leading to more credible, strategic and higher quality evaluations

SUB-OUTCOME 2.1.

Use of more strategically oriented evaluations provides evaluative information that is more responsive to strategic and learning needs, enhancing the knowledge base on the ILO's contribution to decent work and providing more learning opportunities.

INDICATOR 2.1.1

Degree to which clustered evaluations are institutionalized and functional in the ILO and are supported by donors by 2025.

TARGET 2025

At least 60% of ILO donors are involved in cluster evaluations, including 15 of the largest ILO funding partners.

STATUS

Not Achieved

In 2024, 37 development cooperation projects involving 9 funding partners were conducted through 13 independent evaluations. This is slightly below the previous period (16 evaluations clustering 42 projects involving 13 funding partners) but well above the 2022 level of 7 evaluations, 20 projects, and 7 funding partners. While progress is evident, targets need adjustment to reflect operational realities. Engaging 15 major donors by 2026 remains feasible, but the sub-target of reaching 60% of all donors is impractical given the immense donor base—from large donors to small private contributors. EVAL and PARTNERSHIPS have acted to strengthen alignment with donor priorities and improve evaluation efficiency. A new corporate standard for evaluation clauses, aligned with policy, designates clustered evaluations as the default. This shift aims to streamline resources, reduce duplication, and yield more strategic insights. Updated guidance supports implementation.

TARGET 2026: 30% of the 20 largest donors are involved in clustered evaluation.



INDICATOR 2.1.2

Degree to which impact and ex-post evaluations are integrated in the evaluation plan of the ILO by 2025.

TARGET (END OF 2025)

At least one ex-post evaluation and one impact evaluation are undertaken by EVAL or a technical department with support from EVAL.

STATUS

Achieved

In 2024–25, EVAL intensified efforts to promote the Impact Evaluation Review Facility (IERF) to strengthen the quality of impact and ex-post evaluations at key design and reporting stages. This led to IERF support for several evaluations, including the SCORE impact assessment, the Employment-Intensive Investment Programme's terms of reference in Lebanon, the International Labour and Environmental Standards project in Pakistan, and draft reports from Viet Nam's child labour programme and an impact study in Türkiye. Growing use highlighted misunderstandings and broad interpretations of what qualifies as a credible impact evaluation—even within UN inter-agency collaborations. Despite clear ILO guidance, compliance remains uneven, underscoring the importance of EVAL's support services and periodic ex-post quality checks, such as the 2024 review assessing whether evaluations labelled "impact" met standards. Despite these challenges, the ILO exceeded its 2025 target of at least one impact and one ex-post evaluation. With further support, the IETF could broaden uptake through flexible financing, while tools like CIEPS are expected to promote more rigorous evaluations addressing key evidence gaps.

TARGET 2026: 50% of impact evaluation are captured in the i-eval evaluation planning process.



SUB-OUTCOME 2.2.
Appropriate methodologies’ responsiveness to the ILO’s mandate, context and learning needs.

INDICATOR 2.2.1

Degree to which participatory methods for evaluations are further developed and applied for an enhanced use of results by 2025.

TARGET (END OF 2025)

At least 10% of surveyed evaluation users positively report on using evaluation results.

STATUS
Achieved

ILO met its earlier and 2025 targets by enhancing quality assurance guidance and increasing participatory methods, especially in decentralized evaluations. Revising the ex-post Quality Assurance Tool enabled measurement of broader stakeholder involvement—including constituents and donors. By 2024, 29% of evaluations reflected this wider participation. In Latin America and the Caribbean, a 2025 study found a strong link between stakeholder participation and institutional capacity to implement recommendations, underscoring the value of engagement for follow-through. A survey of a small group of ILO managers showed 78% found evaluation recommendations useful or highly useful, with early feedback noting improvements in project design, government engagement, coordination, and donor support as a result.

TARGET 2026: At least 30% of surveyed evaluation users positively report on using evaluation results.



INDICATOR 2.2.2

Development of improved ILO evaluation policy guidelines and guidance material to best reflect the ILO’s mandate and policy drivers by 2025.

TARGET (END OF 2025)

At least three guidelines are updated or added for evaluations to best reflect the ILO’s mandate and policy drivers.

STATUS
Achieved

EVAL regularly updates its guidance to reflect emerging priorities in the world of work. In 2023–24, the 4th edition was released in both booklet and digital formats, with content organized by thematic pillars and linked to related tools. During this period, EVAL mainstreamed disability inclusion across existing materials and developed new guidance on just transitions, responding to low scores in past quality assessments. Looking ahead, EVAL will continue to update its results-based evaluation guidelines using innovative, user-friendly formats—potentially AI-assisted—to ensure continued relevance and accessibility for ILO staff and evaluation practitioners.

TARGET 2026: The 5th edition of policy guidelines is produced as an interactive, modular platform that adapts to the evaluation needs step-by-step.



OUTCOME 2.3.

The ILO's continued involvement in relevant initiatives in the United Nations system and multilateral institutions strengthens the independence, quality and credibility of its evaluation work.

INDICATOR 2.3.1

Outcomes and products of UNEG's working groups integrated in Evaluation Strategy guidance documents by 2025 material to best reflect the ILO's mandate and policy drivers by 2025.

TARGET (END OF 2025)

At least one ILO Evaluation Strategy guidance document has benefited from EVAL's contribution to relevant initiatives in the United Nations system and multilateral institutions.

STATUS

Achieved

TARGET 2026: At least one joint UN synthesis initiative to capture progress concerning SDG 8 has been completed.



EVAL met its 2025 target through strong engagement in UN evaluation initiatives. It played a leading role in a joint meta-synthesis on the UN Youth Strategy's education and employment priorities, with ILO contributing 31% of the sampled reports—improving quality, relevance, and elevating decent work and coherence in youth programming. EVAL also supported the UN's Evidence Synthesis Infrastructure Collaborative (ESIC), ensuring SDG 8 was represented under the Prosperity pillar. Synthesis reviews and meta-studies are now central to EVAL's approach, increasing the utility of evaluation findings. In ESIC's AI Working Group, EVAL highlighted SDG 8 labour data gaps and promoted integrating ILO insights into AI systems. The Cape Town process produced recommendations on equitable AI, multilingual access, and citizen-led data governance—aligned with ILO's mandate. While implementation depends on funders, EVAL's contributions shape global approaches to responsible technology and inform ILO Evaluation Strategy guidance.

SUB-OUTCOME 2.4.

Quality in all types of evaluations assures credible, useful evaluation results that can be acted upon by management and constituents

INDICATOR 2.4.1.

Availability of an improved and effective quality assessment mechanism in the ILO by 2025 to assess the utility of independent evaluations.

TARGET (END OF 2025)

At least 10% of evaluations apply novel approaches towards improving and assessing their utility.

STATUS

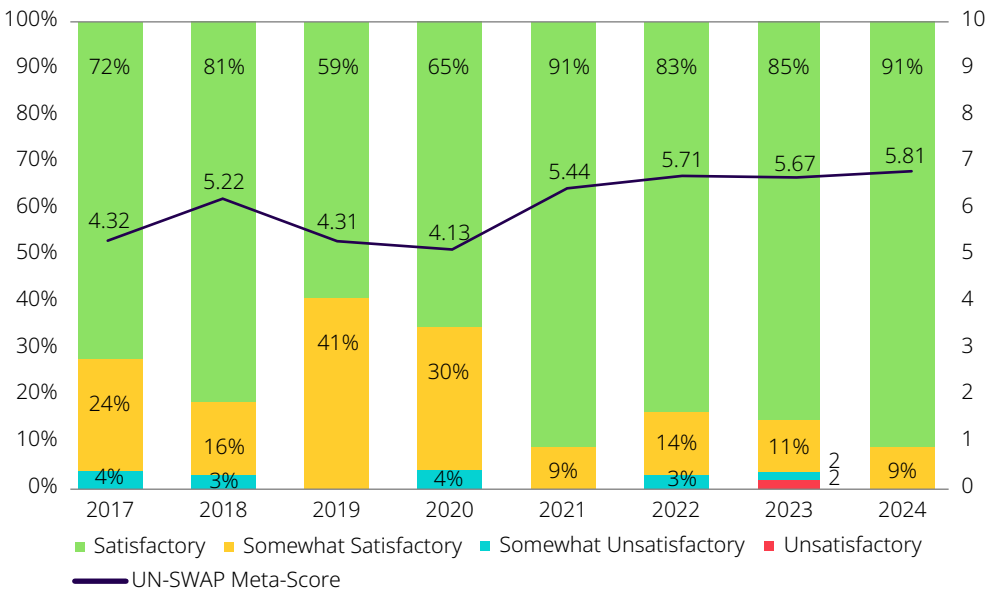
Achieved

TARGET 2026: At least 15% of evaluations involve diverse categories of stakeholders in analysis and reporting through participatory methods measured against 2025 baseline.



The 2024 quality assurance (QA) process added a criterion on participatory practices, showing that greater constituent participation strongly correlates with improved quality. Evaluations using highly participatory methods (12%) consistently scored 5/6, meeting the 10% target for novel approaches and establishing a 2026 baseline. A 2025 LAC study likewise confirmed that early stakeholder engagement increases legitimacy, usefulness, and sustainability. Since 2015, the ILO has run a robust external QA system aligned with UN standards, including UN-SWAP; in 2024, 74 evaluations were reviewed, with 91% rated "satisfactory," the highest since 2017, and a median score of 5. UN-SWAP performance improved to an average of 5.81, with 32% of evaluations fully meeting gender-responsive standards and 60% showing strong progress. All three HLEs in 2024 were also rated "satisfactory," though methodology scores flagged the need for clearer documentation. These results reflect stronger portfolio quality and underscore the importance of preserving the QA system, including exploring cost-recovery from development cooperation budgets to ease reliance on Regular Budget for the QA exercise.

