International Labour Office

Annual Evaluation Report 2014–2015

September 2015

EVALUATION OFFICE

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SEPTEMBER 2015

EVALUATION OFFICE

First published 2015

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ABBREVIATIONS

AER	Annual evaluation report
CPO	Country programme outcome
CPR	Country programme review
DWCP	Decent Work Country Programme
DEFP	Departmental Evaluation Focal Point
EAC	Evaluation Advisory Committee
EIA	Evaluation and Impact Assessment
EMCP	Evaluation Manager Certification Programme
EVAL	Evaluation Office
GB	Governing Body
GEN	Geneva Evaluation Network
HLE	High-level evaluation
IDEAS	International Development Evaluation Association
IEE	Independent external evaluation
ISWE	Independent System Wide Evaluation
ITC	International Training Centre
KSP	Knowledge sharing Platform
ILO	International Labour Organization/International Labour Office
HRD	Human Resources Development
JIU	United Nations Joint Inspection Unit
M&E	Monitoring and evaluation
P&B	Programme and Budget
PARDEV	Partnerships and Development Cooperation Department
PROGRAM	Bureau of Programming and Management
REO	Regional evaluation officer
RBM	Results-based management
SPF	Strategic Policy Framework
TC	Technical Cooperation
TCPR	Triennial Comprehensive Policy Review
UNEG	United Nations Evaluation Group

INTRODUCTION

This report is EVAL's annual opportunity to take stock of the state of the evaluation function in the ILO. It serves the dual purpose of reporting on the ILO's performance in implementing its result-based strategy and of highlighting key issues that relate to the Office's overall effectiveness.

Over the last four years, Part I of this report has consistently provided an update on progress made in implementing the three outcomes identified in the 2011–2015 result-based evaluation strategy, measured against the pre-identified biennial milestones and targets. Part II of the report, introduced in 2011 as a requirement of the 2011–15 strategy, provides a selection of findings on ILO's overall effectiveness in implementing the Strategic Policy Framework (SPF). Appendix I gives an overview of the steps taken by the Office in following up the recommendations identified in previous reports, as well as an updated list of approved and proposed high-level evaluations for future years.

In November 2014, the Governing Body (GB) approved the extension of the 2011–15 evaluation strategy to 2016–17, and postponement of the independent evaluation of the evaluation function (IEE) to 2016. As reported in Part I, this enabled EVAL to focus on consolidating the progress made towards meeting the biennial milestones and targets of the three strategic outcomes for 2014–15, and to initiate preparations for the IEE. Efforts to expand evaluation capabilities through the training and certification of evaluation managers continued although colleagues' willingness to take on evaluation tasks on top of their normal responsibilities seems to have reached a saturation point. The strong performance in harmonizing and enforcing office-wide evaluation practices reported in previous years continued with isolated setbacks related to conflicting donor evaluation requirements and policies. Figures for this year's report suggest that the number of required independent project evaluations for 2014 levelled off but that a spike is again expected in 2015. In keeping with the findings of quality appraisals, EVAL needs to continue focusing on further improving the quality of evaluation reports and their recommendations. This, in turn, should contribute to enhanced use of evaluation reports for governance and management purposes. The Programme and Budget (P&B) for 2016–17 already shows a growing commitment to the systematic integration of evaluation lessons and good practices into the programme implementation process. This year, the Evaluation Advisory Committee (EAC) has broadened the reach and depth of its discussions, and will be a crucial participating body in furthering EVAL's commitment to strengthening ILO's evaluation culture.

Part II of this report once again underscores the continued need to invest in developing more robust theories of change in project documents combined with reliable and regular monitoring and reporting mechanisms. Evaluability assessments of projects above US$5 million undertaken during 2015 demonstrated that, unless these investments are made, projects are more likely to go off track and face difficulties in demonstrating results. Part II also contains a

compilation and analysis of recommendations and lessons from recent strategic evaluations that cannot be addressed by the evaluated departments, regions or countries because they are systemic or cross-cutting in nature and, therefore, require an institutional response.

PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY

PROGRESS MADE TOWARDS ACHIEVING KEY MILESTONES

Normally, this report would have provided a final tally of achievements under the 2011–15 evaluation strategy. With the GB approval last year of an extension of the strategy, the final report will be postponed until 2017. The new evaluation strategy will benefit from the results of the second IEE now scheduled for the end of 2016. This extension will also allow for a better alignment of the new evaluation strategy with the new Strategic Programme Framework (SPF) covering the period 2018–21.

OUTCOME 1: IMPROVED USE OF EVALUATION BY MANAGEMENT AND CONSTITUENTS FOR GOVERNANCE

IMPROVING THE EFFECTIVENESS OF THE EVALUATION ADVISORY COMMITTEE

Biennial milestone 1.1 (2014–15): Four meetings per year; formal record of recommendations for evaluation programme of work; record of EAC advice on use of specific recommendations.

The role of the Evaluation Advisory Committee (EAC) has been evolving since it was reconstituted in 2011. The Committee plays a proactive role in tracking progress and discussing issues that need follow up at the organizational level. Meetings take place quarterly and records are meticulously maintained.

This year, the EAC has met three times[1] to discuss the use of evaluation results and addressing recommendations that pertain to larger systemic issues that are beyond the purview of a particular department or region. Taking its cue from these discussions, EVAL has undertaken a small meta-study that identifies broad institutional issues raised in high-level evaluation (HLE) reports that transcend offices, regions or departments in terms of responsibility for action. Preliminary findings are shared in Part II of this Annual Evaluation Report (AER).

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[1] The fourth meeting this year is scheduled for November 2015 after the GB session.

Table 1. EAC decisions on HLEs for 2013 and 2014

High-level evaluation	Status of Workplan on follow-up	Review of actual follow-up
Sustainable enterprises and decent work – 2013	Approved	The line management's follow-up report to the EAC was presented in February and subsequently approved.
Occupational safety and health – 2013	Approved	The EAC advised the Working Group on Data Collection to ensure that Occupational Safety and Health (OSH) participates in its meetings. Line management presented two reports and the follow-up was approved.
Decent work programme in the Arab region – 2013	Approved	The line management's follow-up report to the EAC was presented in February and subsequently approved.
Coherent decent work policies – 2014	Approved	Line management's follow-up to the EAC has been delayed and is likely to take place in November 2015.
Fundamental Principles and Rights at Work (FPRW) – 2014	Approved	Line management's follow-up report was presented in May and subsequently approved.
Decent work programme for North Africa – 2014	Approved	A representative of the line manager presented the follow up report to the EAC in May. Follow-up was approved.

ASSESSING ILO PERFORMANCE

Biennial milestone 1.2 (2014–15): Annual evaluation report used in developing new SPF and Programme & Budget.

A finding of the 2010 IEE was that the use of evaluations for management purposes was uneven. Since then, EVAL's AER has become a well-recognized tool for taking stock of and reporting on the state of the ILO's evaluation function, as well as highlighting key issues that relate to the Office's overall effectiveness. Aided by "think pieces", meta-studies and newsletters, it has become a tool to better communicate selected evaluation findings to a wider audience. This year, EVAL carried out an analysis of the Programme and Budget (P&B) for 2016–17 in order to determine the extent to which it reflected evaluation issues.[2] The results showed a growing commitment to integrate evaluation lessons and good practices more systematically into the programme implementation process.

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[2] This was done as a precursor for assessing the likelihood that the AER and evaluation findings will be used in developing the new SPF (2018–2021).

The analysis shows a coherent statement of the ILO's plans for the evaluation function as well as for strengthening the links between programme design, evaluation and learning. It states that the impact and effectiveness of the ILO's achievements will be assessed on the basis of the Office's results-based evaluation strategy. At the governance level, the emphasis will be on strengthening the role of the EAC and providing new guidance for assessing the impact of ILO programmes.

INDEPENDENT QUALITY REVIEW OF HIGH-LEVEL EVALUATIONS

Biennial milestone 1.3 (2014–15): Results of external evaluations show high satisfaction with RBM link and usability of high-level evaluations 2010–15.

While the use of evaluations is an important determinant of the strength of organizational evaluation culture, the quality of the evaluations is also a significant contributing factor. In 2013, an independent review of ILO high-level evaluations found their quality to be satisfactory and the use of their findings reasonable.[3] EVAL has, therefore, focused its efforts on further enhancing the quality and use of high-level and project evaluations by establishing systematic follow-up mechanisms and on achieving EAC's greater engagement in following up on recommendations (*see section A, milestone 1.1.*). These efforts were recognized by an external system-wide assessment conducted by the Joint Inspection Unit (JIU) in 2014, which placed ILO among the top three UN agencies with a demonstrably relevant and effective evaluation function.

