



International
Labour
Organization

Evaluation Office

► Synthesis reviews & meta-studies

► Decent work results and effectiveness of ILO operations: Ex-post meta-analysis of development cooperation evaluations, 2020 and 2021 (partial)

September 2021



► **Decent work results
and effectiveness of ILO
operations: Ex-post meta-analysis
of development cooperation
evaluations, 2020 and 2021
(partial)**

September 2021

Evaluation Office

Copyright © International Labour Organization 2021
First published 2021

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Licensing), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: rights@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with a reproduction rights organization may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organization in your country.

ISBN 978-92-2-035469-8 (web pdf)

The designations employed in ILO publications, 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 International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

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

Information on ILO publications and digital products can be found at: www.ilo.org/publns.

Printed in Switzerland

Produced by the Publications Production Unit (PRODOC) of the ILO.

Graphic and typographic design, layout and composition,
printing, electronic publishing and distribution.

The ILO endeavours to use paper sourced from forests managed
in an environmentally sustainable and socially responsible manner.

Code: JMB-REP

► Contents

Acknowledgements	ix
-------------------------	-----------

Abbreviations	x
----------------------	----------

Introduction	xii
---------------------	------------

1. Introduction	1
------------------------	----------

1.1. Methodology	1
1.1.1 Presentation of the sample	1
1.1.2 Review and scoring process	3
1.1.3 Analysis	5
1.2. Limitations	5
1.3. Structure of the report	6

2. Findings: Effectiveness Review	8
--	----------

2.1. Overview of results for 2020	8
2.2. Overview of results for 2021 sample	9
2.3. Strategic relevance and alignment	10
2.3.1 Results for 2020	10
2.3.2 Partial results for 2021	11
2.3.3 Link between project purpose and/or objectives with P&B outcome	11
2.3.4 Causal link between project objectives and DWCP outcomes	12
2.3.5 Constituent support	12
2.3.6 Validity of design/approach	13
2.3.7 Pro-poor focus	14
2.3.8 Gender responsiveness	17
2.4. Effectiveness, sustainability and impact	18
2.4.1 Results for 2020	19
2.4.2 Partial results for 2021	19
2.4.3 Quality and completeness of outputs	21
2.4.4 Achievement of immediate objectives	22
2.4.5 Knowledge development	23
2.4.6 Capacity-building	25
2.4.7 Normative work/standards promotion	28
2.4.8 Policy influence	29
2.4.9 Strategic importance of results achieved	31

2.4.10 Strategic relationships	33
2.4.11 Tripartite processes and social dialogue	34
2.4.12 Sustainability	36
2.4.13 Acknowledgement and use of ILO expertise	38
2.4.14 Resource leveraging	39
2.5. Implementation performance and efficiency of management and resource use	40
2.5.1 Results for 2020	40
2.5.2 Partial results for 2021	41
2.5.3 RBM approach and goal orientation	42
2.5.4 Project (implementation) management	43
2.5.5 ILO support to project	44
2.5.6 Internal ILO coordination	45
2.5.7 Monitoring and reporting	46
2.5.8 Visibility and accessibility of knowledge and information	48
2.5.9 Cost-efficiency	49
2.5.10 Adequacy of resources	50
2.6. Results from the new criteria	51
2.6.1 Consistency and contribution to SDG targets	52
2.6.2 Disability inclusion	53
2.6.3 Just transition to environmental sustainability	54
3. Factors contributing to the effectiveness of the most successful projects	57
4. Comparison of meta-analysis findings	60
4.1. Strategic relevance and alignment	60
4.2. Effectiveness, sustainability and impact	61
4.3. Implementation performance and efficiency of management and resource use	62
5. Conclusions	64
5.1. Strategic relevance and alignment	64
5.2. Effectiveness, sustainability and impact	64
5.3. Implementation performance and efficiency of management and resource use	65
5.4. Results from the new criteria: The ILO's development cooperation concerns	65
6. Recommendations for a way forward	67

Annexes	69
Annex 1: Evaluation reports reviewed	70
Annex 2: Scoring Matrix: performance criteria and rubrics	73
Annex 3: Analysis by Median Scores	79
Annex 4: Summary of performance criteria and coverage by Meta-analysis	84

List of figures

► Figure 1.	2020 evaluation reports by P&B outcome and region	2
► Figure 2.	Selected evaluation reports for 2021 by P&B outcome and region (n=13)	3
► Figure 3.	Distribution of scores by performance criteria – 2020 evaluation reports (n=35)	8
► Figure 4.	Distribution of scores by performance criteria – 2021 evaluation reports (n=13)	9
► Figure 5.	Strategic relevance and alignment: Percentage of more successful scores by performance criteria (2020)	10
► Figure 6.	Strategic relevance and alignment: Percentage of more successful scores by performance criteria (2021 sample)	11
► Figure 7.	Effectiveness, sustainability and impact: Percentage of more successful scores by performance criteria (2020)	19
► Figure 8.	Effectiveness, sustainability and impact: Percentage of more successful scores by performance criteria (2021 sample)	20
► Figure 9.	Implementation performance and efficiency of management and resource use: Percentage of more successful scores by performance criteria (2020)	41
► Figure 10.	Implementation performance and efficiency of management and resource use: Percentage of more successful scores by performance criteria (2021 sample)	41
► Figure 11.	The ILO's development cooperation concerns: Percentage of more successful scores by performance criteria (2020 and 2021 partial)	51
► Figure 12.	Consistency and contribution to SDG targets: Distribution of ratings by year	53
► Figure 13.	Disability inclusion: Distribution of ratings by year	54
► Figure 14.	Just transition to environmental sustainability: Distribution of ratings by year	55
► Figure 15.	Percentage of "Successful" and "Highly successful" scores by performance criteria and by Effectiveness Review: Strategic Relevance and Alignment	60
► Figure 16.	Percentage of "Successful" and "Highly successful" scores by performance criteria and by Effectiveness Review: Effectiveness, Sustainability and Impact	61
► Figure 17.	Percentage of "Successful" and "Highly successful" scores by performance criteria and by Effectiveness Review: Implementation Performance and Efficiency of Management and Resource Use	62
► Figure 18.	Median ratings on strategic relevance and alignment performance criteria (2020)	79
► Figure 19.	Median ratings on strategic relevance and alignment performance criteria (2021 sample)	80
► Figure 20.	Median ratings on effectiveness, sustainability and impact performance criteria (2020)	80
► Figure 21.	Median ratings on effectiveness, sustainability and impact performance criteria (2021 sample)	81
► Figure 22.	Median ratings on implementation performance and efficiency of management and resource use performance criteria (2020)	82
► Figure 23.	Median ratings on implementation performance and efficiency of management and resource use performance criteria (2021 sample)	82

List of boxes

► Box 1.	Limitations due to COVID-19	6
► Box 2.	Results for 2021 sample. Coverage: 77 per cent	12
► Box 3.	Results for 2021 sample. Coverage: 69 per cent	12
► Box 4.	Results for 2021 sample. Coverage: 92 per cent	13
► Box 5.	Results for 2021 sample. Coverage: 92 per cent	14
► Box 6.	Results for 2021 sample. Coverage: 100 per cent	15
► Box 7.	The effects of COVID-19 on vulnerable groups	16
► Box 8.	Results for 2021 sample. Coverage: 100 per cent	18
► Box 9.	The effects of the COVID-19 crisis on project effectiveness, sustainability and impact	20
► Box 10.	Effects of the COVID-19 crisis on quality and completeness of outputs	21
► Box 11.	Results for 2021 sample. Coverage: 100 per cent	22
► Box 12.	Results for 2021 sample. Coverage: 100 per cent	22
► Box 13.	Results for 2021 sample. Coverage: 92 per cent	25
► Box 14.	Results for 2021 sample. Coverage: 100 per cent	26
► Box 15.	Effects of the COVID-19 crisis on capacity-building initiatives	27
► Box 16.	Results for 2021 sample. Coverage: 100 per cent	29
► Box 17.	Results for 2021 sample. Coverage: 100 per cent	31
► Box 18.	Results for 2021 sample. Coverage: 100 per cent	32
► Box 19.	Results for 2021 sample. Coverage: 100 per cent	34
► Box 20.	Results for 2021 sample. Coverage: 100 per cent	36
► Box 21.	Effects of the COVID-19 crisis on sustainability	37
► Box 22.	Results for 2021 sample. Coverage: 100 per cent	37
► Box 23.	Results for 2021 sample. Coverage: 92 per cent	38
► Box 24.	Results for 2021 sample. Coverage: 62 per cent	40
► Box 25.	Results for 2021 sample. Coverage: 100 per cent	42
► Box 26.	Results for 2021 sample. Coverage: 85 per cent	43
► Box 27.	Results for 2021 sample. Coverage: 92 per cent	44
► Box 28.	Results for 2021 sample. Coverage: 69 per cent	46
► Box 29.	Results for 2021 sample. Coverage: 100 per cent	47

- Decent work results and effectiveness of ILO operations: Ex-post meta-analysis of development cooperation evaluations, 2020 and 2021 (partial)

► Box 30.	Results for 2021 sample. Coverage: 100 per cent	48
► Box 31.	Results for 2021 sample. Coverage: 100 per cent	50
► Box 32.	Results for 2021 sample. Coverage: 100 per cent	51
► Box 33.	Results for 2021 sample. Coverage: 100 per cent	52
► Box 34.	Results for 2021 sample. Coverage: 100 per cent	53
► Box 35.	Malaysia case study: Progress towards a just transition to environmental sustainability	55
► Box 36.	Results for 2021 sample. Coverage: 100 per cent	55

List of tables

► Table 1.	Meta-analysis framework	4
► Table 2.	Four-point scoring system	4
► Table 3.	Median rating on performance criteria by meta-analysis (all on a 4-point scale)	83

► Acknowledgements

As part of the 2018–21 ILO Evaluation Strategy, the Evaluation Office (EVAL) regularly assesses development cooperation initiatives to obtain quality and reliable information on the ILO's effectiveness and operational performance.

Since 2011, EVAL has undertaken biennial effectiveness assessments based on independent project evaluations. A set of predefined performance criteria is used to assess the effectiveness of operations. The methodology was adjusted and fine-tuned in 2020, without compromising comparability, to enable more comprehensive reporting and validation of results vis-à-vis current development cooperation concerns.

This latest study provides an independent analysis of the ILO's decent work results, and is based on all project evaluations completed in 2020 and those available from 2021. It also presents findings that emanated from retrospectively comparing decent work results and effectiveness. Special attention has been given in this report to the implication of the COVID-19 pandemic on effectiveness and operational performance.

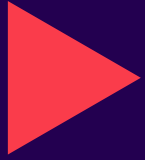
A team composed of Magali Bonne-Moreau (team leader), Agustina Bayley and Nuria Moya Guzman carried out the meta-analysis. Patricia Vidal Hurtado, Evaluation Officer in EVAL, was the task manager; Guy Thijs, Director of EVAL, provided oversight and guidance to ensure the independence and quality of the meta-analysis.

Any errors and omissions are the responsibility of EVAL.

► Abbreviations

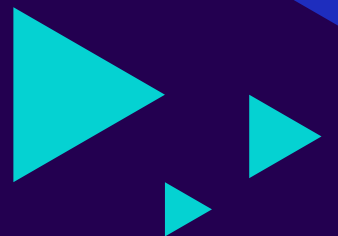
ACT/EMP	ILO Bureau for Employers' Activities
ACTRAV	ILO Bureau for Workers' Activities
ASAM	Association for Solidarity with Asylum-Seekers and Migrants
CPO	Country Programme Outcome
CSO	Civil Society Organization
DCOMM	ILO Department of Communication and Public Information
DIALOGUE	ILO Social Dialogue and Tripartism Unit
DJY	Decent Jobs for Youth
DWCP	Decent Work Country Programme
DWIT	Addressing Decent Work Deficits in the Tobacco Sector of Zambia and Tanzania Project
EC	European Commission
EIIP	Employment Intensive Investment Programme
EU	European Union
EVAL	ILO Evaluation Office
EYE	Employment for Youth in Egypt
FAO	Food and Agriculture Organization of the United Nations
FEI	Federation of Egyptian Industries
FOPRODER	Formation professionnelle pour le développement rural (Professional Training for Rural Development)
FUNDAMENTALS	ILO Fundamental Principles and Rights at Work Branch
GEDI	ILO Gender, Equality, Diversity and Inclusion Branch
ILO	International Labour Organization
INFOTEC	ILO Information and Technology Management Department
INWORK	ILO Inclusive Labour Market, Labour Relations and Working Conditions Branch
ITC-ILO	International Training Centre of the ILO
KAB	Know about Business
LABOURLAW	ILO Labour Law and Reform Unit
M&E	Monitoring and Evaluation
MSD	Market Systems Development
NGO	Non-Governmental Organization
NORMES	ILO International Labour Standards Department
OSH	Occupational Safety and Health
P&B	ILO Programme and Budget

PARDEV	ILO Partnerships and Field Support Department
PROGRAM	ILO Strategic Programming and Management Department
PWD	Person with Disabilities
R4D	Roads for Development
RBM	Results-based Management
RBSA	Regular Budget Supplementary Account
SCORE	Sustaining Competitive and Responsible Enterprises
SDGs	Sustainable Development Goals
SECO	Swiss State Secretariat for Economic Affairs
Sida	Swedish International Development Cooperation Agency
SIYB	Start and Improve Your Business
SMEs	Small and Medium-sized Enterprises
STATISTICS	ILO Department of Statistics
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
WFP	World Food Programme



1

Introduction



► 1. Introduction

This review is part of a series of meta-analyses of project evaluations commissioned by EVAL since 2011, as part of its efforts to provide regular feedback to the ILO on its effectiveness in advancing decent work. Previous studies covered the periods 2009–10,¹ 2011–12,² 2013–16,³ 2017–18⁴ and 2019–20 (partial);⁵ a meta-study of Regular Budget Supplementary Account (RBSA)-supported interventions covering the period 2013–17 was also conducted.⁶ Since 2020, a rolling approach has been adopted, reviewing all independent evaluation reports as they are completed, and analysing the set annually.

This meta-analysis includes all independent project evaluations completed in 2020 and a selection of evaluations from 2021. It examines development effectiveness in the delivery of decent work results, by focusing on relevance, coherence, effectiveness, efficiency and sustainability of results; and by providing evidence of results supporting achievement of decent work outcomes. A comparative approach is taken, drawing on findings from previous meta-analyses to assess recent trends in performance. Findings and recommendations aim to guide the ILO's operational approach to development cooperation interventions, and are summarized in EVAL's Annual Evaluation Report to the Governing Body.⁷

1.1. Methodology

The meta-analysis uses EVAL's established approach and methodology to rate decent work results and synthesize qualitative findings on performance from all ILO final independent reports produced in 2020, and a sample of reports produced in 2021. The key question asked is: "How effective are ILO projects in delivering decent work results?" Several recommendations on operational and substantive aspects are put forward to enhance this effectiveness.

There has been overall consistency in the approach and methodology since 2013, and this allows for comparisons across the years, although some modifications to rubrics were made to better capture results in 2021; changes are briefly described in section 1.1.2. In the case of this study, results are compared with ratings for the previous two meta-studies.

1.1.1 Presentation of the sample

The total universe of ILO evaluations for 2020 was 35 final evaluation reports,⁸ as generated by EVAL staff from the i-eval Discovery database⁹ and imported into Excel spreadsheets. All final independent evaluation reports provided to the consulting team before June 2021¹⁰ were included in the partial sample for 2021, increasing the sample by 13, leading to a total of 48 reports.

1 ILO, *Decent work results and effectiveness of ILO operations: A meta-analysis of project evaluations, 2009–2010*.

2 ILO, *Decent work results and effectiveness of ILO technical cooperation: A meta-analysis of project evaluations, 2011–2012*.

3 ILO, *Decent work results and effectiveness of ILO operations: A meta-analysis of development cooperation evaluations, 2013–2016*.

4 ILO, *Decent work results and effectiveness of ILO operations: Ex-post meta-analysis of development cooperation evaluations, 2017–2018*.

5 ILO, *Decent work results and effectiveness of ILO operations: An ex-post meta-analysis of development cooperation evaluations, 2019–2020*. Since 2020, the sampling approach to project evaluations has been modified to include all evaluations conducted within a year, as well as a selection from the following year.

6 ILO, *Independent Review of Effectiveness of Regular Budget Supplementary Accounts (RBSA) supported interventions in delivering Decent Work Results, 2013–2017*.

7 Available at <https://www.ilo.org/eval/Evaluationreports/annual/lang-en/index.htm>.

8 These include eight evaluation reports assessed in the previous decent work results meta-analysis.

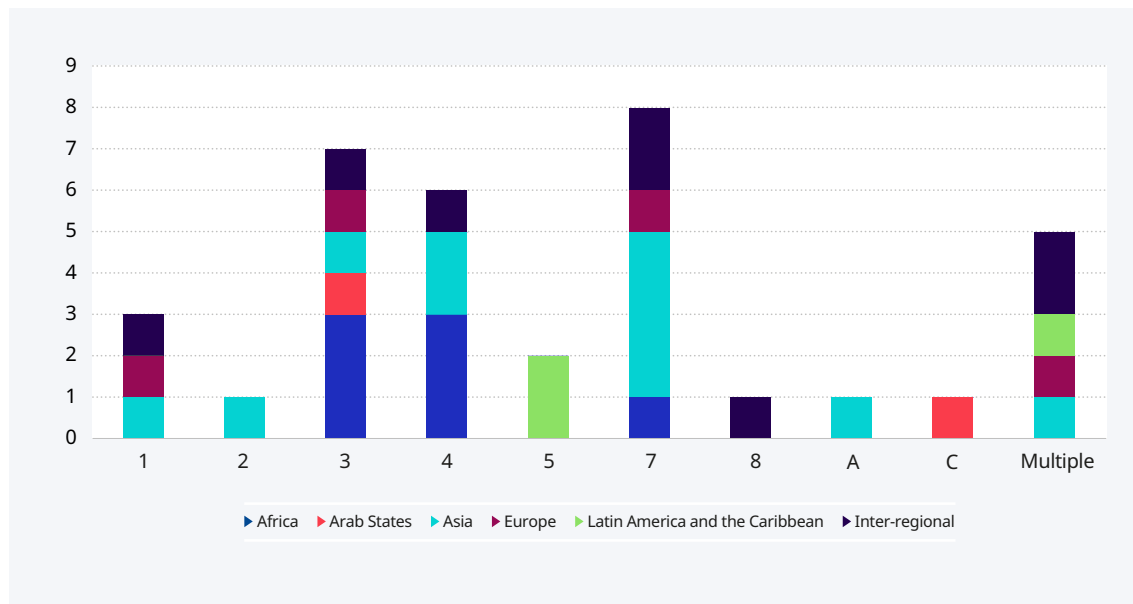
9 Available at <https://www.ilo.org/ievaldiscovery/#bd57f6r>.

10 The 2021 sample included reports completed from January 2021 to April 2021; no additional reports were delivered to the evaluation team before the 1 June 2021 cut-off date.

In the database, evaluation reports are tagged by a number of descriptors: evaluation type, evaluation timing, manager, administrative unit (which indicates region), country, technical unit, funding source and technical/development cooperation (TC/DC) symbol. Meta-data regarding the year and associated programme and budget (P&B) outcomes was added. Whenever possible, quality ratings from the ILO's external quality appraisal process were provided by EVAL.

An overview of the 2020 reports by P&B outcome¹¹ and region is presented in figure 1. The distribution shows that there was highest coverage of Outcomes 7 and 3, followed by Outcomes 4 and 1. Five reports covered interventions promoting multiple outcomes, and Policy Outcome 6 and Enabling Outcome B were not covered by any of the reports. In terms of regional coverage, the highest number of evaluation reports focused on Asia (11), followed by multiple regions (8), Africa (7), Europe (4), Latin America and the Caribbean (3) and Arab States (2).

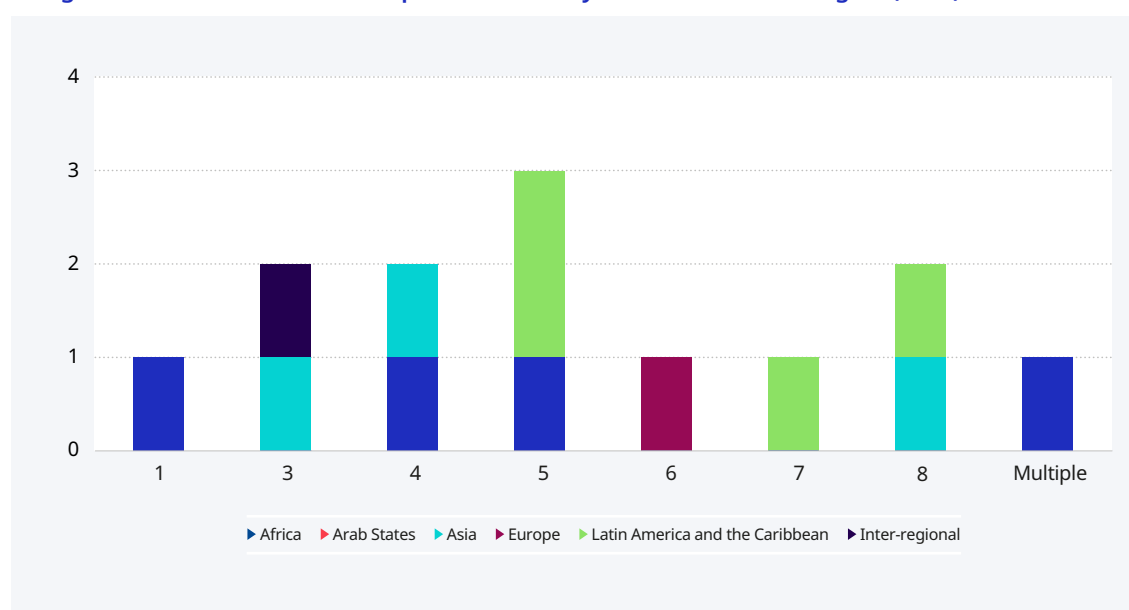
► Figure 1. 2020 evaluation reports by P&B outcome and region



The 2021 sample by P&B outcome and region is presented in figure 2. Three reports addressed P&B Outcome 5; two addressed Outcomes 3, 4 and 8; only one each addressed Outcomes 1, 6 and 7; and one report was linked to multiple outcomes. In terms of regional coverage, the highest number of evaluation reports focused on Africa and Latin America and the Caribbean (four), followed by Asia (three), with one report focusing on multiple regions, and another focusing on Europe. There were no reports covering ILO interventions in the Arab States during this period.

¹¹ The eight policy outcomes in the ILO Programme and Budget for the 2020–21 biennium are as follows: Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue; Outcome 2: International labour standards and authoritative and effective supervision; Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all; Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work; Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market; Outcome 6: Gender equality and equal opportunities and treatment for all in the world of work; Outcome 7: Adequate and effective protection at work for all; Outcome 8: Comprehensive and sustainable social protection for all. The three enabling outcomes are: Outcome A: Authoritative knowledge and high-impact partnerships for promoting decent work; Outcome B: Effective and efficient governance of the Organization; Outcome C: Efficient support services and effective use of ILO resources

► Figure 2. Selected evaluation reports for 2021 by P&B outcome and region (n=13)



A table presenting the distribution of the sample by region, P&B outcome and year is provided in Annex 1.

1.1.2 Review and scoring process

The ILO's technical cooperation performance was assessed through an ex-post performance rating based on findings of evaluation reports. Performance information of technical cooperation related to a list of predefined criteria (aligned with evaluation parameters recommended by the Organisation for Economic Co-operation and Development's Development Assistance Committee) – categorized under strategic relevance and alignment; effectiveness, sustainability and impact; implementation performance; and efficiency of management and resources used (see table 1) – was thus obtained from the evaluation reports and rated according to a four-point scoring system (see table 2). A matrix containing detailed descriptions of each level of scoring for each criterion was used for this meta-analysis (see Annex 2).

Several of these descriptions were modified in 2021 following a review of EVAL's Effectiveness Review methodology. The objective of the methodological review was to clarify certain performance criteria rubrics, better capture results in light of consistently low coverage and low ratings, and include revised Development Assistance Committee criteria and specific guidance from EVAL on adapting evaluations to the ILO's normative and social dialogue mandate. Rubrics were clarified regarding pro-poor focus (Criterion 1.5) and gender responsiveness (Criterion 1.6). A time dimension was added to the quality and completeness of outputs (Criterion 2.1); the notion of strategic importance was defined for Criterion 2.7; social dialogue was added to Criterion 2.9; and the concepts of ownership and capacity of stakeholders were included in the definition of sustainability (Criterion 2.10). Goal orientation (Criterion 3.1), one of the most weakly covered criterion in past studies, was modified to include a results-based management (RBM) approach, while clarifications were provided for Criteria 3.2, 3.4 and 3.5. Overall, these changes had a positive effect on coverage, without impacting comparability of scores.

Three new criteria were included to better capture the work done by the ILO related to current development cooperation concerns, such as the 2030 Agenda for Sustainable Development, United Nations Cooperation Frameworks, the recently launched UN System-wide Disability Inclusion Strategy, and efforts towards a just transition to environmental sustainability. The first two criteria were piloted in the previous Effectiveness Review, and included in the current one as well, with slight modifications. The third criterion was piloted in this metaanalysis. The proposed scoring definitions for these criteria are also presented in Annex 2.

► Table 1. Meta-analysis framework

Performance area	Criteria	
1. Strategic relevance and alignment	1.1. Link between project purpose and/or objectives with P&B outcome	1.4. Validity of design/approach
	1.2. Causal link between project objectives and Decent Work Country Programme (DWCP) outcome(s)	1.5. Pro-poor focus
	1.3. Constituent support	1.6. Gender responsiveness
2. Effectiveness, sustainability and impact	2.1. Quality and completeness of outputs	2.7. Strategic importance of results achieved
	2.2. Achievement of immediate objectives	2.8. Strategic relationships
	2.3. Knowledge development	2.9. Tripartite processes and social dialogue
	2.4. Capacity-building	2.10. Sustainability
	2.5. Normative work/standards promotion	2.11. Acknowledgement and use of ILO expertise and involvement
	2.6. Policy influence	2.12. Resource leveraging
3. Implementation performance and efficiency of management and resource use	3.1. Results-based management approach and goal orientation	3.5. Monitoring and reporting
	3.2. Implementation management	3.6. Visibility and accessibility of knowledge and information
	3.3. ILO support to project	3.7. Cost-efficiency
	3.4. Internal ILO coordination	3.8. Adequacy of resources
4. Current development cooperation concerns	4.1. Consistency and contribution of the intervention to the Sustainable Development Goals (SDGs)	4.3. Integration of just transition to environmental sustainability
	4.2. Disability inclusion	

► Table 2. Four-point scoring system

Unsuccessful	Partly successful	Successful	Highly successful
1	2	3	4
Highly deficient performance	Basic level of performance but stated need for improvement	Adequate level of performance and results	Very good level of performance and results

Criteria with insufficient evidence received a score of “0”, and were excluded in the quantitative analysis of performance.¹² To achieve the top score (4), evidence was needed to justify all aspects of the criterion description.

Qualitative information was obtained from each evaluation report to present evidence and justification for the score of each performance criterion, and to allow for more in-depth analysis. Both quantitative and qualitative results were entered in a master table in the form of an Excel spreadsheet. This allowed for the information to be centralized, and facilitated subsequent analysis.

¹² To take into account these limitations, the results sections provide information on extent of coverage (proportion of reports with scores from 1-4, excluding those with a score of 0), and on performance for each criterion.

1.1.3 Analysis

The data generated was analysed and presented visually, in the form of key summary tables and graphs, to allow for comparison with the results from the previous Decent Work Effectiveness Reviews. Quantitative data was used to provide information on project performance by criteria, by highlighting the percentage of projects having adequate-to-very good levels of performance and results (“more successful scores”), as well as the availability of performance information (“coverage”).

Median scores were also calculated as a measure of the central tendency to take into account ratings for the entire sample of reports, including projects where certain criteria were not addressed, and to identify projects that were most successful (see Chapter 3). As projects are rated on a scale of 1 (“Unsuccessful”) to 4 (“Highly successful”), a median score of 2.5 or above means that projects were successful in meeting the criterion, while a score below means they were partly or completely unsuccessful.

Qualitative data was used to provide evidence to support and explain the quantitative findings, and to deepen the thematic synthesis of trends, lessons learned and good practices from the meta-analysis. As such, all findings are backed by evidence and analysis. In-depth analysis was conducted based on key themes. A comparison of the 2020 meta-analysis results and partial 2021 results was conducted with those of previous studies covering the period 2017–18 and 2019, examining performance criteria results and extent of coverage (see Chapter 4).

For methodological robustness and quality assurance purposes, the evaluation team piloted the Performance Criteria Matrix, using the same report to determine shared understanding of the concepts defined in the rubrics, and to ensure inter-observer consistency. The reviewers then worked independently, scoring the reports, making comments in a column when relevant, and comparing and discussing scores afterwards. Extreme cases went through double appraisal, and questions were discussed with EVAL, as deemed appropriate.

1.2. Limitations

The main limitation was related to the extent and depth of information provided in the evaluation reports, as this had a direct influence on the ability of the reviewers to score them; this was also a key limitation in previous metaanalyses.

In several instances, evaluation reports did not answer the terms of reference questions, or reinterpreted them, leading to challenges when attributing scores. In other cases, the criteria used in the Effectiveness Review were not addressed in the evaluation terms of reference, hence limiting the evidence provided. This often led to reports obtaining a rating of 0 for that element, unless the evaluator spontaneously addressed the criterion, thus affecting the extent of coverage, and possibly influencing the interpretation of performance as well, especially in a comparative context. There were a few examples of projects being aligned with ILO strategic priorities, but no evidence of their link to DWCP outcomes or Country Programme Outcomes (CPOs); this was often the case for projects in post-conflict/refugee-hosting situations, where interventions were aligned with regional strategic plans, yet obtained a rating of 0, due to the absence of explicit links to DWCP outcomes or CPOs. Moreover, there was sometimes insufficient detail regarding certain criteria to be able to attribute a positive score, even though the reality on the ground may be different. It is thus important to take precautions when comparing criteria with similar performance levels, but with a different extent of coverage.