► **FIGURE 2. ANNUAL LEVEL OF QUALITY (GENERAL & GENDER UN-SWAP) FROM EVALUATION REPORTS, 2017-24**



INDICATOR 2.4.2.
Operational and effective quality assessment process for impact evaluations in place and applied in the ILO by 2025.

TARGET (END OF 2025)
At least 50% of impact evaluations in the ILO use EVAL's quality assessment tool and CoP for impact evaluations.

STATUS
Not Achieved

TARGET 2026: At least 50% of impact evaluations in the ILO known to EVAL use the quality assessment tool.

Although a comprehensive inventory and baseline to verify the proportion of impact evaluations using EVAL's quality assessment tool and Community of Practice (CoP) are not yet in place, significant progress has been made in strengthening quality standards and methodological rigor. In 2023, EVAL developed and disseminated a standardized quality assessment tool for both centralized and decentralized impact evaluations under indicator 2.1.2. To support uptake, EVAL organized CoP sessions in 2024-25: the first reintroduced the ILO Impact Evaluation Reference Framework (IERF) and shared lessons from an ex-post review, the second—delivered with the Abdul Latif Jameel Poverty Action Lab (J-PAL)—focused on randomized controlled trial methods and rigorous evaluation design, and a third planned for late 2025 will examine youth employment services in Tunisia. In parallel, EVAL has mapped the integration of impact evaluations into i-eval Discovery for dashboard inclusion. Looking ahead, EVAL will prioritize establishing a reliable inventory and baseline to track usage while continuing to promote the tool and strengthen technical engagement through the CoP.



OUTCOME 3.

Expanded knowledge base of evaluation findings and recommendations that effectively contributes to organizational learning and enhances organizational effectiveness

SUB-OUTCOME 3.1.

The ILO's evaluation dashboard (*i-eval Discovery*) is revamped with improved functionality and use

INDICATOR 3.1.1

Existence of an improved *i-eval Discovery* for enhanced visibility and use by 2025.

TARGET (END OF 2025)

20% increase in the use of *i-eval Discovery* and more user-friendly access through AI plug-ins or comparable innovations.

STATUS

Achieved

Since its launch in 2016, the ILO's *i-eval Discovery* dashboard has provided public access to over 1,700 evaluations and 5,000 related documents, offering valuable lessons, good practices, and recommendations, with user *access surging by 409%* during the strategy period—far exceeding the 20% target and demonstrating its value as a key evaluation resource. Building on this progress and aligned with 2025 indicator targets, the *i-eval* Artificial Intelligence (AI) Assistant was launched in early 2025, integrated within *i-eval Discovery*. Leveraging generative AI and Retrieval-Augmented Generation (RAG), it transforms complex queries into concise, two-page summaries with full citations and direct links pulled from evaluation reports in *i-eval discovery* in 20 seconds. Developed by EVAL in collaboration with INFOTEC it was the first AI tool of a set of DG sponsored pilot initiatives approved for operational use within the ILO and a pioneering innovation within the UN system. It is reshaping how evaluative evidence supports project design, accountability, and learning. Users can now quickly discover what works, where, and why, with direct access to source reports for verification. Full internal access is planned by end 2025 and public rollout for early 2026.

TARGET 2026: The *i-eval Discovery* AI chatbot is rolled out to the external public and over 60% of users find the chatbot to be responsive to their needs.



SUB-OUTCOME 3.2.
Better targeted knowledge and communication products strengthen their potential use and integration in the ILO’s knowledge base

INDICATOR 3.2.1
Development of enhanced synthesis and meta-study reports responsive to needs by 2025.

TARGET (END OF 2025)
Five audience-specific products of synthesised information on evaluation results and learnings are produced.

STATUS
Achieved

TARGET 2026: EVAL will use evaluative evidence generated through the *i-eval* AI Assistant to support at least three audience-specific products of synthesised information on evaluation results and learnings.



EVAL launched *i-eval* Insights—a new series of targeted products distilling key findings from meta-analyses on Decent Work outcomes and ILO effectiveness through development cooperation. The first three editions focused on: [promoting International Labour Standards](#), [advancing social dialogue](#), and [fostering equal opportunities for persons with disabilities](#). EVAL also published thematic syntheses on youth employment, Better Work, and ILO interventions in Central America. In 2025, a cross-regional synthesis of country programme reviews was produced with regional collaboration. To support strategic ILC discussions, in 2025 EVAL produced two synthesis reviews on [formalization](#) interventions and [social dialogue](#). At the regional level, a meta-study of evaluation recommendations and management responses was led by LAC in coordination with EVAL —designed as a forward-looking tool to inform programming, policy design, and accountability. A synthesis of evaluations in Africa will follow in 2025. This expanding body of knowledge has driven a 320 per cent increase against the 2025 target—reflecting strong demand for needs-based syntheses of evaluative evidence and [i-eval AI Assistant](#), will further enhance this endeavour.

INDICATOR 3.2.2
Functional and effective mechanism to validate good practices in place in the ILO by 2025.

TARGET (END OF 2025)
At least 25% of good practices are validated using the agreed validation approach before being shared with CoP and Global Technical Teams.

STATUS
Not achieved

TARGET 2026: Develop two targeted reports presenting good practices drawn from evaluation findings, validated participatively by ILO technical experts to enhance relevance and uptake.



ILO evaluations highlight good practices that should be replicated and scaled up across the organization’s work. They are publicly accessible through *i-eval* Discovery and cover various thematic topics for ILO projects and programmes to consider. During the reporting year, EVAL introduced the *i-eval* Insights series which provide thought-provoking content on the world of work based on evaluative evidence. This series, of which the first three issues focus on international labour stands, social dialogue and disability inclusion, is based on good practices that are validated by technical experts to provide insights on how they can be used in existing and future interventions. Given that last year’s Annual Evaluation Report stated the current indicator has been revised to reflect these developments and the Insights series approach will replace revised based on EVAL’s limited resources, a more feasible one is proposed – *Develop synopses of lessons learned and good practices in cooperation with technical experts*.

INDICATOR 3.2.3

Extent to which innovative ways to present targeted evaluation results exist and are applied in the ILO by 2025.

TARGET (END OF 2025)

25% of new communication and knowledge management products incorporate innovative ways to present targeted results.

STATUS

Achieved

The quantity and scope of EVAL's communication and knowledge products have significantly increased over the past ten years and primarily target ILO constituents and staff. Noteworthy examples during this reporting period include the launch of an outcome-based workplan dashboard, QA project scorecards, a podcast on impact evaluation and events for evaluation managers and impact evaluation practitioners within the ILO. Moving forward, EVAL will continue to focus on creating more targeted communication and knowledge products to best serve its intended audiences.

TARGET 2026: 30% of new communication and knowledge management products incorporate innovative ways to present targeted results.



INDICATOR 3.2.4

Percentage of evaluation Recommendations fully or partially implemented within 12 months of completion of evaluation.

Effective mechanism to assess the quality of follow-up to recommendations in place in the ILO by 2025.

TARGET (END OF 2025)

85% of recommendations were fully or partially implemented within 12 months of completion of evaluation.

STATUS

Achieved

Management responses to recommendations from independent evaluations are required to be submitted by line managers through the Automated Management Response System (AMRS) - launched in 2018. Line managers are responsible for indicating the extent to which recommendations have been completed, partially completed, if no action is planned, if action has not yet been taken or if the recommendation has been rejected.

During the review period, 58 of the 63 required management responses to recommendations from independent evaluations were received (92 per cent) and representing 430 of a total of 465 recommendations that have been addressed. Of these, 85 per cent of recommendations have been "completed" or "partially completed." For the remainder, 10 per cent of recommendations have not been yet actioned, three per cent of recommendations do not have any action planned, and two per cent of recommendations have been rejected. Despite multiple reminders, the overall completion rates would have been higher had the following offices submitted their required management responses: ILO-Ankara (three management responses totalling 21 recommendations) and CO-Kinsasha (two management responses totalling 14 recommendations).

TARGET 2026: 85% of recommendations are fully or partially implemented within 12 months of completion of an evaluation.



SUB-OUTCOME 3.3.
Improved tracking of uptake and use by constituents and management of the knowledge and lessons generated from evaluations for governance and decision-making

INDICATOR 3.3.1
Extent to which the profile of evaluation results is strengthened in the ILO’s strategic and programmatic documents (P&B, Programme Implementation Report, Governing Body reports), and knowledge-sharing platforms.

TARGET (END OF 2025)
Evaluation findings are part of at least one strategic and programmatic document, and in one knowledge-sharing platform.

STATUS
Achieved

TARGET 2026: Ensuring that evaluation findings are consistently embedded across strategic and programmatic documents (PIR, PB and SPF) and organizational knowledge platforms.



As part of its annual review of how evaluation findings are used in ILO strategic documents, EVAL assessed 169 documents from recent sessions of the International Labour Conference and Governing Body, as well as key reports such as the 2024–25 Programme Implementation Report and the 2026–27 Programme and Budget proposals. This builds on the 2023 review of 182 documents and serves as a proxy to track the use of evaluation insights in strategic decision-making.

This reflects a positive trend toward the integration of evaluative evidence into both policy and programme cycles. The increased share of references influencing policy decisions signals deeper institutional uptake. These results confirm that the target for the end of 2025—inclusion of evaluation findings in at least one strategic and programmatic document and one knowledge-sharing platform—has been achieved. Looking ahead to 2026, the aim is to move from inclusion to systematic use, ensuring that evaluation findings are consistently embedded across strategic and programmatic documents and organizational knowledge platforms. Achieving this will require stronger institutional mechanisms and increased engagement from decision-makers to enhance planning, learning, and accountability.