The next IEE, which will start in 2016, will establish to what extent these efforts have been adequate. The exercise has two main objectives: (i) to extract lessons from the implementation of the three strategic outcomes of the 2011–15 results-based evaluation strategy, and the targets and milestones added to accommodate the transitional SPF 2016–17; and (ii) to ensure alignment of the next evaluation strategy to the SPF 2018–21. Because it is important to ensure independence of the process, it is recommended that Procurement should oversee the contracting process while the EAC provides oversight to the IEE process.

The IEE will need a structure to ensure its independence, credibility and utility. This structure would consist of three parts:

- a management panel (EAC) to oversee the IEE and to ensure that it is conducted in a manner that enhances the utility of its findings for the ILO while also maintaining independence of the process;

- an evaluation team of external consultants ('the Team'); and

- a support secretariat composed of EVAL staff ('the Secretariat').

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[3] In 2013 an external consultant, selected in consultation with the EAC, prepared an assessment of six HLEs and presented his findings to the 13th EAC meeting.

Recommendation 1: **The Office should ensure the IEE is launched by June 2016 at the latest so that it is ready for reporting to the GB in March 2017 using the structure described above to ensure its independence, credibility and utility.**

SELECTING HIGH-LEVEL EVALUATION TOPICS FOR STRATEGIC USE

Every year EVAL holds consultations with management, the EAC and the constituents to select topics for future HLEs. The results of these consultations determine the rolling workplan for proposed evaluations which is submitted to the GB. For 2016, EVAL has proposed to reduce the number of HLEs from three to two in light of the extra workload the IEE is expected to generate. It should be noted that in addition to the HLEs, EVAL has steadily increased its report writing to include synthesis reviews and meta-studies to enhance learning from the many project evaluations undertaken each year. This process is expected to continue during 2016. With the shift from individual Decent Work Country Programme (DWCP) evaluations to subregional cluster evaluations introduced in 2013, EVAL has also covered three times as many DWCPs annually. Moreover, with fewer outcomes in the 2016–17 biennium covering larger areas of work, the scope of each HLE has also become broader and more ambitious.

Table 2. Summary of selected evaluation topics for 2016 and shortlisted topics for 2017–18

	Evaluation type	Topic of independent evaluation	Rationale
2016	*DWCP*	*Europe*	*Pre-selected and rotationally due in 2016*
2016	*Outcome*	*Jobs and skills for growth*	*Pre-selected for 2016. No high level evaluation on the topic has taken place for over more than 5 years (Relevant to Outcome 1)*
2017	*Institutional*	*ILO's Field Structure*	*Pre-selected by constituents for 2016 but proposed to be postponed to 2017*
2017	*Outcome*	*Creating and extending social protection floors*	*No high level evaluation on the topic has taken place for over more than 5 years (Relevant to Outcome 3)*
2017	*DWCP*	*Asia*	*Pre-selected and rotationally due in 2017*
2018	*Institutional*	*Capacity building efforts of the ILO*	*Pre-selected and no high level evaluation on the topic has taken place for over more than 5 years (Relevant to Outcome 10)*
2018	*Outcome*	*Formalization of the informal economy*	*No high level evaluation on the topic has taken place for over more than 5 years (Relevant to Outcome 6)*
2018	*DWCP*	*Arab States*	*Rotationally due in 2018*

OUTCOME 2: HARMONIZED OFFICE-WIDE EVALUATION PRACTICE TO SUPPORT TRANSPARENCY AND ACCOUNTABILITY

EVAL has continued its past efforts to harmonize and enforce office-wide evaluation practices by: continuously updating procedures and guidelines; maintaining a strong network with departmental and field evaluation focal points; coordinating with the International Programme on the Elimination of Child Labour (IPEC) in promoting the standardization of evaluation and impact assessment practices; and by developing relevant tool kits and think pieces. The biennial milestones and targets for Outcome 2 of the 2011–15 results-based evaluation strategy regrettably do not capture all relevant measures related to harmonization and accountability. This section, therefore, reports on milestone 2.1 and 2.2 on additional measures and findings considered essential by EVAL to demonstrate progress made on this crucial outcome.

UPGRADING AND EXPANDING THE USE OF DECENTRALIZED EVALUATIONS FOR MANAGEMENT

Biennial milestone 2.1 (2014–15): 50 per cent participation achieved for recommendations targeted at constituents *(the 2012–2013 average was 30 per cent).*

Internal and external reviews of recommendations have shown that a fair share of recommendations from project and strategy evaluations were targeted at constituents, primarily pointing to the need for: (i) their greater engagement in design, planning, implementation and exit or follow-up phases; and (ii) a more systematic approach to building their capacity. One of the meta-studies presented in Part II of this report reiterates this finding.

Since 2011, EVAL has consistently tracked and reported on recommendations from this perspective. As **Figure 1** shows, 94 out of the 241 (39 per cent) of recommendations from evaluations in 2014 were targeted at constituents. This falls short of the 50 per cent envisaged but does not yet include the 2015 data, which may increase the overall average for the biennial milestone. Overall it shows the trend is in the right direction when compared to the starting point of 25 per cent in 2011.

Figure 1. Number of recommendations targeting constituents
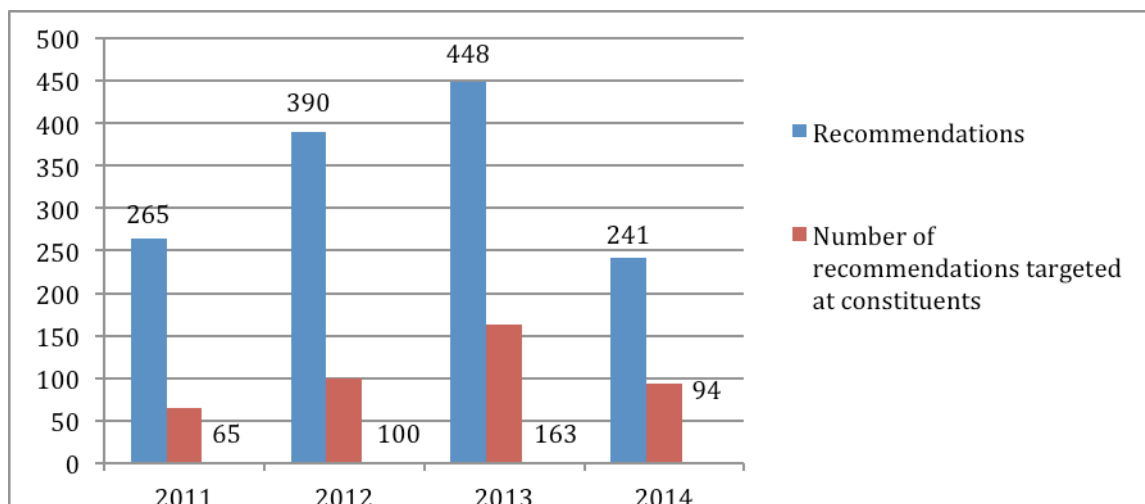
A depiction of the action taken in response to recommendations involving constituents is shown in **Figure 2**, which has remained constant when compared with last year's report.

Figure 2. Constituent involvement in response to evaluation recommendations, 2014
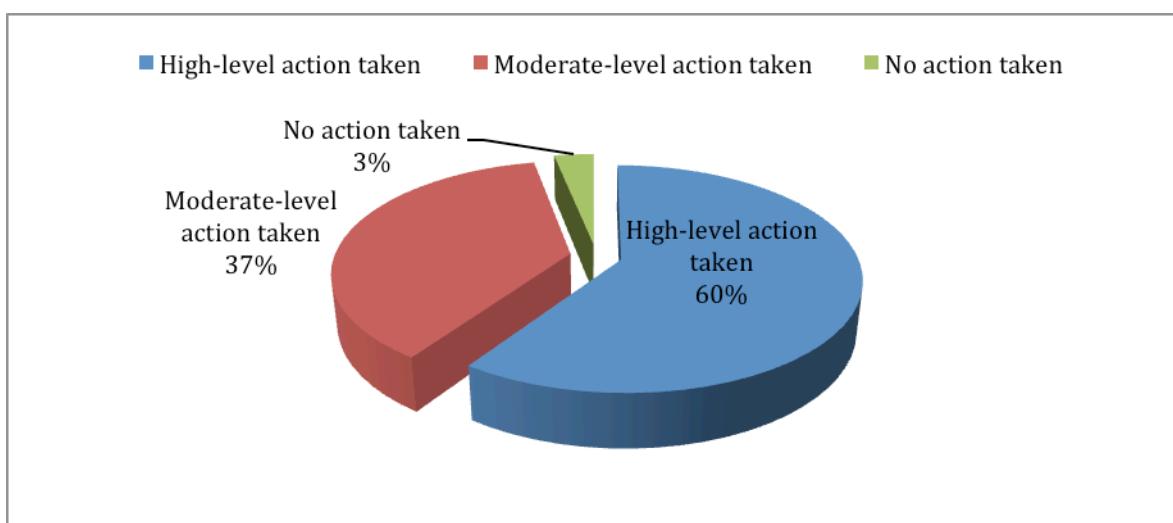
Biennial milestone 2.2 (2014–15): 75 per cent collection of mandated internal evaluations available for use by management.