Scoring of thematic, cluster or regional evaluations proved to be problematic in cases where results differed from one country/area to the next. While it was possible to highlight variations qualitatively, it was difficult to represent these differences quantitatively, leading to possible misrepresentations of effectiveness in the scores. Furthermore, certain elements had overlapping criteria within a rubric; while one could be met, others could be absent, thus also influencing results. There were also several cases where evaluators looked for a regional strategy and links when conducting evaluations of independent projects in different countries; in such cases, the information provided was sometimes not aligned with the initial focus of the terms of reference.

Since the sample for 2021 is comprised of 13 independent evaluation reports, it is important to take this into account when comparing percentage results with those previous years that had larger sample sizes, as these partial findings may be misleading and may change as the sample increases.

Finally, the global COVID-19 pandemic has affected the way evaluations have been conducted since 2020, and limitations in accessing the field, collecting data and contacting stakeholders and beneficiaries may have influenced evidence provided in evaluation reports for 2020–21, as reflected in many of the reports reviewed.

► Box 1. Limitations due to COVID-19

COVID-19 was an item of discussion in 20 of the 35 evaluation reports conducted in 2020, and in all 13 evaluation reports from 2021. Evaluators highlighted specific challenges in conducting evaluations in the context of the global pandemic, as well as the effects of COVID-19-related restrictions on ILO interventions.

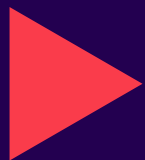
Regarding the effects on evaluation processes, travel limitations meant that evaluators had to limit or cancel field work and in-person meetings, and favoured online means of communications, in accordance with ILO EVAL guidance on undertaking evaluations during the COVID-19 crisis.¹³ Virtual meetings were associated with challenges as well in terms of accessibility, selection bias and limited connections, among others. In some instances, data collection processes had to be modified, reducing the depth of evaluation processes. There was increased reliance on national consultants, yet despite their involvement, lead evaluators noted challenges in interviewing key informants and beneficiaries and obtaining primary data, mostly due to restrictions at the local level. It was also noted that time allocated to national consultants/experts to assist in evaluations was insufficient.

1.3. Structure of the report

The report is structured as follows:

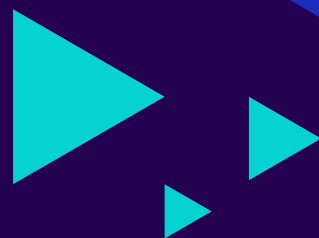
- The current chapter provides background information. It also presents the purpose of the study, the structure of the report, and the methodology used, as well as its limitations.
- Chapter 2 presents the results of the meta-analysis for 2020, and partial results for 2021, including an overview of results and main contributing factors; findings of individual performance criteria related to strategic relevance and alignment; effectiveness, sustainability and impact; and implementation performance and efficiency of management and resource use. Also presented are the results associated with the two pilot criteria of linkages with the Sustainable Development Goals (SDGs) and disability inclusion, as well as a just transition to environmental sustainability.
- Chapter 3 examines factors contributing to the most successful projects.
- Chapter 4 presents a comparison over time with the previous studies, as relevant.
- Chapter 5 outlines conclusions.
- Chapter 6 presents recommendations based on key findings.

¹³ ILO, *Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation*.



2

Findings: Effectiveness Review



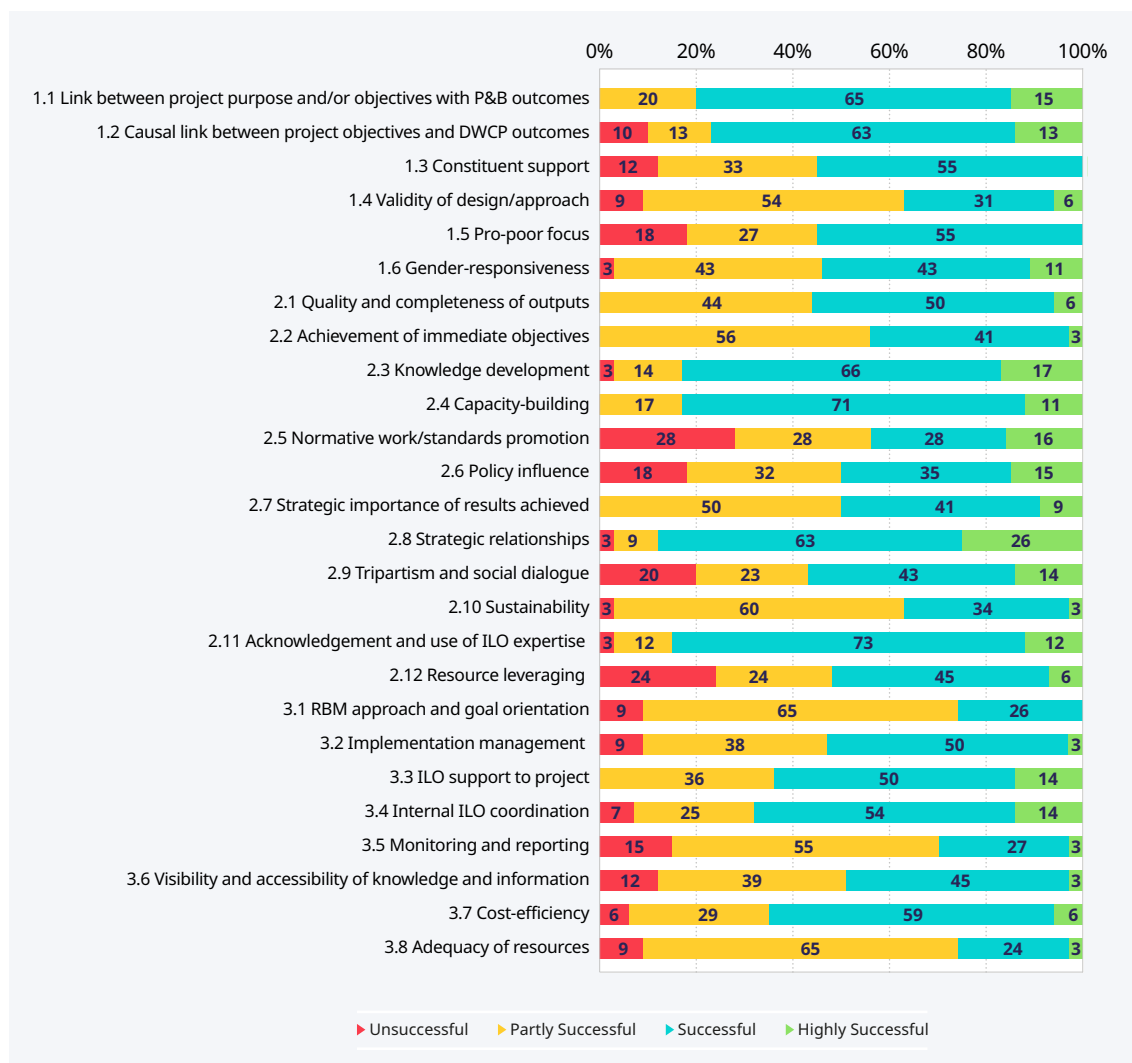
► 2. Findings: Effectiveness Review

The distribution of scores by performance criteria for 2020 and for the 2021 partial sample are presented in figures 3 and 4. The lightest shade of blue represents an “Unsuccessful” rating, light blue represents a “Partly successful” rating, medium blue represents a “Successful” rating, and dark blue represents a “Highly successful” rating.

2.1. Overview of results for 2020

The meta-analysis found that projects evaluated in 2020 had mixed results, with strengths in the areas of capacity-building, knowledge development and the development of strategic relationships. ILO interventions were well-aligned with DWCPs and CPOs, although the link to P&B strategic objectives was not as strong. Projects generally responded to stakeholder needs, and involved constituents in project design and implementation, although some progress could still be made.

► Figure 3. Distribution of scores by performance criteria – 2020 evaluation reports (n=35)

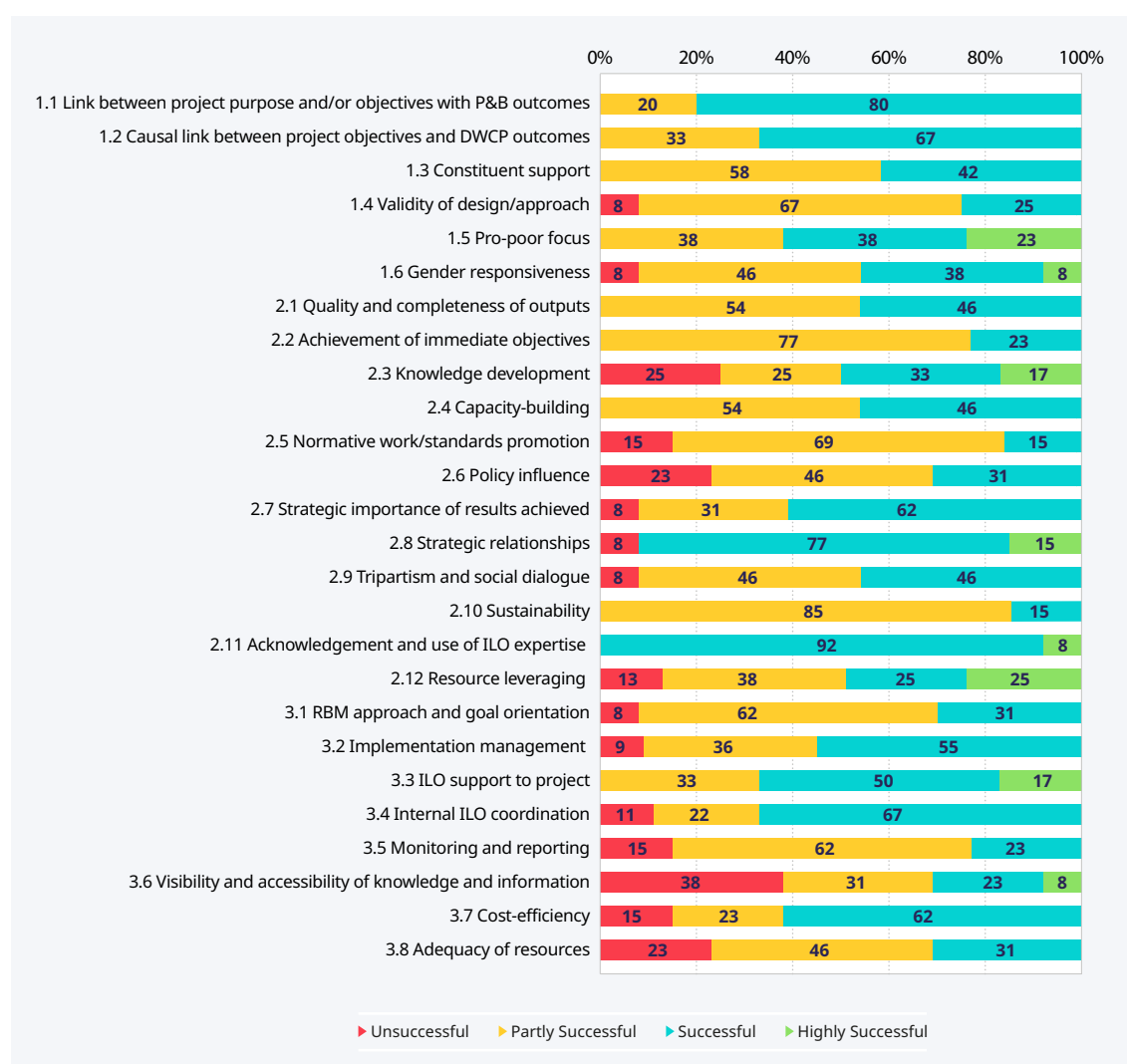


Several weaknesses were identified; the main ones were related to inadequate RBM frameworks and monitoring and reporting mechanisms. Despite good project management and internal ILO coordination, and evidence of cost-efficiency, resources were often found to be insufficient. There were also some important weaknesses related to the validity of project design/approach, and prospects for sustainability. There were missed opportunities to promote tripartism, social dialogue and international labour standards, and to take a strategic approach to address poverty. Finally, there were shortcomings regarding the extent to which outputs and immediate objectives were achieved, often due to challenges related to COVID-19.

2.2. Overview of results for 2021 sample

As shown in figure 4, the sample of projects evaluated in 2021 had mixed results overall. The link to P&B outcomes was strong, and there were positive results regarding the link to DWCPs and CPOs, as well as ample evidence of pro-poor focus. Other criteria in the areas of strategic relevance and alignment did not perform as well, with validity of design being the weakest area. Performance was also variable in the effectiveness, sustainability and impact category, with strong strategic relationships and the acknowledgement and use of ILO expertise; yet ratings were not as strong in other areas, namely knowledge development and

► Figure 4. Distribution of scores by performance criteria – 2021 evaluation reports (n=13)



capacity-building, reflecting the effects of the COVID-19 crisis, as the latter two criteria are usually key areas of strength. There was low-to-average performance regarding policy influence of ILO interventions, promotion of standards and normative work, and sustainability of interventions. Implementation performance and efficiency of management and resource use also showed heterogeneous results, with cost-efficient projects for the most part and good ILO support to projects and internal coordination. Significant weaknesses were found in goal orientation, monitoring and reporting, and adequacy of resources, as well as visibility and accessibility of knowledge and information.

2.3. Strategic relevance and alignment

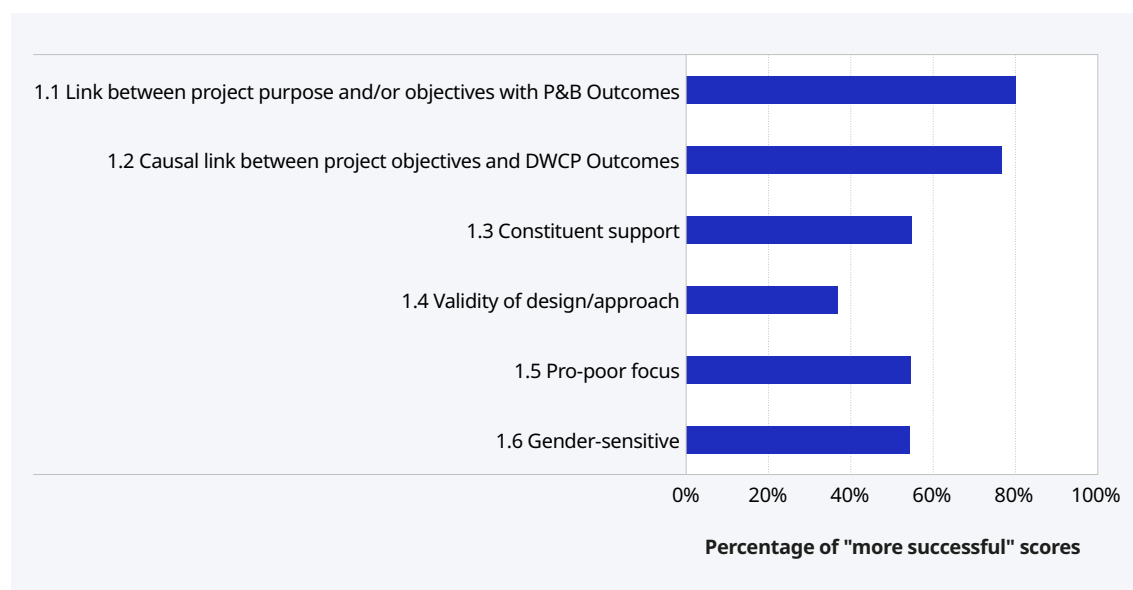
Six performance criteria were used to assess the strategic relevance and alignment of projects under review. These covered the links between project objectives and P&B outcomes; links with DWCP outcomes or CPOs; the extent to which projects responded to constituent needs and involved stakeholders in project design and implementation; the validity of the project design and technical approach, and their endorsement by stakeholders; and the extent to which poverty reduction and gender concerns were addressed in project design and implementation.

2.3.1 Results for 2020

Overall, there was strong coverage of the criteria, aside from the criterion related to the link between project objectives and P&B outcomes, which was only assessed in 57 per cent of reports. When this criterion was covered in the reports, a large majority of projects demonstrated relevance to P&B outcomes. The highest scores were related to this criterion and to the relevance of project objectives to DWCP outcomes (or CPOs); this criterion was well covered overall.

There were positive yet mixed results for constituent support, pro-poor focus and gender responsiveness, with over half of the projects performing well, and strong coverage overall. Most projects included a gender-sensitive approach to design and implementation, with progress made towards gender-related objectives; more than half of the interventions integrated a pro-poor perspective and promoted decent work, identifying specific target groups from vulnerable populations; and effects were often likely in another

► **Figure 5. Strategic relevance and alignment: Percentage of more successful scores by performance criteria (2020)**



quarter of the projects, due to localities chosen, target groups and the nature of interventions. Regarding constituent support, results were affected by variability in the extent to which social partners were involved in projects, and to which projects responded to national decent work needs.

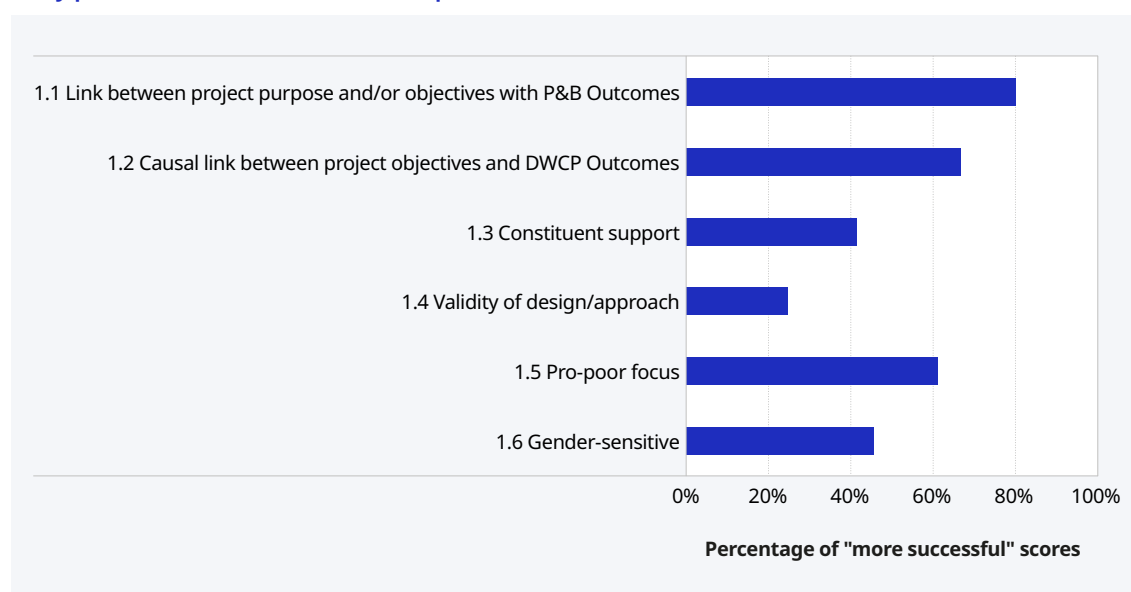
The main weakness in this performance category was related to validity of design, with only just over one third of the projects having good performance, due to inconsistencies in strategies and objectives, overambitious scopes, and lack of contextual and risk analysis.

2.3.2 Partial results for 2021

Coverage for the 2021 sample was good for most criteria in this category, except for relevance of projects to DWCP/CPOs, which was only addressed in just over two thirds of the reports.

Performance was variable, with links to P&B outcomes and to DWCPs/CPOs being the most highly-rated criteria. A majority of projects were successful in taking a pro-poor perspective and promoting decent work. Results were mixed regarding constituent involvement and support, as well as inclusion of gender in project design and implementation. The weakest area was validity of design/approach, which was partially successful for a majority of projects, with successful performance only noted in a quarter of the reports.

► **Figure 6. Strategic relevance and alignment: Percentage of more successful scores by performance criteria (2021 sample)**



2.3.3 Link between project purpose and/or objectives with P&B outcome

Coverage¹⁴: 57 per cent

Project objectives were aligned with P&B policy outcomes for a majority of reports (80 per cent) that covered this criterion, with constituents having a shared understanding (sometimes implicit) of what the interventions aimed to achieve. This was the most highly-rated criterion in this category, although coverage was somewhat limited. Highly successful scores were attributed to evaluations of the Swedish International

¹⁴ As mentioned in the methodology, coverage includes reports with scores of 1–4, but excludes those with a score of 0 (insufficient evidence available to be scored).

Development Cooperation Agency (Sida)–ILO Partnership Programme, which provided outcome-based funding to promote P&B Outcome 1 (E2-2020) and Outcome 7 (E2020-9), with clear evidence of inclusion of partners in defining areas to prioritize. A cluster evaluation of interventions in Guatemala showed strong links between ILO P&B priorities, as well as regional strategic priorities (E2020-10). There were instances of differences in understanding of project vision due to a lack of information provided to, or consensus between, relevant actors, despite good alignment with P&B outcomes, leading to “Partly successful” ratings (E2020-15, E2020-16). In some cases, relevance was contested by constituents, such as The Lab’s market systems approach, which was seen to be in conflict with the ILO’s more rights-based approach, for instance (E2020-6).

► **Box 2. Results for 2021 sample. Coverage: 77 per cent**

A majority (80 per cent) of evaluations that addressed this criterion found that there was a strong link between project purpose and objectives and P&B outcomes, as well as a shared understanding of these objectives by constituents. There was one instance where there was lack of agreement regarding some objectives between the different ILO bodies, namely the Andean Countries Office and the project team, limiting progress regarding cross-cutting issues and the implementation of standards (2021-10).

2.3.4 Causal link between project objectives and DWCP outcomes

Coverage: 86 per cent

More than three quarters of reports (77 per cent) had objectives clearly linked to DWCPs or CPOs, which responded to stakeholder demands. While in some cases there was no explicit link to DWCPs or CPOs, evidence provided demonstrated good alignment of projects with national priorities and needs (E2020-1, E2020-23), and there were also clear links to the ILO’s response to refugee crises (E2020-18). In several cases, even when project objectives were aligned with DWCP outcomes and/or CPOs, there were mixed results regarding the extent of these linkages and related actions, as well as variability in demand for the project (E2020-19, E2020-21).

► **Box 3. Results for 2021 sample. Coverage: 69 per cent**

Two thirds of the reports in the 2021 sample (67 per cent) where this criterion was covered found that project objectives responded to demands from stakeholders, with clear links to DWCPs or CPOs. For the remaining reports, links were unclear, due to lack of evidence provided regarding DWCPs and CPOs, leading to “Partly successful” ratings. In spite of this, one project in Turkey was clearly aligned with the Regional 3RP and the ILO’s response to the Syrian refugee crisis, and created synergies with the ILO’s strategic plan (E2021-2).

2.3.5 Constituent support

Coverage: 94 per cent

Just over one half (55 per cent) of the projects responded to national needs and successfully involved constituents in the planning, design and implementation of interventions, revealing an area of relative weakness, with no report obtaining a “Highly successful” rating. Successful projects built on previous partnerships, identified key players, and put in place stakeholder engagement strategies to promote participation and ownership, while responding to national needs and priorities, often through tripartite dialogue. Evidence of commitment and interest by constituents included participation in design and implementation, selection of specific sectors for action, agreement to serve on steering committees, attendance at regional and local coordination meetings, participation in working groups, and financial or in-kind support. In some cases,

constituents had limited involvement in project design, yet took part in implementation, and were satisfied with the ILO's approach; in others, only some constituent groups were involved.

Interventions with poor performance failed to involve different constituent groups in the project cycle, with certain groups being completely excluded from the process (E2020-15, 2020-25); also, there was lack of willingness and openness of key governmental instances and decision-making bodies to make progress towards project objectives or to be involved in projects, even when project objectives were seen as relevant (E2020-14, E2020-16, E2020-23). In one case, there was limited interest and demand overall for the project, with some countries requesting ILO assistance due to donor requirements (E2020-26). In other case, stakeholders only learned of a project when they were invited to attend a training course, but they had not been engaged earlier in the process (E2020-20).

► Box 4. Results for 2021 sample. Coverage: 92 per cent

Fewer than half (42 per cent) of the projects reviewed responded to national needs and involved constituents in different stages of the project cycle.

Successful projects were in line with ILO commitments in countries, and responded to requests from constituents, while involving national and local partners in design and implementation, often in a participatory approach. For instance, the close involvement of constituents in El Salvador led to positive results:

The evaluative analysis shows that the ILO worked, in both countries, at the “pace” of the conditions of each country and of the constituents. This allowed it to intervene, with a high degree of coherence, in areas where there was easy consensus between the ILO's interests and the interests of the constituents... In the case of El Salvador, the permanent interrelationship and comanagement of ILO staff with constituents during the project's implementation made it possible to achieve unexpected results, such as progress in the universalization of pensions for older adults (E2021-11).

Some interventions responded to national priorities, but failed to involve all key constituents and stakeholder groups in the design stage, such as in Ethiopia and Mali, where evaluators noted that this shortcoming led to limited involvement in project implementation, and had the potential to damage long-term ownership (E2021-5, E2021-6).

2.3.6 Validity of design/approach

Coverage: 100 per cent

Project design was an important area of weakness in this review, with just over one third of the projects (37 per cent) having a sound technical approach and objectives endorsed by a majority of stakeholders, and only 6 per cent obtaining a “Highly successful” rating. The most successful designs (a) aimed to involve all relevant partners at all stages of the project cycle in a participatory approach; and (b) had a solid theory of change, and coherent and realistic intervention logic. Also, all elements in the project framework linked to an overall strategic objective. Some intervention designs were based on functional reviews, previous ILO research and/or lessons learned, and good practices from similar projects or previous phases (E2020-6, E2020-11, E2020-12, E2020-13, E2020-18). Limitations were found when there were inconsistencies in design, overambitious scopes and timelines – especially when resources were spread thin – erroneous assumptions, lack of contextual analysis and baseline mapping, little adaptation to changes, and poor or non-existent risk assessments. There was evidence of project designs, including a wide range of disparate activities, which did not fit into a comprehensive strategy; and some stakeholder groups had competing priorities, leading to design constraints. Lack of logical frameworks and theories of change also negatively affected validity of design. One report noted that “the ILO does not have clear guidelines on the programming framework that should be used in the design of outcome-based interventions” (E2020-9). Lack of flexibility and adaptability to changing contexts was a limitation. For example, the Formation professionnelle pour le développement rural (Professional Training for Rural Development) (FOPRODER) project was formulated before Hurricane Matthew hit Haiti, yet the design and conceptual frameworks were not changed after the disaster, even

though the humanitarian situation was found to be worrying, and brought about new socio-economic, organizational and institutional realities that led to challenges in implementation (E202015).

► **Box 5. Results for 2021 sample. Coverage: 92 per cent**

Only one quarter (25 per cent) of the interventions from the 2021 sample had positive ratings; this was the weakest criterion for this performance area; the majority of reports had mixed results. Projects that performed well had valid theories of change and results frameworks that explicitly linked different levels together in a strategic and coherent manner. Participation of stakeholders and beneficiaries were important factors of success. There was also evidence of several project designs building on previous phases or other interventions and programmes, and learning from good practices and ILO experience.

The design of a project aiming to strengthen the resilience of Syrian women and girls, and host communities in Turkey, was based on a comprehensive needs assessment conducted by UN Women, in partnership with the Association for Solidarity with Asylum-Seekers and Migrants (ASAM), which fed into the project's theory of change. During the drafting and design stages, key informants of UN agencies shared their experiences and best practices of their projects targeting refugees, exchanging with government partners, while the selection of beneficiaries was coordinated between ASAM and ILO (E2021-2).

Challenges included overambitious timelines and scope, lack of contextual analysis and needs assessments, missing assumptions and risk analyses, and unclear links between activities and expected outcomes and impact, often due to a lack of results frameworks. Several evaluations noted that the lack of a theory of change and lack of stakeholder consultation and participation had led to challenges during implementation. One report found that inputs from previous phases and changes in context had not been taken into account for the design of the new phase, thus limiting relevance. In a few cases, project designs were modified over time, leading to improvements overall.

2.3.7 Pro-poor focus

Coverage: 94 per cent

Over half of the projects (55 per cent) aimed to improve the living standards of the poorest of the population, had a sound logic to address poverty and promote decent work, and identified key target groups.

There was evidence of ILO interventions aiming to reduce poverty and promote decent work conditions. The overall development objective of the Better Fisheries Programme, for instance, was to “to reduce forced labour, child labour and other unacceptable forms of work, and progressively eliminate the exploitation of workers, particularly migrant workers, in the Thai fishing and seafood processing sectors” (E2020-2). In Guatemala, work was done to promote the Indigenous and Tribal Peoples Convention, 1989 (No. 169) (E2020-10). Other projects contributed to local economic and social development, promoting decent work conditions at the local and institutional levels, while others aimed to improve labour relations and social dialogue. One of the objectives and impacts of the EMPOWER project was the economic empowerment of the ex-combatant women, which was enhanced through agro-centric measures and inputs (E2020-3). There were also Employment Intensive Investment Programme (EIIP) projects, aiming to generate pro-poor economic growth in rural areas and/or in refugee hosting areas (E20207, E2020-8). Access to micro-insurance services for poor adults and their families in sub-Saharan Africa was the focus of another intervention (E2020-17), while the long-term development objective of the SkiDRES project was poverty reduction and improved livelihoods through access to affordable, reliable and sustainable energy (E2020-20).

Target groups included young people, indigenous populations, asylum seekers and refugees, child workers, domestic workers, and artisanal and small-scale gold mining workers, who were considered as vulnerable workers due to lack of employment contracts, documentation, social protection, or State support of any kind, undertaking extremely hazardous work, with the use of child labour; ex-combatant and marginalized

women; low-skilled migrant workers, both in-bound and outbound; persons with disabilities; persons released from detention; victims of human trafficking; persons fighting with consumption of narcotic or psychotropic substances; victims of domestic violence; those not in employment, education or training; and vulnerable ethnic groups.