Year	Documents Reviewed	Total References	% Policy Decisions	% Programme Design	% Evidence in Discussions
2024	182	66	23%	9%	68%
2025	169	60	38%	13%	48%



INDICATOR 3.3.2

Enhanced strategic role of the EAC and regional chapters in the ILO by 2025 for the strategic identification of knowledge requirements, uptake and use of evaluation results.

TARGET (END OF 2025)

EAC discussions are 90% on strategic issues, focusing on evaluation insights and implications arising from HLE, synthesis reviews and meta-studies.

STATUS

Achieved

TARGET 2026: Further enhance the EAC's role in supporting regional and departmental uptake through evaluative insights.



Chaired by the DDG, the EAC met three times during the review period—once in late 2024 (not covered in last year's AER) and twice by August 2025. Discussions focused on translating High-Level Evaluations (HLEs) into strategic, actionable insights, particularly in complex areas like post-conflict recovery, fundamental rights, and rural development. The Committee emphasized cross-departmental coordination, timely follow-up, and integrating evaluation findings into planning and budgeting. Follow-up discussions in the EAC on the 2019 Public and Private Partnerships HLE indirectly led to new guidance (IGDS No. 83 V2) issued in 2025 which is 95% compliant with the evaluation recommendations. While follow-up on the 2022 COVID-19 response HLE has occurred, the follow-up remains incomplete.

A comprehensive review of the HLE management responses showed consistent progress aligned with the target end of 90% of strategic discussions but also challenges in implementation, highlighting the need for stronger follow-up and better integration of ILO approaches, with active input from ACTEMP and ACTRAV to improve effectiveness. Additionally, the Regional Office for Arab States launched a pilot **Regional Committee for Evaluations (RCEAS)** to boost accountability and learning aligned with the ILO's 2023–2025 Evaluation Strategy and regional needs.

INDICATOR 3.3.3

Number of comprehensive and timely overviews of the overall effectiveness of the ILO produced annually by 2025.

TARGET (END OF 2025)

Three annual overviews of ILO effectiveness produced, and results presented to the Governing Body through the annual evaluation report.

STATUS

Achieved

TARGET 2026: Four annual overviews of ILO effectiveness produced, and results presented to the Governing Body through the annual evaluation report.



EVAL continues to deliver annual performance assessments of the ILO's decent work results using a robust, well-established methodology thereby meeting the 2025 end target in full. This year's meta-study on development cooperation continued to apply an enhanced, innovative approach to assess effectiveness, aligned with the ILO's strategic priorities. Performance is reported at the levels of CPOs and policy outcomes, with a chapter highlighting trends in specific results and impact. Their findings are presented in Part II.

Enabling environment

ENABLER 1:
Degree to which a functioning evaluation trust fund exists in the ILO by 2025 that is supported by funding partners.

TARGET (END OF 2025)
Consultations started with at least two funding partners based on concept note on the trust fund.

CUSTODIANS
PARTNERSHIPS, FINANCE and EVAL.

STATUS
Achieved

TARGET 2026: At least two new funding partners are part of the IETF.



The ILO is committed to enhancing how evaluations inform decision-making and support strategic goals. Achieving truly transformative evaluation requires adaptable approaches—not just new technologies. Key steps include greater flexibility in evaluation funding, such as through the Evaluation Trust Fund. Since the last reporting period, EVAL and PARTNERSHIPS have collaborated to draft standard evaluation clauses for funding agreements. These clarify existing optional modalities, including clustering evaluations and flexible contributions to the IETF, either through direct allocation or by designating unspent evaluation funds. The goal is to increase awareness of these options during agreement discussions. To date, consultations with at least four funding partners have led to one donor contributing evaluation resources to the IETF with discussion with the three other donors continuing and showing some progress.

ENABLER 2:
Percentage of ILO DWCPs and development cooperation-funded interventions that are responsive to constituents’ institutional capacity needs and their on-the-ground realities.

TARGET (END OF 2025)
At least 60% of ILO development cooperation projects involved constituents in design and implementation. At least 70% of new DWCPs (against 2022 baseline) involved constituents in their design.

CUSTODIANS
Evaluation network (EVAL, REOs, DEFPs, EMs) ACTEMP, ACTRAV, PARTNERSHIPS and PROGRAM.

STATUS
Achieved

During the reporting period, the ILO deepened its engagement with constituents in development cooperation initiatives and sustained strong performance in the planning of DWCPs. EVAL’s meta-analysis on Decent Work found that 67 per cent of DC interventions in 2024 were designed with active constituent involvement—surpassing the 2025 target by seven per cent. In parallel, all DWCPs approved in 2024–25 were developed with direct input from constituents, maintaining the 100 per cent participation rate achieved since 2023. This continued commitment to inclusive planning reinforces the relevance, ownership, and impact of ILO’s work on the ground.

TARGET 2026: Maintain target of at least 60% of ILO development cooperation projects involved constituents in design and implementation. At least 70% of new DWCPs (against 2022 baseline) involved constituents in their design.



ENABLER 3:
Integrated evaluation needs into M&E frameworks of development cooperation projects by 2025.

TARGET (END OF 2025)

20% increase (against 2022 baseline) in ILO DC-funded interventions that have proper monitoring systems in place, as confirmed in evaluability assessment.

CUSTODIANS

PROGRAM, PARTNERSHIPS, EVAL, regions and technical departments.

STATUS

Not achieved

TARGET 2026: 30% of ILO DC-funded interventions have acceptable monitoring systems in place as measured by EVAL data.



Progress continues in establishing a monitoring and reporting mechanism at the project level even though EVAL data shows that monitoring and reporting performance at project level declined compared to the last period and the 2022 baseline (30 per cent), now seen in only 24 per cent of interventions. By January 2026, the Office expects to launch an application linking the ILO's Programme and Budget, DWCPs, and DC projects. Some project initiatives stood out for using dedicated monitoring systems, multi-level frameworks, and digital platforms to track outputs and outcomes effectively. The involvement of M&E officers improved quality, and several interventions used both quantitative and qualitative methods like focus groups and interviews. Innovation attempts such Outcome Mapping and regular coordination meetings also have the potential to strengthened reporting, partner capacity, and accountability if rolled out systematically instead of on a pilot basis only.

ENABLER 4:
Number of strategic programmatic and knowledge-sharing and learning discussions to which EVAL contributes with evaluative inputs.

TARGET (END OF 2025)

EVAL (including REOs and DEFPs) invited/ contribute to at least four strategic programmatic, knowledge-sharing and learning discussions to provide evaluative inputs.

CUSTODIANS

EVAL (including REOs and DEFPs), regions, technical departments, RESEARCH, PROGRAM, IAO and IOAC.

STATUS

Achieved

TARGET 2026: EVAL (including REOs and DEFPs) invited/ contribute to at least four strategic programmatic, knowledge-sharing and learning discussions to provide evaluative inputs.



As part of the goal to strengthen use the 2025 target of this indicator was to achieve at least four examples were strategic, programmatic, or learning discussions based on evaluation inputs have informed key decisions across levels. Globally, EVAL's Evaluation of Development Cooperation in 2024 fed into office-wide discussions on organizational efficiency. EVAL is currently undertaking an independent evaluation of ILO's Gender Action Plan 2022-25, the findings of this evaluation which will feed into the development of the next ILO Action Plan on Gender which is expected to be discussed by the GB in 2026. EVAL's annual DW meta-analysis of project evaluations by CPO contributed to Outcome-Based Work Planning across the Office. Evaluative inputs are consistently provided to IAO when planned audits are announced.

Regionally, evaluations informed strategic thinking and strengthened planning capacity. In Asia and the Arab States, findings from meta-studies and Country Programme Reviews were used in retreats to address systemic gaps and guide DWCP planning. Evaluations from refugee-focused projects shaped the design of the new Syria programme.

At the project level, evaluations led to concrete design changes. TRIANGLE+ (USD 20M) in Asia incorporated findings on migrant worker empowerment. In Morocco, the second phase of WAFIRA was informed by its final evaluation. In Latin America, the PRIDE Project used mid-term findings to develop replicable inclusion strategies, now expanded to Brazil. Findings from 63 evaluations also supported the DG's report to the 20th Americas Regional Meeting and related communications.

ENABLER 5:

Availability of formal training that integrates evaluative thinking in the ILO by 2025.

TARGET (END OF 2025)

Training module on evaluation for ILO staff available in ILO People.

CUSTODIANS

HRD, ITC-ILO and EVAL.

STATUS

Achieved

The evaluation training module for ILO staff is scheduled to launch on the ILO HRD People platform before the end of 2025. Developed by EVAL in collaboration with ITC-ILO, the interactive online induction course—“*Understanding Evaluation: The Basics*”—features custom visuals and platform support. This 30-minute course aims to foster evaluative thinking across the organization. Using a fictional scenario, it connects theory to practice through clear language, practical examples, and short quizzes. The course explains the role of evaluation and distinguishes it from related functions.

TARGET 2026: At least 25% of all newly onboarded ILO staff will have completed the module.

**RECOMMENDATION 1**

Endorse the topics proposed in the rolling workplan for the high-level evaluations in 2026, as outlined in the rolling work plan, and approve the extension of the Evaluation Strategy throughout 2026, including the corresponding targets.



PART 2 ■

Assessing the ILO's effectiveness and results

For over a decade, EVAL has systematically conducted a meta-analysis of organizational effectiveness.