EVAL received more self- and internal evaluations for projects over US$ 500,000 this year, compared to previous years, but has not nearly met the target set for 2014–15. Though the number of 2014 internal evaluations grew, fewer were received in relation to the total number of projects falling within this budgetary threshold. These "non-independent" evaluation reports are important to organizational learning and EVAL will continue its campaign to encourage the evaluation network to contribute these to our centralized repository. Data and findings collected from internal reports can provide valuable inputs to management and other evaluation processes, including meta-evaluations, thematic and DWCP internal evaluations, and should be available through the EVAL database.

Table 3. Internal and self-evaluations submitted to EVAL, 2010–14

Internal and self-evaluations	2010	2011	2012	2013	2014
DWCP reviews	4	8	6	7	4
Internal and self-evaluations	12	24	34	31	39

HARMONIZING AND STANDARDIZING TYPES OF EVALUATIONS AND ASSOCIATED ROLES AND RESPONSIBILITIES TO IMPROVE VALUE AND EFFICIENCY

Codify and upgrade procedures and guidelines

The launch of EVAL's new Knowledge Sharing Platform (KSP) signifies a substantial improvement in connecting the regional and headquarters evaluation networks, and strengthening the ILO evaluation culture. As part of its communication strategy, this KSP offers a one-stop online connection to all levels of work in EVAL, with the addition of a new good practice data module, evaluation consultant roster, global events agenda, as well as links to the new training materials for the Evaluation Manager Certification Programme.

Ongoing work keeps EVAL's guidance documents up-to-date and in line with evolving practices. In response to analysis and insights from previous meta–analyses of project and DWCP evaluations' quality, guidance and checklists were revised in preparation for a third edition which will be completed this year for printing in 2016. A new guidance note on conducting internal country programme reviews was finalized in response to extensive input received from the ILO evaluation network of focal points working on DWCP internal reviews. Other guidance updates covered gender mainstreaming, evaluation management, and the use of the KSP.

Updating the evaluation network to reflect the Office's reform process

EVAL maintains an internal evaluation network made up of Regional Evaluation Officers (REOs) and Departmental Evaluation Focal Points (DEFPs). With reform changes to the departmental structure adjustments had to be made in the network. EVAL also has a diverse external evaluation network comprising the UN Evaluation Group (UNEG), the International Development Evaluation Association (IDEAS) and regional and national evaluation organizations from around the world, including the Geneva Evaluation Network (GEN).

Internal network

Until a few years ago, EVAL only had quarterly meetings with its regional evaluation network of Regional Evaluation Officers (REOs). The 2013 biennial workshop brought REOs and DEFPs together for the first time. Since 2014 DEFPs have been included in the quarterly review with REOs at least once a year. Topics discussed during these meetings range from process updates and workload-related issues to upcoming important topics, such as: evaluations of large outcome-based funded programmes; the impact on future evaluations (if any) of the changes being made in the framework with a reduced number of outcomes, cross-cutting issues, advocacy outcomes, etc.; the implementation of the field review; the implications of the ILO Field Reform Implementation for the evaluation function at regional level; updates on the revisions to the Country Programme Review Guidance Note; and updates on EVAL's upcoming work plans and the possible involvement of REOs. These network meetings have proved useful for sharing of issues and challenges as well as identifying emerging needs for guidance, knowledge resources and capacity building.

External network

As part of the celebration of 2015 as the International Year of Evaluation, the Swiss Evaluation Society and GEN for which EVAL provides some administrative and technical support, have organized a pre-conference event and a joint conference. These events provided a unique occasion to meet evaluation specialists from around the world and discuss challenges of evaluation capacity development, independence and other topics. Collaboration with UNEG continued and focused on the working groups on gender, decentralized evaluation, norms and standards, and professionalization. ILO evaluation staff has also been involved in the independent system-wide evaluation mechanism (ISWE) in an advisory capacity in the key stakeholder reference group for the pilot ISWE evaluation. The next Annual General Meeting of UNEG (2016) will take place in Geneva and be co-hosted by ILO together with other resident UN member agencies.

Collaboration between EVAL and the International Training Centre of the ILO

EVAL continued to collaborate with ITC-ILO and HRD during the biennium in conducting two EMCP training courses. In April 2015, ITC-ILO, PARDEV and HRD sponsored a pilot-Development Cooperation Academy. The central aim of the Academy was to provide participants with the necessary insights, skills, tools and other resources to enhance their performance and contribution to the ILO development cooperation programme. At the ITC's request, EVAL co-facilitated an elective entitled *Evaluation: From project performance to impact evaluation*. In the end-of-workshop evaluation, 86 per cent of the ratings were good or excellent. Although EVAL managed a thematic evaluation for the Centre in 2014, it did not have an oversight role for any major performance evaluations at the Centre during 2015.

HARMONIZING AND STANDARDIZING TYPES OF EVALUATIONS AND ASSOCIATED ROLES TO IMPROVE ACCOUNTABILITY AND TRANSPARENCY

EVAL OVERSIGHT OF IPEC'S EVALUATION AND IMPACT ASSESSMENT (EIA) SECTION

In 2015, EVAL assessed the performance of IPEC EIA's authority to manage independent evaluations which has been in place since 2001. **Table 4** summarizes the follow-up to the recommendations contained in the report.

Table 4. Follow-up status of recommendations

Recommendation	Follow-up / status
EIA to strengthen its implementation of delegated authority	EIA is focusing on timely delivery and review for the current IPEC evaluations in the portfolio as well as the process for submitting finalized reports to i-track
EVAL continues to regularly review the ongoing appropriateness of delegated authority for IPEC	The changing demands and requests being placed on the Office as well as the changing IPEC project portfolio has resulted in a decreased demand from IPEC for the delegated authority for evaluations. EVAL will review again in 2016
EVAL, in consultation with EIA, should review the objectives, outcomes and indicators of the appraisal framework before any subsequent appraisal is carried out	Because EIA has moved to the Branch level, the need for an IPEC-specific appraisal framework has been reduced
For future use of the appraisal framework, EVAL should consider the use of comparative data from non-EIA evaluation reports and data for all outcomes, where feasible	To be considered in 2016

Analysis and use of independent project evaluation findings

In this reporting period, the number of independent project evaluations fell to 37 compared to a five-year average of 50 per year. This is primarily due to a higher percentage of projects with completion dates in December 2014, which resulted in extensions and evaluations being pushed into 2015. The current number of projected independent project evaluations (101) for 2015 is abnormally high but is likely to come down by the end of the year to a number closer to the normal average. The figures for 2015 are an estimate of the total expected to be received.

Figure 3. Distribution by type of evaluation, 2010–15
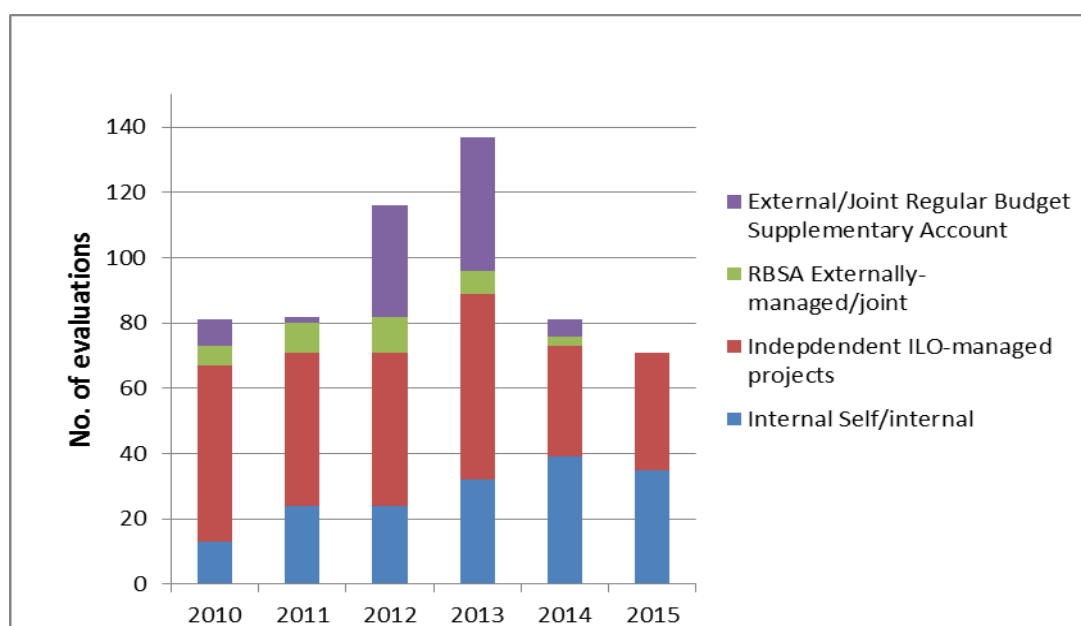
Use of lesson lessons learned and good practices

There has been a marked improvement in the way in which lessons learned and good practices are being formulated and captured in project evaluations. EVAL's newly established criteria has resulted in a successful "less is more" strategy that aims to reduce the number of "lessons learned" and "good practices" captured but to add detail that reflects evidence-based analysis indicating cause and effect, potential for replicability, and administrative issues and links to cross-cutting issues. EVAL contributed to the discussions on Areas of Critical Importance (ACI) with thematic compilations of good practices and lessons learned extracted from independent evaluations.