The Addressing Decent Work Deficits in the Tobacco Sector of Zambia and Tanzania Project (DWiT) “placed a special focus on groups subjected to discrimination and suffering from disadvantage and exclusion: for example, women, children, youth and the persons with disabilities. It emphasized participation, particularly of discriminated and excluded groups at every stage of the programming process, particularly women and children and trade unions. The project enhanced the accountability of the State and its institutions with regard to respecting, protecting and fulfilling all the human rights of women and children as well as workers’ rights” (E2020-27). Social protection of vulnerable groups was an area of work in several interventions, although results could be mixed: “One of the most important project strategies is linking mining communities to government social protection programs such as school feeding and the Livelihood Empowerment against Poverty Program (LEAP) program in Ghana and livelihood, education, and medical assistance in the Philippines. The evaluation team found that there was a shortage of resources provided by these social protection programs and that not all mining households that qualify for services actually receive them” (E2020-1). Another ILO project aimed to extend access to social protection and portability of benefits to migrant workers and their families, including those in the informal economy as well (E2020-21).

► Box 6. Results for 2021 sample. Coverage: 100 per cent

Performance was variable, but good overall for this criterion, with nearly two thirds of the projects (62 per cent) obtaining positive ratings, and nearly one quarter having “Highly successful” scores.

Projects with good performance explicitly targeted various vulnerable groups, including unemployed and untrained youth of both genders; refugees and host community members; migrant youth and women; poor rural households and income earners – working either in rural communities or in urban centres; workers in the informal economy; victims of the internal armed conflict in Colombia; and children and adolescents and their families, especially those from rural, migrant, indigenous and Afro-descendant areas in the Latin America and the Caribbean region. Several projects focusing on refugees and host communities selected beneficiaries based on social vulnerability (E2021-1) and targeted the most vulnerable segments of these populations (E2021-2). Projects aimed to address the underlying causes of poor market systems’ performance in selected sectors, and to create more and better jobs for beneficiaries, as well as enhance their financial inclusion, improve social security coverage, and combat exploitation and child labour.

In some cases, by lifting social, cultural and informational barriers that hinder access of marginalized groups to labour markets, target beneficiaries were empowered and better integrated in communities and markets. A project in Haiti explicitly aimed to improve the living conditions of the poorest of the youth population, with specific actions to address poverty, and the majority of vulnerable youth trained through the intervention were able to find sustainable employment:

At least 85 per cent of the beneficiaries are young people seeking economic opportunities to help their families cope with extreme poverty. They are generally people living in an ecologically unhealthy and highly epidemiologically risky environment. Their parents and/or family members (elders) are people who live in abject poverty and multidimensional poverty. It seems that their only recourse is to obtain support from development projects, financed by extra-national financial mechanisms and/or implemented by bilateral or multilateral cooperation operators. Failing this, they remain very vulnerable to the attraction of banditry, which is likely to further aggravate concerns about public insecurity and the fight against multifaceted violence, and thus hinder any process of building and/or consolidating intra- and inter-community social peace (E2021-9).

In Ethiopia, an intervention targeted graduates of TVET and universities in a region where youth unemployment levels for these particular groups were very high, although the most vulnerable in the community were not systematically targeted (E2021-5). In Mali, a project on youth employment focused on service providers (training institutions) rather than final beneficiaries (E2021-6).

There were several instances where there was no explicit mention of pro-poor focus in project design, but some effects were likely based on the nature of the interventions.

► **Box 7. The effects of COVID-19 on vulnerable groups**

The effects of the COVID-19 pandemic were noted in certain reports, with vulnerable groups being particularly at risk, as noted by evaluators:

- The need for local level employment strategies has been increased by the coronavirus because migrant workers have returned from Thailand, and the Myanmar garment industry is suffering a downturn. The ILO could advocate for access to social protection/income support-related funding directed towards tackling the coronavirus to support its work around increasing local employment and income-generating opportunities (E2020-7).
- The grim effects of COVID-19 on the global economy and its reflections on national labour markets are yet to be seen in the coming months. This would most definitely put additional stress and make a negative impact on employment of refugee communities in Turkey, who are mostly employed in the informal economy often under precarious situations... There is no doubt that this bleak situation will add to their vulnerability in the labour markets during and even long after the pandemic, and it will hit unprotected workers in the informal economy with no social safety net harder (E2020-18).
- Many stakeholders indicated that the pandemic made them realize (even more urgently) the importance of working towards social protection and its portability of migrant workers... in both the formal and the informal sectors. COVID-19 has created many more challenges for the migrant workers; not only is their mobility affected, but their very employment is increasingly affected as well. One stakeholder underscored the desperation among the large number of stranded migrant workers in South Africa (E2020-21).
- The crisis has reinforced the need for better social protection, in particular for the workers of the informal sector, which gives the workers' organization more leverage to negotiate with the government and employers' organizations (E2020-24).
- The many entrepreneurs who have started their businesses and who have already been in the market for more than a year have a good chance of surviving – under normal circumstances – but the pandemic, and the economic crisis linked to this, are putting all these gains in question. It can be expected that many businesses will not survive the economic crisis provoked by the pandemic. Both formal and informal employment have dropped because of the economic crisis developing during and in the aftermath of the COVID-19 pandemic. It can be expected that young people with less or no labour market experience will have even more difficulties in entering the labour market, as many experienced and skilled workers will be available on the market (E2020-25).
- The COVID-19 measures greatly affected livelihoods, and closed schools created room for children's involvement in tobacco production. This in a way appeared to be undoing the achievements of the project regarding prevention of child labour (E2020-27).
- COVID-19 increases the risk of child labour due to the expected worsening of the factors that cause it, such as poverty, less access to decent work opportunities for the elderly, legal work, the increase in the informal economy, discrimination, the lack of universal quality education and the weakness of social dialogue... [These] can be increased not only in municipalities with higher risk of child labour, but also in those with lower risk, due to the possible effects of the pandemic due to the closure of companies, loss of employment, fall in labour income and loss of social protection coverage, putting pressure on families to incorporate children and adolescents into work activities (E2021-13).
- The need for providing comprehensive livelihoods support involving refugees and host communities becomes even more relevant in the light of COVID-19's adverse implications for productive capacities (E2021-1).
- At country and regional levels, consulted stakeholders note that, while the needs for decent jobs remain palpable, the effects of the COVID-19 pandemic are currently having a tragic effect on young people across the world, most notably those in precarious situations, working in the informal sector, and also women and persons with disabilities (PWDs) (E2021-4).

Several projects aimed to promote the participation of young people in the labour market. For instance, the FOPRODER project aimed to improve the employability of unemployed young people living in one of the most rural areas to access the labour market. Beneficiary analysis revealed, “About 12 per cent of beneficiaries were not engaged in any income-generating activity and had virtually no source of income. At least 70 per cent had access only to activities of very little social and economic value. At least 65 per cent of them were potential candidates for seasonal rural depopulation and/or permanent emigration to the Dominican Republic, with the aim of seeking well-being. However, they did not have a trade” (E2020-15). In the Plurinational State of Bolivia, a technical and vocational education and training (TVET) project identified two target groups: “(a) Young people who participate in the labour market in vulnerable conditions. (b) Young people who neither study nor work and who may fall into delinquency.” Positive results were noted: “Improving the productivity of labour and productive activities has a positive impact on improving living conditions and poverty. For [the Plurinational State of] Bolivia, the Project contributed to building a systemic enriching experience for any development process” (E2020-16). In the Republic of Moldova, active labour market measures were put in place, and two employment subsidy programmes focusing on young people and an outreach action plan targeting different vulnerable groups were piloted and implemented (E2020-6).

Several projects did not consider how to reach and include the poor and most vulnerable people in their design or implementation, although poverty effects were likely; in others, some beneficiaries came from vulnerable populations, but results were limited, both leading to “Partly successful” ratings. In one case, there was a missed opportunity to focus on poverty aspects and vulnerable groups, despite specific requests from the donor (E2020-23).

2.3.8 Gender responsiveness

Coverage: 100 per cent

Gender responsiveness was an area of mixed performance, with just over half (54 per cent) of the projects having “Successful” scores, and 11 per cent rating as “Highly successful”. Good performance was found for projects that had gender-sensitive strategies, and activities that responded to the different needs and interests of men and women; ensured that data was disaggregated by gender; required that a certain percentage of participants were females; were mindful of disparate gender impacts; and appointed gender advisors. Some interventions had women as a specific target group, with the aim of increasing their economic empowerment and social integration, such as the EMPOWER project (E2020-3) and a project to protect migrant workers (E2020-5) – both in Sri Lanka – or certain projects targeting female domestic workers in Guatemala (E2020-10) or promoting decent work in Egypt (E2020-12), as well as garment workers in Myanmar (E2020-14) and refugee women in Turkey (E2020-18). Progress was made regarding prioritizing gender equality in labour law reforms in Malaysia (E2020-4), and gender-responsive local labour market diagnostic tools were used in the Republic of Moldova (E2020-6). Specific committees were formed and operationalized, for instance in the United Republic of Tanzania, to support a National Action Plan on Violence against Women and Children, and gender-specific communication strategies were developed (E2020-27).

Domestic violence and gender legal awareness were included in training curricula (E2020-7), and the principle of equal pay for work of equal value was applied in several programmes (such as E2020-7 and E2020-8). A gender impact assessment of the social protection system was completed in Viet Nam, highlighting gender gaps and leading to recommendations for revision of the Social Insurance Law (2020-24).

Weaknesses were found in projects with designs or strategies that did not include specific provisions for promoting gender equality. In some instances, gender was limited to the notion of “quotas”, yet the quality of women’s participation was not considered. There was also evidence of gender focus increasing with time, with new activities implemented to improve gender sensitivity (E2020-15). Lack of gender-sensitive targets and indicators, and limited gender-disaggregated data, were also challenges noted in some reports.

► **Box 8. Results for 2021 sample. Coverage: 100 per cent**

There was heterogeneous performance regarding gender sensitivity, with fewer than half (46 per cent) of the projects in the sample obtaining good ratings. Good performance was noted when projects incorporated gender concerns at the project design phase, with the inclusion of gender-disaggregated indicators, and specific funding allocations for gender issues. The participation of key stakeholders in gender equality, including the ILO Gender, Equality, Diversity and Inclusion Branch (GEDI), or organizations such as UN Women, demonstrated a willingness to bring a gender lens to specific initiatives. Some interventions used tools such as GET Ahead and gender self-assessment tools to improve their approach, while another supported the development of the Roads for Development (R4D) Social Safeguards Framework that established specific mechanisms for gender equality for R4D rehabilitation and maintenance works. Publications on women and specific topics were also produced to influence gender norms, attitudes and practices. One positive output was the Regional Initiative for Latin America and the Caribbean Free of Child Labour Gender Strategy, although available resources and technical capacities to promote it were limited (E2021-13).

Some examples of projects with gender-sensitive activities and outputs are presented below:

- Gender was at the core of a project aiming to contribute to the social and economic empowerment of Syrian refugee women and girls, and host community women in Turkey. Gender considerations were incorporated at all stages of the project cycle, focusing specifically on the needs of refugee women (based on a comprehensive needs assessment conducted by UN Women and ASAM), and taking a positive discrimination and rights-based approach. The design of the project placed high emphasis on the inclusion of women into the project as sole beneficiaries, providing them with training courses, awareness-raising seminars and workshops, while also introducing the best opportunities – such as establishing women's cooperatives, supporting their entrepreneurship skills and ideas, and providing them with childcare services and gender-sensitive services – which increased their opportunities to access the Turkish labour market (E2021-2).
- In Mauritania, gender-related topics were integrated into an EIIP project during its formulation and implementation, as women were among the main targets of the project: “This initiative has broken many taboos and stereotypes. In a sociologically prejudiced environment regarding women's employment in the construction sector, the project has been able to break down mistrust in women and diversify their occupational portfolio” (E2021-1).
- In Haiti, a socio-economic study was conducted with a gender lens at the onset of the project, to better understand gender-specific realities and needs. A majority of beneficiaries were young women. Women were also encouraged to have key roles in decision-making structures (E2021-9).

There was evidence that the adoption of inclusive recruitment policies and flexible working arrangements helped women overcome socio-cultural barriers they faced to enter the labour market, and changed mentalities around the employment of women and forcibly displaced people. One evaluation noted that project design was gender-neutral, and that relevance could have been increased by conducting a gender power analysis at the start of the project, while another found that sex-disaggregated results were available, but the gender dimension was not taken into account in the project strategy and implementation. Other challenges noted included the lack of gender diagnoses or gender-sensitive strategies, results, products or budgets, gender specialists (such as in the ILO Decent Work Technical Support Team and Country Office for the Andean Countries), or gender-disaggregated data.

2.4. Effectiveness, sustainability and impact

Effectiveness, sustainability and impact are addressed through 12 criteria: quality and completeness of outputs, achievement of immediate objectives, knowledge development, capacity-building, normative work and the promotion of standards, policy influence, strategic importance of achieved results, strategic relationships, tripartite processes being embedded in the approach, the sustainability of policies, acknowledgement and use of ILO expertise, and resource leveraging.

2.4.1 Results for 2020

Performance was mixed in this category for interventions evaluated in 2020, as shown in figure 7. The most highly scored and fully covered element in this review was the development of strategic relationships. Other key areas of strength included capacity-building, knowledge development and recognition of the ILO's expertise, with over 80 per cent of projects performing well. The promotion of tripartism and social dialogue in design and implementation was relatively successful, with evidence that more than half of the projects performed well, and stakeholders realized the importance of social dialogue in the context of the global pandemic faced since 2020.

There were mixed results in relation to the achievement of quality outputs, often due to challenges in implementation due to COVID-19 restrictions; these limitations also led to over half of the projects being rated as "Partly successful" in making progress towards immediate objectives, although there were no "Unsuccessful" ratings. The extent of policy influence and strategic importance of results achieved also performed heterogeneously, similarly to the ability to leverage resources.

The main area of weakness was the sustainability of interventions, with just over one third of the projects having some prospects of maintaining, advancing or scaling up existing interventions, with few having prepared exit strategies. Another area with significant shortcomings was the promotion of international labour standards and normative work, with less than half of the reports rated successfully.

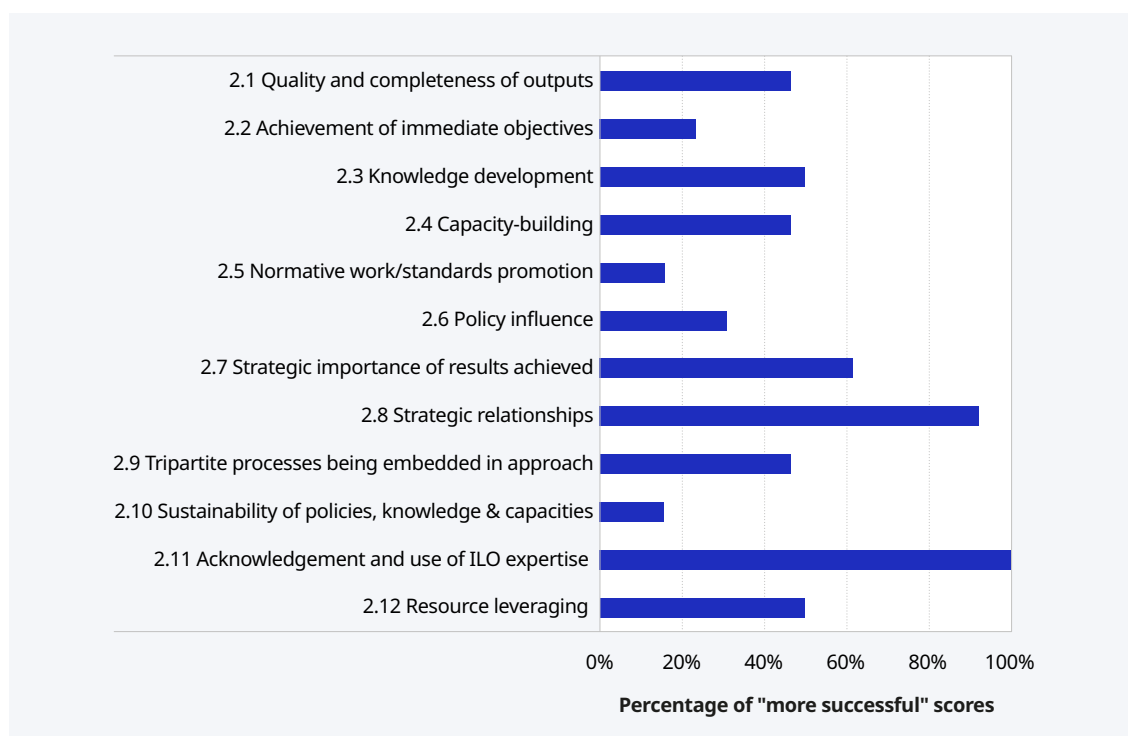
► **Figure 7. Effectiveness, sustainability and impact: Percentage of more successful scores by performance criteria (2020)**



2.4.2 Partial results for 2021

There was high variability in performance in this category for projects from the 2021 sample, as shown in figure 8, due in many cases to the negative impact of COVID-19 on implementation of ILO interventions. The ILO's expertise was acknowledged extensively, with prominent organizations constructively involved in interventions and/or using and building on ILO products; this was the most highly rated and well-covered

► **Figure 8. Effectiveness, sustainability and impact: Percentage of more successful scores by performance criteria (2021 sample)**



► **Box 9. The effects of the COVID-19 crisis on project effectiveness, sustainability and impact**

This performance area was clearly affected by the COVID-19 pandemic, as seen in ratings for 2020 and especially in the 2021 sample. Evidence from evaluation reports reveals that this was mainly due to the suspension and/or cancellation of activities, such as trainings, workshops, South-South cooperation initiatives, technical studies, and development and launching of knowledge products, leading to delays in implementation, limiting the achievement of outputs and progress towards immediate objectives. There were instances where work towards key deliverables, such as draft strategies and by-laws, had to be put on hold, as they could not be validated through consultations and dialogue among stakeholders, hence limiting policy influence and the achievement of strategic results. Restrictions on movement and public meetings due to the COVID-19 pandemic limited stakeholder engagement, and capacity development has lagged.

Sustainability was affected in several ways, especially as new priorities emerged for governments and social partners: there were shifts in focus to national and regional level COVID-19 responses, and funds were suspended or reattributed to COVID-19-specific efforts. For instance, the economic fallout in Cambodia shifted attention from social protection initiatives to economic recovery, with priority given to "cash for the poor" programmes. The possibility of building on intervention results in lockdown contexts also led to lower prospects for sustainability, with evidence of decreased formal and informal employment, and an increase in child labour, especially following school closures.

There were a few instances where the ILO readapted its activities to focus on COVID-19, including training beneficiaries in the creation of barrier masks and gowns; occupational safety and health (OSH) training; and awareness-raising campaigns on OSH, social dialogue and social protection. Several projects also developed online training modules and education platforms, and tested "blended learning" approaches, with the potential to reach wider audiences than in-person training. Funds were sometimes allocated to research related to the effects of COVID-19 in certain domains.

There was strong evidence of increased interest in the work done by the ILO, especially regarding promotion of social dialogue and the need for improved social protection of vulnerable groups, including young

(Box 9 continued)

people, women, workers in the informal sector, refugees and PWDs. The COVID-19 crisis was seen as providing possible leverage to workers' organizations in certain countries, to better negotiate with governments and employers' organizations in terms of social protection coverage and OSH, as all constituents recognized the need for improvements. The importance of job creation and TVET was also highlighted in several instances. In some cases, projects prepared revised work plans and contingency plans, calling for no-cost extensions, and often obtaining them.

criterion overall. The development of strategic relationships was also a strength in 2021, with evidence of mutually beneficial collaborations, which helped to make progress towards project objectives, despite the global pandemic. When achieved, results were considered to be of strategic importance in over 60 per cent of the reports.

There were mixed results regarding the achievement of quality outputs, knowledge development, capacity-building, policy influence and the promotion of tripartism and social dialogue, as well as resource leveraging. There were instances where meaningful progress was achieved at the individual level, but not at the institutional level, thus leading to "Partly successful" ratings. In some cases, funds that could have been leveraged were allocated to COVID-19 initiatives, thus limiting the potential to raise resources from external sources.

A related area of weakness was the achievement of immediate objectives, as planned activities and outputs had to be put on hold and could not be completed in time, thus limiting progress towards outcomes. Poor performance for the 2021 sample was also found in relation to the sustainability of interventions and the promotion of international labour standards.

2.4.3 Quality and completeness of outputs

Coverage: 97 per cent

Expected outputs were completed in over half of the projects reviewed (56 per cent), and considered to be of good technical quality, with evidence of use by stakeholders. There were a few instances of outputs not being completed because they were not fully within the control of the implementation team. In several cases, internal reviews and mid-term evaluations noted certain challenges that were addressed by ILO teams, leading to improved progress in projects (E2020-3). Several interventions achieved their outputs, yet their quality and use were variable, or required additional, unplanned assistance, leading to a "Partly successful" rating.

Outputs were not achieved for a variety of reasons, including overambitious designs, low institutional and organizational capacity, lack of ownership from key partners, unstable political environments, lack of funds and understaffing of project teams, delays in project start-up, shorter time frames for implementation, as well as restrictions on movement due to insecurity or COVID-19 regulations.

► Box 10. Effects of the COVID-19 crisis on quality and completeness of outputs

"The COVID-19 situation presented an unprecedented hurdle. Several of the interventions were hoping to finalize deliverables in the first quarter of this year. However, the pandemic has caused widespread disruption in the ability to travel, work and hold large-scale meetings/workshops" (E202011).

"The COVID-19 pandemic affects the implementation of the projects and delays the delivery of activities... All the capacity-building activities undertaken in 2019 are due to be continued in 2020, but have for now been put on hold due to the COVID-19 situation" (E2020-24).

Finally, several reports noted that it was not possible to fully measure progress in achieving outputs due to lack of monitoring frameworks, while an evaluation of a joint project noted that there were issues regarding the quality of work on certain products, although these were not the responsibility of the ILO, thus raising questions with regard to the supervisory role of the “lead UN entity” in a given context (E-2020-11). Another report stated, “In the absence of results reporting beyond activity-based monitoring and based on the perceptions only of stakeholders in project countries, the evaluation finds that the effectiveness of the project cannot be assessed with sufficient methodological rigour”, leading to a rating of 0 (E2020-19).

► **Box 11. Results for 2021 sample. Coverage: 100 per cent**

Fewer than half of the projects (46 per cent) achieved good quality outputs that were put into use by stakeholders, with no reports obtaining “Highly successful” ratings. Successful performance was found when outputs were delivered in the intended time frame, sometimes exceeding indicator targets set out in the results framework, and there was evidence of use and satisfaction from beneficiaries. For instance, good performance was noted for the Decent Jobs for Youth (DJY) initiative: “The Project was highly successful in putting in place the foundations of a multi-stakeholder alliance in which many partners have committed to work jointly in addressing youth employment issues” (E2021-4).

In some cases, outputs were achieved, but they were of mixed quality, and/or their use was limited, leading to “Partly successful” ratings. In a few cases, planned activities or outputs were cancelled, as they did not contribute to intended outcomes, and were replaced by more relevant ones (such as E2021-2 and E2021-4), and one project introduced new activities in response to the COVID-19 pandemic (such as 2021-1). Weak performance was found when projects did not stay on track, due to internal and external factors, including inadequate time frames, lengthy administrative procedure, politically volatile contexts, and limitations due to the COVID19 pandemic.

2.4.4 Achievement of immediate objectives

Coverage: 97 per cent

The majority of interventions had variable results regarding making progress towards immediate outcomes and achieving their objectives, with successful performance for fewer than half (44 per cent) of the reports reviewed. There were important differences in the extent of details provided regarding this criterion.

► **Box 12. Results for 2021 sample. Coverage: 100 per cent**

Progress towards the immediate objective was low overall, with fewer than one quarter of the projects (23 per cent) performing well. Factors of success included flexibility in project approach and implementation, strong technical support from ILO experts, stakeholder participation and ownership.

One evaluation of social protection projects in El Salvador and Honduras highlighted that:

Although the projects in each country achieved the quantity and quality of outputs expected by the constituents, it is considered that the effectiveness of the ILO’s strategies to achieve major and structural goals in the face of the SDGs and the Strategic Programming Frameworks is not sufficient to make significant progress in achieving a comprehensive social protection (SP), taking into account the high levels of informality, poverty and vulnerability of the populations and the low fiscal investment in SP, since the actions developed by the ILO in the countries have been basically focused on strengthening the capacities of the institutions with competence in SP (E2021-11).

Reasons for limited progress included structural problems; lack of appropriate political, legal and regulatory frameworks; low institutional capacity; economic crises; political resistance; political instability; budget constraints; and the adverse effects of COVID-19. Lack of data and monitoring frameworks to measure progress was also a challenge noted by some evaluators.

Several projects with good performance played a significant role in the promotion of international labour standards, application of norms and legal/policy reforms, and ratification of ILO Conventions (for example, E20202, E2020-4, E2020-5 and E2020-10), increasing the chances of impact.

There were many instances of interventions making some positive progress towards certain outcomes, but with mixed results overall, as they were constrained in their overall achievement due to overambitious objectives combined with short time frames, especially related to strengthening institutional and technical capacities, influencing policies and changing mindsets – which all require long-term efforts. There was also evidence of limited impact despite outcomes being achieved (E2020-26). Only a few reports from 2020 mentioned COVID-19 as a limitation to achieving immediate objectives and/or impact (E2020-20, E2020-24, and E2020-27).

Similarly to the comments regarding the previous criterion, some evaluators highlighted difficulties in assessing progress, due to lack of monitoring data, and absence of baselines, milestones and targets for results-based monitoring.

2.4.5 Knowledge development

Coverage: 100 per cent

This criterion had one of the strongest performance ratings in the review, with most projects (83 per cent) bringing together or generating relevant, good quality knowledge that supported policy dialogue at different levels; “Highly successful” ratings were attributed to nearly one fifth of the reports reviewed, highlighting a key strength in ILO interventions.

Project activities and outputs took the form of needs assessment studies, baseline studies, gap analyses, diagnostic studies, market systems analyses, country studies, surveys, publications, guidelines, background papers, policy-oriented research, gender equality assessments, employment impact assessments, work on statistics and dashboards, and informational videos, webinars and blog posts. In some cases, advisory committees consisting of academics, policymakers and social partners were established to provide feedback and validate research findings, and research was undertaken in collaboration with different groups.

High-performing interventions implemented knowledge-related activities and generated outputs that supported key decisions, and provided evidence of the need for reform and the ratification of Conventions. In Thailand, an ILO project helped to review existing laws to identify changes needed to comply with Conventions, and conducted several research studies to inform debate and provide evidence to engage in discussions with different stakeholder groups; results were used to call for ratification of the Protocol of 2014 to the Forced Labour Convention, 1930 (No. 29); and the Work in Fishing Convention, 2007 (No. 188) (E2020-2). A study and full review of Malaysia’s labour dispute resolution system was undertaken, and the Government implemented some of its recommendations with assistance from the ILO (E2020-4). In Sri Lanka, background papers dealing with labour migration fed into the policy revision process, and consultations and a desk study were completed for the revision of the Sri Lanka Bureau of Foreign Employment Act (1985), and a database was also developed to monitor and assess delivery of information and services to migrant workers (E2020-5). Guidelines for Employment Intensive Projects were adopted as policy in Lebanon (E2020-8). Over ten assessments and policy-oriented research studies were conducted on topics related to child labour, OSH and the tobacco sector in Zambia and the United Republic of Tanzania, and the project supported the development of a pilot Child Labour Monitoring System module, as well as a child labour data centre (E2020-27).

There were numerous examples of projects successfully contributing to knowledge management. For instance, experiences, good practices and lessons learned were documented, shared and applied in different contexts and at different levels (E2020-2, E2020-5, and E2020-17). ILO projects in Guatemala led to increased knowledge of the application of international labour standards for those in the judiciary and for prosecutors, especially on Convention No. 169 and the analysis, interpretation, and application of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87); the Right to Organise and Collective Bargaining Convention, 1949 (No. 98); Convention No. 169; and the Part-Time Work

Convention, 1994 (No. 175). According to the evaluators, this increased knowledge was reflected in ILO reports (Committee of Experts on the Application of Conventions and Recommendations, and Committee on the Application of Standards); in contrast to previous years, these are now adequately compiled, include monitoring of the commitments made by previous government administrations, and are being delivered in a timely manner (E2020-10).

Work on data collection and analysis was also an area of good performance overall. The knowledge base on industrial relations in different countries was improved through the development of the IRLex database using Sida funds; and an Industrial Relations Toolkit ensured clarity of the ILO's principles, and provided guidance on their application in practice, thus contributing to the knowledge base of the ILO (E2020-9). One of the most important contributions of projects promoting decent work for asylum seekers and refugees in Turkey was the enhancement of the knowledge and evidence base by identifying, profiling and analysing reliable data and labour force information on those under temporary and international protection, to identify key challenges and develop evidence-based policy solutions for the target groups (E2020-18). A portability component was included in the ILO's Social Security Inquiry questionnaire, to enhance knowledge on administration of portability (E2020-21). A Labour Force and Households Living Conditions Survey was conducted in Lebanon, but despite generating important new knowledge, specific information regarding variables of interest to tripartite constituents and the donor was not collected; this was seen as a missed opportunity (E2020-23).

Globally relevant knowledge products were produced by the Partnership for Action on Green Economy project to support countries interested in adopting an inclusive green economy approach. These included guidance manuals, a practitioners' guide, a synthesis report and a framework and set of tools for Rapid Situational Analysis for a Just Transition. A Model Approach on Environmental and Social Standards for UN programming was also completed, with the ILO playing a leading role in the development of the labour and working conditions standard (2020-11). Projects funded by the Government of Flanders produced landmark publications, which were widely used and quoted, including the Handbook on Assessment of Labour Provisions in Trade and Investment Arrangements (2017), financed jointly by the European Commission (EC) and the Government of Flanders; the Care work and care jobs for the future of decent work report (2018), financed jointly by the Government of Flanders and Sida; and the Green Paper on the Social Economy (2019), jointly produced with the Economic Development Department/Department of Trade, Industry and Competition of South Africa (E2020-13). Various studies were commissioned and published, including a study on mine working conditions and risks in the Philippines, that was used to inform small-scale mining rules and regulations, develop OSH checklists and create mine safety brochures designed for miners (E2020-1). In the Republic of Moldova, the ILO guide Rights@Work4Youth was adapted to the country context, leading to increased participation in the labour market (E2020-6). A comprehensive report made a strong economic and poverty reduction case for EIIP across Myanmar, building on several years of demonstrated achievements in EIIP, informing discussions on decent job creation through EIIP investments with several Union and Regional Government Departments (E2020-7).