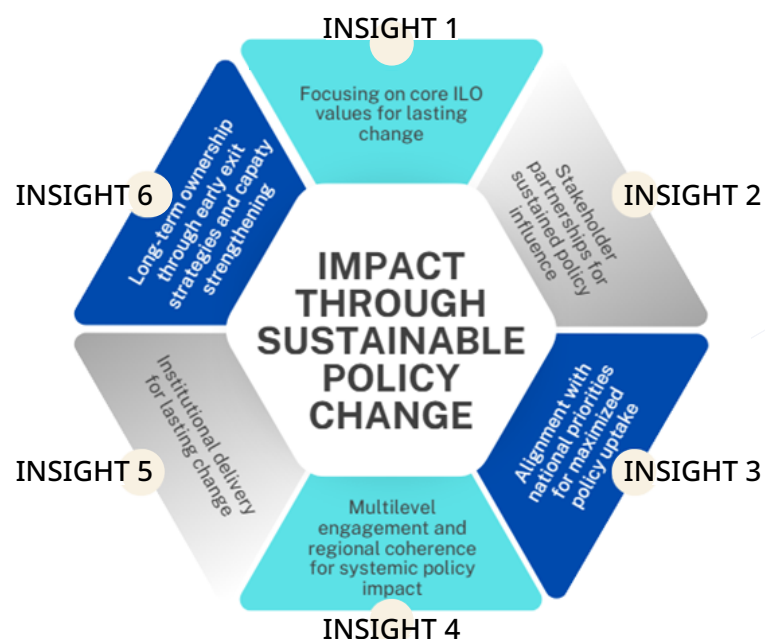
These assessments (DW meta-analysis) align with the requirements of both current and previous Evaluation Strategies. Using the latest data set, **section 2.1** provides a thematic focused analysis of *impact and sustainability* core indicators from the ILO Development Cooperation (DC) portfolio in 2024, by examining trends across three core impact areas: *policy influence, strategic delivery, and sustainability enhancement*. **Section 2.2** using the same data set provides the traditional synthesis of key performance findings as measured against 29 key performance indicators (KPIs) organized by cluster. It reflects overall progress across multiple indicator clusters, while also highlighting persistent efficiency challenges. Reflecting on EVAL's commitment to strengthening alignment with the ILO's Programme and Budget (P&B) Outcomes, the section concludes with an analysis of performance trends at the P&B policy outcome level and across regional clusters of Country Programme Outcomes (CPOs) for 2022 to 2024.



2.1 Impact and sustainability in action: How the ILO shaped policies, delivered strategic results and ensured sustainability through development cooperation in 2024

This section presents six key insights into the factors that shaped policy influence, delivery of strategic results, and ensured sustainability through ILO DC interventions in 2024. The insights are interrelated, mutually reinforcing and are drawn from assessed projects that demonstrated the strongest performance across criteria. The full report can be found [here](#).

► **FIGURE 3. IMPACT THROUGH SUSTAINABLE POLICY CHANGE**



INSIGHT

1 By focusing on the core ILO values of tripartism, social dialogue, and the promotion of International Labour Standards (ILS), the organization can achieve lasting change and meaningful impact.

ILO's core values, including social dialogue, tripartism, the application of ILS, are not only guiding principles. When integrated into institutional systems and service delivery, evidence pointed at increased ILO policy relevance, influence and likelihood of sustained impact.

Projects with high policy influence and delivery of strategic results consistently embedded ILO's cross-cutting policy areas—social dialogue, tripartism, and normative work—through institutional and legal mechanisms, reinforcing both legitimacy and sustainability. A key strength across several high-performing initiatives was the integration of normative outputs into national frameworks. The Safe and Fair Programme, for example, embedded protections for women migrant workers into public systems, contributing to the development or revision of 55 gender-sensitive migration policies across eight ASEAN² countries. Normative work often served as both a goal and a strategy: the THAMM³ project, for instance, institutionalized fair recruitment standards in public bodies, later adopted by the private sector.

Social dialogue mechanisms also emerged as powerful drivers of policy influence and increased institutional ownership. The Advancing the Decent Work Agenda in North Africa (ADWA) project and related RBSA-funded initiatives enabled inclusive labour reforms and social protection policies, from strengthening trade unions in Paraguay, for instance, to facilitating national consensus on universal health coverage in Eswatini. In contexts like South Africa and Moldova, social partners were instrumental in ratifying ILO Conventions and shaping green transition policies, demonstrating how embedded tripartism and dialogue underpin durable, systemic change.

² Association of Southeast Asian Nations

³ Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa

INSIGHT

2 From stakeholder engagement to partnership as a driver of sustained policy influence.

Projects that involved tripartite constituents strategically from the outset demonstrated a significantly higher likelihood of influencing policy, achieving strategic relevance, and sustaining results and prospective impact over time.

High-performing initiatives engaged tripartite constituents and partners throughout the project cycle, creating inclusive governance, clear roles, and local capacities that fostered national ownership and long-term impact. In India, Eswatini, Uganda, South Africa, and ASEAN, projects used multi-stakeholder approaches to align employment, migration, and social protection policies with ILO standards. Examples include Uganda's inter-ministerial committee embedding employment reforms and Eswatini's National Social Security Policy developed through tripartite dialogue. The FAIRWAY and TRIANGLE in ASEAN⁴ programmes leveraged public-private and tripartite engagement, driving 45 national reforms and influencing regional frameworks. Projects lacking such partnerships showed weak positioning and no policy uptake.

Trust is the foundation of effective social dialogue. Without it, mechanisms often fall short. Building trust requires ongoing transparency, shared decision-making, and consistent follow-through
(i-eval Insights on ILO's efforts to drive change through social dialogue)

INSIGHT

3 Strategic alignment with national priorities ensures policy uptake and lasting impact.

Strategic alignment with national and regional priorities was identified as a prerequisite for policy uptake and long-term use, increasing likelihood of impact.

Aligning project goals with national priorities proved crucial for legitimacy and strong results. Projects that supported existing national agendas achieved greater political and institutional ownership, integrating initiatives into budgets and reforms. In Uganda, employment governance reforms aligned with decentralization strategies, embedding ILO tools into planning and coordination. India's Promoting Sustainable Enterprises project shaped micro, small and medium enterprises policies and influenced industrial policy. Jordan's Decent Work for Women project led to legal reforms on maternity protection, equal pay, and protection from violence, aligning with national strategies. In Bangladesh, aligning the Labour Act with international standards led to ratification of eight fundamental conventions. High-performing projects also influenced priorities: in ASEAN, the TRIANGLE programme integrated migration governance into Decent Work Country Programmes, while Africa's ADWA-1 project helped launch Malawi's second DWCP and draft Uganda's third, demonstrating strong partner commitment to addressing decent work deficits, including child labour.



INSIGHT

4 Multi-level engagement and regional coherence strengthen policy impact.

Projects that engaged at local, national, and regional levels, rather than at a single level, translated operational learning into policy relevance. The links between grassroots practice and high-level decision-making enhanced legitimacy, adaptation, and long-term influence.

High-performing projects excelled by engaging across multiple governance levels, enabling cross-country learning, coherent policy development, and responsive implementation. They established mechanisms for capacity building, knowledge sharing, and the development of national and regional policy frameworks. In Asia, programmes like TRIANGLE in ASEAN coordinated national reforms aligned with regional commitments, fostering peer exchanges and shared tools that promoted policy coherence and learning. These efforts were embedded in institutional planning, aiding the harmonisation of outcomes. The Safe and Fair programme linked local services for women migrant workers with ASEAN labour frameworks, aligning national systems with regional agreements and boosting both implementation and visibility. In Latin America, technical platforms and South–South cooperation enhanced regional responses to child labour, improving national systems to align with regional goals. Conversely, projects limited to a single level and disconnected from national policies struggled to achieve scale or systemic impact.

INSIGHT

5 Embedding projects in national structures ensures institutional delivery and lasting change.

High-impact sustainable change is most likely when projects are delivered through national systems and tripartite structures, rather than in parallel to them.

Evidence showed that high-impact interventions were integrated into existing institutional frameworks, often co-delivered by national actors and seen as extensions of public mandates rather than external initiatives. This operational approach—characterized by formalized roles in implementation, joint planning, and co-developed tools—enhanced visibility, accountability, and provided national actors with the authority and incentive to drive strategic reform. In turn, taking an institutionalization approach strengthened policy influence and sustainability as it enabled long-term ownership, coordination, and integration into existing public systems.

An exemplary case was found in ACCEL-1⁵ intervention in Africa, for which one of the key enablers of the project's enhanced sustainability was its use of existing government structures and its ability to integrate mechanisms and tools within existing actions and budget lines. Similarly, the Safe and Fair Programme invested heavily on building institutional capacity across governments and service providers by strengthening policies and procedures to better protect the rights of women migrant workers and increase their access to Violence Against Women services. Focusing its work at the institutional level as opposed to the individual level helped to promote the sustainability of results while also mitigating the challenges faced by high government staff turnover.

INSIGHT

6 Enabling long-term ownership and enhanced sustainability through early exit planning and structured capacity development is a prerequisite for sustainability.

Sustainability was strongest in projects that planned early for institutional ownership and structured capacity development, combining exit strategies with deep integration into national systems and learning processes, enabling national partners to manage and scale results beyond the project timeframe.

Projects that embedded exit strategies from the outset—defining institutional responsibilities, budgeting for continuity, and ensuring resource availability—demonstrated the strongest sustainability outcomes. In Bangladesh, for instance, an ILO/European Union intervention institutionalized tools and responsibilities within the Ministry of Labour, supported by a formal handover plan. Similarly, in Moldova, employment services were integrated into public systems with structured follow-up to maintain momentum.

Sustainability was further reinforced where institutional learning occurred: the most effective projects combined technical transfer with political and operational planning, strengthening institutional capacity while ensuring that national actors were equipped to maintain, adapt, and build on results. This went beyond training, involving the development of tools, systems, and human capacity. In contrast, several lower-performing evaluations results highlighted missing or underdeveloped exit strategies, unclear institutional roles, and weak coordination with national systems.