The new EVAL KSP is the repository for EVAL's collection of emerging good practices, and is available for searching and downloading with links to the evaluation reports and related documentation. An EVAL knowledge service also assists staff drafting projects to access these crucial data sets for inputting into future project design.

Quality and follow-up to recommendations

EVAL has a two-pronged strategy to maximize the benefit that can be gained from independent project evaluation recommendations. The first involves analysis of the full collection of recommendations in terms of their technical input. For example, the analysis of recommendations received between 2010 and 2014 indicates that 51 per cent of all recommendations point to administrative issues, such as project management, implementation, and organizational coordination. As these are of cross-cutting interest to the performance of technical cooperation (TC) in general, EVAL has made these findings available to the 2015 *Independent Evaluation of ILO's Technical Cooperation Strategy*.

The second strategy for utilizing the insights put forward in recommendations is the management response exercise established in 2009. ***Of the 37 independent evaluations received in 2014, 31 were included in the management follow-up exercise.*** Those omitted were either externally managed or deemed not appropriate for the exercise. A summary of the 2014 response exercise is presented in **Table 5**. The steady increase in recommendations being addressed in a timely manner continued and the proportion being reported as completed or partially completed increased from 72 per cent in2013 to 84 per cent for 2014.

The quality of the recommendations was cited by a previous meta-analysis as an aspect of evaluation reports that needed improvement. In response to this EVAL will review the training materials for the Evaluation Manager Certification Programme (EMCP) and will further emphasize the importance of briefing evaluators about the established criteria for formulating recommendations. Additionally, during the stakeholders' meetings at which the draft evaluation is reviewed and comments are submitted to the evaluator, the evaluation manager and line management can ensure that the evaluator puts together recommendations that are specific, relevant to the findings, actionable, and indicate a timeline. This should enhance evaluation quality, increase the participation of stakeholders and, in general, improve the quality of management response.

Gradual improvements to the quality of independent project evaluations in the ILO

The ILO places strong emphasis on ensuring that credible quality appraisal of independent evaluations is integral to EVAL's portfolio, generating useful suggestions with regard to quality improvement measures. The central objective of quality appraisals is to review the extent to which independent evaluations comply with international norms and standards, and meet the expectations of ILO's constituents and donors. It ultimately aims to increase the likelihood of evaluations being treated as learning documents. From 2005 to 2008, appraisals were conducted annually; from 2009 to the present, two-yearly appraisals have been conducted covering all reports up to 2013.

The quality appraisal for 2014–15 is currently underway. Apart from standard quality control, it focuses on: examining gender components in evaluations; improving the methodological application of EVAL's gender analysis; and suggesting ways in which EVAL's guidance can be improved to make evaluations more gender sensitive. An impact assessment of the EMCP will be undertaken by comparing the quality of evaluations managed by graduates of the programme with that of non-graduates.

Past quality appraisals show that while adherence to prescribed standard elements in evaluations has improved over time, the overall quality of project evaluations has remained average. The wider scope of each of the ILO's strategic outcomes, as laid out in the P&B 2016–17, is also likely to make quality evaluations more challenging and resource intensive.

EVAL intends to improve overall quality by striking a balance between the number and scope of evaluations undertaken in the coming years.

Table 5. Management response for evaluations completed in 2014

Region or sector	Evaluation reports (31)		Recommendations		Completed	Partially addressed	Action outstanding	No action taken
	Response received							
	No	Yes	Recs in reports	Recs with responses				
Africa	1	7	89	52	31	19	1	1
Americas	0	1	12	12	4	4	0	4
Arab States	0	0	0	0	0	0	0	0
Europe and Central Asia	0	0	0	0	0	0	0	0
Asia and the Pacific	0	4	32	32	15	11	5	1
Subtotal	1	12	133	96	50	34	6	6
ACT/EMP	1	1	17	10	0	10	0	0
ACTRAV	0	1	4	4	0	2	0	2
Employment	0	3	34	34	10	22	0	2
FPRW/ Declaration	0	1	4	4	3	1	0	0
Gender	0	1	9	9	1	8	0	0
ILO Aids	1	0	13	0	0	0	0	0
IPEC	0	4	45	45	22	4	19	0
Multilaterals	1	0	8	0	0	0	0	0
Social Protection	0	4	39	39	11	27	0	1
Subtotal	3	15	173	145	47	74	19	5
TOTAL	4	27	306	241	97	108	25	11
Percentage	–	–	–	–	40%	44%	10%	5%
					84%			

– = nil.

OUTCOME 3: EVALUATION CAPABILITY EXPANDED THROUGH ENHANCED KNOWLEDGE, SKILLS AND TOOLS

Biennial milestone 3.1 (2014–15): 75 constituents and 75 ILO officials develop specialized knowledge through ILO training.

Constituents and ILO officials trained in evaluation in 2014–15

The third outcome of the 2011–15 results-based strategy to strengthen the use of evaluations envisages expanding evaluation capability in the form of knowledge, skills and tools. This outcome's two priorities are, firstly, to further institutionalize evaluation in the ILO, and, secondly, to support the development of constituents' evaluation capacity.

The 2011-2015 strategy to strengthen the use of evaluations encompassed two biennia, both with the milestone of training 75 constituents and 75 officials. EVAL sought to train a total of 225 constituents and 225 officials during this period. As can be seen from Table 6, overall training has already exceeded the target by an impressive margin, in particular for the constituents. The majority of coverage was in the Africa region, followed by the Asia and Pacific region for both categories.

Table 6. Constituents and ILO officials trained* in evaluation in 2011–15 (5 years)

Persons trained	Africa	Americas	Arab States	Asia and the Pacific	Europe	Headquarters	Total
Constituents	475	74	80	155	54	0	838
ILO staff	99	55	80	102	43	51	430
Total	574	129	160	257	97	51	1268

Note:* Any training that is less than one day is considered sensitization and not counted

Evaluation Manager Certification Programme

Launched in 2012, the EMCP has successfully introduced a guided practice approach, which follows a three-day training course and a practicum. A total of 85 trainees have attended the EMCP workshop. The number of trainees who have completed all of the requirements for certification continues to grow. Currently, a total of 22 trainees have been certified. Progress in expanding the evaluation capabilities of non-EVAL staff continued, although colleagues willing to take on extra evaluation tasks on top of their normal responsibilities seems to have reached saturation point.

As mentioned earlier, sufficient time has passed for EVAL to conduct an impact assessment of the programme using a static-group comparison quasi-experimental research design. In this

design, an analysis of variance will be conducted to compare the quality of reports managed by graduates of the programme with the quality of those managed by non-graduates.

Internal evaluation training

Some participants of the EMCP training have expressed the need to be trained on conducting evaluation exercises. This was considered to be an important set of competencies to have when implementing internal evaluations and supervising external consultants who are conducting independent project evaluations. Therefore, EVAL is exploring the possibility of developing a training programme on building capacity for internal evaluation.

Biennial milestone 3.2 (2014–15): REOs have specific and standardized evaluation responsibilities and certified evaluation managers' contribution is recognized in their performance appraisals.

The overall aim of this milestone is to professionalize evaluation as a dedicated and recognized function within the Organization. Currently, there is no special job category for evaluation professionals in the ILO. New job descriptions for evaluation officers from P.2 to P.5 levels were developed by EVAL in the last biennium based on UNEG's guidance and HRD's input on competencies and responsibilities. These job descriptions are currently being submitted to the Joint Negotiation Committee (JNC). The evaluation network encompasses EVAL staff, Regional Evaluation Officers (REOs) and Departmental Evaluation Focal Points (DEFPs) at headquarters. Since 2014, EVAL has provided inputs into the performance appraisals of REOs. The next challenge will be to ensure evaluation managers as well as DEFPs receive full recognition in their performance appraisals of the contribution they make to ILO's evaluation function. The end result will be to formalize the role, competencies and responsibilities of officials doing evaluation work in an Internal Governance Document (IGDS).