The Lab 2 project produced numerous publications and hosted more than 40 events and training sessions, contributing to debates on how a systems approach can be used to address decent work deficits both within and beyond the ILO. Much of its work was done in collaboration with donors, including research with Habitat for Humanity on the role working conditions play in the informal housing construction sector in Peru; research with Mastercard Foundation on a systems approach to more and better jobs for young people in sub-Saharan Africa; and support for the inclusion of decent work in future projects of the Swiss Agency for Development and Cooperation (E2020-26).

In one case, an ILO project generated good results regarding knowledge at the local level, although there was no evidence of use at the policy level:

The project was able to systematically build measures to help introduce knowledge, skills and financial inclusion one step at a time, through an agro-centric lens. This was done by introducing measures to promote livelihoods, and empowering the affected population at large, while also helping them find their voice in decision-making, which led to reducing tensions, building a stronger environment for the enhancement of peace, and contributing to the restoration of trust in the overall governing structures prevalent at that time (E2020-3).

► **Box 13. Results for 2021 sample. Coverage: 92 per cent**

Performance was mixed for this criterion, with half of the projects (50 per cent) generating good quality knowledge products that were used by stakeholders to support policy dialogue, while one quarter of reports obtained an “Unsuccessful” rating, and another quarter obtained a “Partly successful” rating.

There was evidence of strong performance by the DJY project:

The Project was instrumental in the collection and dissemination of knowledge on youth employment, in particular through events and through the design, launch and use of the Knowledge Facility. The launch of the Knowledge Facility is perceived as a key achievement of the Initiative... The Initiative contributed with content to 11 events in all five continents, working closely with at least eight partners. Regarding publications, the DJY team has worked with partners in the design and implementation of knowledge products on what works for youth employment, working with at least five partners resulting in at least eight publications. It established partnerships with relevant actors, universities, reIcenters and international non-governmental organization (NGOs), resulting in the launch of courses and the creation of knowledge products, for example with [Generation Unlimited], the International Development Research Centre (IDRC), and INCLUDE (E2021-4).

The generation of knowledge to define strategies and actions for the prevention and eradication of child labour at the regional and national levels in Latin America and the Caribbean, and in collaboration with different partners, was an important area of success in the regional initiative, which built on research, studies and exchanges of experience between countries (E2021-13). Other successful examples included Road to Jobs project in Afghanistan, which partnered with local and international companies to roll out mobile and media extension services aimed at increasing farmers’ access to crucial information on agriculture and financial literacy. The project’s collaboration with The Lab enabled the creation and publication of different knowledge products (E2021-12). Other projects produced guides for labour inspectors and diagnostic studies, and identified good practices (E2021-8), socio-economic assessments and environmental and other studies (E2021-9), scenario analyses, inventories, reports, technical notes and statistical databases (E2021-11), among others.

In some instances, while outputs were produced, the quality and use of work were variable. For instance, 14 technical documents – including manuals, guidelines and tools – were produced by the R4D project; however, some were in draft form, and it was unclear to evaluators if they had been finalized, with no evidence of institutionalization (E2021-7). In Haiti, the data and research generated did not feed into some of the tools developed (E2020-9). In Colombia, there was no quality control of the knowledge products commissioned (E2021-10).

2.4.6 Capacity-building

Coverage: 100 per cent

Strong overall performance was found for capacity development at the individual and institutional levels, with a large majority (83 per cent) obtaining strong ratings, and no project rated as “Unsuccessful”.

Successful interventions developed and implemented training strategies and targeted different groups, from tripartite constituent groups to civil society organizations (CSOs), the private sector and final beneficiaries. Projects took into account the heterogeneity of stakeholder groups and existing capacities to adapt to their needs, and some had specific emphasis on the ILO’s cross-cutting policy areas of gender equality and social dialogue. Initiatives included training workshops at local, national, regional and global levels, with presentations, panel discussions and group exercises; the development of training manuals; focus group discussions; seminars, forum theatres and street drama; training of trainers; communities of practice; coaching; exposure programmes; and job fairs. E-learning platforms for distance and blended learning courses were also established.

Capacity-building activities were sometimes further supported and attended by external organizations and donors, and delivered by the International Training Centre of the ILO (ITC-ILO), CINTERFOR and other partners. Training tools such as SYB/SYIB, MyCoop, WED, Sustaining Competitive and Responsible Enterprises (SCORE) and GET Ahead were used in different projects. Cooperatives were also established and strength-

ened through ILO capacity-building initiatives, and participants in some programmes were provided with training entrepreneurship, improved agricultural practices, fisheries techniques and agroforestry, and the role of cooperatives in the elimination of child labour, among others (for example, E2020-3, E2020-15 and E2020-27). Various trainings in renewable energy and energy-efficient technologies were designed and piloted in Zambia, based on training needs assessments (E2020-20).

Exchanges were fostered between different groups to increase awareness and discuss lessons learned and challenges, thus increasing stakeholder capacities. For instance, the National Manager of the New Zealand Labour Inspectorate visited Thailand on multiple occasions to strengthen capacity on labour inspection and the ILO's Work in Fishing Convention, 2007 (No. 188), and another project organized a tripartite study tour to Australia's Fair Work Commission in Melbourne, focusing on labour inspection and labour dispute resolution (E2020-2, E2020-4). In cooperation with the Ship to Shore Rights Project, the project organized a trip to South Africa for government officials from Indonesia, the Philippines and Thailand to gain a better understanding of how Convention No. 188 is being implemented, and a workshop on the Convention was organized during a joint conference organized by the SEA Fisheries project and SECTOR (E2020-22). In Guatemala, the ILO held discussion sessions and seminars where it presented lessons learned and experiences from other Latin America and the Caribbean countries that had made more progress on the application of Convention No. 169, and training provided to unions helped them draft proposals, while the Government actively participated in awareness campaigns on the rights of domestic workers (E2020-10). Initiatives such as the Global Academy on the Green Economy, and the PAGE Ministerial Conference (which each take place every other year), have been conceived as platforms for countries to share their experiences at technical, policy and political levels, and increase their capacities (E2020-11).

In Sri Lanka, the evaluation found that capacity-building initiatives created the basis for better protection of the rights of migrant workers:

The pre-departure training can have empowered the migrants departing through regular channels to protect their own rights... The capacity-building of government officials is seen as very positive by all stakeholders, as this will have a stronger element of sustainability because of the availability of resources to continue the activities beyond the project. It is reported that the partners can already feel a higher level of competence among governmental officials (E2020-5).

Several interventions built individual capacities to a good standard and responded to important needs (for example, in a project in Myanmar, 95 per cent of respondents had no access to training courses in the previous 12 months), but there was limited evidence of institutionalized capacities at the organizational level, thus leading to a rating of "Partly successful" (E2020-7).

The Lab 2 aimed to provide technical advice and training for the Swiss State Secretariat for Economic Affairs (SECO)-funded projects, but this was not found to be as relevant as expected, because there are not many market systems development (MSD) projects in SECO priority countries and The Lab's focal sectors, leading to limited demand for assistance. Within the ILO, however, the MSD network was established as an internal platform for regular exchange and learning about the MSD approach and its practical application. The Lab also trained Sida employees, who were impressed with the quality of work provided (E2020-26).

► Box 14. Results for 2021 sample. Coverage: 100 per cent

Less than half of the projects (46 per cent) performed successfully regarding building the institutional capacities of stakeholders. Some projects effectively targeted, built and leveraged individual capacities, but the project objective was not to institutionalize them, leading to a "Partly successful" rating, despite very positive results (2021-2). Capacity-building activities included technical training workshops and courses, including business management training, financial education training. They also included soft-skills trainings, mentoring and coaching, psychosocial support, study tours, the development and application of training manuals and guidelines, ILO tools such as Know about Business (KAB) and Start and Improve Your Business (SIYB) and GET Ahead, training of trainers, curriculum design, online platforms serving educational networks, and networking events and opportunities. In Afghanistan, there was evidence of skills development across value

(Box 14 continued)

chains, with a focus on women's empowerment in certain sectors. In some cases, projects adopted a decentralized approach, relying on local organizations, support institutions and companies themselves to deliver training to end beneficiaries.

Examples of good performance include the following:

- The Mauritanian vocational training system was strengthened by adapting to the needs of the labour market and diversifying its offer; training of trainers on OSH took place in parallel with OSH inspections (E2021-1).
- In Mali, youth entrepreneurship was promoted through training of teachers and facilitators, using KAB and SIYB packages, the promotion of networks and the development of an online entrepreneurship platform on Moodle (E2021-6).
- In Colombia, a blended learning strategy was applied, along with advisory workshops on soft skills and psychosocial support. Furthermore, the Q10 Platform serves a network of 700 educational institutions, and therefore plays a fundamental role in the ILO's adaptation to virtuality, having served as a platform for virtual classes and as a repository of contents (E2021-10).
- In Honduras, institutional capacities of key actors were strengthened to promote social protection. An inter-agency course on care and gender was promoted by the ILO with the United Nations Development Programme (UNDP) and UN Women for the Americas, to raise awareness of social protection policies for women, and other challenges (E2021-11).
- In Latin America, the Regional Initiative Against Child Labour organized virtual training, such as the online course "Putting an end to child labour in agriculture", within the framework of the global alliance ILO/ Food and Agriculture Organization of the United Nations (FAO)/International Fund for Agricultural Development. In addition, toolboxes on child labour and vulnerable groups were developed to improve public policies for the protection of the rights of these groups, and methodological guides and systematization of good practices (E2021-13).
- In Pakistan, enhancing the capacity of the Sindh Employees Social Security Institution and other partners to reach international standards in project delivery was an important focus of ILO support, with many capacity-building courses and events organized, including on-the-job training and study tours. However, the approach taken was found to be unrealistic by the evaluators, especially due to limited local capacities exacerbated by staff turnover and changes in leadership, which limited institutional capacity-building. A revised approach to capacity-building interventions was recommended, with realistic time frames and specific targets, taking into account existing skills and experience (E2021-3).
- A similar finding was put forward in the evaluation of the R4D Support Programme: "The provision of training is a sound strategy but without adequate capacity plans, work plans and strategies that link training to long-term capacity outcomes, its impact is limited. R4D [support programme] staff would benefit in having detailed capacity development plans that are developed in consultation with counterparts and linked to specific results and outcomes." Furthermore, the evaluation found that training materials were incomplete, not standardized and non-existent in some cases (E2021-7).

► Box 15. Effects of the COVID-19 crisis on capacity-building initiatives

The COVID-19 pandemic had negative consequences on capacity-building initiatives and results in 2020 and 2021. Due to the outbreak and lockdown measures, many training and workshop activities could not be carried out as scheduled (such as E2020-4, E2020-9, E2020-11, E2020-20 and E2020-21).

Some evaluations found that projects had prepared revised work plans and/or contingency plans in response to delayed activities due to COVID-19 restrictions. The idea of developing online workshops and seminars was brought up in different instances, especially as these could potentially reach a wider audience. In some cases, these adjustments were made during the course of project implementation. For instance, online consultancy services and trainings took place for the SADA women's cooperative in Turkey, while the SADA centre was closed (E2021-2). In Pakistan, most training courses were limited to short-term, online modules, which limited impact, as evaluators noted that they "[do] not underpin an in-depth capacity development process, nor... substitute direct day-to-day engagement and mentoring" (E2021-3). An online

(Box 15 continued)

platform for entrepreneurs was developed in Mali to adapt to the pandemic, allowing participants to obtain electronic resources and tools; this Moodle platform was available online for Android and IOS; the project also provided free access to the ITC-ILO training course on “Supporting SMEs during COVID-19”, among other actions (E2021- 6).

Blended learning was used as a strategy in Colombia, and evaluators found that final beneficiaries showed a high degree of satisfaction with the blended learning training offer. Among the reasons given were: (a) opportunity to study, (b) existence of connectivity support, (c) flexible timetable, and (d) support with software and network management. The impact of such an approach was noted:

The challenge of the Pandemic has made it possible to try out new ways of working for teaching and managing the Project. The possibility of exchange between territorial managers... has improved the horizontal management of the Project allowing joint learning. On the other hand, the possibility of participating in training activities without the need for physical presence opens spaces to think about semi-presential training actions that allow reaching needy groups such as workers who are victims of the armed conflict and/or reaching remote places. It also makes it possible to think of new forms of horizontal growth (E2021-10).

2.4.7 Normative work/standards promotion

Coverage: 91 per cent

The elaboration and promotion of relevant international labour standards into projects was an area of mixed performance, with fewer than half of the projects performing well (44 per cent), and one sixth rating as “Highly successful” (16 per cent).

Successful results related to progress towards ratification and implementation of international labour standards are presented below:

- Extensive work was done by the Better Fisheries Programme to promote the ratification and/or implementation of the Protocol of 2014 to the Forced Labour Convention, 1930 (No. 29); and the Work in Fishing Convention, 2007 (No. 188) (2020-2); the SEA Fisheries project also carried out a Convention No. 188 gap analyses in Indonesia and the Philippines, and worked with SECTOR to organize a Convention No. 188 workshop at the Southeast Asia Conference on Regional Coordination and Action to Combat Trafficking and Labour Exploitation in Fisheries in November 2018 (E2020-22).
- Although Malaysia has not ratified the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), the amended Industrial Relation Act has cleared the major barriers and made substantial progress towards the eventual ratification of Convention No. 87 (E2020-4).
- A project in Sri Lanka produced technical reports gaps in existing legislation against different ILO Conventions on migrant workers (Migration for Employment Convention (Revised), 1949 (No. 97); Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143); and Private Employment Agencies Convention, 1997 (No. 181)), and a policy brief based on recommendations from a report on the Domestic Workers Convention, 2011 (No. 189) was prepared and disseminated. These were under discussion with the Ministry of Labour to make progress towards ratification (E2020-5).
- In the Republic of Moldova, the project consolidated national capacities and knowledge with respect to international labour standards, specifically in reference to the Employment Policy Convention, 1964 (No. 122); and the Employment Service Convention, 1948 (No. 88) – which have already been ratified by the Republic of Moldova – and included advocacy for the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204) (E2020-6).
- The principles guiding the Industrial Relations Toolkit are based on international labour standards that provide guiding principles on sound labour relations at the workplace. These include those on freedom of association and the right to collective bargaining, namely the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87); the Right to Organise and Collective Bargaining Convention, 1949 (No. 98); and the Collective Bargaining Convention, 1981 (No. 154). IRLex

includes labour law provisions in the field of industrial relations, and thus includes many aspects linked to the ILO standards and principles of freedom of association and collective bargaining, and information and consultation, at the workplace. The database also includes, under the country profiles, a list of comments made by the ILO Committee of Experts on the Application of Conventions and Recommendations (E2020-9).

- Contributing to the implementation of international labour standards constituted a central focus of certain projects supporting decent work in Guatemala, while in others international labour standards underpinned the intervention, but their ratification or application were not key objectives of the project. Work was done towards improved compliance with and/or implementation of the Labour Inspection Convention, 1947 (No. 81); the Labour Inspection (Agriculture) Convention, 1969 (No. 129); the Labour Administration Convention, 1978 (No. 150); the Occupational Safety and Health Convention, 1981 (No. 155); as well as Conventions Nos 87, 97, 98, 122, 143, 169, 181 and 189 (E2020-10).
- In the Plurinational State of Bolivia, dissemination materials were prepared and printed for information and awareness-raising on the Paid Educational Leave Convention, 1974 (No. 140); the Human Resources Development Convention, 1975 (No. 142); and the Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159); and a request for the ratification of Convention No. 140 was presented (E2020-16).
- The revision of the Social Security Law in Viet Nam was supported to align with international labour standards (E2020-24).

Some interventions had some design linkages to international labour standards, but there were limited links in terms of implementation and results, especially at the policy level, such as the Empower project, which was guided by the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205) (E2020-3); a project promoting decent work opportunities for non-Syrian refugees and asylum seekers in Turkey was also designed taking into account Recommendation No. 205 (E2020-18). Several evaluations noted that projects aimed to be in compliance with international labour standards, or mentioned several standards that projects linked to, but further details were not provided.

► Box 16. Results for 2021 sample. Coverage: 100 per cent

Performance was weak overall for this criterion, with only two reports (15 per cent) in the 2021 sample having successful ratings, while the rest were rated as “Partly successful” or “Unsuccessful”.

In Turkey, international labour standards and decent work principles were embedded in the seminars given through the project – in particular by the Social Security Institute and the Ministry of Family, Labour and Social Services – on topics related to OSH, social security, vocational guidance and training, and skills development (E2021-2). In Pakistan, the project implemented the Employment Injury Benefits Convention, 1964 [Schedule I amended in 1980] (No. 121), and aimed to emphasize compliance with international labour standards through effective social dialogue among ILO constituents. In particular, the application of labour inspections based on international labour standards principles were found to be instrumental in raising the standard and profile of OSH (E2021-3). In El Salvador, there was interest in ratifying the Social Security (Minimum Standards) Convention, 1952 (No. 102), and a report was drafted: “Analysis of the compatibility of Salvadoran social security legislation with ILO Convention No. 102” (E2021-11).

Several reports noted efforts to align with certain ILO Conventions and Recommendations, but did not provide further details on how these were operationalized.

2.4.8 Policy influence

Coverage: 97 per cent

Performance regarding increasing stakeholder participation in policy discussions at different levels and in influencing policymaking was mixed, with half (50 per cent) of the reports reviewed performing well, and five reports obtaining a “Highly successful” rating.

Activities to support stakeholders included policy implementation reviews; evidence-based policy research; drafting of background papers and specific studies; policy-focused capacity-building workshops for national and regional stakeholders; technical trainings for policymakers and technical meetings; knowledge development and knowledge-sharing; awareness-building and advocacy on policy and regulatory environments; development of databases and instruments to provide up-to-date information for policymaking; multi-stakeholder consultations and tripartite policy dialogues; implementing demonstration initiatives “on the ground”; formulation of by-laws; reviews of legal frameworks and policy gap analysis; support for the alignment of legal frameworks to international standards; and the sharing of experiences and good practices to feed into policy development.

In Ghana, the ILO supported the development of policies and action plans against child labour in the gold mining industry (E2020-1); while in Thailand, efforts led to the amendment of the Prevention and Suppression of Human Trafficking Act through a Royal Ordinance enacted in April 2019 to establish forced labour as a crime separate from trafficking; and the National Assembly passed the Protection of Fishing Workers Act in May 2019, which went into effect in November 2019, in the face of stiff opposition from industry groups, (E2020-2). In Malaysia, the amended Industrial Relations Act was adopted in 2019, with support from the Government and the opposition, and was largely compliant with Convention No. 87; the amended Workers’ Minimum Standards of Housing and Amenities Act was also adopted by Parliament in July, and promulgated in September 2019, while amendments to the Trade Unions Act and Employment Act were in discussions (E2020-4). In the Republic of Moldova, the ILO delivered the review of the employment promotion law and by-laws instituting the new Active Labour Market Policies, which were approved by the Government and came into force in January 2019 (E20206). ILO assistance contributed to the Sri Lankan Government’s revision of the National Labour Migration Policy and the Sri Lanka Bureau of Foreign Employment Act, to be more in line with international labour standards, as well as with developments in international labour migration, taking into consideration the needs of labour migrants and their families (E2020-5). In Guatemala, the ILO contributed to creating norms, policies, plans and instruments on Convention No. 169 (E2020-10).

Successful projects engaged with policymakers at all levels, combining advocacy-oriented activities and policy work with capacity-building initiatives, using a multidimensional approach. This approach was used in Egypt, where there was evidence of progress in two projects promoting decent employment for youth. One project aimed to strengthen evidence-based youth employment policies and programmes, and supported the development of a draft Micro-, Small, and Medium-Sized Enterprises and Entrepreneurship National Strategy, although evaluators noted that this important policy document was “stuck” for political reasons (E2020-12). The other project contributed to giving small and medium-sized enterprises (SMEs) a stronger profile, and “to the consolidation and institutional development of the SME unit, within the Federation of Egyptian Industries (FEI), with high quality technical input, guidance and coaching... The SME unit now functions as a strong advocacy and policy development unit within the FEI. It is reported that the unit’s fingerprints are already visible in new rules and regulations” (E2020-25).

The promotion of tripartism also strengthened evidence-based policies and programmes, as was the case for an OSH project funded through the ILO/Korea Partnership Programme:

Both in Myanmar and in [the Lao People’s Democratic Republic], the OSH project has directly contributed to policy formulation, particularly in bringing together tripartite constituents to discuss the development of the new laws and decrees. The new OSH law in Myanmar and the new OSH Decree in [the Lao People’s Democratic Republic] discussed and agreed by all tripartite constituents are tangible achievements of the projects at policy level, and consolidate the relationship between the constituents in view of further discussions regarding implementation of these laws (E2020-24).

Poor performance was due to various reasons, including lack of interest from policymakers, limited involvement of local and national authorities, ministries and key sectoral public bodies, political insecurity and weak institutional capacity; in some instances, there were elements in action plans that could have led to policy influence, yet these were not implemented/completed.

► **Box 17. Results for 2021 sample. Coverage: 100 per cent**

Only one third of the projects (31 per cent) had good performance regarding policy influence, with none report rated as “Highly successful”. Only a few projects made contributions to formulate and support policy work, although most reports did not provide extensive evidence for this.

Successful performance was found in In El Salvador, where the project contributed to the legislative reform to extend the age of care from 12 to 18 years for the children of ISSS contributors. In Honduras, the project contributed to the change of conceptions on social protection and social security to influence policies, and to include a differential approach in these policies. The draft law for the protection of informal workers in Honduras, which was worked on through tripartite dialogue, was put on hold due to pending elections (E2021-11).

Positive results were also noted in the Regional Initiative for a Latin America and the Caribbean Free of Child Labour:

The ILO's contribution to the results achieved by the regional initiative has been very important and has basically consisted of promoting the design or improvement of public policies in a tripartite framework and generating consensus among governments, employers' and workers' organizations based on a shared vision of child labour; and providing technical advice to the governments of the countries to ground policies into strategies, plans and projects... In the period 2017–2020, some countries that make up the regional initiative (such as Paraguay, Argentina, Brazil, Colombia, Suriname, Guyana) have developed/updated their national policies, plans or strategies for the prevention and eradication of child labour and protection of adolescent labour, usually for a period of five years (E2021-13).

In 2019, in response to a commitment to the DJY by the Government of Nigeria, the ILO developed a project called “Strengthening the capacity of governments and youth employment stakeholders in Africa in the implementation, monitoring and evaluation of policies and programmes promoting decent jobs for youth”. This project was launched upon the request of the Government of Nigeria, and it is funded by the 2030 Agenda for Sustainable Development Sub-fund of the United Nations Peace and Development Trust Fund (E2021-4).

Reports provided evidence of various constraints limiting policy-related work, including political factors and inefficient labour markets. In Haiti, the project team had planned to collaborate with the San Jose Decent Work Country Team to transform the employment policy into an action plan for youth employment, through tripartite social dialogue. However, this was postponed due to the COVID-19 pandemic. (E2021-9)

2.4.9 Strategic importance of results achieved

Coverage: 97 per cent

There was mixed performance for this criterion, with half of the reports (50 per cent) having positive results, considered to be of strategic importance by stakeholders, and no unsatisfactory ratings.

In Ghana, a project aiming to reduce child labour in gold mining engaged key government agencies in a highly participatory process to develop the National Plan of Action to Eliminate Child Labour (NPA2), and supported local governments to develop medium-term development plans and child labour by-laws (E2020-1). In Malaysia, a new national Strategic Compliance Plan for the palm oil sector was developed and agreed upon; the focus on this sector was an unintended positive effect of the Strategic Compliance Plan for labour inspection, as it had been considered by ILO constituents and partners as a sector deserving greater attention, but it was a politically sensitive area, due to its dependence on a large migrant workforce (E2020-4).

Important progress was made regarding migrant workers in several countries. In Sri Lanka, social policy regulations included migrant workers as a vulnerable group, allowing them to access certain social benefits; sections on migrant workers were added to the National Action Plan on prevention of Sexual and Gender-Based Violence, which was approved by the Cabinet in 2016; and technical inputs were provided to be included in the sections on foreign employment in the draft Youth Employment National Action Plan and the National Human Rights Action Plan (E2020-5). A simplified procedure facilitated by the ILO for issuing work permits to refugees on EIIP projects is in place in Lebanon, and the Social and Environmental Safeguards

Framework has been updated and is in use by the project, with clauses related to OSH in EIIP contracts (E2020-8). In Africa, a project influenced policymakers and/or top management to give more prominence to social protection/portability for migrant workers and their families (E2020-21).

In the Republic of Moldova, the enabling environment was strengthened at country level, in terms of the development of employment policies, which were broadly in line with the employment promotion programmes implemented by European Union (EU) Public Employment Services (E2020-6).

In Guatemala, the ILO intervention contributed to the strengthening of some public sector institutions, employers' organizations (in agriculture and the maquila sector) and workers' organizations, and to the creation of norms, policies, plans and instruments on issues, including Convention No. 169, labour migration and child labour (E2020-10).

The DWiT project influenced the formulation of the United Republic of Tanzania Labour Inspection Manual on Child Labour, HIV and OSH, and facilitated the inclusion of by-laws in the National Action Plan – Violence against Women and Children, to address child labour and violence against children in their communities, and motivated local District Councils to come up with mechanisms to stop child marriages. In Zambia, the DWiT project facilitated the formulation of the second generation of the National Action Plan on Eliminating the Worst Forms of Child Labour 2020-2025 (E2020-27).

While some results were less strategic at the institutional level, they contributed to promoting enabling environments through changing mindsets and having local level impact, representing good practices that could be shared in other contexts. Progress was limited in other projects – for instance, the SEA Forum for Fishers, established by the SEA Fisheries project, provided a foundation for regional coordination, but although elements of a potential regional strategy are reflected in agreed action plans, further work needs to be done (E2020-22).

► Box 18. Results for 2021 sample. Coverage: 100 per cent

Results achieved were found to be of strategic importance for stakeholders for nearly two thirds of the projects (62 per cent). Projects rated as partially successful often had results that were found to be useful by stakeholders, but were not used in a strategic context.

A successful example was the Regional Initiative for Latin America and the Caribbean Free of Child Labour, where there was extensive evidence of countries having developed/updated their national policies, plans and strategies for the prevention and eradication of child labour and the protection of adolescent labour; the preparation/revision of lists of hazardous work; and examples of countries that had adjusted their regulatory frameworks related to child labour, with progress made in tackling human trafficking and sexual exploitation of minors (E2021-13). There were other examples of successful legislative reform and improved governance; formulation and processing of recommendations; and improved institutional capacity to make progress towards decent work conditions, improved labour inspection mechanisms, or to support the development of the TVET systems in certain countries. In Pakistan, the ILO set a precedent for injured workers at the workplace to access compensation and benefits, and promoted the establishment of better and safe working conditions, leading to the development and adoption of a Joint Tripartite Action Plan (E2021-3). Work on Public Employment Services-improved youth employment perspectives and, in Ethiopia, the ILO's mandate on decent work, were included in the National Plan of Action on Jobs (E2021-5, E2021-6). Commitments to act upon concrete actions to tackle barriers to youth employment were also made through the DJY (E2021-4).

In some contexts, political resistance and insufficient engagement with social partners led to limited impact on decent work outcomes that required policy advocacy, as was the case in Afghanistan (E2021-12). One project focused on the establishment of women cooperatives, but although results were very positive, they were not strategic, leading to a low rating (E2021-2).

2.4.10 Strategic relationships

Coverage: 100 per cent

A large majority (89 per cent) of projects evaluated were successful in building and leveraging relationships with different stakeholder groups and organizations; this was the most highly rated criterion in the study, with over one quarter of the reports obtaining a “Highly successful” rating.

There were numerous examples of partnerships with governments, workers’ and employers’ organizations, CSOs, donors, international organizations, the private sector and industries, local and international NGOs, as well as academia. The importance of good coordination and cooperation with partners was emphasized in many reports. Strong performance was found when projects used a highly participatory approach and involved all relevant partners to participate in project implementation, especially when these partners were committed to the same objectives, and when projects built on existing ILO partnerships to promote synergies. This promoted ownership and sustainability of results.

For instance, a project on youth employment in Egypt linked the local dimension with key institutions and partnerships at a national level. It capitalized on the ILO’s excellent cooperation with the FEI, the overarching representative of business in Egypt (2020-25). A similar approach was taken by the DWiT project:

Building upon past partnerships not only duplicates past experiences but also deepens and re-emphasises their importance. The project incorporated and engaged in partnership with previous partners in the past projects ARISE I&II such as Trade Unions, Co-operatives and government agencies and communities. This approach consolidated the tract and gains of the project that enhanced effective implementation amidst COVID-19 pandemic related challenges... At the global and national level, the partnerships were key to conception as well as mobilizing requisite financial and technical personnel to effective deliver on project outputs. For example the ILO partnership with the World Health Organization and FAO, as well as other agencies of the UN System and development partners, is quite important to marshal critical resources critical for delivery on DWiT. At the local level in Zambia the project engaged Traditional Leaders to institutionalize actions against Child Labour. Awareness raising became a continuous process and traditional leaders in the communities were active in all the activities undertaken by the project. Local Government Officials participated in Radio Programmes to sensitize the community against Child Labour. They became Combating Child Labour Ambassadors and shared information received on Child Labour with their subordinates –head men and community members. In addition, the traditional leaders also developed Community By-laws to combat Child Labour and also set minimum wages for employment in the tobacco farms (E2020-27).