6 "Positive performance" of a project against a criterion is attributed only when the project achieves a successful or highly successful score for that criterion. A rating of *partly successful*, even though it reflects a level of performance that may be adequate, is not included in the aggregate measure of positive performance.

2.2 Assessing the overall effectiveness of the ILO DC portfolio in 2024 against 29 key performance indicators

The effectiveness of operations in 2024 was assessed by EVAL using 29 consistent performance criteria, each rated on a four-point scale: 1 (unsuccessful) to 4 (highly successful). These criteria are grouped into four clusters—strategic relevance and coherence, effectiveness, sustainability and impact, and efficiency—aligned with OECD-DAC evaluation standards and ILO cross-cutting policy priorities. A summary of performance results and key driving factors is presented below. The complete DW meta-analysis—including detailed evidence and illustrative examples of success—is available [here](#).

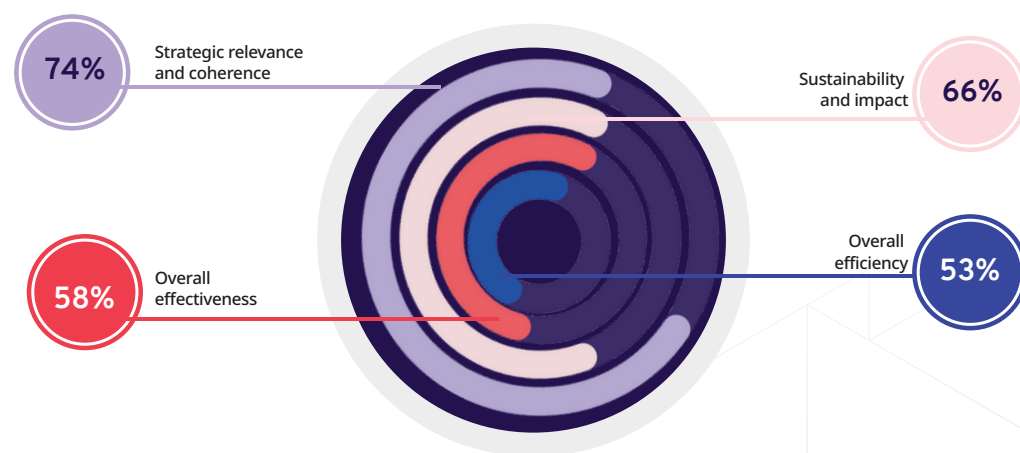


Key trends and insights on overall ILO DC performance in 2024

OVERALL PERFORMANCE (2024)

In 2024, 61 per cent of the ILO DC portfolio performed at or above average— marking a 3.5 percentage point increase from the 2022–23 biennium - signalling a clear trend of improved performance.

2024 PERFORMANCE BREAKDOWN BY CRITERIA CLUSTERS

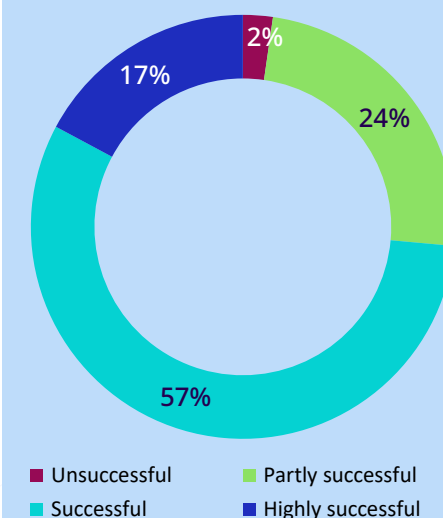


STRONGEST-PERFORMING CATEGORIES IN 2024

- ▶ 94% responsiveness to decent work priorities
- ▶ 72% results on normative work and ILS
- ▶ 80% success in targeted capacity-building for constituents
- ▶ 98% cost-efficiency through reallocation, cost-sharing, and synergies

Strategic relevance and alignment of ILO development cooperation in 2024

FIGURE 4. AVERAGE DISTRIBUTION OF SCORES ON THE STRATEGIC RELEVANCE AND ALIGNMENT OF INTERVENTIONS, 2024



74% of ILO's DC interventions rated positively for strategic relevance and coherence. Strengths included strong alignment with ILO, UN, and national strategies, and solid links to P&B outcomes and the SDGs. Coordination with other UN agencies also stood out. Responsiveness to national decent work needs and constituent involvement showed mixed results, while project design emerged as the weakest area, with only a third rated successful.

Strength of evidence⁷: High – 83%

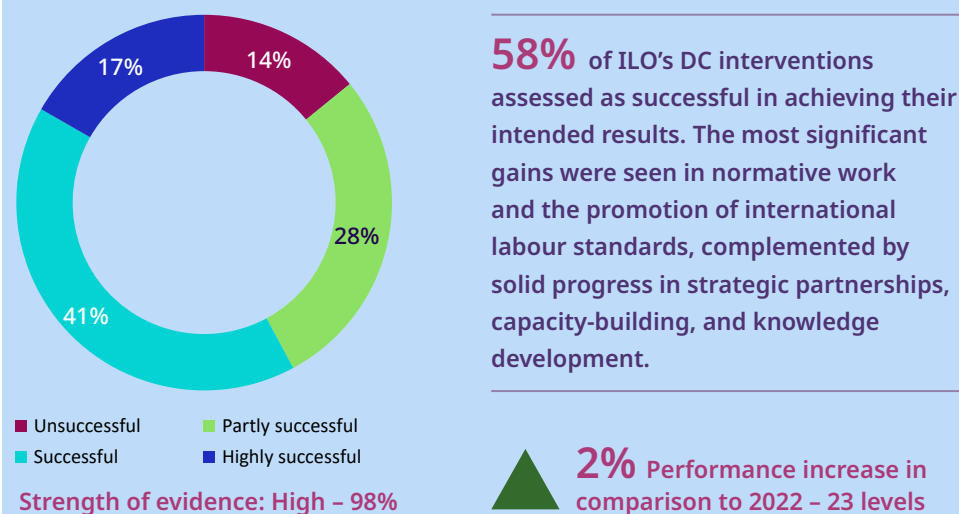
6% performance increase in comparison to 2022 – 23 levels

The 2024 results outperformed those of the 2022–23 biennium in this category, marked by strong responsiveness to decent work priorities identified by constituents and aligned with organizational strategies. Notable strengths included ILO's effective coordination within the UN system and the strategic and operational alignment of project objectives with SDG targets and the 2030 Agenda—reflected in 89 per cent of successful cases.

Evidence indicated variable stakeholder engagement throughout the project cycle, with the strongest achievement of results observed where all constituent groups were actively involved in project design and planning, supported by dedicated mechanisms for inclusive decision-making. However, only one third of projects exhibited high performance tied to clear, realistic, and stakeholder-endorsed objectives. Nearly 65 per cent of DC interventions were deemed over-ambitious, often lacking well-defined objectives and coherent intervention logic.

⁷ An evidence strength scale was applied to each performance based on the consistency and depth of supporting evidence: High: Performance consistently observed across multiple evidence sources in 80–100% of evaluations; Moderate: Performance observed through multiple sources in 50–79% of evaluations; Low: Performance occasionally observed in 30–49% of evaluations; Very Low: Performance not observed or weak, in 0–29% of evaluations.

Effectiveness of ILO development cooperation in delivering results in 2024

FIGURE 5. AVERAGE DISTRIBUTION OF SCORES ON THE OVERALL EFFECTIVENESS OF INTERVENTIONS, 2024

In 2024, overall performance showed a modest improvement over the previous year. Approximately half of the interventions successfully achieved their immediate outputs and objectives. These successful projects were distinguished by timely execution, high technical quality, and strong uptake by stakeholders. Among key achievements in 2024, normative work and the promotion of ILS delivered positive results in 72 per cent of projects. Success in this area was driven by targeted capacity-building and focused support to employer and worker organizations, as well as other partners, in aligning national practices with ILS.

High-performing interventions consistently leveraged the ILO's tripartite mandate and convening power to bring together governments, employers, and workers. This was often facilitated through mechanisms such as tripartite project advisory committees, policy dialogue platforms, and stakeholder councils. These efforts strengthened the legitimacy of public policy processes, enhanced worker protections, and promoted the inclusion of vulnerable groups—contributing, in some cases, to institutional reforms and greater alignment of national legislation with international labour standards.

Project evaluations consistently show that tripartite social dialogue bridges stakeholder understanding and fosters shared ownership of legislative reforms. This collaborative approach advances policy change and embeds ILS in ways that reflect national priorities. By promoting accountability and inclusivity, social dialogue accelerates sustainable, effective ILS promotion across diverse contexts ([i-eval Insights on the promotion of ILS through ILO DC](#))

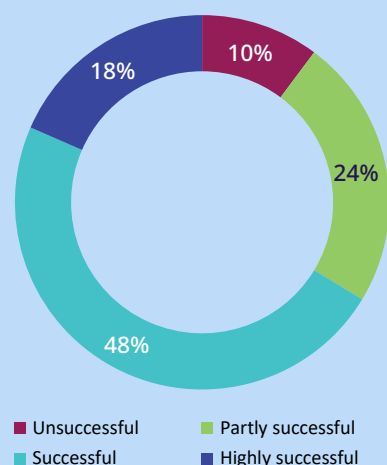
In 2024, key operational support modalities of the ILO proved to be strong drivers of effectiveness. Knowledge generation performed successfully in 70 per cent of projects, directly informing national policies, legislative processes, and institutional reforms, while also enabling high-profile collaborations with UN agencies and international partners. Capacity-strengthening efforts yielded strong results in 80 per cent of the ILO DC portfolio, with institutional development prominently featured—particularly in support of labour inspectorates, national employment services, and social protection institutions. Partnerships played a pivotal role in both implementation and sustainability, with 83 per cent of interventions highlighting the ILO's strategic value in convening stakeholders and facilitating multi-level coordination.

