



Quick Facts

► Assessing the ILO's effectiveness and results in 2024 *

► October 2025



► Background

For over a decade, the ILO Evaluation Office (EVAL) has annually undertaken meta-analyses of independent project evaluations to determine the extent to which the organization is advancing decent work and effectiveness of ILO operations¹. The aim of this meta-analysis is to promote organizational learning regarding development effectiveness in the delivery of decent work results by focusing on the criteria of relevance, effectiveness, sustainability, impact and efficiency with evidence of results supporting the achievement of decent work outcomes and ILO cross-cutting policy issues.

► Methodology

This meta-analysis is based on an assessment of 47 final independent project evaluations conducted in 2024. Information on their performance is based on 29 key performance indicators related to relevance, coherence, effectiveness, efficiency, sustainability and impact (figure 1).

Figure 1. Key performance indicators



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

An analysis of high-performing projects led to six interrelated insights that illustrate how progress toward sustainable impact is driven through policy influence, strategic delivery, and institutional integration. Together, these insights reinforce one another, forming a cohesive framework for maximizing impact. They emphasize the importance of embedded partnerships, strategic alignment, and coordinated action to advance decent work and achieve lasting development outcomes.

At the heart of impactful development cooperation is the integration of the ILO's normative mandate and cross-cutting policy drivers, such as social dialogue and international labour standards (**Insight 1**). Closely linked is the role of sustained and meaningful stakeholder engagement (**Insight 2**), which fosters national ownership, institutional accountability, and the embedding of results into local systems.

Policy alignment with national and regional priorities (**Insight 3**) enhances the relevance and legitimacy of interventions, while multi-level, cross-border engagement (**Insight 4**) promotes coherence, adaptability, and knowledge sharing through cross-country learning and harmonized frameworks.

The use of national systems and tripartite structures for delivery (**Insight 5**) not only bolsters institutional ownership but also ensures deeper policy uptake. Finally, capacity development and strategic exit planning (**Insight 6**) are key to sustaining outcomes and institutionalizing change beyond project timelines.

¹ EVAL undertook such meta-analyses since 2011.

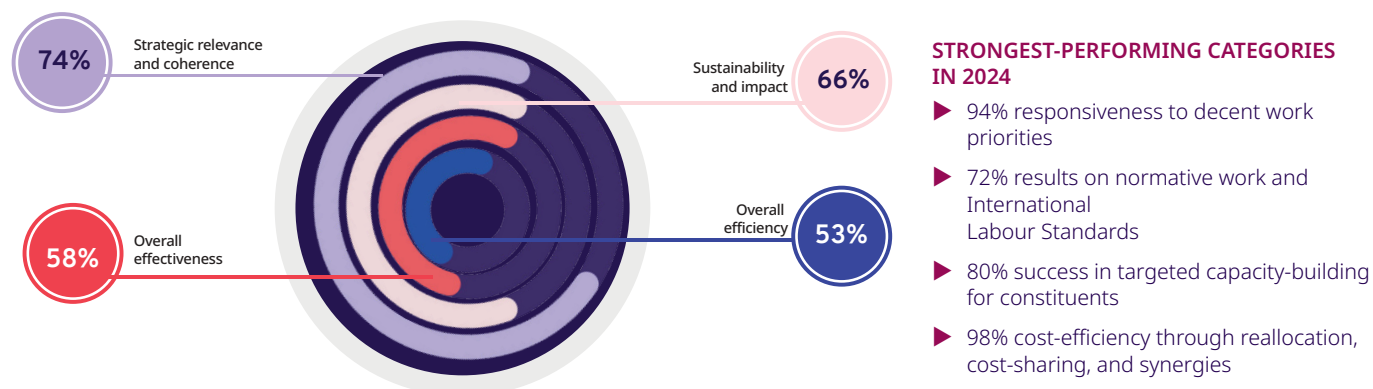
*Based on [Decent work results and effectiveness of ILO operations: An ex-post meta-analysis of development cooperation evaluations](#), 2024

► Performance over time

A comparison with previous meta-analyses showed a broadly stable trend across most performance areas. Strategic relevance and sustainability have remained consistently strong. While effectiveness showed slight gains in 2024, efficiency continues to be the least well-performing criterion. Progress in integrating

cross-cutting priorities such as gender equality and normative outcomes was noted, while disability and environmental concerns remain less embedded. Overall, performance reflects a need for continued investment in quality design, stakeholder ownership, and adaptive delivery approaches.

Figure 2. Performance breakdown by criteria clusters (2024)



► Key highlights by P&B policy outcomes

Performance varied across Policy Outcomes² in 2022-23 and 2024, shaped by thematic focus, implementation context, and the strength of institutional capacities and engagement. While many interventions achieved strong results in selected areas, performance was often uneven across criteria and regions.

Policy outcomes with high data coverage

These outcomes showed generally positive performance, particularly in operational support, capacity development, and policy influence. However, performance varied across contexts and criteria.

Outcome 3: Effective support in several regions

Outcome 4: Strongest performance in Europe and Central Asia and Latin America and the Caribbean

Outcome 6: Strongest performance in Africa and Asia and the Pacific

Policy outcomes with moderate data coverage

Across both outcomes, results were stronger where tripartite engagement, policy alignment, and evidence-based tools were well integrated.

Outcome 2: Positive performance, especially in Africa and Europe and Central Asia

Outcome 7: Positive and moderate performance in Africa

**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*

WAY FORWARD

The following areas of action can help enhance the relevance, effectiveness, impact and sustainability of ILO development cooperation going forward:

- Strengthen design by allocating sufficient time for context analysis, stakeholder validation, and integration of sustainability and exit strategies.
- Reinforce ILO's comparative advantage by systematically promoting social dialogue, tripartism, and international labour standards.
- Link delivery to policy cycles by aligning capacity-building and knowledge products with national priorities and institutional reforms.
- Integrate disability and environmental sustainability through dedicated strategies, indicators, and partnerships.
- Foster multi-level and cross-country collaboration to increase policy coherence, sustainability, and visibility of results.
- Improve internal systems, including recruitment and financial procedures, to ensure timely delivery and responsiveness.
- Embed robust results frameworks and monitoring systems to support adaptive management and outcome tracking.
- Enhance resource mobilization by planning for co-financing and leveraging partnerships from the outset.

² 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