The ILO’s comparative advantage was also put forward in the context of a project promoting decent work for refugees in Turkey:

Being the only tripartite UN agency, the ILO Office for Turkey has the upper hand in bringing together national partners, including the public institutions, the private sector and their institutions, NGOs, unions and workers, to set labour standards, to develop policies and to devise programmes promoting decent work for all women and men, including refugee communities. The added value of these projects is that the project design ensures involvement and support of private sector and private sector organisations, which have been specifically targeted through this project compared to the former two projects. Involvement of the private sector has contributed to introducing refugees and host communities into the labour market, upon completion of the capacity building activities such as apprenticeship and on-the-job training (E2020-18).

Some projects were part of wider networks and programmes, enhancing the potential for cooperation and synergies. The development or enhancement of strategic partnerships also led to optimization of human and financial resources, through cost-sharing, dissemination of information and various collaborations.

In some countries, despite successful multi-stakeholder approaches taken by projects, the level of institutional change, staff rotation and the competition between ministries threatened the partnerships established. Certain projects were able to develop partnerships, but these did not systematically lead to improved project performance or results.

The only project with unsatisfactory performance was the Labour Force and Households Living Conditions Survey 2014 in Lebanon, where the evaluation did not find evidence of consultation with potential data

users, including the ILO Regional Office for Arab States subject matter specialists and the UN agencies. Due to this, several informants indicated that the Survey was a lost opportunity (E2020-23).

► **Box 19. Results for 2021 sample. Coverage: 100 per cent**

All but one of the projects (92 per cent) effectively built and leveraged key relationships. This was the best-rated criterion for all performance areas for the 2021 sample.

ILO interventions were very successful in creating positive collaborations with other international organizations and NGOs – as well as local and international stakeholders, constituent groups and the private sector, as well as donors – often through tripartite dialogue. There was ample evidence of the ILO developing linkages, building and leveraging partnerships, and promoting participation from different partners to achieve intended results, and consolidating inter-agency action (for example, E2021-13). This was done face to face, in meetings, networks, alliances and virtual collaboration platforms, among others. ILO project teams participated in task forces, and established technical working groups and advisory groups, to ensure strong participation of all involved, although some reports noted that these groups were not always operational.

The location of ILO projects within ILO country offices facilitated formal and informal exchanges, cooperation and coordination with partners, and there was evidence that other organizations used ILO tools and approaches. These strategic relationships led to strong progress towards results, as noted by many evaluations, including the following:

The creation of synergies and coordination between actors and constituents fostered by the ILO generates effective resource management in the countries to advance social protection. In the case of El Salvador, the permanent interrelationship and co-management of ILO staff with constituents during the project's implementation made it possible to achieve unexpected results, such as progress in the universalization of pensions for older adults (E2021-11).

The evaluation of the only unsuccessful project noted that institutional partnerships should have been developed at the regional level among target countries (E2021-8).

2.4.11 Tripartite processes and social dialogue

Coverage: 100 per cent

The integration of social dialogue and tripartism in project design and implementation had mixed yet positive results overall, with more than half (57 per cent) of the projects performing well, and nearly one seventh (14 per cent) obtaining a “Highly successful” rating. There were many missed opportunities to promote and strengthen this cross-cutting policy driver or variable results, with negligible attention given to tripartism and social dialogue in one fifth of the projects.

Strong performance was noted when projects promoted social dialogue among constituents and other stakeholder groups by supporting tripartite meetings; the use of an Industrial Relations Toolkit to promote tripartite communication and policy change; capacity-building workshops; a tripartite global forum; informative videos on key aspects of social dialogue; and in some projects, an emphasis on bipartite social dialogue. Many projects promoted the establishment of different types of tripartite committees and working groups, including project steering committees, project advisory committees, tripartite sectoral skills committees, policy working groups and technical working groups, consisting of representatives of governments, workers' organizations, employers' organizations, industry associations, research and academic institutions, and CSOs, among others.

For instance, with financial support from the Government of Flanders, an international tripartite advisory committee on trade arrangements consisting of academics, policymakers and social partners was established as a consulting body to provide feedback periodically, and to serve as a validating institution of

the research findings (E2020-13). The multi-stakeholder approach that went beyond the ILO's traditional tripartite structure in some projects positively influenced prospects for sustainability.

There were several interventions that aimed to organize workers and provide support to establish unions and promote formalization (for example, E2020-1 and E2020-2), and social dialogue was seen as the basis for reduction of grievances and promotion of social cohesion in Sri Lanka (E2020-3). However, certain groups, such as migrant workers in Thailand, are prohibited from forming or leading unions, leading to the creation of informal organizations. In contrast, some evaluations found that, according to some groups, ILO interventions did not adequately address issues related to the formation of trade unions in unorganized sectors, or raise workers' awareness on the importance of freedom of association (E2020-4).

In Guatemala, social dialogue, along with capacity-building, was a key strategy used in projects to achieve results, including following up on comments from the governing body, drafting compliance reports on fundamental conventions, creating a mechanism for the consultation of indigenous communities, and reviewing implementation plans and the policy on labour migration and fair recruiting (E2020-10). In the Plurinational State of Bolivia, the ILO contributed to strengthening social dialogue, which was seen as "a highly valid and effective mechanism to identify and develop actions and content in accordance with the needs of TVET constituents and actors given its cross-sectoral character" (2020-16). Similarly, the new OSH law in Myanmar and the new OSH Decree in the Lao People's Democratic Republic were discussed and agreed by all tripartite constituents, and noted to be tangible achievements of ILO interventions at policy level, which consolidated the relationship between the constituents in view of further discussions regarding implementation of these laws (E2020-24).

Actions to facilitate continued policy dialogue and implementation with tripartite and other partners were also undertaken by the ILO in Turkey, to promote access of Syrian refugees, non-Syrian refugees and host community members to sustainable decent work opportunities. The project aimed to establish and/or strengthen coordination mechanisms among and between national and international actors involved in the field of social security and migration. This was done through international events such as the International Symposium on Social Security and Migration, and the South-South and Triangular Cooperation initiative between Lebanon, Jordan, Turkey and Iraq, jointly organized with the ILO Regional Office for Arab States and the ILO Partnerships and Field Support Office in Geneva (E2020-18).

The evaluation of the PAGE programme highlighted that it was difficult to establish a tripartite approach when working with other UN organizations that did not share the ILO's core values. As a result, a lot of time and negotiation were spent to embed these values within country programmes. However, the evaluation also stated that tripartism led to improved ownership and sustainability of results; this was seen as a comparative advantage: "One way in which ILO has embedded and ensured the sustainability of interventions is through the collaboration and inclusion of tripartite members. This allows for institutional memory to be built up over time and is an important way in which ILO separates itself from most of its comparators in this sector" (2020-11).

Several evaluations noted that, although projects attempted to involve workers' and employers' associations, they showed little interest or capacity to engage, while in other cases, project designs did not promote active involvement of certain key tripartite stakeholder groups, thus limiting ownership and sometimes limiting relevance. One project took a tripartite approach, but did not plan any capacity development activities to promote social dialogue, thus limiting results, while the potential of existing tripartite structures was not used in full in another project, due to political instability.

A project in Haiti was initially planned to involve employers and trade unions in a labour placement system, yet this output was discontinued due to the absence of formal employers/employment that could host such placements in the project area. This was the main opportunity created for tripartite constituents to collaborate, and the evaluators found that it was an unrealistic attempt to conform to the ILO mandate to promote tripartite working arrangements (E2020-15). Weak performance related to tripartism was noted in the evaluation of The Lab (E2020-26).

► **Box 20. Results for 2021 sample. Coverage: 100 per cent**

Fewer than half of the projects (46 per cent) successfully integrated social dialogue and tripartism into their design and implementation.

Strong performance was found when tripartism was an integral part of the project approach, involving the right social partners, and when projects and interventions were able to promote the use of tripartite frameworks to generate consensus around a shared vision, as was the case for the Regional Initiative for Latin America and the Caribbean Free of Child Labour – a cooperation instrument with a tripartite governance structure and management mechanisms that promote permanent tripartite participation, revealing an area of strength for the ILO: “The greatest contribution is having been able to unite actors that have not normally been allies: employers, workers, civil society and public institutions, actors that the governments themselves cannot bring together” (E2021-13).

Activities promoting social dialogue included capacity-building and sharing of good practices; proposals for the unionization of workers, including those engaged in informal work; studies with the ILO Bureau for Employers’ Activities (ACT/EMP) and the ILO Bureau for Workers’ Activities (ACTRAV); tripartite workshops; and the establishment of tripartite advisory groups and steering committees, as well as networks.

In some cases, while efforts were made to take a tripartite approach and promote social dialogue, some constituent groups felt that their voices had been ignored, or that they did not have the capacity to engage effectively in social dialogue. There was debate regarding the governance structure of the DJY, as it did not reflect the ILO’s tripartite structure, especially as there were no partnerships with workers’ or employers’ organizations (E2021-4). Other projects did not include tripartism and social dialogue in their approach (E2021-7).

2.4.12 Sustainability

Coverage: 100 per cent

Barely one third of projects (37 per cent) demonstrated some tangible possibilities of maintaining, advancing or scaling up intervention results, with some ownership and commitment from stakeholders, and some thought to an exit strategy. A majority of interventions obtained “Partly successful” ratings, and some projects had sustainability strategies in place, with or without sustainability plans.

A strong foundation for sustainability was laid when projects fostered ownership among stakeholders; promoted horizontal and vertical linkages between groups to promote collaboration and access to resources; and built their capacity, especially through training of trainers. The complementary nature of certain ILO projects, and the creation of synergies between different programmes and projects, were also important factors in ensuring sustainability, as were realistic long-term strategies and time frames. Sustainability of results was enhanced when they were embedded in institutional structures and policies, or in revised regulatory frameworks, and when stakeholders engaged in constructive tripartite social dialogue. The selection of PAGE initiatives in South Africa was based on sustainability prospects and coherence with national priorities, among other criteria (E2020-11).

Some stakeholder groups and partners were able to secure additional funding to continue operations started with ILO support, but this was variable. The importance of the willingness of donors to agree to no-cost extensions and to fund subsequent phases was underlined as essential to scale up and replicate activities in several reports. Very few evaluation reports discussed resource mobilization strategies to expand the scope of projects or ensure that results were scaled up, but some projects noted that governments had financially contributed to implementation of activities, which was seen as confirmation of their commitment and ownership of the projects (for example, E2020-24).

Some evaluations highlighted outputs and outcomes most likely to be sustained after project completion. These included the establishment of national and local level plans of action, monitoring tools, revised regulations and policies, global-level tools, training manuals, online portals, communities of practice, and data repositories managed by global institutions (such as the World Bank Delve initiative). Ratification of ILO Conventions also increased the sustainability of the ILO’s work. There was evidence of developed

training courses and related products being used and upscaled, and capacity-building at local, national and regional levels. The development of robust methodologies for data collection and analysis was also seen as a contribution to sustainability by evaluators, although this depended on the capacity of stakeholders to apply these methodologies.

Ownership was strong when project objectives responded to national priorities, and when key stakeholders were involved in design and implementation through broad, participatory consultations; however, they still sometimes required further external technical support, and certain projects were planned to transfer skills and tools to individuals or stakeholder groups before their completion (for example, E2020-12). Evaluators noted the importance of social dialogue in promoting sustainability – as well as stakeholder validation workshops, awareness-raising initiatives and advocacy campaigns – to ensure buy-in from constituents and stakeholders.

In global projects, one evaluation emphasized:

Ownership should rather be measured by the degree to which the global community has embraced the projects and in particular the key reports. The Trade report filled knowledge gaps in labour provisions and trade agreements and has pioneered policy results, reflected in the discussions in the 328th Session in 2016 of ILO's Governing Body. In addition, this report is still being used and referred to widely and was in particular used as an entry point for the ILO Governing Body's discussion in 2016 and contributed to the decision of the Governing Body to continue to do more research in this area. The Care report provided for the first time clear data on the care economy which are quoted and used widely, for example by UN Women, UNDP, Organisation for Economic Co-operation and Development and put on the G20 agenda; even during the present month the data were requested by The Economist for their background article (E2020-13).

Political instability and frequent changes of government had a negative impact on sustainability in some projects, while other interventions ensured engagement with other tripartite members, to promote institutional memory (E2020-11). In Guatemala, although progress had been made and there was evidence of ownership by stakeholders, external risks and limited financial resources restrained their capacity to maintain or scale up the advancements achieved (E2020-10). Institutional memory was a component mentioned in several reports, including an evaluation of a project in the Plurinational State of Bolivia, which functioned mainly through subcontracting of consultants, leading to a lack of institutional legacy (E2020-16). In one instance, the project was seen as a one-time endeavour, and no provisions for sustainability were made (E2020-23).

► Box 21. Effects of the COVID-19 crisis on sustainability

There were several instances where sustainability prospects were limited due to the COVID-19 pandemic, especially due to the suspension or diversion of financial resources; this was the case in Myanmar and Egypt (E2020-7, E2020-12), which impacted upcoming funds that had initially been secured to build on existing progress. Events such as exit workshops and regional dialogues had to be cancelled, thus limiting sustainability of results in some instances (for example, E2020-21).

► Box 22. Results for 2021 sample. Coverage: 100 per cent

Only two projects in the sample (15 per cent) had good prospects for sustainability, while the rest were partially successful. This was the other weakest area in the review.

Factors promoting sustainability included the creation of favourable environments through social dialogue, promotion of ownership through participatory design and implementation; the improved capacity of stakeholders to make progress on results; awareness-raising and changing of mindsets; as well as the development of exit strategies, including funding commitments and political priority. One project aimed to promote sustainability by decreasing assistance to stakeholders, when the project team believed the intervention could be pursued without its active involvement (for example, 202112).

Financial sustainability was an area of concern in many projects, as were political will and commitment and economic stability.

2.4.13 Acknowledgement and use of ILO expertise

Coverage: 94 per cent

The ILO's expertise and its engagement with prominent organizations at the national and international levels were positively acknowledged in a large majority of projects (85 per cent). Its technical expertise, comparative advantage in the areas of social dialogue and tripartism, and commitment to quality were highlighted by different stakeholder groups and beneficiaries. The ILO also took the lead in training other key international partners – including the United Nations Relief and Works Agency for Palestine Refugees in the Near East, the United Nations Children's Fund (UNICEF), Caritas and Palladium – and provided technical advice and support for parallel projects (such as World Bank-financed projects in Jordan).

There was evidence of the ILO taking a leadership role and influencing the agendas of key global actors, while breaking down institutional silos (E2020-1, E2020-2, and E2020-12). The ILO also participated in global networks, such as “Action, Collaboration, Transformation” (ACT), a collaboration of 21 international brands, and IndustriALL, the global trade union federation of garment and textile workers. Stakeholders appreciated the ILO's role as a mediator, and one report noted that the absence of ILO teams due to COVID-19 travel restrictions was one factor that led to delays in the project, due to frequent differences of opinion between the government and employers that could not be resolved easily (E2020-13).

One evaluation highlighted the aspects of working with the ILO that partners and stakeholders most valued, in comparison with working with other international cooperation agencies (E2020-10):

- “The ILO is the main specialist on employment, Convention 169, international labour standards and labour migration.”
- “The quality of their training events and their research and studies.”
- “Their participation in tripartite events elevates the quality of debate and discussion, and the ILO shares experiences and best practices from other countries in the region.”
- “Its tripartite nature makes it a unique organization that is always working with employers and workers. Related to this, the ILO always promotes social dialogue, which has allowed for progress in the implementation of the roadmap.”
- “Its strategies are always aimed at increasing individual capacities, strengthening institutions and governance, ratifying Conventions, creating policies and modifying norms, all of which contribute to the sustainability of the outcomes.”
- “Its openness and constant availability to interact with constituents.”
- “[The ILO] works in a fluid manner, there is trust, open dialogue without any mistrust”.

► Box 23. Results for 2021 sample. Coverage: 92 per cent

Recognition of the ILO's expertise was noted in all of the reports in the 2021 sample; this was the most highly rated criterion in the study, and there was evidence of prominent organizations engaging with ILO projects, with some using ILO approaches and tools in their own work.

Several examples of appreciation for ILO's work are provided below.

The ILO's expertise and experience in the field of employment was at the root of the decision to give it the lead in the DJY global initiative:

During interviews, the donor notably stated that the ILO's longstanding experience and technical expertise on labour and youth employment issues made it the reference organization in the field. Its tripartite structure also served as evidence of its influence among governments, private sector actors and workers organizations, an influence that is deemed necessary to convene a broad range of partners around the issue (E2021-4).

(Box 23 continued)

In a very different context, the ILO's work was also recognized in Pakistan:

The involvement of the ILO is to be commended. They were called in to support and address a difficult situation. Cash transfers and direct involvement in the management of funds is not a core mandate nor function of the ILO, but it as an important step to broker a system that would serve the needs of beneficiaries and set the [Government of Pakistan] up with a model that could be replicated in the event of other tragedies in the future (E2021-3).

2.4.14 Resource leveraging

Coverage: 94 per cent

There were mixed results regarding the extent to which projects were able to leverage resources from governments, donors and other partners. Performance was good in over half (52 per cent) of the projects, although one quarter of the reports were rated as “Unsuccessful”.

Successful projects obtained significant financial and non-financial resources from governments and other partners to conduct feasibility and research studies, pilot activities and communication strategies; and/or to continue implementation of existing activities, funding conference participation, as well as hiring key human resources, or providing lodging, office space, equipment and other materials. In some cases, partner CSOs were able to secure additional funding to continue operations, while the specific amounts were not provided in the reports. There was also evidence of upcoming interventions that were going to use funding to build on progress made in projects that had been evaluated in 2020.

There were different examples of joint funding in the context of the projects funded through the Government of Flanders, with funds leveraged from the European Commission, Switzerland, Canada, Sida and the British Council. Other types of cooperation were undertaken with UNICEF, the United Nations Population Fund, the Rosa Luxemburg Foundation and the Sustainable Trade Initiative, mostly in the form of non-financial resources (E202013). Similarly, the ILO-Garment Industry Project collaborated with other major projects working in the garment industry, and was able to leverage substantial cost-sharing or in-kind contributions to complement its resources from private sector contributions (H&M and M&S) and through inter-agency collaborations (CARE) (E2020-14). The SkiDRES project mobilized different partners to contribute financially and materially to the project, in the form of sharing their skills, time and resources, including private sector companies such as Siemens Energy AB Sweden, which provided training free of charge (E2020-20). The Lab 2 was very successful in soliciting cofunding to support project implementation, with the vast majority of its partners contributing resources to shared activities, amounting to approximately US\$1.3 million – an additional 65 per cent – of project funds. This meant The Lab was able to effectively double its human resources (2020-26).

Evidence of sustainability due to leveraging of funds and mobilization strategies was provided in some reports. In the context of the Employment for Youth in Egypt (EYE) project, the ILO contribution was found to function as both seed and bridging funding to EU donor funding (E2020-25). A Local Employment Partnership was piloted with ILO resources in combination with resources from local level stakeholders and a grant scheme from the National Organisation for the Development of the Small and Medium-sized Enterprises Sector, and specific allocations for project activities had been included in budget plans (2020-6).

The DJEP initially designed and launched the annual Egypt Entrepreneurship Summit and the Nawah Competition with project resources, and gradually withdrew its financial support from these events. In 2019, these were primarily funded by the private sector and the Ministry of Planning, along with other donors, which was viewed as a great achievement in terms of resource leveraging (2020-12). In the context of a project promoting micro-insurance in Africa, selected organizations contributed internal resources towards project activities, and some received external grants to build on their progress (E2020-17). The DWiT project had a specific output on resource mobilization, which seemed to be successful, according to evaluators:

The project results are likely to attract financial sustainability specifically from the ongoing development policy initiatives at global level such as SDGs, DWiT and related ILO interventions and national resource mobilization initiative by country. For example, the Governing Board has made clear to commit resources for a period of three years and regional and local mobilisation of resources. In addition, the partnerships with the World Food Programme;

FAO; UNICEF; the United Nations Educational, Scientific and Cultural Organization; International Organization for Migration; EU; United States Agency for International Development; and tobacco companies, among others, have high potential of providing financial, as indicated in their willingness to support initiatives at country level to enhance DWIT results (E2020-27).

In one instance, lack of information-sharing and transparency in a project in Malaysia led to missed opportunities – according to social partners, they could have made complementary contributions to maximize the effectiveness of project activities, yet the project team did not provide sufficient information for them to plan for this (E20204). Missed opportunities were also found in Lebanon, where a sharing of functions had been planned in the context of the ILO/UNDP collaboration, but did not materialize (E2020-8).

In a few cases, due to diversion of resources towards the COVID-19 response, donor funding was not available for follow-on projects.

► Box 24. Results for 2021 sample. Coverage: 62 per cent

There were mixed results regarding resource leveraging to boost project results, with positive performance for half of the reports (50 per cent) that addressed this criterion, including one quarter that obtained “Highly successful” ratings.

Some projects were catalysts for new cooperation funds, such as in El Salvador and Honduras (E202111), and in Ethiopia (E2021-5), while other projects were able to leverage funds from national governments. In Mauritania, the project was able to benefit from the achievements of previous projects, as well as from the technical and financial support of the projects underway in Bassikounou; also, several agencies of the United Nations system provided in-kind and financial contributions for the implementation of the project (E2021-1).

High performance was found for the DJY global initiative and its partners, as they were able to mobilize substantial resources for DJY secretariat operations and country-level actions, even though the resource mobilization strategy had not been drafted. Two million euros were allocated by the Government of Luxembourg to support work in the Sahel region, 3 million were committed for a competitive bid to conduct studies in Africa by the Governments of Canada and the Netherlands, while the private sector and foundations also contributed financially and sponsored associates to support the work of the DJY (E2021-4).

2.5. Implementation performance and efficiency of management and resource use

Implementation performance was addressed through eight criteria: RBM approach and goal orientation; implementation management; ILO support to project; internal ILO coordination; monitoring and reporting; visibility and accessibility of knowledge and information; cost-efficiency; and adequacy of resources.

2.5.1 Results for 2020

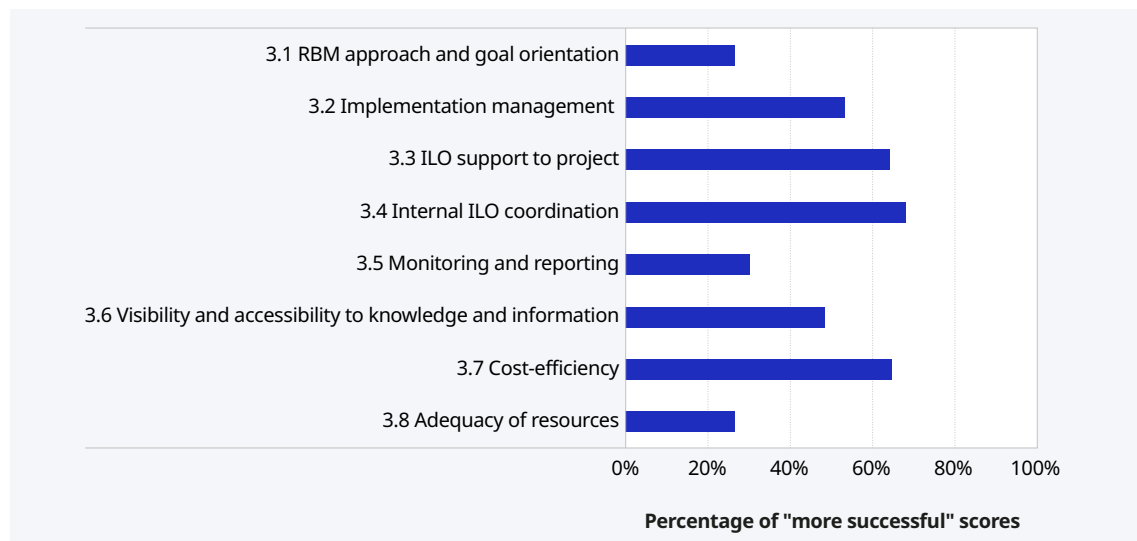
The majority of projects had low-to-average ratings in terms of their implementation and efficiency, with good coverage for most criteria, as presented in figure 9.

Areas of relative strength were related to the technical, programmatic, administrative and financial support by the ILO to projects, as well as coordination within the ILO. The cost of achieving results was reasonable for most ILO projects, yet the information and level of detail provided in reports varied. Project management was positive for just over half of the reports, and there were limited strategies in place and efforts to document and disseminate knowledge generated by interventions, with less than half of the projects performing well.

One main area of weakness was related to the results-based management approach and goal orientation of interventions, which had the lowest rating of all the criteria, with only one quarter of the projects performing well. Project monitoring and reporting was another area where progress is required, with only 30 per cent of interventions rating successfully. Results frameworks were often present, but had weaknesses limiting

their use, especially in terms of the logical fit between indicators and outcomes, and with unrealistic targets; similarly, challenges due to inadequate indicators and missing baselines limited the usefulness of monitoring frameworks, and reporting mechanisms were not always well implemented. In many cases, some of these elements were absent. Human and financial resources were for the most part inadequate to deliver project outputs and objectives, with good performance in only one quarter of the reports; this is to be interpreted in light of the many COVID-19 restrictions, which limited movement and often constrained access to resources.

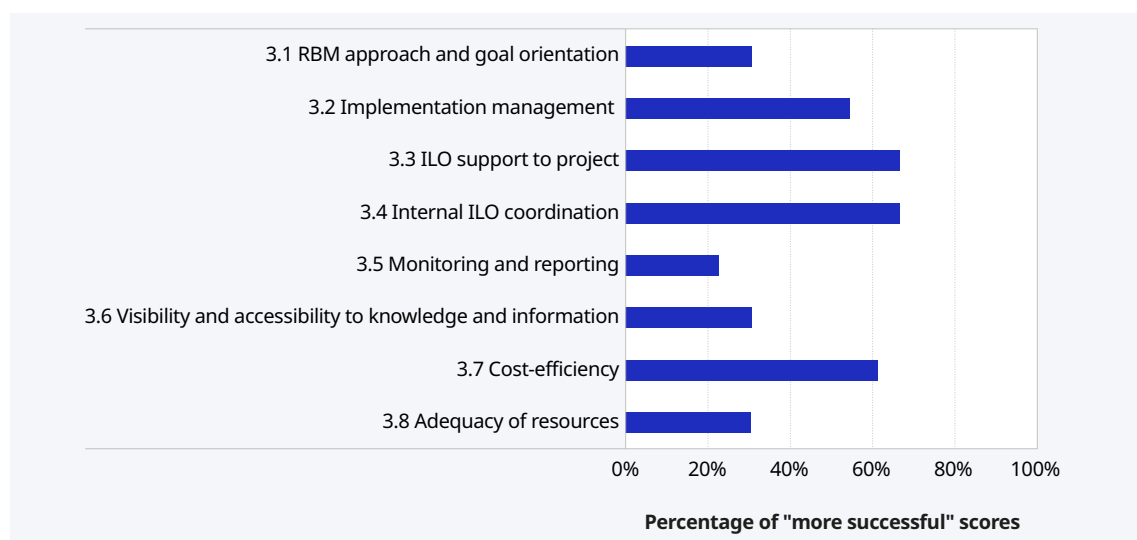
► **Figure 9. Implementation performance and efficiency of management and resource use: Percentage of more successful scores by performance criteria (2020)**



2.5.2 Partial results for 2021

Performance results for this category were low to average for the 2021 sample. There were successful results regarding the quality and efficiency of project management, internal ILO coordination, and ILO support to

► **Figure 10. Implementation performance and efficiency of management and resource use: Percentage of more successful scores by performance criteria (2021 sample)**



projects; and cost-efficiency was good overall. Further work could have been done regarding development and implementation of strategies to disseminate information and the adequacy of human and financial resources. The main weaknesses were related to the RBM approach and goal orientation of projects and monitoring, and reporting, similarly to findings from 2020. Visibility of knowledge and information was inadequate, as were available human and financial resources.

2.5.3 RBM approach and goal orientation

Coverage: 97 per cent

There was weak performance overall, with only one quarter (26 per cent) of interventions having a results framework that allowed for regular monitoring of performance, with quantified, realistic performance targets in most areas linked to the project strategy, and with a logical fit between indicators and outcomes, as well as baseline information, milestones and means of verification. The lack of an explicit theory of change was noted as a challenge in several reports.

Limitations were found despite the presence of logical and results frameworks; when indicators were not a logical fit to outcomes; when the distinction between activities, outputs and outcomes was not consistent; and when indicators were not necessarily relevant, valid or reliable; as well as when there were unrealistic numbers of indicators. While indicators were not always associated with a specific time frame, this made it possible for some flexibility to rearrange certain activities and adapt to the needs of different contexts (for example, E2020-18). Some projects did not use frameworks that had been developed, while evaluators noted evidence of deviation from the results framework at the reporting level, leading to challenges in implementation and reporting in the field. In some cases, some activities included in work plans did not fall within the boundaries of projects.

Some results frameworks and indicators seemed to have been arbitrarily defined, with no identification of risks and contextual realities. There were a few instances where frameworks were revised during the course of the project, as the originals were too ambitious and/or unrealistic. While this sometimes led to improvements, revised frameworks were less coherent in other cases.

► Box 25. Results for 2021 sample. Coverage: 100 per cent

RBM approach and goal orientation were an area of weakness, with successful performance found in less than one third of the reports (31 per cent). Positive results were noted for projects that had simple, streamlined results frameworks, aligned to priority work areas; adequate SMART (specific, measurable, attainable, realistic (or relevant) and time-bound), gender-disaggregated indicators and realistic targets; comprehensive theories of change; and logical frameworks with risks and assumptions.

An example of a project with good performance was the R2J project:

Based on the Donor Committee for Enterprise Development Standard, the [monitoring and results-based measurement] system combines three frameworks: the project's theory of change, its logframe, and the results chains that break down the two previous frameworks into intervention activities and causal linkages. Under the responsibility of a Technical Officer at ILO headquarters, intervention guides were set up for each intervention to record progress and achievements on outputs, outcomes and impacts. The project adopted a learning-by-doing approach, where the indicators and assumptions used to measure change were constantly revised to align with local realities (E2021-12).