Through training, institutional support, and technical assistance, the ILO has empowered local actors to promote and uphold ILS beyond project lifespans—effectively overcoming political resistance and structural barriers ([i-eval Insights on the promotion of ILS through ILO DC](#))

While 78 per cent of projects targeted support for vulnerable groups and aimed to improve their access to decent work and living conditions, gender responsiveness was integrated in just over half (53 per cent) of interventions. Disability inclusion remained limited, featuring in only 20 per cent of projects, while environmental sustainability and just transition considerations were addressed in just 18 per cent—highlighting critical gaps in inclusive and forward-looking programming.

Impact and sustainability of the ILO DC portfolio in 2024

FIGURE 6. AVERAGE DISTRIBUTION OF SCORES ON THE OVERALL IMPACT AND SUSTAINABILITY OF INTERVENTIONS, 2024



Strength of evidence: High – 100%

66% of ILO's DC interventions delivered strategically significant results, contributing to national development outcomes. The ILO's expertise earned broad recognition and appreciation from constituents and partners. Prospects for sustaining these results were strong, with more than half of the interventions (55%) achieving successful ratings.

No performance variation against 2022 – 23 levels

In 2024, the ILO's recognized expertise, policy-making leadership, and strength in applied research were key drivers of successful performance. DC-funded interventions had broad and effective policy influence across diverse themes and regions, with direct contributions to the drafting, adoption, or revision of national policies and strategies. Evidence pointed to stronger enabling environments, improved legal and regulatory frameworks, and enhanced institutional capacity—including greater awareness and use of knowledge and tools for strategy implementation and policy reform. At the regional level, strategic partnerships further amplified the ILO's policy impact.

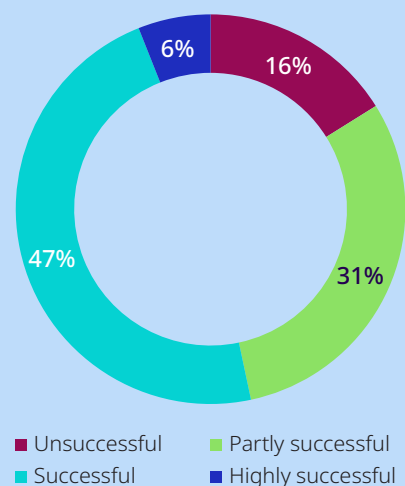
The sustainability of results was generally moderate, with 55 per cent of successful ILO DC interventions contributing to the integration of outcomes into national frameworks, policies, and institutions. These efforts supported the ratification and adoption of policy and regulatory instruments, as well as the development of related strategies and action plans. Interventions that fostered early and continuous engagement with tripartite constituents and key stakeholders generated broad-based ownership across levels. Sustainability was further reinforced by strengthening enabling environments, embedding results into existing initiatives and budget lines, and building the capacity of relevant actors.



A key enabler of successful results for policy influence was the consistent integration of tripartism and social dialogue in policy formulation processes (*i-eval Insights on the promotion of ILS through ILO DC*)

Operational and financial efficiency of ILO development cooperation in 2024

FIGURE 7. AVERAGE DISTRIBUTION OF SCORES ON THE OVERALL EFFICIENCY OF INTERVENTIONS, 2024



Strength of evidence: High – 87%

53% of ILO's DC received overall positive efficiency ratings, with 98% of interventions assessed as cost-efficient. Performance was particularly strong in internal coordination (85%), ILO support to interventions (80%), and implementation management (76%). However, there remains significant room for improvement in the ILO's results-based management (RBM) approach and monitoring and reporting (M&R) mechanisms.

2% Performance increase in comparison to 2022 – 23 levels.

Evaluations consistently cited effective mobilization of thematic specialists and use of tailored backstopping arrangements as contributing to a project's success. Internal synergies were strongest when project designs deliberately built on previous ILO work or leveraged shared technical teams, reinforcing coherence and continuity.

While the aggregate of 53% may appear low, in 2024, the ILO demonstrated higher operational efficiency in delivering its DC portfolio on key sub-indicators. In 80 per cent of cases, the *quality and scope of technical, programmatic, administrative, and financial support* were rated positively. Strong performance was evident when projects leveraged expertise across ILO Headquarters, Regional Offices, Decent Work Teams, and Country Offices—enabling more efficient resource use, tighter alignment with strategic priorities, and greater potential for sustaining and scaling results. *Implementation management emerged as a strong area across the ILO portfolio*, with 76 per cent of projects performing well through structured processes that enabled efficient and effective delivery. However, only 16 per cent effectively applied a results-based management (RBM), and just 24 per cent demonstrated strong monitoring and reporting, limiting progress tracking (notably at outcome level) and timely strategy adjustment.

In terms of resource efficiency, *98 per cent of interventions were cost-efficient*, thanks to strategic reallocation, cost-sharing, and leveraging synergies. Yet, 60 per cent of interventions faced resource limitations—including inadequate funding, staffing shortages, and delayed disbursements at project launch stage, threatening the effective delivery of results.



2.3 Effectiveness Trends by P&B Policy Outcomes: 2022–23 vs. 2024

This section presents a comparative analysis of average weighted performance ratings of ILO interventions, categorized by Country Programme Outcomes and aggregated by P&B Policy Outcome and region. The focus is on assessing overall effectiveness, sustainability and impact across two timeframes: the 2022–2023 biennium and 2024 ^{8 9}.

POSITIVE KEY TRENDS

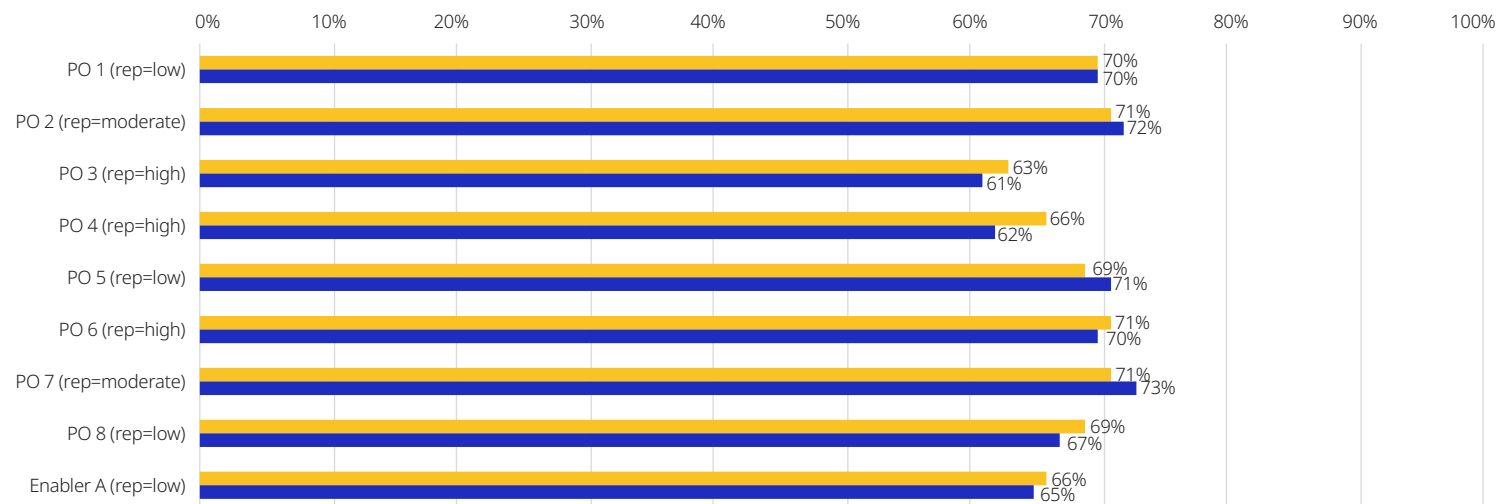
- **70%** of ILO’s interventions promoting labour protection for all workers delivered the strongest performance during 2022–24, with standout results in the Africa region followed closely by Asia and the Pacific
- **65%** of ILO’s efforts to advance full and productive employment showed strong performance in 2022 – 24, with notable success in Latin America and the Caribbean
- **60%** of ILO’s support for sustainable enterprises delivered strong results in 2022- 24, with Latin America and the Caribbean emerging as a key region of success

While overall performance across all ILO policy and enabling outcomes was satisfactory (Figure X) during 2022 – 24, the Organization delivered its strongest results under **Policy Outcome 6: “Protection for All at Work.”** This was particularly evident in the Africa region, followed closely by Asia and the Pacific. Country Programme Outcomes (CPOs) linked to this policy area consistently excelled in both achieving and sustaining results.

High-impact interventions targeted key issues such as labour migration governance, wage protection and fair recruitment, formalization, responsible value chains, occupational safety and health (OSH), and the extension of social protection to underserved groups. Strong performance was also recorded in promoting international labour standards, advancing normative work, and reinforcing social dialogue and tripartism, laying a solid foundation for sustainable change.

8. Given the uneven distribution of reports across Policy Outcomes and the limited sample size of 147 evaluation reports covering 2022-24, findings should be interpreted with caution, as variations in representativeness may influence the results.

9. For reporting purposes, sample representativeness (“rep.”) reflects the extent to which reported performance is supported by multiple evidence sources—measured by the number of evaluations per Policy Outcome. Representativeness is classified as High (≥40 reports), Moderate (20–39 reports), and Low (<20 reports). This section presents findings from outcomes with high and moderate representativeness, ensuring greater reliability in extrapolating performance trends.

