



Quick Facts

► Annual Evaluation Report 2024-25

► October 2025



Introduction

The Annual Evaluation Report (AER) provides an assessment of the progress that has been made against the [ILO's results-based evaluation strategy, 2023-25](#). It marks the final year of the strategy 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.

Part I of the report gives an overview of the extent to which the strategy's 2025 end-targets have been met. Part II provides a performance overview of ILO's developmental effectiveness, drawing on a meta-analysis of 50 independent project evaluations.

PART I: IMPLEMENTATION OF THE ILO'S EVALUATION STRATEGY, 2023-25



GENERAL DATA

- Under the 21 indicators for 2025: 17 targets have been achieved (one of which partly), reflecting sustained effort across the pillars of the Evaluation Strategy.
- 92% of management responses to recommendations were received for independent evaluations that required follow-up.
- 85% of recommendations were completed or partially completed – an increase of 11% from 2023.
- 212 lessons learned and 180 good practices were identified in independent evaluations.

3 independent high-level evaluations presented to the ILO Governing Body:

- [ILO's Better Work Programme \(2014 – 25\), with a focus on Phase V Strategy \(2022 – 27\)](#)
- [ILO's Strategies and actions under the Youth Employment Action Plan 2020-30](#)
- [ILO's Decent Work Country Programme strategies and activities in ILO-subregion of Central America with emphasis on Costa Rica, Honduras and Mexico \(2020 – 24\)](#)





PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY

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



The Criteria-based Integrated Evaluation Planning System (CIEPS) continues to enable the ILO to transition from a project-based evaluation approach to a more strategic and flexible method. For example, 25 evaluations were waived, and the evaluation requirements of 37 development cooperation projects were consolidated into 13 clustered evaluations.



Four training activities on monitoring and evaluation and the Sustainable Development Goals with constituents took place. These included 48 government officials, 31 representatives of employers' organizations, and 40 representatives from workers' organizations.



208 staff are certified as evaluation managers—an increase of 38% from the 2022 baseline. EVAL launched an intensive EMCP+ course that trained 10 experienced evaluation managers.

► Outcome 2. Enhanced evaluation systems and processes leading to more credible, strategic and higher-quality evaluations



13 clustered evaluations undertaken which grouped 37 projects, helping to reduce evaluation fatigue and improve efficiency.



EVAL mainstreamed disability inclusion across existing materials and developed new guidance on just transitions



Over 90% of independent evaluations achieved a "satisfactory" rating in 2024.

► Outcome 3: Expanded knowledge base of evaluation findings and recommendations that effectively contributes to organizational learning and enhances organizational effectiveness



i-eval Discovery – ILO's public evaluation repository – is enabled by an AI Assistant to allow staff obtain source-cited answers to questions concerning evaluation findings across thematic, geographical, and time-bound issues.



60 references to evaluation were made in key programmatic and strategic documents, resulting in their use to inform policy decisions, project designs and in important discussions.

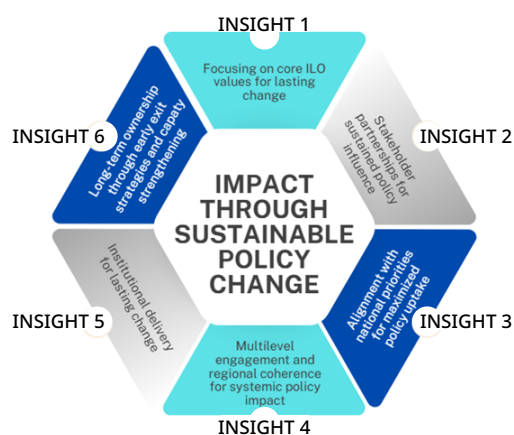
► Enabling outcomes:

1. The ILO Evaluation Trust Fund (IETF) is established and allows for flexible and strategic evaluations. It has one funding partner with potential of prospective partners next year.
2. 67% of ILO development cooperation interventions effectively integrated constituents in their design, a 14% increase in comparison to the previous year.
3. Progress has been made but slow on strengthening the ILO's monitoring and reporting systems.
4. The evaluation network's commitment to learning and knowledge sharing has significantly contributed to strategic, programmatic and thematic discussions.
5. By end of 2025, EVAL will launch an online induction training on evaluation for new staff to foster evaluative thinking across the organization.

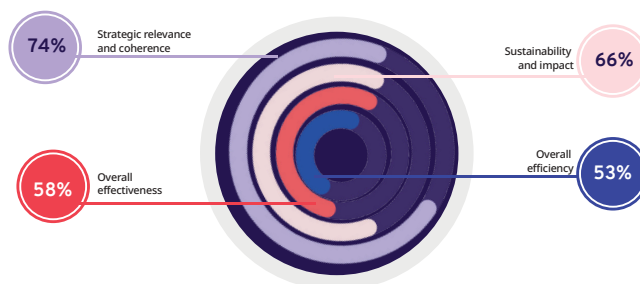
PART II: ASSESSING THE ILO'S EFFECTIVENESS AND RESULTS

Part II of the AER describes the ILO's overall developmental effectiveness that is based on a meta-analysis of all independent final evaluations conducted in 2024. The meta-analysis uses EVAL's well-established methodology and employs 29 key performance indicators to assess the ILO's overall performance.

Six key insights into the factors that shape IMPACT: policy influence, delivery of strategic results, and ensured sustainability through ILO development cooperation interventions in 2024



Overall performance of project evaluations by criteria in 2024



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