Weak performance was found in projects with missing or inadequate results frameworks, indicators that did not focus on the right information, and when there was confusion between outputs and outcomes. Lack of flexibility in frameworks was also noted as a challenge in certain circumstances.

2.5.4 Project (implementation) management

Coverage: 91 per cent

Only half of the projects (53 per cent) had well-designed management processes – known, accepted and used by most team members. Positive results were found when projects had strong management systems, clear and fair procedures, and when stakeholders involved were adequately briefed, with sufficient coordination, guidance and oversight. This was made easier when specific project staff were available, and when there was capacity to integrate views of different stakeholders, and when project steering/advisory committees were established, to provide feedback and inputs on matters related to design and implementation. Good working relationships with donors was also an asset, such as in the DJEP project:

A contributing factor to the achievement of the DJEP is the extraordinary well-functioning working relationship between the project management and the donor representative at the Embassy of Canada. This relationship consisted of frequent contacts, a constant sharing of events, and issues (positive and negative) affecting the implementation throughout the project duration, and involving the Embassy staff, including the Ambassador, in all major events and field visits. By so doing, the achievements as well as the problems and challenges were well known by the donor, and problems that occurred along the way could be solved jointly (E2020-12).

Projects using similar structures as previous or similar interventions often performed well, such as the EYE project, which had a Project Management Team running the project and consisted of one unit based in Cairo and one unit each in Qalyoubia and Menoufia, respectively. This project was a continuation of a Danish-funded project and therefore maintained the same team structure at the Cairo unit; and ownership by the project team was such that they obtained support from specialists even after they left their positions (E2020-25).

Evidence provided for the DWiT project showed that management of the project was well managed and coordinated, and allowed the project to accomplish almost all planned activities, despite delays and COVID-19 lockdown:

Management arrangements were well decentralized, with each country having a project management office that was responsible for day to day supervision and support to project implementing partners, but answerable to the ILO Chief Technical Advisor based in Zambia. This arrangement provided an opportunity to build capacity and smooth implementation of project activities by closely supporting the partners in terms of skills and knowledge in policy-making, lobbying, social dialogue and enhancing OSH (E2020-27).

The importance of joint planning was highlighted when the ILO collaborated with other UN agencies that had different ways of operationalizing and coordinating work, and roles and responsibilities were not always clear (for example, E2020-3 and E2020-5). The variability of UN presence and engagement in different countries also affected management arrangements, as in some cases the ILO was one of the only entities with a permanent presence in the country, leading to a burden of coordination, engagement, project implementation and monitoring on the ILO.

► Box 26. Results for 2021 sample. Coverage: 85 per cent

Performance results related to implementation management were mixed, with just over half of the projects (55 per cent) obtaining successful ratings, and no report rated as “Highly successful”.

Good performance was associated with effective communication and coordination mechanisms between project teams and implementing partners, with clear roles and responsibilities established and reviewed as needed. The evaluation of the Regional Initiative for Latin America and the Caribbean Free of Child Labour highlighted the use of the WhatsApp platform among ILO project teams and representatives from 30 countries, which allowed for direct communication and requests for information and technical assistance, leading to effective decision-making on operational aspects (E2021-13).

2.5.5 ILO support to project

Coverage: 80 per cent

ILO technical, programmatic, administrative and financial support was satisfactory in nearly two thirds of the reports (64 per cent), with no project rated as “Unsuccessful”. There was high variability in terms of coverage of the different types of support and depth of information provided in reports.

One of many examples of successful support provided by the ILO was in the context of the Sida-ILO Partnership Programme 2018–19 outcome-based funding to Outcome 7:

Support from technical units in headquarters and field offices has been highlighted as a key factor contributing to the effectiveness of the intervention. The evaluation has stressed as key factors for the effectiveness of the intervention the following: i. Use of in-house sound expertise – not relying on external consultants for the bulk of the work; ii. Close involvement of field specialists and the ITC-Turin; iii. Extensive regular consultation with key technical departments ensuring high-quality inputs; and iv. Cooperation with centralised and decentralised development cooperation (DC) projects and field specialists to pilot test the tools. The outputs were delivered through a collaborative effort from meaningful technical expertise from various technical units in the house, the Inclusive Labour Market, Labour Relations and Working Conditions Branch (INWORK), the ILO Social Dialogue and Tripartism Unit (DIALOGUE), International Labour Standards Department (NORMES), STAT, Fundamental Principles and Rights at Work Branch (FUNDAMENTALS) and the ILO Labour Law and Reform Unit (LABOURLAW). ILO country offices for Colombo and Jakarta supported the pilot tests for some activities, as did a number of centralised and decentralised projects. Strategic collaboration was established with DC projects to pilot test the Industrial Relations Toolkit and integrate it in the projects’ training programmes. No delays or bottlenecks have been reported in terms of administrative support to the programme, including in the support of field activities (2020-9).

Positive performance in terms of ILO support to the project was also noted for the EYE project:

While the ILO [Decent Work Technical Support Team]-Cairo was the lead technical unit for all of the components of the project, units in the ILO’s headquarters provided technical support, such as INWORK; the Bureau for Employers’ Activities (ACT/EMP), the Youth Employment Unit and Enterprise Department and Sustaining Competitive and Responsible Enterprises (SCORE). More broadly, the project benefited from the support of the ILO’s headquarters, and each component of the project had a technical backstop department, at the ILO headquarters. This ensured global experience and technical materials, about what works best for youth employment was available, and technical dialogue was possible with headquarters specialists (E2020-25).

► Box 27. Results for 2021 sample. Coverage: 92 per cent

ILO support to the project was successful overall, with two thirds (67 per cent) of the projects obtaining positive ratings. Technical backstopping from country offices, regional offices and headquarters was frequent, with some evaluations noting that staff time was a contribution from the ILO. The location of projects within ILO country offices facilitated cooperation and coordination, and enabled efficient support.

In Haiti, the project not only obtained technical and operational assistance from the San Jose Office, but also obtained support in terms of quality assurance aspects, strategic development and adaptation to COVID-19, as well as practical support in the implementation of tripartite social dialogue and other cross-cutting policy areas (E2021-9).

An example of targeted support from the ILO was highlighted in one evaluation:

The project uses the international, national and local expertise and experience by bringing together UN Women as a leading agency and ASAM and ILO as the implementing agencies to join their forces in enhancing women empowerment and resilience of refugees... ILO has brought in its extensive capacity and expertise in encouraging decent employment opportunities, strengthening dialogue and raising awareness on work-related issues. In the central level, the technical capacity that ILO has brought in filled the gap in the project, as the project concerns strengthening women while increasing their chances to participate into the labour market... All the expertise collected under ILO’s Refugee Response programming supported the project staff to adopt changes in training programmes’ content while targeting different population with different needs, learning from the mistakes while partnering with other stakeholders, benefiting from each other’s expertise, sharing their best practices. Therefore there is a continuity, and synergy created between the projects under ILO’s Refugee Response Programme (E2021-2).

(Box 27 continued)

The ILO provided extensive support to the DJY project and initiative, in the form of technical focal points assigned to different thematic areas, technical and operational support from the ILO Partnerships and Field Support Department (PARDEV), the Department of Communication and Public Information (DCOMM) and the ILO Information and Technology Management Department (INFOTEC), as well as high-level political support via the involvement of the Director-General in various events. Some country offices and regional offices also undertook specific actions (E2021-4).

Challenges were noted in several reports regarding administrative and financial procedures, which led to delays in accessing funds and limited the timely delivery of products. The ILO tried to centralize backstopping for the decentralized GOVERNANCE project, leading to important difficulties in coordination and implementation, especially in terms of wasted time (E2021-8). A few reports also found that specialists were not always available.

Some evaluations noted the importance of strategic and/or political support, as was the case in Guatemala, as the director. ACTRAV and ACT/EMP played key roles in promoting the participation of different constituent groups, and recruiting allies among high-level officials, other development cooperation agencies and the media (E2020-10).

There were instances where interventions obtained adequate technical backstopping support, but financial support was inadequate, as delays affected implementation of project activities, which delayed delivery of certain outputs (e.g. E2020-27). This was often an issue when projects operated from countries without an ILO field presence, leading to limited access to the ILO Integrated Resource Information System and low administrative and financial backstopping; the importance of locating project offices in an operating environment where project team could receive effective supervisory, administrative and financial support, as well as a reliable communication infrastructure, was highlighted in several reports (for example, E2020-1, E2020-15 and E2020-19).

One evaluation found that a project had relied on external consultants more than on ILO internal resources, despite experts being available, leading to inefficiencies (for example, E2020-23).

2.5.6 Internal ILO coordination

Coverage: 80 per cent

Internal coordination was successful for more than two thirds of the projects reviewed (68 per cent), with good interactions and coordination between different ILO programmes and units, and evidence of information-sharing and pooling of resources.

Strong performance was characterized by interventions that had staff in the same location as other projects, as it allowed for easier communication and collaboration among project teams. Certain projects were designed to complement other projects, thus creating synergies and avoiding duplication of efforts. Internal coordination took the form of information-sharing and expertise from technical specialists, providing links to local partners and supporting meetings, capacity-building and knowledge development. This led to more efficient use of resources, and increased impact and coherence, as the ILO could approach partners as one, with the same agenda.

An example of highly successful internal coordination was associated with the development of the Industrial Relations Toolkit:

Inclusive and meaningful participation of a number of technical units, country offices and development cooperation projects have been at the heart of the strategy for the development of the global tools, from the very initial phase and throughout the entire intervention. Under the global coordination and leadership of INWORK, participation has included DIALOGUE, FUNDAMENTALS, NORMES, the ILO Department of Statistics (STATISTICS), LABOURLAW, ACTRAV and ACT/EMP, and the global programme Better Work. These consultation rounds were often extended to include field specialists and representatives from the Social Partners, identified by ACTRAV and ACT/EMP. Bringing together

in an integrated manner components of technical units and projects in close coordination led to economies of scale and overall better outcomes, as pulling funds and expertise allowed for the pilot testing of the Industrial Relations Toolkit in the field with the tripartite and bipartite partners. This, in return, provided valuable feedback to improve the tool and make it practical-oriented... [and strengthened] the capacities of all those involved, by understanding challenges and positions and accessing expertise and knowledge; this increased capacity will remain in the ILO and impact the quality of future technical assistance to Tripartite Constituents in the field of Social Dialogue and Industrial Relations (E2020-9).

Challenges were noted when contributions were expected from different units at headquarters and in the field, and staff changes led to lack of clarity regarding roles, responsibilities and strategic approaches (for example, E2020-14), and when different components were not addressed in an integrated manner, due to differences in staff technical capacities (for example, E2020-15) or inadequate internal communication (E2020-19). There was also evidence of The Lab 2 facing institutional barriers to progress, as “The Lab team found that some colleagues saw a market systems approach to decent work as a threat to the ILO’s ways of working and felt defensive about the Lab’s agenda” (E2020-26).

► Box 28. Results for 2021 sample. Coverage: 69 per cent

Two thirds (67 per cent) of the reports that addressed ILO internal coordination were rated as successful. There were numerous examples of synergies between past and ongoing ILO projects, and different ILO units and departments in terms of shared activities, technical expertise, infrastructures and pooling of financial and human resources, as well as the use of lessons learned and good practices.

In Turkey, women who had received entrepreneurship training and created start-ups through the Sida-funded “More and Better Jobs for Women” project became trainers for refugee and host women attending an Entrepreneurship course: “On the one side, this created a synergy between two different projects of ILO; on other hand, success stories motivated and guided the women beneficiaries of the later program” (E2021-2).

There was strong collaboration between the R2J project and The Lab, leading to positive results:

The project has worked in close collaboration with The Lab, a global initiative funded by the Swiss State Secretariat for Economic Affairs (SECO) and implemented by the ILO to generate and apply knowledge on MSD for decent work. It promotes a systemic lens to value chain development and encourages the use of the Donor Committee for Enterprise Development Standard for Results Measurement. It has supported R2J through technical assistance and guidance on market systems and has co-invested in research opportunities. The project’s collaboration with The Lab has enabled the creation and publication of numerous knowledge products, centralising evidence on the project’s outcomes and providing lessons to adjust its design and implementation accordingly (E2021-12).

There was also evidence of lack of synergies, notably in the DJY, as highlighted in the evaluation report:

Despite the involvement of several departmental focal points within the ILO that were designated to support the Initiative, it still seems it is not very well known and owned by all departments and country/regional offices of the ILO. This is notably evidenced by the fact there are still numerous youth employability projects that are being implemented globally that remain unrelated to the Initiative (E2021-4).

Challenges were noted in Colombia, where there were conflicts of perception and understanding between the Subregional Office for the Andean Countries and the project team (E2021-10).

2.5.7 Monitoring and reporting

Coverage: 94 per cent

Interventions performed poorly regarding monitoring and reporting, with good performance for less than one third of the reports (30 per cent), and only one project rating as “Highly successful”. Some reports mentioned that project monitoring included gender-disaggregated reporting, revealing the importance of gender equity.

Projects with successful performance had adequate monitoring and reporting systems, both in terms of technical reporting and financial reporting, with regular reports provided to ILO regional offices, the

Strategic Programming and Management Department (PROGRAM) and donors at different stages of the project cycle, which reflected results, outcomes and progress achieved. Some evaluations noted that there were periodic meetings between project coordinators and other ILO officials, as well as with project partners and donors. The presence of dedicated monitoring and evaluation (M&E) officers was found to be very useful, as was the participation of trained partners on the ground, with both qualitative and quantitative data collected and analysed to assess progress and achievements of ILO interventions.

The quality and level at which reporting took place sometimes depended on donor requirements and types of intervention funding – for instance, one evaluation noted that “due to the ‘light earmarking’ nature of Sida funding, where project-specific outputs and outcomes are not stringently codified within the funding agreement, the capturing and reporting of results can tend to end at the output level. This is because results are reported back to the Sida on an annual basis, and in a more narrative form” (E2020-11). Similarly, an evaluation of RBSA-funded interventions highlighted that “until 2019 there was no obligation to monitor ongoing RBSA-type projects due to the fact that they are projects without a rigid logical framework” (E2020-16). As such, it was not possible to adequately attribute results to a project.

Different projects defined monitoring and reporting in various ways, with some focusing on operational progress, others on financial progress, while others used a combination of data to implement their monitoring plans. There was some evidence of interventions also monitoring specific SDG indicators. Field monitoring sometimes involved considerable efforts, thus limiting the resources available for office monitoring, and some reports noted the need to invest in developing local capacities to monitor and report on progress. There were examples of interventions having improved monitoring and reporting mechanisms following recommendations from mid-term evaluations or during the course of implementation. Changes were also due to modifications to ILO tools, as one report noted that financial reporting was initially activity-based, and would be outcome-based for new projects. Monitoring was sometimes done at different levels: “Monitoring of project activities was fairly done both at global, the national and local level with the tripartite and CSO institutions and communities complementing each other on reporting at the results” (E2020-27).

While monitoring and reporting mechanisms existed, these were not always reliable or valid, with some evaluations providing evidence of results that were misstated, or results and outcomes that had been achieved, yet not reported or documented, due to inadequate tools to monitor and measure work done by the projects (for example, E2020-3). Lack of baseline values and outcome-level targets also led to difficulties in assessing progress, and reports with poor ratings often found that there was an absence of results

► Box 29. Results for 2021 sample. Coverage: 100 per cent

A majority of projects had low performance, with less than one quarter obtaining successful ratings (23 per cent). Monitoring and reporting were done through various means, including use of Excel spreadsheets, quarterly and annual progress reports, minutes of technical and advisory working groups, internal and external assessment reports, and the Monitora 8.7 tool. Some projects had oversight committees that were involved in monitoring.

Good performance was found in Turkey, where UN Women, as the lead agency, was responsible for the monitoring mechanism, but the ILO also tracked all activities under its responsibility, including post-training/post-seminar surveys to assess quality, and made adjustments as needed. There was a comprehensive reporting tool, based on selected project indicators, in the form of Quarterly Information Notes – including such things as baselines, targets and progress – and progress reports submitted to the donor on a quarterly basis (E2021-2).

Many projects focused on monitoring activities, rather than outputs or outcome achievements. Some evaluations found that projects did not have monitoring plans or budgets, leading to dependence on partners to collect data (E2021-6), while lack of baseline information also led to challenges in measuring progress. Some projects had monitoring frameworks in place, but evaluators recommended they be reviewed to better capture results (for example, E2021-7 and E2021-8). Projects with unsuccessful performance did not have functioning mechanisms for monitoring or reporting of project results (for example, E2021-10 and E2021-11).

reporting beyond activity-based monitoring. In some cases, while monitoring tools existed, the amount of time it took to develop and start implementing interventions led to monitoring plans not being implemented as planned. One intervention used dashboards as a monitoring tool; however, these did not clearly indicate time in terms of months or years, leading to difficulties in tracking progress and timeliness of achievements (E2020-17). Other interventions had indicators that were not associated with a specific time frame. While this allowed for some flexibility in implementation, it also created challenges in terms of monitoring progress.

2.5.8 Visibility and accessibility of knowledge and information

Coverage: 94 per cent

Fewer than half of the interventions (48 per cent) had strategies and approaches in place to document and disseminate knowledge and information.

Dissemination of information was done through a range of initiatives, including mass media campaigns, using newspapers, television, radio, short films, newsletters, websites, blogs, mailing lists and social media (including YouTube, Facebook and Twitter); gender-sensitive communication strategies; training sessions

► Box 30. Results for 2021 sample. Coverage: 100 per cent

There were variable yet weak results regarding visibility and accessibility of knowledge and information, with less than one third of the reports providing evidence of successful performance (31 per cent). Information was disseminated online (web and online platforms such as Moodle), through social media, mobile applications and radio shows; and in print, in the form of articles, visual materials and guidelines, among others.

The R2J project partnered with local and international companies to roll out mobile and media extension services aimed at increasing farmers' access to knowledge and information, including an agricultural extension radio show and a toll-free hotline that provides prerecorded responses on two priority content areas – agriculture and financial literacy – and uses an interactive voice response system. The project also participated in knowledge-sharing events and business fairs (E2021-12).

The Regional Initiative for Latin America and the Caribbean Free of Child Labour developed and implemented a Strategic Communication Plan in Social Networks to disseminate information. The regional initiative was successful in sharing knowledge and information through social media and its web platform, and the evaluation noted that work had been done in all four languages of the regional initiative. In particular, efforts were made to integrate English-speaking countries, providing them with simultaneous translations in virtual meetings, or immediate translations in the case of WhatsApp. Such an approach allowed members to make contact with international experts on child labour prevention and eradication, and to increase their networks (E2021-13).

In Turkey – although UN Women was responsible for designing and implementing the project's communication and visibility plan (in line with the EU Communication and Visibility guidelines), including social media advocacy, press articles, and hosting journalists and diplomats as part of a press trip organized by the EU Delegation to Turkey – the ILO also disseminated information and success stories through its website and social media, and shared pictures of trainings and other activities to increase visibility (E2021-2).

The DJY initiative website was highlighted as an excellent reference for sharing and disseminating work, knowledge and events in the field of youth employment. Furthermore, DYJ staff participated in numerous events, which provided platforms to increase outreach and visibility, and the UN Secretary-General expressed his support on multiple occasions (E2021-4).

Several evaluations found that project documents and studies were not shared with stakeholders and project partners, and that knowledge-sharing or restitution workshops did not take place (E2021-1, E2021-3, 2021-11). Communication tools and experience-sharing workshops were planned by the GOVERNANCE project, but cancelled following the mid-term evaluation (E2021-8). In Colombia, the evaluators noted that knowledge management in the project was low, the ILO's technical input was not visible, and project documents did not capture lessons learned (E2021-10).

conducted by implementing partners; policy dialogues; knowledge-sharing events; competitions; technical meetings; in-person and virtual conferences; the establishment of international working groups; online databases; translation of materials in different languages; and project branding and influencing through community leaders.

Several reports noted that knowledge- and experience-sharing was done through systematic documentation and sharing of good practices identified during implementation, and some interventions aimed to empower their partners to document and disseminate lessons learned, through participation in action research processes, and reflections on why certain outcomes occurred while others did not.

The importance of visibility and accessibility of project knowledge was highlighted in one report:

The ILO's knowledge-sharing and communication on technical issues has been instrumental in the preparation and drafting of amendments. Not only does knowledge sharing from the ILO to the tripartite constituents help to clarify and justify the amendments, it also creates a platform for them to discuss and form an agreement on major law labour law reform issues. Without the ILO's facilitation, it is sometimes hard for the tripartite constituents to reach a consensus (E2020-4).

Some interventions had developed communication and visibility strategies, and had dedicated budgets and hired communications officers to implement them, while others worked with partner organizations. One report noted that “the desired impact and effectiveness of communication strategies among host populations remained low. This may have something to do in order not to attract too much attention to the donor and to the project itself targeting empowerment and eventual employment of refugees in major cities where the societal misperceptions that refugees are stealing the jobs are prevailing” (E2020-18). The FOPRODER project was supposed to hire a communications specialist, and an official communications strategy had been developed, yet the evaluation team did not find concrete evidence or reference to any communication products or activities (E2020-15). Projects funded by the Government of Flanders were also expected to provide and report on communication and visibility plans, yet evaluators found that these issues had not been addressed consistently, depending on the projects (E2020-13).

Poor performance was noted when there was no dissemination or communication strategy, or when knowledge-sharing efforts were limited, or not adapted to target audiences.

2.5.9 Cost-efficiency

Coverage: 97 per cent

Results were achieved efficiently for two thirds of the projects reviewed (65 per cent), with evidence of strategic resource allocations and use to achieve planned results. This criterion was reported upon in different ways, with some reports providing qualitative assessments of value for money, while others discussed execution rates, for instance.

There were many ways in which projects increased efficiencies and delivered value for money, including collaborating and cost-sharing with other ILO projects; mobilizing further financial and human resources from ILO country and regional offices, as well as partners; and building on existing ILO work and expertise to tailor tools and trainings to project contexts. In certain cases, the ILO's support in target countries acted as a catalyst, leading to leveraging of funds for further progress, yet some reports argued that the ILO sometimes spread its limited resources too thin.

In the case of The Lab 2: “Efficiencies were lost by costs associated with being part of the ILO (high salaries and other operational costs, charges to the ILO, etc.) and by the inefficiencies associated with having to navigate and work within a large, complex organisation like the ILO. However, logically The Lab had to be part of the ILO in order to influence the ILO, so these costs could not have been avoided. Being internal to the ILO was key to achieving influence Lab 2 was able to have” (E2020-26).

There was evidence of underspending in a few interventions, often due to slow rates of implementation and delays, and cancellations due to political instability and the COVID-19 pandemic. There were many cases of interventions obtaining no-cost extensions. In some instances, delays in project start-up meant that

international and national staff salaries were paid for several months while activities were not yet taking place. Contextual limitations, such as ILO staff not being permitted to travel to project sites, also led to inefficiencies, as stakeholders and beneficiaries had to travel to towns, leading to extra costs (for example, E2020-7), while other interventions took this into account and conducted training activities in spaces and venues close to participants.

Several reports noted important inefficiencies and inconsistencies between costs of planned activities and project budgets, including FOPRODER in Haiti, where the use of French-speaking African trainers led to costly journeys, visas and accommodation, due to the low local capacity to implement ILO activities (E2020-15).

► Box 31. Results for 2021 sample. Coverage: 100 per cent

A majority of the projects (62 per cent) were found to be cost-effective, although two rated as unsuccessful. The R2J project used different strategies to maximize cost-effectiveness, including limiting its direct involvement in project activities, to reduce costs and prioritize local resources to achieve outcomes that outlasted the project's presence. This included relying on local capacities for the provision of training and skills development, or training and certifying local trainers when local capacities were not available, thus freeing up resources for other activities (E2021-12).

Several evaluations noted that projects had been able to leverage additional expertise from ILO and other organizations, thus increasing value for money. In several instances, projects obtained budget reallocations and no-cost extensions due to the shutdown of activities because of COVID-19 restrictions. In Haiti, the application of COVID-19 safety measures used one fifth of the project budget (E2021-9).

Weak performance was noted for projects that had overspent their budgets; where initial budgets were inadequate and where the level of funding was too high for the work being proposed; and where project results and outputs were not achieved or were of low quality, despite funds being spent.

2.5.10 Adequacy of resources

Coverage: 97 per cent

Just over one quarter of the projects (26 per cent) had sufficient human and financial resources available to deliver project outputs, with project funds delivered in a timely manner, revealing another area of weakness.

Good performance was found when interventions had strategic and adequate resource allocations; when they were able to pool resources from different areas, creating economies of scale; when funds were available on time; and when high-quality staff were allocated to interventions. In contrast, weak performance was often attributed to underestimation of costs during project design, inadequate specification and assessment of resource needs and costs, activity-based (versus output-based) budgeting, and unrealistic scopes and time frames, as this led to unsatisfactory allocations of human and financial resources.

A recurrent limitation was the lack of adequate staffing and high staff turnover, along with the need to build the capacity of incoming staff, compounded by time lost due to the logistics of hiring new staff. There were often periods where progress was low due to unavailability of key staff. The reliance of ILO staffing on project-level funding was also identified as an area needing improvement, as presented by the following evaluation: "This reliance of staffing on project level funding also affects the flexibility and sustainability of ILO interventions under the remit of just transition to environmental sustainability, as projects can encounter delays on the front end and lose valuable institutional memory and good practice/lessons learned once the specific project is finalized" (E2020-11). In the Plurinational State of Bolivia, there was evidence of technical staff and administrative assistants being hired by other ILO projects before the end of their contracts with the project, with no handover of activities undertaken. There was also evidence of budgetary limitations due to donor regulations forcing an ILO programme to make two national project officers redundant during implementation, leading to important staffing shortages in project countries (E2020-24). In other cases,

projects relied on external consultants more than on ILO internal resources, even though there was internal capacity available to provide technical advice (for example, 2020-23).

Challenges were also found when long internal time frames for administrative and financial procedures delayed implementation. In the case of the FOPRODER project, delays to payments, compounded with financially weak partner organizations, meant that it was difficult for them to proceed with activities: “It means that their staff may have to go without pay, and become stressed and demoralised, and this ultimately means that ILO becomes part of the problem rather than part of the solution for these organisations to become stronger and more effective and in serving the deprived populations of the area” (E2020-15). In one case, social partners and/or participants attending activities had to pay in advance to cover their participation costs, and then wait to be reimbursed by the project (e.g. E2020-4), while delayed disbursements also affected implementation of DWiT activities, with many implementing partners opting to use their own funds, and not being refunded on time, although this improved with time (E2020-27). Internal bureaucratic requirements slowed the allocation and release of funds for the EMPOWER project, which further delayed project implementation by 3 months of an 18-month project timeline (E2020-3). Similarly, the long internal timelines for approval of outcome-based funding programming proposals, and delays in fund allocation, significantly reduced the OBI implementation time frame. It contributed to delinking the OBI from the P&B strategy it was advancing, and further affected the validity and coherence of the design and the effectiveness of implementation (E2020-9). There were frequent requests for no-cost extensions, and delays due to external factors – such as government changes, political instability and the COVID19 pandemic – were also noted.

► Box 32. Results for 2021 sample. Coverage: 100 per cent

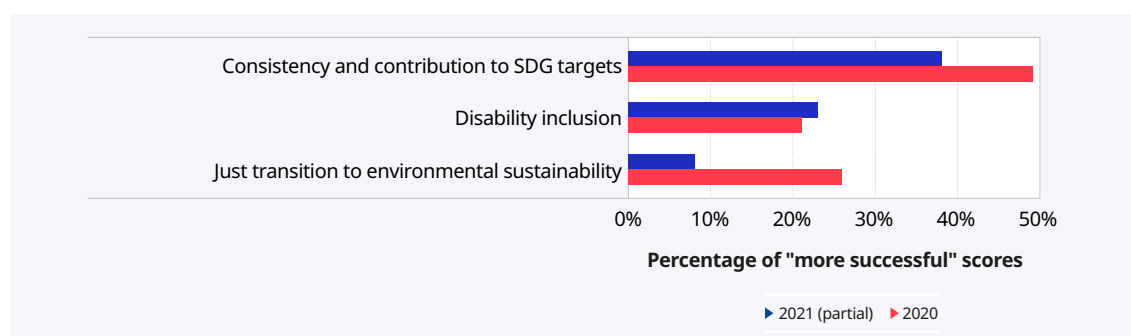
The majority of projects had inadequate resources available, with less than one third (31 per cent) performing successfully. Projects with good performance were well-resourced, with sufficient human and financial resources, and operated in a timely manner. Inadequate budgets, overambitious scopes and time frames, delays in accessing funds and recruiting staff, and staff turnover were recurrent challenges.

Decentralized administrative and financial procedures also led to difficulties, for instance in Mali, where delays in financial disbursements from the office in Côte d'Ivoire meant that participants sometimes had to prepay to attend trainings, and were reimbursed later by the project. Furthermore, when trainings were organized in other cities, participants had to fund their own accommodations, and the project did not have sufficient funds to carry out certain planned activities (E2021-6).

2.6. Results from the new criteria

Results for the new criteria related to the ILO's development cooperation concerns are presented in figure 11.

► Figure 11. The ILO's development cooperation concerns: Percentage of more successful scores by performance criteria (2020 and 2021 partial)



2.6.1 Consistency and contribution to SDG targets

Coverage: 100 per cent

Performance was mixed for this criterion, with just under half of the projects performing well (49 per cent), evidenced by objectives linked to SDG targets at both strategic and operational levels, and complementarity and/or coordination with other similar UN initiatives. The information regarding this criterion was variable, with some reports simply stating which SDGs the projects linked to, while others provided detailed information on complementarities and collaboration in the context of the wider UN system. There were partnerships with a range of international organizations, including the FAO, UNDP, UNICEF, the International Organization for Migration, the Office of the United Nations High Commissioner for Refugees, and UN Women.