IMPROVING THE USE OF EVALUATION KNOWLEDGE SYSTEMS

Due to staffing issues, as well as technical programming work required for i-Track, EVAL was not yet able to formally launch the communication strategy. However, several communication measures were taken, as part of the overall strategy to reach out to and interact with stakeholders. This year, EVAL organized three roundtable events to discuss the preliminary findings of high-level evaluations with colleagues at headquarters and field offices. For high-level evaluations, the inception phase is also being used to interact with concerned departments in order to develop a concrete common understanding on the scope of evaluations, and to generate greater interest and participation from stakeholders, including constituents and donors.

As mentioned earlier, the new Knowledge Sharing Platform was finalized, providing workspaces for headquarters and regional evaluation officers, a mission report facility, a new evaluation consultant module, a collaboration site for Evaluation Managers, as well as the new Good Practices module. Work continues to populate parts of the KSP and EVAL expects

to conduct its second baseline survey in mid-2016 to gain insights from stakeholders that will help it respond to the needs and requirements of its staff in headquarters and regional offices.

PART II: ASSESSING THE ILO'S EFFECTIVENESS AND RESULTS

EVAL takes advantage of all opportunities to enhance ILO's effectiveness by systematically promoting the use of evaluations. This is done, amongst other measures, by regularly undertaking evaluability assessments, synthesis reviews and meta-studies, and by pulling together findings from evaluation reports. Over the last three years, the Evaluation Advisory Committee (EAC) has also become an important platform for discussing and resolving issues in order to realise the full potential of evaluation as a learning exercise.

This year, as suggested by the EAC, EVAL reviewed findings and recommendations from recent evaluations to identify recurring issues that transcend the responsibilities of individual departments or regions. The study reviewed recommendations from 15 high-level evaluations over the last five years and isolated recommendations that need to be addressed at the organizational level. It was no surprise that project and programme design issues featured as a systemic issue. This tied in well with the findings of another study EVAL undertook in 2015 which reviewed the evaluability of large technical cooperation projects.

Previous evaluability assessments and internal reviews of recommendations from project evaluations have consistently reiterated that poor project design poses serious limitations to what evaluations can ultimately measure. These limitations include: theory of change, monitoring and reporting frameworks, logical connections amongst the levels of results, and setting up appropriate mechanisms to trace the impact of ILO activities. In other words, poorly designed projects with weak monitoring and reporting systems can lead to evaluations falling short of expectations and resulting in lost learning opportunities.

IDENTIFYING RECURRING ISSUES THAT REQUIRE AN INSTITUTIONAL RESPONSE

The meta-study of the 15 evaluation reports from 2010 to 2014 identified some 160 individual instances of issues raised that could be classified as broad and institutional, and not within the direct remit of the commissioning office, region or department. The meta-study was guided by a qualitative systematic review methodology. For comparative reasons, the meta-study focused on the conclusions, recommendations and lessons learned sections of the evaluation reports. These instances were not unique in terms of theme or suggestion and could be grouped into 10 issues.

The evaluation reports raised broad issues ranging over 10 areas where project and programme design, and capacity building together accounted for more than 34 per cent of issues identified in evaluation reports. Of all instances, 12 per cent concerned targeting specific groups or issues and the need for coherence in addressing them while about 22 per cent were related to communications and knowledge management, which included issues such as organizational visibility and knowledge exchange (Figure 4). As agreed during the

Figure 4. Predominance of issues within the evaluation reports
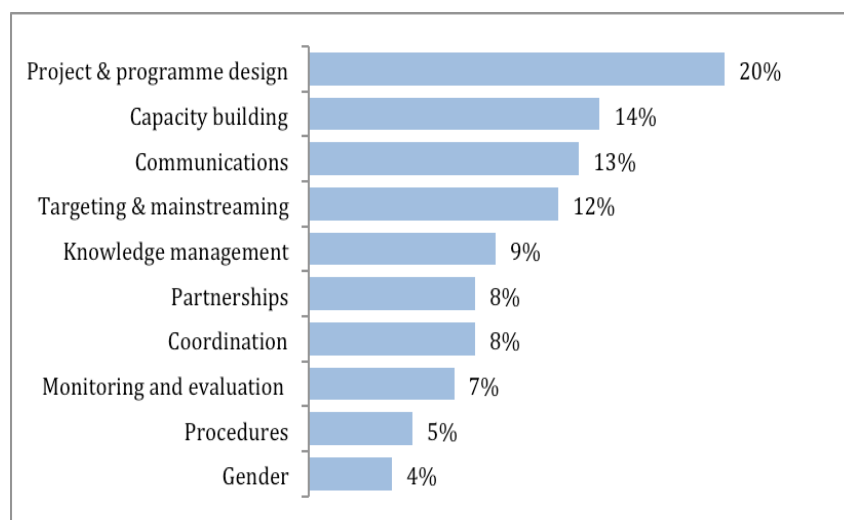
EAC's 20th meeting in August 2015, a follow-up study will be undertaken to identify steps the Committee may want to recommend to the Senior Management team to ensure follow-up.

MEASURING, MONITORING AND USING 'RESULTS' INFORMATION: WHEN AND WHY CAN EVALUATIONS SOMETIMES FAIL?

This year's assessment reviewed how some of the ILO's ongoing high-value projects are measuring, monitoring and using 'results' information. Over two-thirds of independent project evaluations flag poor or non-existent monitoring and reporting approaches and practices as primary constraints to project effectiveness.[4]

For this reason EVAL provides additional support by conducting checks on M&E components of projects with budgets over US$ 5 million. Procedures have been identified that involve both EVAL and PARDEV intervening to improve M&E for these projects.

Moreover, the move to better integrate M&E and RBM into projects at the design phase has been reinforced with the recent update of the ILO *Development Cooperation Internal Governance Manual.*

Evaluability assessments of projects with budgets over US$ 5 million undertaken during 2014–2015 have underscored the importance of front-end investment in M&E during projects' design and inception phases. Observed weaknesses in M&E plans (and their timely implementation) are limiting the ability to measure and report on 'results'. This has implications for both ongoing management decision-making and the eventual evaluation of the project in determining effectiveness and success.

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[4] ILO Evaluation Office: *Guidance Note 16: Procedures and tools for evaluability review of ILO projects over US$ 5 million* (Geneva, 2014).

Box 1 identifies critical gaps affecting M&E and the eventual evaluation of large ILO projects. In general, a systematic approach, based on the ILO's Development Cooperation Manual, is being used in planning during the project design phase. Aided in part by the development of logframes during the front-end development of project documents, programmes are articulating objectives along with the relevant activities associated with their attainment. This has led to greater potential for monitoring progress of 'programme implementation'.

BOX 1.
CRITICAL GAPS IDENTIFIED THROUGH EVALUABILITY ASSESSMENT

- Articulation of the programme's theory of change is generally absent or insufficient
- Logframes fall short of identifying full set of results, often confusing the articulation of 'outputs' with 'outcomes'
- The clarity and completeness of performance indicators are frequently problematic
- Performance measurement strategy has serious gaps; often does not identify relevant data/information sources and feasible methodologies
- Too little or no monitoring of 'other influencers' – other than project activities – that might influence movement along the results chain and ultimately attainment of success
- M&E Plans generally need a more systematic, structured and comprehensive approach to collecting and reporting, including assigned accountability for data collection
- M&E Plans are neglected or are given too low a priority during project implementation

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However, most logframes are not well cast in a holistic frame of broad results/expectations for eventual outcomes. In many respects, the logframe seems to serve as a road map for articulating and monitoring activities. This is useful from a planning and management perspective, but falls far short of measuring and monitoring 'results' and project/programme success. It also means that 'results' information needed for an eventual evaluation of the project/programme is not likely to be readily available at the time of the evaluation.

In general, M&E is likely to be seen as a lower priority at the project/programme's inception. This can be partially attributed to the focus on launching project/programmes as well as to the limited resources available for start-up and delivery. Regardless, there is often limited follow through on implementation of the performance measurement strategies and M&E plans, in spite of how well defined they may be.

In general, when performance information is collected, it tends to serve more of an administrative purpose such as for reporting on activities and expenditures to justify or release funds. The broader use of 'results' information is limited, certainly during the life of the programme.

At the time of an evaluation (mid-term or final), there is likely to be limited ongoing monitoring information readily available to help inform the evaluation, thus necessitating the collection of added primary data and/or limiting the data upon which the evaluation is based.

The exercise suggests three fundamental areas related to RBM and M&E that need to be addressed in order to improve the current situation.

- *Firstly,* it suggests improving the understanding of RBM and M&E through: improved guides and manuals; standardization of definitions, concepts and terms; alignment with international 'good practices'; and an updated training regime for RBM and M&E aimed at ILO programme managers.
- *Secondly*, ILO managers should be provided hands-on support by M&E experts in PARDEV and the regions. Following the standardized process for developing the theory of change and logframes, using updated ILO definitions, concepts and terms should be made a formal requirement.
- *Thirdly,* points of oversight should be formalized with a formal requirement for accountability and sign-off on the logframe, performance indicators, performance measurement strategies and M&E plans articulated in the PRODOC.