FIGURE 8. PERFORMANCE BY POLICY OUTCOME: COMPARING AVERAGE RESULTS ON EFFECTIVENESS, IMPACT, AND SUSTAINABILITY (2022-24)

Another area of strong performance was the ILO's work under **Policy Outcome 3 (Full and Productive Employment)** and **Policy Outcome 4 (Sustainable Enterprises)**, with notable achievements in both the results delivered and their long-term sustainability. Initiatives promoting productive employment generated tangible impact by focusing on local economic development, formalization, improved labour governance, and the promotion of entrepreneurship and decent work. These efforts reached diverse populations—including youth, host and refugee communities—and were effectively implemented across urban, peri-urban, and rural settings.

Although overall performance under **Policy Outcome 2 (Strengthened Tripartite Constituents and Inclusive Social Dialogue)** was moderate, the ILO delivered key results in promoting decent work across diverse contexts. Evidence shows that capacity-building efforts enabled effective tripartite dialogue, which in turn catalyzed significant policy and institutional reforms. Similarly, while ILO's efforts on the **universal social protection (Policy outcome 7)** had a similar level of performance, evidence points to successful support across regions for evidence-based reforms and institutional capacity strengthening, contributing to more resilient and inclusive social protection systems aligned with ILO standards.

Performance patterns for the remaining policy outcomes are not covered in this narrative due to limited evaluation data, reducing the representativeness and reliability of available evidence.

RECOMMENDATION 2

EVAL should continue fine-tuning its dashboard that aggregates key performance data on 29 KPIs from evaluation reports at the country, regional and global levels. By providing real-time access, this dashboard, together with the i-eval AI Assistant, will strengthen accountability and support evidence-informed decision-making and project improvements across the ILO.

10. To increase relevance of the reporting, the following ILO Programme and Budget policy outcomes for the biennium 2024 - 25 have been considered: **Enabling outcome A** – Enhanced knowledge, innovation, cooperation and communication to advance social justice; **Policy outcome 1** – Strong, modernized normative action for social justice; **Policy outcome 2** – Strong, representative and influential tripartite constituents and effective social dialogue; **Policy outcome 3** – Full and productive employment for just transitions; **Policy outcome 4** – Sustainable enterprises for inclusive growth and decent work; **Policy outcome 5** – Gender equality and equality of treatment and opportunities for all; **Policy outcome 6** – Protection at work for all; **Policy outcome 7** – Universal social protection; **Policy outcome 8** – Integrated policy and institutional responses for social justice through decent work.

Annex 1. List of independent evaluations completed in 2024

The following table is arranged by technically backstopping departments, bureaux, and field offices, listing the 66 independent evaluations of development cooperation projects that were completed in 2024.

Bureau for Workers' Activities (2)

Region	Administrative Office	DC code(s)	Project title	Countries
Asia	ACTRAV	RAS/19/05/ACF	South-South Cooperation to Enhance the Institutional Capacities of Trade Unions in Asia and the Pacific - Final Evaluation	Regional
Africa	RO-Africa	RAF/22/11/NOR	Promoting Workers' Rights and Gender Equality at Work in Africa - Final evaluation	Ethiopia, Ghana, Malawi, Mozambique, Tanzania, Uganda

Conditions of Work and Equality (8)

Region	Administrative Office	DC code(s)	Project title	Countries
Europe	ILO-Ankara	TUR/17/07/EUR	Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Türkiye - Final evaluation	Türkiye
Global	MIGRANT	GLO/19/06/CHE	FAIRWAY Programme	Bahrain, Jordan, Kuwait, Lebanon, Ethiopia, Kenya, Morocco, Nigeria, Uganda
Americas	CO-Mexico	RLA/18/05/EUR	Promoting Employment and Social Protection under the Comprehensive Refugee Response Framework in Central America and Mexico - Final evaluation	México, Honduras, Costa Rica
Global	GEDI, GREEN JOBS, SME, DEVINVEST	GLO/21/25/SWE	Sida-ILO Partnership Programme, 2022 – 2025	Global
Africa	CO-Cairo	RAF/21/19/FIN	Independent mid-term evaluation of decent work for women in Egypt, Tunisia and Morocco project (PHASE III) - Midterm evaluation	Egypt, Tunisia, Morocco
Asia	ROAP	RAS/15/05/AUS, RAS/22/54/AUS & RAS/16/01/CAN	TRIANGLE in ASEAN: Safe and Fair Labour Migration - Final Clustered Evaluation	

Americas	RO-Americas	RLA/21/09/SWE	Estrategia Regional de Integración Socioeconómica para la población refugiada y migrante proveniente de Venezuela (ERISE) y contribución del proyecto LAZOS - Clustered evaluation	América Latina y el Caribe, Argentina, Colombia, República Dominicana y Perú
Africa	ILO-Ankara	TUR/22/01/USA	Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities - Final evaluation	Türkiye

Employment Policy (8)

Region	Administrative Office	DC code(s)	Project title	Countries
Americas	DWT-Lima	COL/22/02/COL	Estrategia de fortalecimiento institucional de la Agencia Distrital de Empleo	Colombia
Europe	DWT/CO-Budapest	MDA/21/01/RBS and MDA/21/02/RBS	Independent Cluster Evaluation of RBSA-funded outcomes in Moldova: MDA104, MDA130	Moldova
Americas	CO-San José	HTI/20/01/NOR	Project to Strengthen Agricultural Opportunities through Training and Technological Investment (PROFIT) – Final independent evaluation	Haiti
Global	EMPLOYMENT	GLO/20/82/EUR	Building Partnerships on the Future of Work	Global
Americas	DWT/CO-Lima	COL/22/01/COL; COL/22/04/COL; COL/22/06/COL; COL/20/06/COL; COL/21/09/COL; COL/22/02/COL	Programa de Formación Profesional en Colombia – Evaluación agrupada independiente	Colombia
Americas	CO – Argentina; DWT/CO – Lima; CO - Mexico	ARG/21/01/RBS; BOL/21/01/RBS; MEX/21/01/RBS; PER/21/01/RBS	Evaluación Agrupada Independiente de Intervenciones sobre Tránsito hacia la Economía Formal con perspectiva de Género en cuatro Países de Latinoamérica	Argentina, Bolivia, México y Perú
Africa	CO-Abidjan	SDA/18/01/RBS	Les mandants de l'OIT membres du G5 Sahel intègrent l'emploi et le travail décent dans leurs programmes d'investissements prioritaires pour consolider la paix et la résilience des populations	Le Mali, le Níger et la Mauritanie (y compris le Secrétariat du G5 Sahel)
Africa	CO-Algiers	MRT/23/01/USA	Promouvoir la cohésion sociale grâce à l'inclusion économique et la création d'emplois pour les réfugiés et les communautés d'accueil dans la Moughataa de Bassikounou	Mauritanie

Enterprises (4)

Region	Administrative Office	DC code(s)	Project title	Countries
Global	SME	GLO/21/16/MUL	Productivity Ecosystems for Decent Work - Midterm evaluation	Ghana, South Africa, Viet Nam
Global	ENTERPRISES	RAF/20/02/FRA	Stimulating innovation and impact insurance in Africa	Kenya, Rwanda, Ghana, Senegal
Asia	CO – New Delhi	IND/19/01/KOR	Promoting Sustainable Enterprises in India (PSEI)	India
Africa	CO-Abuja	SLE/21/01/EUR	Opportunity Salone Programme – Jobs and Growth programme in Sierra Leone	Sierra Leone

Governance and Tripartism (11)

Region	Administrative Office	DC code(s)	Project title	Countries
Asia	ILO-Yangon	MMR/19/02/JPN	Safety + Health for All Workers in Myanmar - Final evaluation	Myanmar
Africa	RO-Africa	RAF/18/08/NLD	Accelerating action for the elimination of child labour in supply chains in Africa (ACCEL)	Côte d'Ivoire, Egypt, Malawi, Mali, Nigeria, Uganda
Asia	DWT/CO-New Delhi	RAS/19/04/GBR	Asia Regional Child Labour Programme - Final evaluation	Afghanistan, Bangladesh, India, Myanmar, Nepal, Pakistan
Global	FUNDAMENTALS	GLO/20/41/MUL	Alliance 8.7 Accelerator Lab to Combat Modern Slavery - Midterm evaluation	Democratic Republic of Congo, Ghana, Indonesia, South Africa
Americas	RO-Americas	RLA/19/04/ESP; RLA/19/06/ESP; RLA/20/04/ESP; RLA/21/03/ESP	Evaluación Agrupada Independiente de los proyectos de apoyo a la Iniciativa Regional América Latina y el Caribe libre de Trabajo Infantil	Americas
Global	BETTER WORK	GLO/18/38/EUR	Final Independent Evaluation of EU-funded Better Work Programmes in Sri Lanka and Madagascar (Phase I) - clustered evaluation	Sri Lanka and Madagascar
Americas	CO-Mexico	MEX/20/05/USA	Improving workers' occupational safety and health in the chili pepper and tomato supply chains, with a focus in Jalisco – A Vision Zero Fund Project	Mexico
Asia	CO-Manila	PHL/21/02/JPN	Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines: Rebooting Small and Informal Businesses Safely and Digitally	Philippines

Global	FUNDAMENTALS	GLO/16/28/USA (NO_DC_SYMBOL_85 in the system)	Measurement, awareness-raising and policy management (MAP) project on child labour and forced labour in support of SDG target 8.7 - Final EXTERNAL evaluation	Argentina, Colombia, Fiji, India, Jordan, Kosovo,*1 Mauritania, Montenegro, Morocco, Niger, Serbia, Sri Lanka, and Timor-Leste
Asia	CO-Bangkok	RAS/22/01/JPN	Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations - Final Evaluation	Bangladesh, Cambodia, Viet Nam and Japan
Asia	ILO-Yangon	MMR/13/10/USA	Myanmar Program on the Elimination of Child Labor (My-PEC)	Myanmar