Highly successful projects had clear links between their national development strategies and SDGs, and built on synergies to achieve progress towards SDG targets. Successful projects were designed to contribute towards specific SDG goals, with clear linkages in their results frameworks and specific indicators; and collaborated with other UN organizations through collaborative, joint planning and pooling of resources, with some reports providing evidence of alignment with the United Nations Development Assistance Framework (UNDAF). A positive example is provided below:

The ILO actively participated in the development of the UN Framework for Sustainable Development 2020–2024. It mostly carried out consultations among constituents, something novel for the process considering that, during the development of prior UNDAFs, only civil society was consulted. This more active participation contributed to incorporating in the framework of cooperation priority issues for the ILO and increased feeling among constituents that they were part of the UN system and not just the ILO. (E2020-10).

One report noted uneven results regarding project connections to other development cooperation activities and UNDAF in project countries, with variations affected by the presence of ILO country offices, with challenges found in countries without ILO country offices (E2020-19).

In some cases, while projects were designed jointly with other UN agencies, collaborations were difficult at the operational level, leading to mixed performance and missed opportunities to build on synergies, with some evaluations noting a need to either restructure or end the collaboration for future phases (E2020-8, E2020-15). In the Plurinational State of Bolivia, the evaluation found that inter-agency and interministerial work strategies did not have operational validity, and that an overall framework of action was not developed (E2020-16).

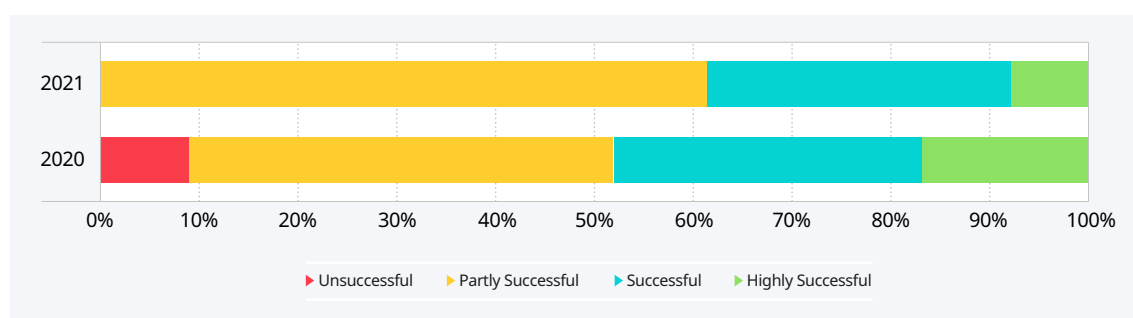
► Box 33. Results for 2021 sample. Coverage: 100 per cent

Performance regarding coordination and contribution to SDGs was poor, with just over one third of the reports obtaining successful ratings (38 per cent).

Reports noted contributions to specific SDGs and alignment with the United Nations Sustainable Development Framework and UNDAF, and highlighted collaborations with other UN organizations; yet the level of detail varied, and there were sometimes missed opportunities for closer coordination and building on possible synergies.

The evaluation of the DJY global initiative noted that, although the initiative aimed to increase coherence and collaboration between partners around youth employment issues, evidence showed that other major actors also launched their own initiatives on youth employment. Evaluators also found that collaboration in this context was not straightforward:

While the UN agencies have acquired solid experience in working together through the diverse mechanisms at country levels (such as the United Nations Sustainable Development Cooperation Framework (UNSDCF), United Nations Country Team and joint programmes), regional levels (such as regional coordination mechanisms) and global levels (such as the SDGs and the UN System Chief Executives Board for Coordination) that have been put in place, the entire system still tends to incentivize UN agencies to work in silos. In other words, while there is a strong accountability system within each individual organization, there is little horizontal accountability across UN entities that would incentivize cooperation among them. This evaluation confirms that collaboration tends to rely on the goodwill and personal motivation of the staff within each partner organization (E2021-4).

► **Figure 12. Consistency and contribution to SDG targets: Distribution of ratings by year**

2.6.2 Disability inclusion

Coverage: 94 per cent

Less than one quarter (21 per cent) of the projects evaluated in 2020 incorporated elements of a disability inclusion perspective in project design and implementation, with no report rating as “Highly successful”; this was the most poorly rated criterion in the study, with just under two thirds of reports obtaining “Unsuccessful” ratings.

Successful projects included disability inclusion in their strategies, design and implementation; and targeted specific beneficiary groups with disabilities, such as the EMPOWER project, which adopted a conflict-sensitive, gender-, disability- and ethnicity-responsive approach, focusing on ex-combatant women who had suffered injuries (E2020-1), or the DWiT project, which emphasized participation of discriminated and excluded groups – including persons with disabilities – at every stage of the programming process (E2020-27). In the Republic of Moldova, two active labour market measures were piloted as part of a specific intervention strategy targeting disadvantaged groups, focusing on subsidized employment and workplace adaptation for persons with disabilities (E2020-6). Strategies for disability inclusion included targeted outreach and communication to community leaders and other groups, about adaptability of work for disabilities and the training and influencing of contractors on types of disabilities and the suitability of work for PWDs, and knowledge of working with the disabled (E2020-8, E2020-16).

One report provided evidence of the use of a needs assessment study entitled “Study to assess the inclusion of young people with disabilities among selected enterprises in the tourism sector in the Red Sea-Hurghada”

► **Box 34. Results for 2021 sample. Coverage: 100 per cent**

Disability inclusion was an area of poor performance for most projects, with less than one quarter of the reports rated as successful (23 per cent).

Factors of success included ensuring that people living with disabilities were considered during project design and implementation, when projects partnered with institutions supporting PWD, and when inclusion of PWD was addressed through specific indicators, targets and baselines. There was one project that had a specific immediate objective that included PWD, where the ILO provided technical support on injury and disability assessment (E2021-3). One successful approach was taken by the global initiative on DJY through collaboration with the ILO Gender, Equality, Diversity and Inclusion Branch (GEDI) to bring in the PWD aspect in its knowledge-sharing and advocacy, and through participation in various conferences and discussions to share best practices on the topic (E2021-4).

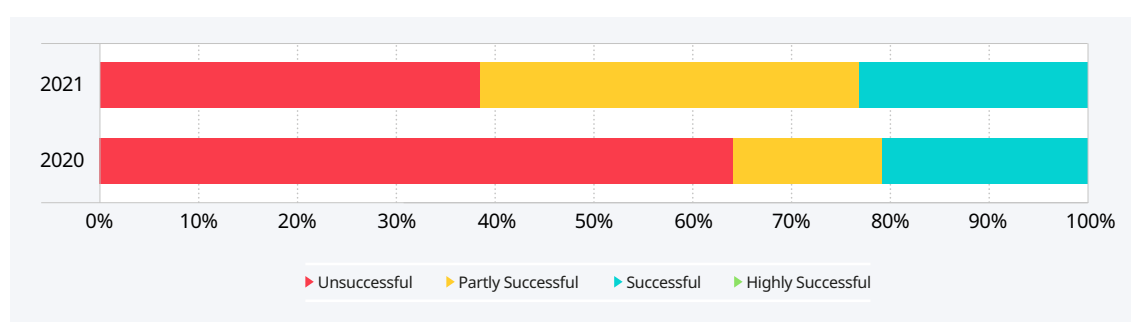
One report noted that there were missed opportunities to engage with available resources and expertise on disability, both at ILO headquarters and at the level of the Ethiopia Country Office, which had a disability focal point and strong connections to the ILO’s Senior Disability Expert in Geneva (E2021-5).

to develop activities conducted by a project promoting decent work for youth; a total of 11,000 job placements were made, including 300 for young persons with disabilities (E2020-12).

There were missed opportunities to mainstream disability inclusion, such as in the Industrial Relations Toolkit (E2020-9) or in the EYE project, where the evaluators noted that a discussion of an inclusive labour market was not initiated with the project, and 2 per cent of those placed in jobs were young people with disabilities, against a target of 5 per cent (E2020-25).

Projects with poor performance did not include any elements of disability inclusion in their strategies, design or implementation. The evaluation report for The Lab 2 noted that it would not have been meaningful or possible to disaggregate results by gender, disability or other non-discrimination issues (E2020-6).

► **Figure 13. Disability inclusion: Distribution of ratings by year**



2.6.3 Just transition to environmental sustainability

Coverage: 100 per cent

Performance regarding integration of just transition to environmental sustainability in ILO interventions evaluated in 2020 and 2021 was poor, with one quarter of the projects from 2020, and less than 10 per cent of the projects from the 2021 sample, obtaining a successful rating. While there were some elements promoting environmental sustainability in certain projects, the majority of interventions did not take this cross-cutting policy driver into account in their design and implementation.

Performance was variable, but poor overall, with only one quarter (26 per cent) of the projects incorporating elements of a just transition to environmental sustainability perspective in project design and implementation, and half of the reports obtaining unsuccessful ratings.

The Sida-ILO Partnership and the PAGE initiative had specific components on Just Transition to the Green Economy, leading to successful ratings. According to evaluators:

The approach of both PAGE and the Sida-ILO Partnership Programme is to engage on catalytic interventions, and both programmes have been successful at breaking down “siloes” approaches to dealing with green economy/just transition issues in the given country/contexts. Both programmes have instilled clear coordination and cooperation on issues relating to just transition and the green economy... Within the ILO itself, the Sida-ILO Partnership Programme has also contributed significantly to the issue of just transition, and the uptake of green economy issues across other ILO initiatives. Support through the Sida-ILO Partnership Programme has resulted in the creation of several framework documents for the mainstreaming of just transition into ILO work programmes (E2020-11).

Successful projects included efforts to promote issues of renewable energy and energy efficiency in Zambia (E2020-20); a biogas initiative in Egypt (E2020-12); environmental conservation measures, such as the DWiT project, where all farmers involved in tobacco production have to plant trees, and technologies limiting deforestation are used (E2020-27); or the EMPOWER project, which focused on climate adaptation measures (E2020-3); capacity-building (E2020-15) or knowledge generation on environmental and social issues, such as a draft paper on the Impact of Intermediaries on Environment and Social Outcomes and Worker Vulnerability in Small-scale Fishing and Aquaculture in Indonesia and Viet Nam (E2020-22); and

public awareness campaigns on sustainable and ethical seafood (E2020-2). One project aimed to address environmental and social problems in the gold mining sector (E2020-1). Specific expertise on environmental and social safeguards and dedicated staff, and collaborations with NGOs in the field of ethical consumption and environmental protection, also led to positive results.

► **Box 35. Malaysia case study: Progress towards a just transition to environmental sustainability**

Positive results were achieved in the context of a project against child labour in gold mining. This was a strong example of progress towards a just transition to environmental sustainability, as described by the evaluators:

The evaluation team considers the transformation of Malaysia to be not only a good practice but a case study for how poorly managed artisanal and small-scale gold mining operations can be transformed. In 2015, Human Rights Watch (HRW) produced a documentary based on interviews with children in Malaysia. HRW found that children worked in unstable 25-metre-deep pits, mined gold underwater, along the shore, or in rivers, with oxygen tubes in their mouths (compressor mining). They also processed gold with mercury, risking irreversible health damage from mercury poisoning. HRW also documented local rivers and streams coloured milky white from mercury contamination. The project provided technical assistance to the Malaysia mining association to adopt mercury-free ore processing and education on why child labour is detrimental to children and families. The project also organized a visit to another mining community to learn about agriculture.

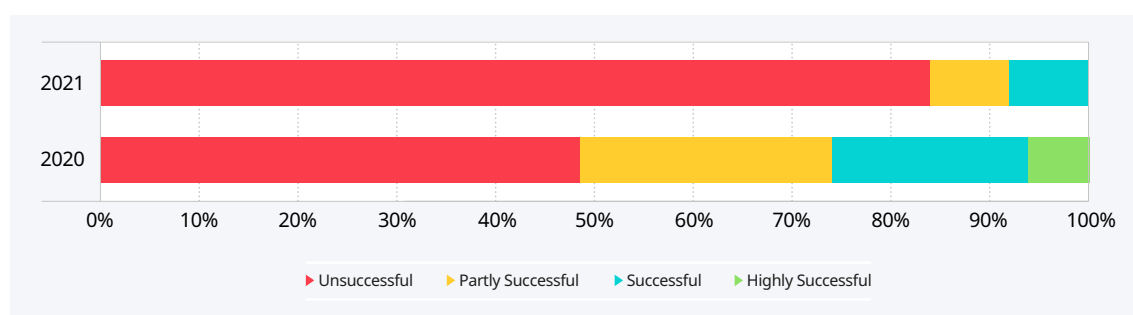
As a result of the project interventions, the Malaysia mining association decided to use mercury-free methods (gravity concentration), ban children from working in the mines and provide them with education opportunities, and improve working conditions in the mines. The association also decided to invest in diversifying its livelihood strategy by introducing agriculture such as coconut trees and coconut products and animal farming such as ducks, chickens, goats, and fish. Malaysia has served as a case study for how SSM can make transformations. Malaya can serve future ILO and United States Department of Labor child labour prevention projects with important lessons and examples of how mining communities with a history of child labour and environmental problems can transform themselves by addressing these issues with creative and focused actions. The evaluators consider Malaysia to be a candidate for a case study activity to identify and document the factors that contributed to the transformation, which can be applied to similar situations in other projects implemented or funded by the ILO and United States Department of Labor (E2020-1).

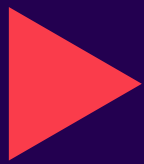
In some cases, while elements were included at the design stage, they were not operationalized. For instance, in the Plurinational State of Bolivia, an initial planned output was to “establish the first national TVET strategy in the Plurinational State of Bolivia with a focus on gender, non-discrimination, fundamental labour rights and environmental sustainability”, yet the project went through modifications, and the initial objectives were not achieved (E2020-16). For the most part, this criterion was not addressed in projects at any stage of the cycle.

► **Box 36. Results for 2021 sample. Coverage: 100 per cent**

The integration of a just transition to environmental sustainability was an area of very poor performance, with only one report in the 2021 sample obtaining a successful rating (8 per cent). This was a green jobs project in Haiti that aimed to promote environmental sustainability and decent work (E2021-9). Several reports noted that this was a missed opportunity, as projects could have integrated relevant elements in their design and implementation (E2021-5, E2021-8, and E2021-13).

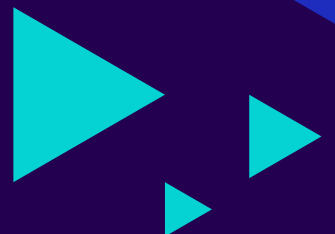
► **Figure 14. Just transition to environmental sustainability: Distribution of ratings by year**





3

Factors contributing to the effectiveness of the most successful projects



► 3. Factors contributing to the effectiveness of the most successful projects

The most successful projects were examined to see if there were any distinctive contributing factors in achieving development outcomes effectively. This group of projects consists of the top overall median scores, further refined to have achieved “Highly successful” and/or “Successful” scores on each of the following performance criteria: 2.2 (achievement of immediate objectives), 2.3 (knowledge development), 2.4 (capacity-building), 2.5 (normative work/standards promotion) and 2.6 (policy influence). This resulted in eight projects being selected for 2020¹⁵ and none for 2021. The absence of successful projects evaluated in 2021 is another example of the negative effects of the COVID-19 crisis on ILO interventions. It is important to note that the majority of successful projects evaluated in 2020 were not affected by the global pandemic.

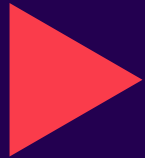
Specific factors that consistently contributed to the success of the selected projects were identified, although all projects had one or two areas of weakness, and coverage of performance criteria was uneven.

- Successful projects had **clear links to P&B outcomes**, and were also aligned with ILO global and regional strategic frameworks. Their objectives were **clearly linked to DWCP outcomes and/or CPOs**, and responded to national development frameworks and priorities. In some cases, projects were launched before DWCPs were finalized, and inputs for the development of DWCPs were provided to increase relevance and alignment.
- A majority of projects took a **pro-poor perspective**, focusing on vulnerable target groups – including migrants and informal workers, indigenous populations, domestic workers, youth and child workers – and aiming to improve their living standards. All of the reports were **gender-responsive**, with significant efforts made to mainstream gender equality and to include gender-sensitive indicators, with explicit attention given to practical and strategic gender issues in project design and implementation. Some projects had exclusively female beneficiaries, and there was evidence of policy change to address specific gender-related issues.
- Overall, **project designs and approaches were sound and endorsed by stakeholders**, especially as strategies and project outputs were defined in a participatory manner, to ensure alignment with project objectives. The majority of interventions had logical, coherent designs, although some were found to have overambitious scopes. Several projects built on previous ILO experience to optimize their strategy and take into account established lessons learned and good practices for realistic and effective project design.
- **All but one of the most successful projects achieved their main outputs**, which were of good quality for the most part, with indications of use by stakeholders. Substantial work was done in many instances, with projects meeting their expectations in terms of the quantity, timeliness and quality of deliverables.
- Results were considered to be of high **strategic importance**, and included ratification of ILO Conventions; drafting and revision of national action plans, labour law and OSH reforms; and changing mindsets and perceptions, for instance through recognition of migrant workers as a vulnerable group, allowing them to access social benefits. Moreover, there was ample evidence of strategic use of results by stakeholders, for the creation of norms, policies, plans and instruments, and putting ILO issues in national and global political agendas.
- **Strategic relationship-building was an important component of project success, with a majority of projects obtaining “Highly successful” ratings.** Strong relationships at the national, regional and

¹⁵ EGY/11/02/CAN, THA/15/03/EUR, MYS/16/01/USA, LKA/15/02/CHE, GLO/18/63/SWE, GLO/18/05/SWE and UKR/16/03/EUR. A cluster evaluation with high performance in most areas was also included: GTM/18/01/USA, GTM/18/51/SWE, GTM/19/50/UNA, GTM/18/52/SWE, GTM/16/03/RBS and RLA/17/50/EUR (Guatemala Component).

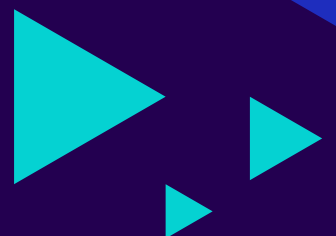
global levels were built and leveraged with tripartite constituents, UN agencies, civil society and local and international non-governmental organizations, as well as academic and research institutions, donors and others. Projects worked in an integrated way with stakeholders and partners across different sectors, leading to ownership of activities and strategies for sustaining results achieved.

- **Significant work was done to promote tripartism and social dialogue.** In certain projects, social dialogue was the main strategy to achieve outcomes and objectives, as greater trust and collaboration between social partners led to a common vision around policies, and fostered increased ownership of project results. Workers' organizations were developed and reinforced; tripartite processes leveraged the position of employers and trade unions in some countries, by fostering partnerships with other workers' and employers' associations; informal organizations of migrant workers were created; and social dialogue capacities were promoted and strengthened, including to influence regional and national dialogues on certain topics related to the promotion of decent work.
- **The ILO's expertise was widely acknowledged and appreciated, and there was strong evidence of engagement with prominent organizations.** Stakeholders and partners alike praised the ILO for its technical expertise, its tripartite approach and its role in facilitating social dialogue among different groups, for the dissemination of best practices, and for the quality of its research and innovative approaches. There were several instances of requests from other organizations to replicate project activities and apply ILO tools in other contexts.
- **Prospects for sustainability were good,** and some projects had comprehensive sustainability plans and incorporated a long-term sustainability strategy, gradually letting partners take over implementation to ensure that capacities were institutionalized before project completion. Ratification of laws, revised policy and regulatory frameworks, training of trainers and capacity-building at the institutional level, and embedding of results in government structures and policies, all contributed to increasing sustainability of outputs. Collaboration with other ILO projects ensured that some project activities could continue or be built on to make progress towards common outcomes.
- **ILO support to projects and internal ILO coordination was strong,** with evidence of significant collaboration across units, and projects sharing resources, expertise and building on synergies with other ILO interventions, leading to efficient use of project resources and increased impact. ILO experts at headquarters and in the field worked well together to provide technical backstopping, and their implication in different projects allowed them to share good practices and lessons learned from other interventions to improve project implementation. In some cases, project staff shared offices with other ILO projects, facilitating exchanges, communication and collaboration among ILO teams. In another case, the creation of a Labour Migration Unit within a country office ensured that projects were complementary, and optimized outcomes, also allowing the ILO to approach partners with the same agenda. ILO support to projects was in the form of technical and administrative assistance, as well as strategic and political support, with ACT/EMP and ACTRAV also promoting the participation of employers' and workers' organizations.
- **Most of the most successful projects had tailored approaches in place to document and disseminate knowledge,** including communication and visibility strategies; sharing of information through newsletters and online databases; participation in specialist forums and conferences, workshops and retreats; development of knowledge-sharing platforms; the use of television, newspapers, billboards, and promotional materials on buses and parks; and door-to-door initiatives, social media and government websites, as well as dedicated project websites.
- **Projects were generally efficient financially, with a majority providing good value for money.** There were various examples of collaboration and cost-sharing with other ILO projects to increase efficiency and allow execution of project activities that would otherwise require increased financial and human resources.
- **All but one of the projects had objectives clearly linked to SDG targets,** and there was evidence of tangible contributions to these targets at the strategic and operational levels. Projects were consistent with national UNDAF/UNSDCF priorities, as well as the priorities identified in the 2030 Agenda for Sustainable Development, and there were complementarities with similar UN initiatives, with positive collaboration with other UN partners.



4

Comparison of meta-analysis findings



► 4. Comparison of meta-analysis findings

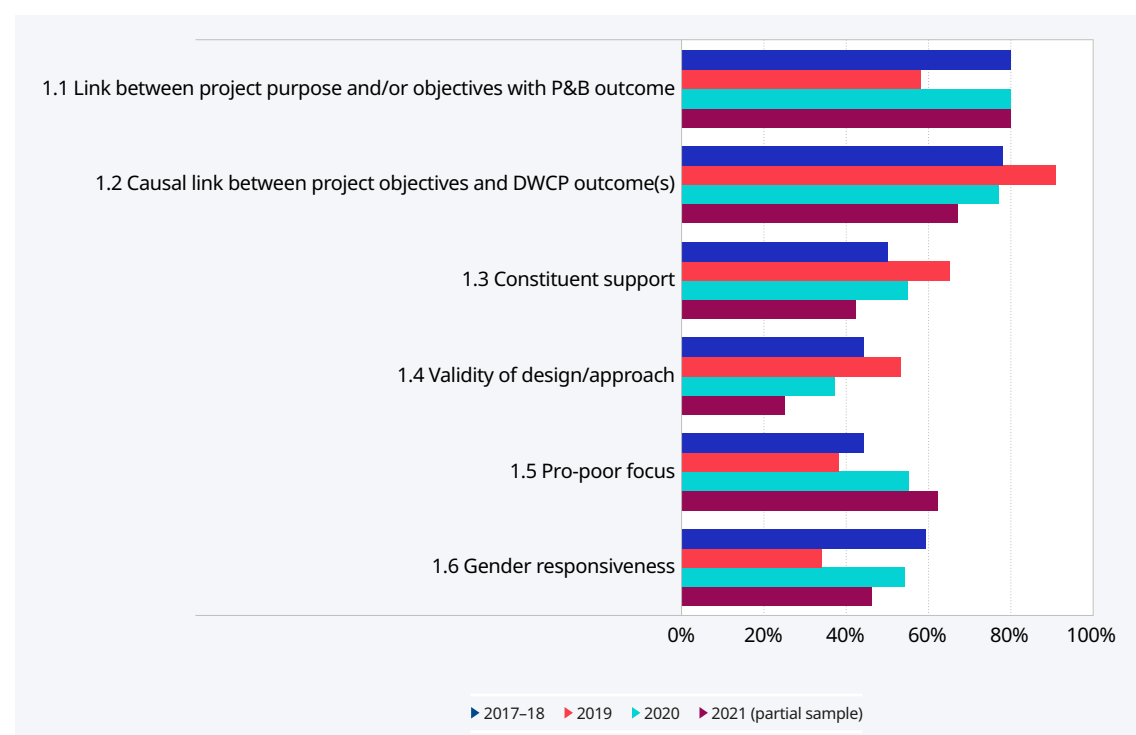
A discussion of the three main performance areas of the effectiveness review, comparing and contrasting results from 2017 to 2021, is presented below, based on findings from this current study, as well as those from 2017–18, 2019 and 2020 (partial). The comparison between the current study and previous results reveals an important drop in performance for projects evaluated in 2021 in the effectiveness, sustainability and impact category, revealing the negative effects of the COVID-19 crisis in project implementation. A summary of coverage and performance criteria for the meta-analyses is provided in Annex 4.

4.1. Strategic relevance and alignment

There was variability in terms of results related to strategic relevance and alignment over time, as shown in figure 15, yet results from 2020 and 2021 followed trends from previous years. Common areas of strength were the presence of links between project objectives with P&B outcomes (although there were wide disparities in coverage) and their alignment with DWCP outcomes or CPOs. One area where performance was higher in 2020 and 2021 compared with other years was pro-poor focus, where over 60 per cent of projects from 2021 obtained successful scores. In contrast, constituent support was lower in 2021 than in other years. One area of weakness for 2020 and 2021 was the validity of design and approach, where just over one third of the projects evaluated in 2020 and one quarter of the projects evaluated in 2021 performed successfully.

Gender responsiveness received variable ratings, with projects evaluated in 2020 and 2017–18 faring better than those in the 2021 sample, and the lowest performance was found in 2019. Similarly to the last study, reports were given a successful score when there was some planning and focus on gender issues in the strategy at both the design and implementation stages, even when there was limited coverage of gender-sensitive indicators or sex-disaggregated data.

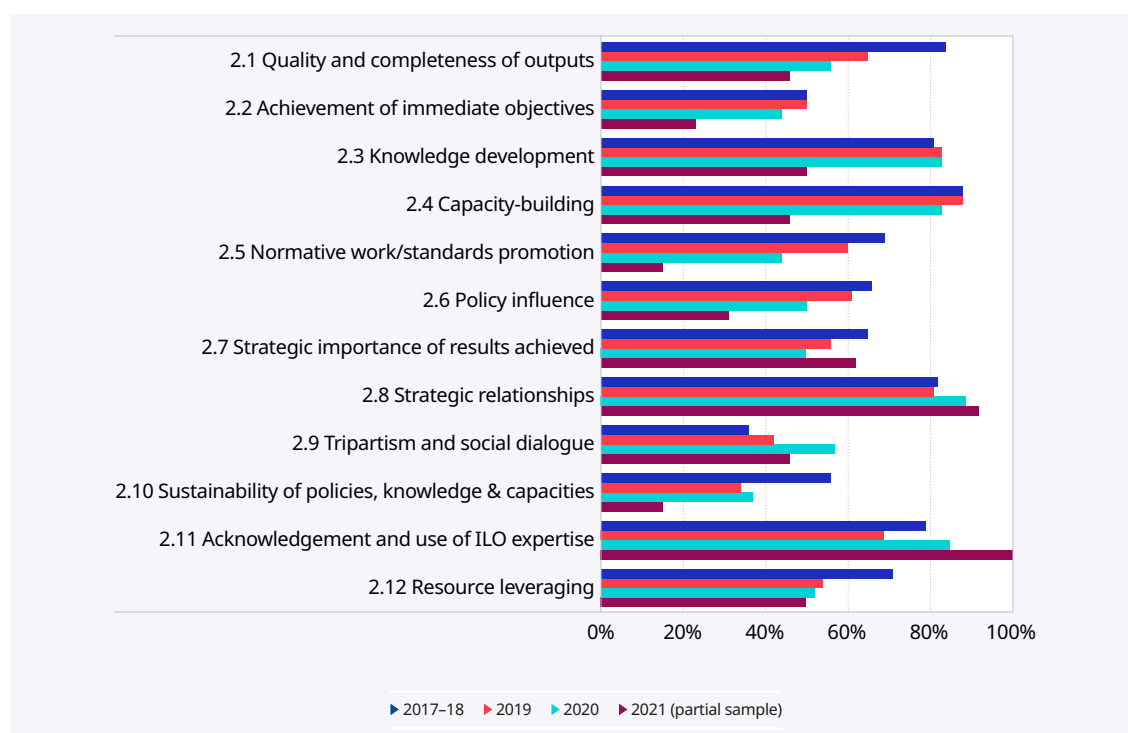
► **Figure 15. Percentage of “Successful” and “Highly successful” scores by performance criteria and by Effectiveness Review: Strategic Relevance and Alignment**



4.2. Effectiveness, sustainability and impact

Effectiveness results were relatively strong for this category in all studies, as shown in figure 16, with good coverage overall.¹⁶

► **Figure 16. Percentage of “Successful” and “Highly successful” scores by performance criteria and by Effectiveness Review: Effectiveness, Sustainability and Impact**



Performance in 2020 and 2021 followed the same trends as in previous years for the most part, although specific ratings were lower, except for the development of strategic relationships, which continued to be an area of strong performance overall, and appreciation and use of ILO's expertise. Ratings for 2017–18 were higher than the following years for quality and completeness of outputs, capacity-building, the promotion of the ILO, policy influence and strategic importance of results achieved, as well as sustainability and resource leveraging; they were weakest for the promotion of social dialogue and tripartism. Ratings were similar for 2017–18 and 2019 regarding the achievement of immediate objectives and knowledge development, with performance in 2019 slightly lower overall. A noticeable drop in ratings can be seen for 2021, which can be explained by the effects of the global pandemic. While in 2020 good quality and complete outputs were achieved in over half of the interventions evaluated, and capacity-building and knowledge development were areas of strong performance, this was no longer the case in 2021. One area of better performance in 2021 compared with 2020 was for the achievement of results of strategic importance, where scores were similar to those of previous years, while only half of projects evaluated in 2020 performed successfully.