Recommendation 2: **Given the importance that the ILO places on results-based management, greater focus should be placed at the project design phase on 'getting it right' insofar as development of the theory of change, logframe, performance indicators, measurement strategies and M&E plans are concerned. The ILO should require 'hands-on' support from relevant technical experts (either internal or external) for all high-value project proposals and reject those that are not up to standard.**

APPENDIX I. PLAN OF ACTION FOR THE IMPLEMENTATION OF RECOMMENDATIONS AND SUGGESTIONS CONTAINED IN THE ANNUAL EVALUATION REPORT 2011–12, 2012–13 AND 2013–14

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
ANNUAL EVALUATION REPORT 2011–12				
1. ILO's quality assurance of project documents				
The appraisal function has been well established at headquarters. However, regional capacities need strengthening to fully carry this function forward	CODEV should continue to strengthen the linkages between its supervisory and oversight roles, and its guidance and capacity-building work, to improve the quality of project design during the proposal stage. This may involve targeted support earlier in the proposal development stages	• Review TC manual (update and improve user friendliness)	31 Dec. 2014/ $15 000	COMPLETE The updated and revised TC manual was published in an interactive and user-friendly format in June 2015
	The Office should consider stronger mechanisms for linking final proposal quality to originating unit accountability. Where quality is found weak, plans for follow-up post-approval should become more systematic	• Strengthen accountability of originating units in line with the outcomes of the ongoing TC review under the ILO reform agenda	PARDEV/ None provided	**ONGOING** Responsibility and accountability of the field offices' directors have been strengthened through the DG minute on decentralization as well as PARDEV's oversight function. PARDEV's support function has been reorganized to better monitor, follow-up and provide feedback on project implementation donor relations and reporting As part of the reform processes, field managers' training has been enhanced, including issues related to development cooperation. In April 2015, PARDEV and HRD, in cooperation with the ITC Turin, organized ILO's first global DC Academy Training, which included all stages of the project cycle. HRD and ITC Turin plan to carry out new pilot training for field managers by the end of the year. PARDEV will provide support on DC issues. Elements of the quality control for follow-up and post-approval of weak project documents will be incorporated into the ongoing business process/review process

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
2. Progress reporting of project performance				
Technical Progress Reports (TPRs) should inform decision-making and provide input for PARDEV's annual reports on the overall implementation of the ILO's TC portfolio	The responsible administrative units in the regions and headquarters should conduct systematic quality assurance of TPRs, with oversight exercised by PARDEV	• The responsible administrative units in the regions and headquarters should conduct systematic quality assurance of TPRs, with oversight exercised by PARDEV	PARDEV/ $10 000	**ONGOING** PARDEV routinely reminds the responsible ILO officials of reporting deadlines, and is planning to carry out annual TPR assessments While an automated workflow system to track reporting requirements is being designed and piloted (MS SharePoint), the existing monitoring tables have been updated and have markedly improved the timing of report submissions. PARDEV is not in a position to carry out in-depth quality assurance of TPRs but insists that responsible ILO officials should sign off on the reports being submitted, with copies to the technical backstopping units
–	In the absence of an all-encompassing M&E system, the Office should establish a centrally managed knowledge exchange system where TPRs can be stored and accessed by all internal stakeholders. The ILO's donors should, as far as possible, support the use of the Triennial Comprehensive Policy Review (TCPR) approach to advance reporting	• PARDEV has decided to use MS SharePoint instead of Plone. The pilot scheme started on 21 July 2015. The system should go live in September 2015. It will be initially tested with some 15 projects in each category	PARDEV and INFOTEC/ $170 000	**ONGOING** Scoping, resource plans and pilot objectives and requirements were approved following consultation with external technical consultants. Licensing negotiated with Microsoft and the UN International Computing Centre (UNICC) to house the information and communication technologies (ICT) environment The automated workflow system for reporting (see above) has been designed and initial piloting is ongoing. Broader roll-out decisions are still pending and are linked to Office-wide evaluation of the feasibility of the software
ANNUAL EVALUATION REPORT 2012–13				
4. RBM and ILO effectiveness: Insights from evaluability reviews				
While substantial progress has been made towards implementation and compliance with the RBM policy, the evaluability review identified areas for improvement that could be	Improved evaluability of ILO's RBM framework starting with country programme outcomes (CPOs) and moving up to the SPF outcomes using strong underlying logical frameworks and reliable metrics (indicators,	• Provide proactive support to field offices, including training for the development of evaluable strategies	PROGRAM/ (Cost not provided) EVAL ($50 000 using EVAL's RBSA M&E allocation)	**ONGOING** Progress has been made with the development of a new results framework for the Transitional Strategic Plan and P&B 2016–17, which draws on lessons learned from the current SPF (2010–15). Examples of improvements include: (i) inclusion of baselines for all outcome indicators; (ii) greater coherence across measurement criteria under

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
taken into account in the next SPF	baselines, milestones and targets)	and indicators	PROGRAM	outcome indicators; and (iii) systematic integration of cross-cutting dimensions (i.e. international labour standards, social dialogue, and gender equality and non-discrimination) into both the outcomes strategies and the results framework EVAL undertook a substantial evaluability assessment of CPOs in 2014 and has since also produced a Toolkit and How-to Manual for Preparing Evaluable Results Frameworks Based on Evaluable CPOs which is with PROGRAM for consideration and roll out
		• Review the advantages and disadvantages of linking a CPO to only one programme and budget outcome in order to better plan and report on cross-cutting initiatives		As part of the improvements for the implementation of the 2016–17 programmes, proposals are being considered for: (i) linking a CPO to multiple P&B indicators within the same outcome; and (ii) introducing "markers" to better plan and report on the cross-cutting dimensions With regard to improving the evaluability of ILO's RBM framework, a major revision of the DWCP guidance is underway and will be completed by December 2015. This includes the Quality Assurance Mechanism (QAM) and the implementation planning and the monitoring components of the DWCP. A training plan for staff capacity development on DWCP will be developed once the revised guidance is finalized, building also on the outcome of a training programme for field programming staff, which will be piloted in collaboration with the Turin Centre in September 2015
		• Encourage good practice through appropriate incentives; for example: (i) making the allocation of		Still under consideration

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
		resources dependent on the quality of the design; (ii) making line managers and staff accountable for complying with minimum design standards; and (iii) highlighting good practices in reports and individual performance appraisals		
5. ILO performance through TC				
The 2013 meta-study found that ILO's overall performance through TC in terms of relevance and effectiveness was favourable. However, use of monitoring and reporting against results, the adequacy of resources and time planned for results, and internal project design and implementation management practices were found to be some of the weakest areas of performance	TC projects are designed to the highest standards and apply state-of-the art M&E systems and management practices to optimize their contribution to ILO's RBM framework	• Specify project objectives more narrowly to ensure each is achievable within available resources and timeframes, factoring in room for unplanned contingencies, and making gender sensitivity a major vector of development effectiveness • Plan and manage dynamically for risks and opportunities in regard to sustainability, particularly weaknesses in national institutional	PARDEV	ONGOING The appraisal systemically includes assessment of feasibility, gender sensitivity and sustainability. PARDEV strengthened its upfront design support. PARDEV ensures the management of the project approval workflows, and has increased coordination with management and support services, e.g. BUD/CT, EVAL, HRD, PROGRAM, SECURITY and PROCUREMENT BUD/CT and PARDEV have been enforcing outcome-based budgets for offices with access to IRIS, and country budget breakdowns for global projects. Both initiatives allow a better alignment of TC projects with CPOs and global products, and more flexible and results-oriented project management In addition to PARDEV's annual, quarterly and monthly delivery reports, the development cooperation portfolio management and monitoring has been reinforced with semi-annual comparative data on appraisals and a new report on progress made on decentralization policy PARDEV, in collaboration with INFOTEC, has assessed the feasibility of developing an Application for Visualization of ILO's Development

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
		capacities and commitment; introduce ex-post accountability into the RBM cycle; design real-time measures to identify and address pockets of bureaucratic slowness • Develop logical frameworks that will be used by management for accountability and boost the use of performance monitoring through the systematic collection of baseline measurements. Provide proactive support to field offices, including training for the development of evaluable strategies and indicators		Cooperation portfolio of data that would serve direct performance tracking by users. With the reform, PARDEV has re-emphasized its field support function, including project cycle management training. Sessions on evaluable strategies and indicators are systematically integrated into the project cycle management design and implementation planning courses for ILO staff
6. Findings from RBSA evaluation and initial experience with outcome-based funding (OBF)				