Sectoral Policies (1)

Region	Administrative Office	DC code(s)	Project title	Countries
Asia	CO-Jakarta	RAS/18/10/USA	Advancing Workers' Rights in the Palm Oil Sector in Indonesia and Malaysia - Final evaluation	Indonesia and Malaysia

Universal Social Protection (3)

Region	Administrative Office	DC code(s)	Project title	Countries
Global	SOCPRO	GLO/19/53/EUR	Improving Synergies between Social Protection and Public Finance Management – Final joint evaluation	Approach 1: Angola, Burkina Faso, Cambodia, Ethiopia, Nepal, Paraguay, Senegal, Uganda Approach 2: Bangladesh, Cabo Verde, Cote d'Ivoire, Colombia, Ecuador, Kenya, Kyrgyzstan, Lao People's Democratic Republic, Malawi, Myanmar, Nigeria, Peru, Sri Lanka, Togo, Viet Nam and Zambia.
Global	SOCPRO	NO_DC_SYMBOL_112	Independent Mid-term Evaluation of the second phase of the ILO Global Flagship Programme on Building Social Protection Floors for All (2021–2025) - Thematic evaluation	Albania, Angola, Barbados, Burkina Faso, Burundi, Cabo Verde, Cambodia, Cameroon, Côte d'Ivoire, Democratic Rep. of the Congo, Ecuador, Egypt, El Salvador, Eswatini, Ethiopia, Ghana, India, Indonesia, Iraq, Jordan, Kenya, Kyrgyzstan, Lao People's Democratic Republic, Lebanon, Madagascar, Malawi, Morocco, Mozambique, Nepal, Nigeria, Pakistan, Occupied Palestinian Territory, Paraguay, Philippines, Rwanda, Samoa, Senegal, Sierra Leone, South Africa, Sudan, Suriname, Tajikistan, Timor-Leste, Togo, Uganda, Ukraine, United Republic of Tanzania, Uzbekistan, Viet Nam, Zambia
Asia	CO-Bangkok	THA/19/01/THA	Strengthening Social Security Office capacities in policy design with a focus on research and actuarial services, Thailand	Thailand

Statistics (1)

Region	Administrative Office	DC code(s)	Project title	Countries
Americas	RO-Americas	RLA/98/03/PAN	Evaluación de resultados para el aprendizaje organizativo del Sistema de información y análisis laboral de América Latina y el Caribe (SIALC)	Regional

Africa (11)

Region	Administrative Office	DC code(s)	Project title	Countries
Africa	CO-Dar es Salaam	UGA/20/01/EUR	Enhanced Impact of Public Financial Management on National and Sub-national Employment Governance - Final evaluation	Uganda
Africa	DWT/Country Office Pretoria	RAF/18/05/EUR	Strengthening Institutional Mechanisms for Migration Management in the Southern Africa Region - Midterm joint evaluation	Angola, Botswana, Comoros, Democratic Republic of the Congo (DRC), Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, and Zimbabwe
Africa	CO-Algiers	RAF/17/06/EUR	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)	Egypt, Morocco, Tunisia
Africa	CO-Kinsasha	SWZ/20/01/RBS and COD/20/01/RBS	"Establishment of Unemployment Benefit Fund in Eswatini: Towards Comprehensive Social Protection for all" and "Support for DRC's tripartite constituents in combating the impact of the COVID-19 pandemic" - Final RBSA cluster evaluation	Eswatini and DRC
Africa	CO-Abidjan	CVI/20/01/RBS and ZAF/20/10/RBS (NO_DC_SYMBOL_81)	"Les mandants élaborent et mettent en œuvre la stratégie intégrée de transition de l'économie informelle vers l'économie formelle" and "Strengthened capacity of Government and Social Partners to develop policies and programs that facilitate the transition of the informal economy to formality" - Final RBSA Cluster evaluation	South Africa and Ivory Coast
Africa	CO-Cairo	EGY/20/04/GBR	Egypt Skills for Prosperity (S4P): HELW – Higher Education for Life and Work	

Africa	DWT/ CO Pretoria	SAF/04/01/SAF covering sub-projects SAF/04/53/SAF and SAF/04/54/SAF	ILO Technical Assistance to the EPWP (National Department of Public Works and Infrastructure and the Limpopo Department of Public Works Roads and Infrastructure)	South Africa
Africa	CO-Algiers	TUN/20/01/CAN	Evaluation finale indépendante du projet “ Renforcement de la résilience des organisations féminines de l'économie sociale et solidaire affectées par la COVID-19 en Tunisie”	Tunisia
Africa	CO-Kinsasha	COD/19/03/BAD	Assistance technique au Projet d'Entreprenariat des Jeunes dans l'Agriculture et l'Agro-Business (PEJAB) - Final evaluation	République Démocratique du Congo
Africa	DWT/CO Cairo	EGY/20/01/NOR	Egypt Youth Employment: Economic Empowerment under FORSA programme	Egypt
Africa	DWT/CO-Cairo	RAF/18/50/SWE and GLO/21/61/SWE	Advancing the Decent Work Agenda in North Africa “ADWA (Phase I)” and Advancing the Decent Work Agenda in North Africa and the Levant “ADWA (Phase II)”- Final cluster Independent Cluster Evaluation	Egypt, Tunisia, Morocco

Arab States (5)

Region	Administrative Office	DC code(s)	Project title	Countries
Arab States	RO-Arab States	QAT/21/01/QAT	Final Independent Evaluation for Technical Cooperation Project for the State of Qatar – Phase 2	Qatar
Arab States	RO-Arab States	LBN/20/03/DEU, LBN/22/03/DEU, JOR/22/03/DEU	Employment through Labour Intensive Infrastructure Programs in Lebanon (Phase IV and V) and in Jordan (Phase VI) - Clustered evaluation	Lebanon and Jordan
Arab States	ROAS	RAB/20/01/CHE	Extending Social Protection to Migrant Workers: Exploratory Research and Policy Dialogue in the Gulf Cooperation Council Countries	Kuwait, Bahrain, United Arab Emirates, Kingdom of Saudi Arabia, Qatar and Oman
Arab States	ROAS	JOR/21/01/USA	Formalizing Access to the Legal Labour Market for Refugees and Host Communities in Jordan – Phase III	Jordan
Arab States	RO-Arab States	NO_DC_SYMBOL_113	Thematic evaluation of the ILO ROAS gender work in the region with emphasis on the SIDA funded ILO- UN Women Joint Programme	Egypt and the Arab States region, with special focus in Jordan, Lebanon and the Occupied Palestinian Territory

Asia and the Pacific (6)

Region	Administrative Office	DC code(s)	Project title	Countries
Asia	RO-Asia	RAS/17/12/UND	EU-MPTF Spotlight Initiative ILO-UNW JP "Safe and Fair: Realizing women migrant workers' right and opportunities in the ASEAN region - Joint evaluation	ASEAN countries
Asia	CO-Dhaka	BGD/21/05/EUR	Support Implementation of National Action Plan on the Labour Sector of Bangladesh- Decent Work For All	Bangladesh
Asia	CO-Colombo	RAS/21/09/USA	South Asia Leadership in Entrepreneurship (SALE)	Sri Lanka and Nepal
Asia	CO-Dhaka	BGD/16/04/EUR	Skills 21 – Empowering citizens for inclusive and sustainable growth - Final evaluation	Bangladesh
Asia	CO-Bangkok	LAO/21/01/EUR	Reducing vulnerability in Lao PDR: Advancing social protection and labour rights and entitlements in the coffee and tea sectors of Lao PDR (SoLaR)	Lao PDR
Global	n/a	NO_DC_SYMBOL_119	Evaluation of the Spotlight Initiative (2017–2023) - EXTERNAL	Global

Europe and Central Asia (2)

Region	Administrative Office	DC code(s)	Project title	Countries
Europe	DWT/CO-Budapest	BIH/20/02/EUR	EU Support to Local Employment Partnerships – Phase II (LEP II)	Bosnia and Herzegovina
Europe	CO-Ankara	TUR/18/01/DEU & TUR/19/03/DEU	Promoting decent work for Syrians under temporary protection and Turkish citizens - Cluster evaluation	Türkiye

Latin America and the Caribbean (4)

Region	Administrative Office	DC symbol	Project title	Countries
Americas	CO-Buenos Aires	n/A	Evaluación Final Independiente del III Plan Nacional para la Prevención y Erradicación del Trabajo Infantil y la Protección del Trabajo Adolescente en Argentina (2018-2022) - RBSA	Argentina
Americas	DWT/CO – Santiago	PRY/18/01/RBS, RBSA 107689 - PRY/20/01/RBS, PRY/16/01/PRY, PRY/19/01/PRY, PRY/19/50/EUR	Evaluación Agrupada País de Paraguay: 2018-2023	Paraguay
Americas	CO-Brasilia	BRA/21/01/USA	Decent work through skills and livelihoods training - Midterm evaluation	Brazil
Americas	DWT/CO-San José	PAN/22/01/UNO	Oferta de asistencia técnica al Instituto Nacional de Formación y Capacitación para el Desarrollo Humano (INADEH)	Panama



FOR MORE INFORMATION:

INTERNATIONAL LABOUR OFFICE (ILO)
EVALUATION OFFICE (EVAL)
4, ROUTE DES MORILLONS
CH-1211 GENEVA 22
SWITZERLAND

EVAL@ILO.ORG

WWW.ILO.ORG/EVAL



[ILO_EVAL](#)



[ILO_EVALUATION](#)