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
The 2013 study of RBSA and OBF funding found that the CPOs that had received major RBSA contributions had used resources effectively but that efficiencies could be improved including reducing time delays in approvals, release of funding sources, and more clarity for evaluation procedures of OBF	RBSA and OBF funded initiatives support evaluable CPO's and are designed, implemented and evaluated in a timely and efficient manner to optimize support to ILO's RBM framework	• Given the increase in OBF, the Office should update existing RBSA monitoring and evaluation guidelines or introduce new guidelines to include the planning and budgeting of monitoring and evaluation of outcome-based funded activities • CPOs receiving major RBSA contributions or OBFs should be evaluated in a timely manner, preferably towards the close of the DWCP, and even as part of a DWCP evaluation, or country programme review (CPR), to maximize the "use of evaluation" • Country offices and PROGRAM should weigh the potential areas of continued	PROGRAM $27 300 for the review of the RBSA funding modality EVAL $15 000 for a synthesis review PROGRAM	ONGOING Templates for OBF proposals and reporting have been developed and systematically applied. Evaluation practices for OBF partnerships have been agreed in close cooperation between PARDEV, EVAL and outcome coordinators. As regards RBSA, an internal review of this funding modality conducted in August 2014 provided further inputs to improve programming and the allocation of RBSA within an integrated resource framework. Building on these developments, a revision of RBSA and OBF allocation and appraisal processes is underway as part of the Implementation Plan of the Field Operations and Structure and Technical Cooperation Review ONGOING All high-level evaluations undertaken in recent years have included RBSA-funded activities as part of the analysis. A follow-up synthesis review on the 2013 study is being considered. No synthesis review of common findings has been undertaken yet ONGOING Following the 2014 internal RBSA review, an Inter-Portfolio Committee has been established to appraise proposals for RBSA funding in 2014–15 in line with RBM principles and within an integrated results framework. This has provided for an improved quality assurance mechanism on RBSA allocation and is a step towards the early identification of priority areas for RBSA support

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
		support under RBSA well in advance. This will help these offices to identify and prioritize early on where better results could be achieved through additional financial support		
ANNUAL EVALUATION REPORT 2013–14				
Extend the 2011–15 Evaluation Strategy by one biennium (2016–17) and postpone the independent external evaluation to 2016	Updated evaluation policy and strategy (2018–2021) informed by the results of a substantial (second) independent external evaluation (IEE) of the evaluation function	• Prepare IEE terms of reference (ToRs) for endorsement by the GB and agree on exact timing and management of the exercise	EVAL $140 000	ONGOING Management structure and principles for the IEE included in the AER for endorsement by the GB
Drawing on the findings of the communication needs survey; EVAL should roll-out a communication strategy to further strengthen the culture of evaluation within the ILO	Rolling-out the communication strategy includes implementing three action strategies: (i) broaden the understanding of evaluation in the ILO; (ii) build active participation of ILO officials in evaluation activities; and (iii) strengthen the use and re-use of evaluation findings and products	• During 2015 and 2016 at least three meta-studies will be produced re-using and capitalizing on evaluation findings • During 2015–2016 at least six information events will be organized on recent evaluation findings	EVAL/DCOMM (recurring cost of $50 000 per year)	ONGOING Progress has generally been slow in rolling out the communication strategy due to staff constraints. One synthesis review (meta study) on labour protection was undertaken in 2015 and two information sharing events on 2015 HLE reports were organized

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/ additional cost	Status
The Office should strengthen its M&E and internal implementation reporting system on programmes and projects and make strong theory of change a compulsory requirement at all levels of ILO's RBM system	Strengthened M&E frameworks at the programme/DWCP/project proposal phase as well during the implementation stage with "complete" result frameworks (theory of change, objective, baselines, indicators, targets, milestones, and regular reporting, an M&E system). A "standard" results framework or logical framework (equipped with objectives, baselines, indicators, targets, and milestones)	• Update relevant guidance on DWCPs	PROGRAM/ PARDEV/EVAL	ONGOING PARDEV: PARDEV, in collaboration with PROGRAM and others, support M&E improvements for interventions funded by voluntary contributions, i.e. enhanced RBM focus in the appraisal of RBSA funded proposals, the updated DC Manual, and M&E evaluability check of proposals over $5 million). This work will need to continue taking into account increased demands from ILO's donors for strengthened M&E performance measurement EVAL: In addition, EVAL continues its work with certain donors to reconcile and ensure mutual benefits with ILO's M&E requirements and those of the donors PROGRAM: Work is undertaken as part of the actions related to "DWCP: a strong planning and programming tool" in the context the Implementation Plan of the Field Operations and Structure and Technical Cooperation Review
EVAL should continue to strengthen its efforts on impact evaluation in a more coordinated and rigorous manner	Office-wide impact and ex-post evaluation standards that provide sound methodological approaches available to the technical departments with EVAL oversight and support provided to ensure consistent quality	• Update and improve EVAL's guidance note on impact evaluation • Organize peer-review meetings to review impact evaluation / assessment proposals • Provide guidance and expertise on impact evaluation to technical departments on demand	EVAL $50 000 (recurring cost per year not available as part of core budget)	ONGOING Progress has generally been slow due to staff turnover. Some progress was made during the last quarter of 2015

APPENDIX II. RBM MATRICES FOR EVALUATION STRATEGY

Outcome 1: Improved use of evaluation by ILO constituents and management for governance		
Indicator	**Baseline**	**End target**
1.1. The frequency and quality of the EAC decisions and advice on relevance of evaluation programme of work to Governing Body policy decisions and strategic objectives of the Office; adequacy of follow-up to evaluation results	Three meetings in 2010; topics discussed for coming year only; no discussion of strategic use of evaluation recommendations	EAC convenes meetings and forums where analysis and dialogue on evaluation topics and follow-up lead to documented plans and follow-up for strategic use
1.2. Annual evaluation report synthesizes recommendations and lessons learned based on evaluations	Reporting on implementation of evaluation strategy without analysis of broader ILO effectiveness	Annual evaluation reporting based on analysis of evaluation reports
1.3. High-level evaluations assess the contributions of technical and decent work country strategies to the SPF and programme and budget outcomes	External quality rating of evaluations; 2005–09 (from independent external evaluation)	High-level evaluations better inform governance-level strategic and programming decisions

Biennial milestones for Outcome 1			
2010–11	**2012–13**	**2014–15**	**2016-17**
1.1. 2011: EAC schedule, procedures and deliverables specified in new action plan; formal record of recommendations for evaluation programme of work (2012–13); record of EAC advice on use of specific recommendations	Four meetings per year; record of recommendations for evaluation programme of work (2013–14); record of EAC advice on use of specific recommendations	Four meetings per year; formal record of recommendations for evaluation programme of work (2015–16); record of EAC advice on use of specific recommendations	Four meetings per year; formal record of recommendations for evaluation programme of work (2017–18); record of EAC advice on recommendation use; EAC will coalesce support to address cross-cutting office-wide issues that are identified in evaluations
1.2. Performance information in annual evaluation report based on analysis of reports; results discussed by Programme, Financial and Administrative Committee	2013: Improved annual evaluation report based on Governing Body feedback; results feed into the Programme and Budget for 2014–15	2015: Annual evaluation report used in developing new SPF and programme budget	2016: Annual Evaluation Report and the IEE of EVAL that will take place in 2016 will be used to develop the new 2018–21 SPF and EVAL's results-based strategy
1.3. Results of internal peer review of	Results of internal peer review of	Results of external evaluation show high	Independent external evaluation of the ILO's evaluation

high-level evaluations 2010–11 register satisfactory quality	high-level evaluations 2012–13 register satisfactory quality	satisfaction with RBM link and usability of high-level evaluations 2010–15	function will inform EVAL's new evaluation strategy and the 2018–21 SPF

Outcome 2: Harmonized Office-wide evaluation practice to support transparency and accountability			
Indicator		**Baseline**	**End target**
2.1. By 2015, 100 per cent of DWCPs and projects would have mechanisms in place for regularly engaging constituents in the use of evaluation processes (recommendations specifically targeted at constituents)		Nil.[5]	Periodic ex post surveys and reporting of management response and follow-up shows that 100 per cent of evaluations address constituent involvement
2.2. Upgrade and expand the use of evaluations for management (decentralized)		Count of self, internal, thematic and impact evaluations conducted by sectors and regions	All regions and sectors have biennial evaluation plans coordinated by focal points that link to management accountability and organizational learning, and which are reviewed by the EAC
Biennial milestones for Outcome 2			
2010–11	**2012–13**	**2014–15**	**2016-17**
2.1. 2011: Initial survey to constituents based on 2010 evaluations completed sets baseline measure	2013: 25 per cent participation achieved for those recommendations specifically targeted at constituents over 2011 levels	2015: 50 per cent participation achieved for those recommendations specifically targeted at constituents over 2012-13 levels	2017: 75 per cent participation achieved for those recommendations specifically targeted at constituents over 2014-15 levels
2.2. 20 per cent increase in collection of mandated internal evaluations available for use by management	50 per cent increase in collection of mandated internal evaluations available for use by management over 2011 levels	75 per cent increase in collection of mandated internal evaluations available for use by management over 2012-13 levels	95 per cent increase in collection of mandated internal evaluations available for use by management over 2014-15 levels

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[5] No constituents were part of the exercise that would have informed the baseline.

Outcome 3: Evaluation capability expanded through enhanced knowledge, skills and tools			
Indicator		**Baseline**	**End Target**
3.1. Evaluation capacity and practice among ILO staff and constituents improved		Number of staff and constituents receiving technical training and hands-on support	All interested constituents can avail themselves of training in specialized evaluation skills
3.2. Standardized roles and responsibilities are applied to evaluation officers and focal points throughout the ILO		No standardized job descriptions for evaluation officers; compliance with evaluation guidelines unknown	Evaluation responsibilities standardized and specified in job descriptions for focal points; EVAL participation in performance appraisals for all evaluation officers and focal points
Biennial milestones for Outcome 3			
2010-11	**2012-13**	**2014-15**	**2016-17**
3.1 75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training	75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training over 2011 levels (150)	75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training over 2012–13 levels (225)	75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training over 2012–13 levels (300)
3.2 ILO generic job descriptions are developed for evaluation officers	2013: Internal governance document adopted and applied for evaluation policy and roles and responsibilities of officials in the evaluation network	• Regional evaluation officers have specific and standardized evaluation responsibilities included in their job descriptions • Establish certification procedures for evaluation managers with input into their performance appraisals from EVAL	• Departmental evaluation focal points have elements of evaluation responsibilities included in their job descriptions, with input from EVAL for the corresponding part of their performance appraisals • Certified evaluation managers receive recognition in their performance appraisals

APPENDIX III. DECENTRALIZED INDEPENDENT EVALUATIONS BY TECHNICAL TOPIC

	Technical area	Number	% of total
Employment	Employment policies and advisory services	5	
	Employment-intensive investment	3	
	Skills Development	2	
	Total	10	27%
Governance and Tripartism	Elimination of child labour	8	
	Fundamental Principles and Rights at Work - Declaration	3	
	Labour Administration	1	
	Social Dialogue	4	
	Total	16	43%
Work Quality	Gender	1	
	Migration	3	
	ILO/AIDS	1	
	Social Protection	1	
	Total	6	16 %
Enterprises	Enterprise development	3	
	Crisis intervention	1	
	Multilaterals	1	
	Total	5	14 %
	GRAND TOTAL	37	100 %

APPENDIX IV. INDEPENDENT PROJECT EVALUATIONS CONDUCTED FOR 2014

The following table is arranged by thematic and geographic areas, listing the 37 independent evaluations of technical cooperation projects completed in 2014. There were 34 managed by ILO staff and 3 conducted under the management of either an external organization or a joint programme. The management response exercise was conducted for 33 of the received evaluations managed by ILO, 6 of these were conducted through the IPEC mechanism. Among these independent evaluations, 28 were final and 9 were midterm evaluations.

Strategic objective: Employment (10)

Country/ Region	Donor	Title of Project	Administrative Office
ILO Managed Evaluations (10)			
Bangladesh	European Union	Technical and vocational education training (TVET) reform in Bangladesh - Final Evaluation	CO-Dhaka
Cameroon	Cameroon	Programme national de réhabilitation et de construction des routes rurales au Cameroun (PNR2) - Évaluation finale	DWT/CO-Yaoundé
Colombia	Colombia	Programa de fortalecimiento institucional para la promoción del empleo decente en Colombia - Evaluación final	DWT/CO-Lima
Democratic Republic of Congo	Belgium	Programme d'activités pour l'emploi des jeunes dans la province du Katanga (PAEJK) - Final Evaluation	CO-Kinshasa
Inter-regional - Africa	Denmark	Renforcement des compétences pour l'emploi des jeunes et le développement rural en Afrique de l'Ouest (Bénin) - Évaluation finale	DWT/CO-Dakar
Inter-regional - Asia	Korea	ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade - Final Evaluation	RO-Asia and the Pacific
Inter-regional	Sweden	National Employment Policies (NEP) and Youth Employment - Outcome 1 and 2 ILO-SIDA Partnership evaluation	EMP/POL
Liberia	African Development Bank	Labour-based Public Works Project in Liberia	CO-Abuja
South Africa	Netherlands	Promotion of Decent Work in Southern African Ports (Phase II) - Midterm Evaluation	CO-Pretoria
Tunisia	European Union	Création d'emplois et accompagnement à la réinsertion en complétant les dispositifs de l'Etat en Tunisie - Évaluation mi-parcours	DEV/INVEST

Governance and Tripartism (16)

Country/ Region	Donor	Title of Project	Administrative Office
ILO Managed Evaluations (13)			
Brazil	Japan Tobacco International SA	A programme to reduce WFCL in tobacco growing communities in Brazil – Final Evaluation	CO-Brasilia
Egypt	USA. Agency for International Development	Creating a conducive environment for the effective recognition and implementation of fundamental principles and rights at work in Egypt - Final evaluation	DWT/CO-Cairo
Haiti	USA, Department of State	Protecting children from child labour during the early recovery phase in Haiti - Final Evaluation	DWT/CO-San Jose
Inter-regional – Africa	USA, Child Labor Program	Eliminating the worst forms of child labour in West Africa and strengthening sub-regional cooperation through ECOWAS II - Final Evaluation	DWT/CO-Dakar
Inter-regional - Americas	Brazil	Apoyo al programa de alianza para prevenir y eliminar el trabajo infantil - Evaluación intermedia	CO-Brasilia
	Spain	Erradicación del trabajo infantil en América Latina - Fase IV y Programa de educación y observatorio de erradicación del trabajo infantil - Evaluación final	RO-Latin America and the Caribbean
Inter-regional	Sweden	Freedom of association, collective bargaining (Outcome 14) - Final evaluation	DECLARATION
		Maritime Labour Convention (Global Product, Outcome 18) - Final Evaluation	ACT/EMP
	Norway	Employers have strong, independent and representative organization (Outcome 9) - Final evaluation	
		Good governance through labour administration and labour inspection - Final Evaluation	LAB/ADMIN/OSH
		Workers have strong, independent and representative organizations & Trade unions for social justice (Outcome 10) Partnership evaluation	ACTRAV
Mexico	USA, Child Labor Program	Alto al trabajo infantil en la agricultura: Contribución a la prevención y erradicación del trabajo infantil en México - Evaluación final	CO-Mexico
Morocco	Canada	Promoting fundamental principles and rights at work through social dialogue and gender equality - Final evaluation	DWT/CO-Cairo

Joint or Externally Managed Evaluations (3)			
Egypt	USA, Department of Labor	Promoting fundamental principles and rights at work and social dialogue in Egypt- Final External Evaluation	DWT/CO-Cairo
	World Food Programme	Combating worst forms of child labor by reinforcing policy response and promoting sustainable livelihoods - Final External Evaluation	DWT/CO-Cairo
Inter-regional	European Union	Tackling child labour through education - Global (TACKLE) - Externally -managed Final Evaluation	IPEC

Work Quality (6)

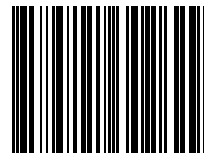| Country/ Region	Donor	Title of Project	Administrative Office
ILO Managed Evaluations (6)			
Inter-regional - Asia	Canada	Tripartite action to protect migrants from labour exploitation (ASEAN TRIANGLE) - Midterm evaluation (NYR)	CO-Bangkok
Inter-regional	Norway	Responding effectively to the HIV/AIDS epidemic in the world of work: Country programmes - Final Evaluation	ILO-AIDS
		Outcome 17: Promoting gender equality and women's empowerment in the World of Work - Phase III - Final Evaluation	GENDER
	European Union	Promoting decent work across borders: A pilot project for migrant health professionals and skilled workers - Midterm Evaluation	CO-Manila
		Promoting decent work across borders: A pilot project for migrant health professionals and skilled workers - Final Evaluation	
	Sweden	Making Decent Work a reality for domestic workers - Final evaluation	INWORK

Enterprises (5)

Country/ Region	Donor	Title of Project	Administrative Office
ILO Managed Evaluations (5)			
Inter-regional	European Union	Monitoring and Assessing Decent Work in Developing Countries (MAP) - Final Evaluation	Integration
Philippines	Australia	Typhoon Bopha Philppines: Joint response to post-calamity interventions, local resource based employment generation and livelihood recovery - Final Evaluation	CO-Manila
South Africa	South Africa	Support to the Limpopo Department of Public Works on the implementation of the Expanded Public Works Programme (EPWP) - Midterm Evaluation	CO-Pretoria
		Support to the National Department of Public Works on the implementation of the Expanded Public Works Programme (EPWP) in the Limpopo Province - Midterm Evaluation	
	Belgium, Flanders International Cooperation Agency	Employment creation through small and medium scale enterprise development in Free State - Midterm evaluation	

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