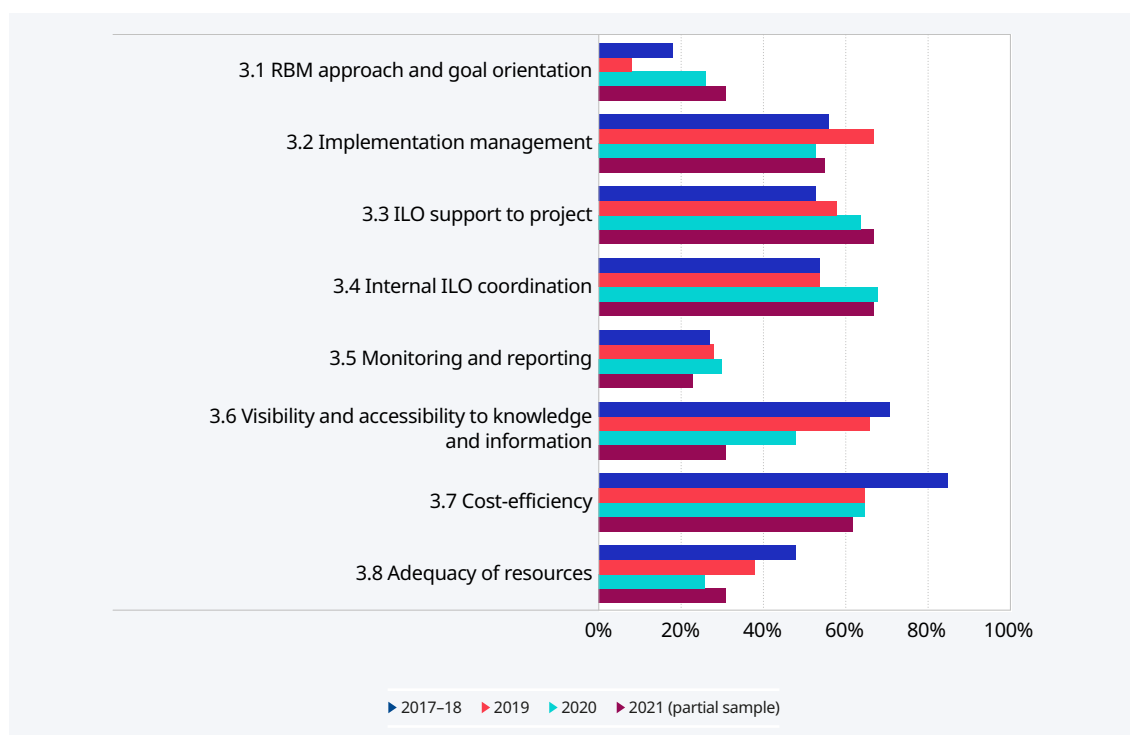
Performance was variable regarding the promotion of international labour standards and normative work; policy influence and the integration of tripartism and social dialogue in project design and implementation; as well as resource leveraging, with similar results across the years. The possibilities for sustainability of interventions were poor from 2019 onwards, with only 15 per cent of projects evaluated in 2021 obtaining successful ratings.

¹⁶ Coverage was lower in the 2013–16 Effectiveness Review than in the other studies; this should be considered when interpreting results.

4.3. Implementation performance and efficiency of management and resource use

Success was mixed for the different criteria associated with implementation performance and efficiency of management and resource use, with some areas requiring important improvement; this was a trend found in all years, as shown in figure 17. Overall, there was good coverage of these elements.

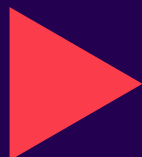
► **Figure 17. Percentage of “Successful” and “Highly successful” scores by performance criteria and by Effectiveness Review: Implementation Performance and Efficiency of Management and Resource Use**



ILO support to project and internal ILO coordination were two areas of good performance in this category in 2020 and 2021, with slightly better performance than in previous years, while implementation management obtained variable ratings, with over half of the reports obtaining a successful score. Another area of success overall was the cost-efficiency of ILO interventions, although performance was highest in 2017–18. In contrast to previous years, where performance was variable but positive overall, dissemination of knowledge and accessibility of information produced by ILO interventions were an area of weakness in 2020 and 2021.

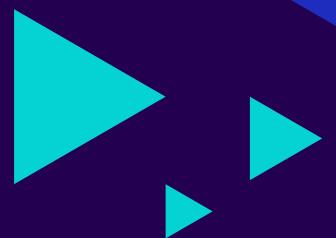
Availability and timely access to human and financial resources were found to be adequate in only one quarter of the 2020 evaluation reports, and in one third of the 2021 reports. This was an area of weakness in past studies as well, with results from 2017–18 strongest overall.

The major weaknesses found in this study, as well as in previous ones, were related to goal orientation and monitoring and reporting, due to limitations discussed in earlier parts of this report. This has been an important shortcoming in ILO interventions over time, and highlights an area where work needs to be done at all stages of the project cycle.



5

Conclusions



► 5. Conclusions

This review of the different performance criteria showed heterogeneous performance in the three main categories of strategic relevance and alignment; effectiveness, sustainability and impact; and implementation performance and efficiency of management and resource use. The effects of the global COVID-19 pandemic were felt more strongly in the projects evaluated in 2021, and were clearly visible in the level of success related to criteria associated with effectiveness, sustainability and impact, which is usually a category with strong results.

The COVID-19 crisis has exacerbated certain areas of weakness, yet it has also made constituents and other partners more aware of the significance of the ILO's work and its comparative advantage in promoting decent work through social dialogue (and acting as a mediator between different groups), international labour standards and social protection for all groups, including vulnerable workers and their families. Implementing a solid results-based management approach and realistic, context-sensitive project design, taking into account risks and developing contingency plans, will be essential to improving effectiveness in the coming years.

The historical perspective taken in this study reveals that systemic issues persist, and addressing them becomes even more crucial in the backdrop of the COVID-19 pandemic, since evidence shows that challenges to decent work are intensified. Comparing performance between regions and across departments over time can ensure that these systemic issues are better understood and tackled appropriately.

5.1. Strategic relevance and alignment

Performance in this category was variable, with a majority of projects demonstrating high relevance to P&B outcomes and good links to DWCPs/CPOs, as well as other strategic frameworks. There were positive yet mixed results for the inclusion of pro-poor perspectives in project design and implementation, and targeted specific vulnerable groups, with better performance in the 2021 sample. Approximately half of the reports reviewed provided evidence of gender-sensitive approaches being implemented, with lower performance in 2021 than in 2020, but heterogeneous ratings overall, with evidence of progress made towards gender-related objectives.

Results were mixed regarding constituent support, with better performance in 2020 than in 2021. The main weakness in this performance category was related to validity of design, with only just over one third of the projects having good performance in 2020 and one quarter in 2021, due to inconsistencies in strategies and objectives, overambitious scopes, lack of contextual and risk analysis, and limited stakeholder involvement.

5.2. Effectiveness, sustainability and impact

Performance was variable in this category for interventions evaluated in 2020 and 2021, and evidence of the negative effects of the COVID-19 pandemic was visible, especially in 2021. The most highly scored and fully covered elements in this review were the development of strategic relationships and the appreciation and recognition of the ILO's expertise, with prominent organizations being constructively involved in ILO projects, allowing the achievement and consolidation of project results. While capacity-building and knowledge development were key areas of strength in 2020, these criteria had heterogeneous performance in 2021.

There were mixed results in relation to the achievement of quality output and limited progress towards immediate objectives, but no "Unsuccessful" ratings. When achieved, results were considered to be of strategic importance in over 60 per cent of reports from 2021, and half of the reports from 2020. The extent of policy influence was variable, but poor overall, and there were many missed opportunities to promote international labour standards and make progress on normative issues, leading to low performance in projects from both years, although there was high variability in ratings for 2020.

The promotion of tripartism and social dialogue in design and implementation was somewhat successful for projects evaluated in 2020, with evidence that more than half of the projects performed well, yet this was an area of weakness in 2021, despite evidence that the global pandemic led stakeholders and partners to realize the importance and need for social dialogue.

The ability to leverage resources performed heterogeneously, with half of the projects from 2020 and 2021 having successful ratings. The main area of weakness was the sustainability of interventions, with just over one third of the projects from 2020 and only 15 per cent of the projects from 2021 having some prospects of maintaining, advancing or scaling up existing intervention results, with few having prepared an exit strategy.

5.3 Implementation performance and efficiency of management and resource use

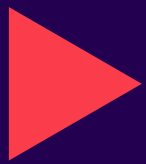
The majority of projects had low-to-average ratings in terms of their implementation and efficiency of management and resource use, with good coverage for most criteria. Areas of relatively good performance were related to the quality of ILO support to projects, and the coordination of ILO offices and units to achieve project results. Implementation management had mixed results, but performance was positive overall. Efforts to document and disseminate knowledge generated by interventions were inadequate, with many missed opportunities.

There was reasonable “value for money” for most ILO projects, with examples of cost-sharing and synergies achieved between projects to optimize results. However, the adequacy of human and financial resources was a limiting factor to deliver project outputs and objectives; this is to be interpreted in light of the many COVID-19 restrictions that limited movement and often constrained access to resources.

There were important weaknesses in performance related to the RBM approach and goal orientation of ILO interventions, as well as monitoring and reporting mechanisms in 2020 and 2021. When frameworks were present, they were often not fully relevant or had missing elements, thus limiting their use and impacting effectiveness of implementation.

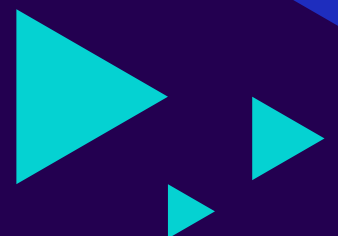
5.4. Results from the new criteria: The ILO’s development cooperation concerns

Performance was mixed regarding the consistency and contribution of ILO projects to SDG targets, with tangible evidence of progress made towards SDG targets, but many reports provided limited information on coordination and complementarities with other initiatives under a common UN system of work. Assessment of the other two criteria revealed that more efforts are required to mainstream disability inclusion and a just transition to environmental sustainability in the ILO’s work, reflecting areas of overall weakness in that work.



6

Recommendations for a way forward



► 6. Recommendations for a way forward

Several recommendations to improve the effectiveness of ILO projects stem from findings from evaluation reports from 2020 and the 2021 sample, as presented in the previous sections.¹⁷

Recommendation 1: Ensure that all projects are aligned with specific ILO strategic objectives and DWCPs/CPOs, even in the context of joint projects, and that they are complementary with existing UN initiatives.

Recommendation 2: Find different ways to ensure that all constituent groups be involved in project formulation and implementation through participatory, social dialogue, despite limitations due to the global COVID-19 pandemic. This will allow for more agility in responding to stakeholder needs, while taking into account a new context of operation.

Recommendation 3: Strengthen capacities to develop appropriate RBM frameworks at the project design stage, ensure that teams include and use appropriate indicators at all levels, and identify baselines and feasible targets. Similarly, ensure that monitoring and reporting frameworks are adequate, and that resources are available to support projects in implementing RBM and monitoring and reporting activities.

Recommendation 4: To adapt to challenges associated with the COVID-19 crisis, it will be essential to clearly define assumptions and risks associated with projects, and to develop adequate, flexible contingency plans, and to allocate resources while taking this into account.

Recommendation 5: When designing future interventions that may be affected by the COVID-19 crisis, take into account local capacities to use virtual working methods, as well as access to appropriate infrastructure.

Recommendation 6: Require that cross-cutting policy drivers be consistently included in project design and implementation, and that social dialogue/tripartism and normative considerations be embedded throughout the project approach.

Recommendation 7: Build on positive lessons from projects that have been developed and implemented in synergy with others, to maximize efficiencies and create strong ownership and sustainability of results.

Recommendation 8: Focus on sustainability aspects at the design stage, to ensure that the groundwork for maintaining or advancing results from ILO interventions is laid out, and to better identify challenges downstream.

Recommendation 9: Evaluation managers and evaluators should be made aware of the criteria used in Effectiveness Reviews, to increase their coverage in evaluation reports via questions in the terms of reference, and to help them better capture essential elements of the ILO's work.

Recommendation 10: Take into account the extra time and resources needed to conduct evaluations when global travel is limited, when there are challenges in conducting in-person meetings and workshops, and when local information technology capacities and infrastructures are limited, leading to difficulties in engaging in remote exchanges.

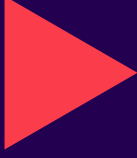
Recommendation 11: In contexts where it is possible to engage in online activities, the ILO should explore the possibility of offering virtual training and networking activities more systematically, as this could allow interventions to reach more beneficiaries, especially in remote or conflict-prone areas.

Recommendation 12: Travel limitations have shown the importance of having national evaluation consultants on the ground to manage and carry out evaluation processes, independently or with international consultants. It is essential to allocate sufficient time and resources for national consultants to conduct their work, and to use these opportunities to build their evaluative capacity.

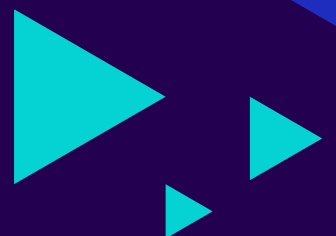
¹⁷ Some of these recommendations reiterate those made in previous years, thus identifying key areas where further work is required.

Recommendation 13: The global COVID-19 pandemic has led to increased awareness of the need to improve OSH and social protection of vulnerable workers in the formal and informal sectors, creating opportunities for the ILO to promote decent work conditions through social dialogue. In response to evidence of deteriorating conditions for children, youth, women, PWD, migrant workers and refugees, future interventions should build on the ILO's experience and strong partnerships to promote the inclusion of these vulnerable groups in social protection schemes and employment measures.

Recommendation 14: To better understand the systemic challenges in performance as identified in evaluation reports, conduct an in-depth comparative study of past annual decent work effectiveness reviews, looking at results across regions, technical departments and strategic priorities.



Annexes



► Annex 1: Evaluation reports reviewed

#	Evaluation title	TC Symbol	Region	P&B outcome	Year
2020-1	Convening stakeholders to develop and implement strategies to reduce child labor in artisanal and small-scale gold mining – Final Evaluation	GLO/16/52/USA, GHA/16/50/USA, PHI/16/50/USA	Inter-regional	7	2020
2020-2	Combating unacceptable forms of work in the Thai fishing and seafood industry (Better Fisheries Programme) - Final evaluation	THA/15/03/EUR	Asia and the Pacific	7	2020
2020-3	Empower: Building peace through the economic empowerment of women in northern Sri Lanka - Final evaluation	LKA/17/03/UND	Asia and the Pacific	3	2020
2020-4	Improving labour laws and labour administration for new industrial relations framework in full respect of the ILO Declaration on Fundamental Principles and Rights at work – Final evaluation	MYS/16/01/USA	Asia and the Pacific	2	2020
2020-5	Promoting decent work through good governance, protection and empowerment of migrant workers: Ensuring the effective implementation of the Sri Lanka National Labour Migration Policy – Final evaluation	LKA/15/02/CHE	Asia and the Pacific	7	2020
2020-6	Improved human resources development and employment policies, with particular attention to youth, women and migrants – RBSA independent evaluation	MDA/16/02/RBS	Europe	3	2020
2020-7	More and Quality jobs are created through better policies and frameworks and strengthened labour market information systems – RBSA independent evaluation	MMR/16/03/RBS	Asia and the Pacific	7	2020
2020-8	Employment Intensive Infrastructure Programmes (EIIPs) in Jordan and Lebanon – Final cluster evaluation	JOR/16/01/MUL; JOR/17/08/DEU; JOR/18/05/DEU; LBN/16/03/DEU; LBN/18/01/DEU	Arab States	3	2020
2020-9	Sida-ILO Partnership Programme 2018–2019 Outcome-based funding to Outcome 7 with a focus on Social Dialogue, Industrial Relations and Collective Bargaining (Phase I) – Final evaluation	GLO/18/59/SWE	Inter-regional	7	2020
2020-10	Evaluación agrupada independiente de las operaciones de la OIT de apoyo al trabajo decente en Guatemala, 2018–2019	GTM/18/01/USA; GTM/18/51/SWE; GTM/19/50/UNA; GTM/18/52/SWE; GTM/16/03/RBS; RLA/17/50/EUR Guatemala Component)	Latin America and Caribbean	Multiple	2020
2020-11	Sida-ILO Partnership Programme (phase I) – Cross cutting policy driver environmental sustainability and the Partnership for Action on Green Economy – Clustered evaluation	GLO/18/57/SWE; TZA/18/51/SWE; GHA/18/51/SWE; GLO/17/17/UND	Inter-regional	Multiple	2020
2020-12	Decent employment for youth project in Egypt – Final Evaluation	EGY/11/02/CAN	Africa	3	2020
2020-13	Independent Review of the ILO/Flanders Technical Cooperation Fund	GLO/16/18/FLA (501852), including the six current projects under the 2016 Agreement: GLO/14/05/FLA, GLO/15/42/FLA, IND/18/51/FLA, MOZ/16/50/FLA, MWI/17/50/FLA & ZAF/16/01/FLA, and the 3 newly approved projects: GLO/20/23/FLA, GLO/20/02/FLA & ZAF/19/01/FLA	Inter-regional	Multiple	2020

#	Evaluation title	TC Symbol	Region	P&B outcome	Year
2020-14	Improving labour relations for decent work and sustainable development in the Myanmar garment industry – Final evaluation	MMR/16/01/MUL	Asia and the Pacific	1	2020
2020-15	Addressing Education and Skills Gaps for Vulnerable Youths in Haiti: Promoting rural socio-economic development in South and Grande Anse Departments – Final Evaluation	HTI/16/01/NOR	Latin America and the Caribbean	5	2020
2020-16	Fortalecimiento del sistema de formación técnico profesional con elementos de pertinencia, calidad y equidad en el acceso y vinculado con las políticas de empleo y ... – evaluation final independiente	BOL/16/03/RBS	Latin America and the Caribbean	5	2020
2020-17	Change Management to achieve impact with insurance – Phase II – Final evaluation	RAF/16/03/FSD	Africa	4	2020
2020-18	Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey – Final cluster evaluation	TUR/17/06/USA & TUR/17/04/USA	Europe	7	2020
2020-19	Strengthening the impact on employment of sector and trade policies – Final Evaluation	GLO/14/37/EEC	Inter-regional	3	2020
2020-20	Skills Development for the Renewable Energy Sector (SkiDRES) Public-Private Development Partnership – Final evaluation	ZMB/18/02/SWE	Africa	3	2020
2020-21	Extending social protection access and portability to migrant workers and their families through selected RECs in Africa (EC through ICMPD) – Final evaluation	RAF/17/16/ICM	Africa	7	2020
2020-22	Sea Fisheries: Strengthened Coordination to Combat Labour Exploitation and Trafficking in Fisheries in Southeast Asia – Final evaluation	RAS/16/11/USA	Asia and the Pacific	7	2020
2020-23	Labour Force and Household's Living Conditions Survey 2014 (LFLCS) in Lebanon – Final Evaluation	LEB/14/01/EEC	Arab States	C	2020
2020-24	2018-2020 ILO/Korea Partnership Programme funded projects in ASEAN, Thailand, Cambodia, Lao PDR, Myanmar and Vietnam – Final evaluation	RAS/17/50/KOR-RAS/17/51/KOR-RAS/17/53/KOR	Asia and the Pacific	A	2020
2020-25	Employment for youth in Egypt (EYE): Working together in Qalyoubia and Menoufia – Final Evaluation	EGY/16/02/NOR	Africa	4	2020
2020-26	Market systems development for Decent Work – the Lab – Phase II	GLO/17/06/CHE	Inter-regional	4	2020
2020-27	Addressing Decent Work Deficits in the Tobacco Sector of Zambia and Tanzania Projects (DWiT) – Final cluster evaluation	ZMB/18/02/RBSA and TZA/18/01/RBSA	Africa	3	2020
2020-1A	Clustered Evaluation of Policy Outcome 8: Protecting workers from unacceptable forms of work and Cross-cutting policy driver: Gender equality and non-discrimination – Final clustered evaluation	GLO/18/63/SWE	Inter-regional	8	2020
2020-2A	Clustered Evaluation of the Sida-Funded Interventions under Outcome 1 (2018-2019), Phase I ILO-SIDA Partnership Programme, 2018-2021 – Final evaluation	GLO/18/05/SWE	Inter-regional	1	2020
2020-3A	Promoting micro- and small enterprises through improved entrepreneurs' access to financial services – Final Evaluation	INS/15/04/SWI	Asia and the Pacific	4	2020

#	Evaluation title	TC Symbol	Region	P&B outcome	Year
2020-4A	Jobs for Peace and Resilience (RBSA) – Independent evaluation	LKA/16/02/RBS	Asia and the Pacific	4	2020
2020-5A	ILO's Technical Assistance on Labour Law Reform in Pacific Island Countries (2012-2018) – Thematic independent evaluation	na	Asia and the Pacific	Multiple	2020
2020-6A	Enhancing the labour administration capacity to improve working conditions and tackle undeclared work – Final evaluation	UKR/16/03/EUR	Europe	Multiple	2020
2020-7A	Employment and Social Affairs Platform (ESAP) – Final evaluation	RER/15/03/EUR	Europe	1	2020
2020-8A	Amélioration de l'environnement pour le développement de l'entrepreneuriat agropastoral et renforcement des capacités entrepreneuriales des jeunes (PEA-JEUNES) –	CMR/16/01/IFA	Africa	4	2020
2021-1	Promoting youth employment opportunities for refugees and host community with employment-intensive construction works in Mauritania – Final evaluation	MRT/19/01/JPN	Africa	5	2021
2021-2	Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey – Final evaluation	INT/17/03/UNW	Arab States	6	2021
2021-3	Implementation of the Agreement concerning additional employment injury benefits to the victims of the Ali Enterprises fire and strengthening... – Final evaluation	PAK/16/06/DEU	Asia and the Pacific	8	2021
2021-4	Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth – Final evaluation	GLO/16/17/ESP	Inter-regional	3	2021
2021-5	Addressing the root causes of migration in Ethiopia – Final Evaluation	ETH/16/01/EUR	Africa	1	2021
2021-6	Projet d'appui à l'amélioration de l'employabilité des jeunes ruraux dans des circuits productifs – Mali PIC III – Evaluation finale	MLI/15/02/LUX	Africa	4	2021
2021-7	Roads for Development (R4D) Phase II – Final evaluation (NYR)	TLS/16/03/AUS	Asia and the Pacific	3	2021
2021-8	Améliorer la gouvernance du travail dans les TPE/PME et aider à la sortie de l'économie informelle en Afrique – Final evaluation	RAF/16/53/FRA	Africa	Multiple	2021
2021-9	Créer des emplois décents et respectueux de l'environnement pour les jeunes (CREER), projet-drouillard, commune de Cite-soleil –	HTI/18/01/RBS	Latin America and the Caribbean	5	2021
2021-10	Ruta de inclusión laboral con enfoque en formación profesional dirigido a víctimas del conflicto armado interno en Colombia – Final evaluation	COL/20/01/COL and COL/19/03/COL	Latin America and the Caribbean	5	2021
2021-11	Evaluación Agrupada de proyectos de Protección Social en El Salvador y Honduras – Final agrupada independiente (cluster)	SLV/16/03/RBS and HND/18/01/HND	Latin America and the Caribbean	8	2021
2021-12	Road to Jobs: Bringing decent work to rural households of the Northern Provinces in Afghanistan – Final Evaluation	AFG/14/01/SID	Asia and the Pacific	4	2021
2021-13	Proyectos de apoyo a la implementación de la segunda fase de la Iniciativa Regional América Latina y el Caribe Libre de Trabajo Infantil – Final agrupada independiente	RLA/16/03/ESP; RLA/17/07/ESP; RLA/18/12/ESP; RLA/17/01/ESP; RLA/17/11/ESP; RLA/18/11/ESP	Latin America and the Caribbean	7	2021

► Annex 2: Scoring Matrix: performance criteria and rubrics

Criteria	1 Unsuccessful	2 Partly successful	3 Successful	4 Highly successful
1. Strategic relevance and alignment				
1.1 Link between project purpose and/or objectives with P&B	Project objectives do not demonstrate a clear link with the P&B framework. Partners do not have a clear understanding of what the project aspires to achieve.	Some evidence of linking to the P&B outcomes, but the relationship remains vague and loose. The link is not well reflected at the operational level. Some partners do not share the same understanding of what the project aspires to achieve.	Clear and specific correlation between project objectives and P&B outcomes at both strategic and operational levels. Link reflected and translated into actions, and an understanding of what the project aspires to achieve is broadly shared.	Clear and compelling link to the P&B outcomes, translated into a concrete set of goals and priorities at the operational level. Causal link broadly held among partners and partners have a clear understanding of what project aspires to achieve.
1.2 Causal link between project objectives and DWCP outcome(s)/CPOs	DWCP outcomes (and/or Country Programme Outcomes) are not reflected in the project objectives. Project was not clearly based on demand.	Some actions are linked to the DWCP outcome and/or Country Programme Outcomes, but the relation remains unclear and loose. Some demand for project is evident.	Project objectives are clearly linked to the DWCP outcome and translated into actions. Project is based on demand, and responds to national decent work priorities/ Country Programme Outcomes.	Clear and compelling linking to the DWCP outcome(s), translated into a concrete set of actions and priorities at the operational level. Project forms part of a strategic framework for ILO's interventions in the country and responds to national decent work priorities or Country Programme Outcomes.
1.3 Constituent support	Lack of interest and demand from constituents to participate and provide input in the project formulation. Project does not reflect national decent work needs of constituents. Recognition of ILO's presence and contribution either low or not positive.	Some constituents are eager to be constructively engaged in the project, but not all constituents involved in project formulation. Lack of inputs from the missing constituents biases the successful project implementation and ensuring future ownership. Project partially reflects national decent work needs of constituents.	ILO considered as responsive to national needs and constituents actively involved in project formulation. Inputs provided and active participation in the project formulation and implementation. Project reflects national decent work needs as expressed by constituents.	ILO constituents involved in the project formulation, providing inputs and comments, and contributing to the project design and implementation. Project reflects national decent work needs as expressed by constituents, and there is clear evidence of demand and intended use of project by constituents.
1.4 Validity of design/approach	The objectives and technical approach of the project are not endorsed by stakeholders. Core strategies and services vaguely defined and lack clear alignment with project objectives; seem scattered and largely unrelated to each other.	Lack of clarity as to whether objectives and technical approach are endorsed by stakeholders. Core strategies and services defined and largely aligned with objectives; strategies and services may be somewhat scattered and not fully integrated into clear strategy.	The objectives and technical approach of the project are sound and are endorsed by a majority of stakeholders. Most strategies and services are well defined and can be solidly linked to project objectives; offerings fit together well as part of clear strategy.	The objectives and technical approach of the project are endorsed by stakeholders. Strategies and services well defined and fully aligned with project objectives; clearly linked to one another and to overall strategy; synergies across programmes were captured.

Criteria	1 Unsuccessful	2 Partly successful	3 Successful	4 Highly successful
1.5 Pro-poor focus	No aim at improving living standards by the project; no poverty effect resulting from the promotion of decent work likely based on design, target groups and operational areas.	No poverty effect resulting from the promotion of decent work explicitly stated but some effects in the improvement of living standards likely based on the nature of the intervention.	Project aims at improving the living standards of the poorest of the population; sound logic for addressing poverty through project actions on promoting decent work; some key target groups identified.	A pro-poor perspective is integrated into the design and implementation. Systematic targeting to reach the poorest; Adequate monitoring framework allows measuring poverty reduction effects resulting from the promotion of decent work.
1.6 Gender- responsiveness	No gender analysis at design or during implementation; no strategy addressing gender. No gender-sensitive indicators; no indicators disaggregated by sex, age and socio-economic background.	Limited evidence of gender analysis; little focus on gender issues in strategy. Very limited coverage of gender-sensitive indicators; indicators rarely disaggregated by sex, age and socio-economic background.	Gender considerations are included in design and implementation. Fair amount of evidence of gender analysis; some planning and focus on gender issues in strategy, with progress made towards gender- related-objectives. Some gender-sensitive indicators and some disaggregated by sex, age and socio-economic background.	Gender analysis part of the situational assessments; strategies to address gender inequality issues effectively implemented and strong evidence of progress made towards gender-related objectives. Gender-sensitive indicators are disaggregated by sex, age and socio-economic background.
2. Effectiveness, Sustainability and Impact				
2.1 Quality and completeness of outputs	The main outputs of the project were not achieved or were delivered too late for their intended use and/or The main outputs were of poor quality and relevance to stakeholders.	Only a few of the main outputs of the intervention were delivered on time; and/or were of mixed quality and usefulness such that use by stakeholders has been minimal.	The main outputs of the project were delivered on time for intended use; results are considered of good technical quality and thus put into use by at least some ILO stakeholders.	All outputs of the project were delivered on time and achieved; and are considered of high technical quality and thus are being put into use by ILO stakeholders.
2.2 Achievement of immediate objectives	Little or no progress has been made on immediate objectives, and it appears unlikely that further significant progress will be made.	Project has made some progress on the immediate objectives, but has mixed results.	Project has mostly met immediate objectives, with strong progress having been made towards overall outcomes.	Project has fully met or exceeded immediate objectives overall.
2.3 Knowledge development	Little or no plan of action to generate new knowledge or consolidate existing knowledge; knowledge either not disseminated to policy and decision makers, or considered irrelevant and/or of poor quality.	Some attention to knowledge generation and dissemination to policy and decision makers as a means of supporting national dialogue and/or international knowledge base; knowledge considered of mixed quality.	Project strategy brings together dispersed knowledge and/or generates new knowledge that supports policy dialogue at global, national or local level; knowledge generated considered of good quality and relevant to decision-makers.	Targeted, high-quality research and knowledge development generates creative ideas and solutions; project effectively translates these ideas into workable concepts; strategic dissemination of knowledge raises awareness and supports key decisions.
2.4 Capacity building	Negligible or ineffectual building of capacities of constituents and other national entities.	Minimal building of individual capacities within constituents and other entities.	Effectively targeted, built and leveraged individual capacities in order to institutionalize capacities at the organizational level.	Built, leveraged, and maintained strong, high-impact, capacity building at individual and institutional levels with variety of relevant parties; capacities anchored in organizational operations, for longer term capacities.

Criteria	1 Unsuccessful	2 Partly successful	3 Successful	4 Highly successful
2.5 Normative work/standards promotion	Project does not integrate international labour standards as part of approach; highly limited and/or ineffective efforts to link project work to normative instruments and international labour standards mechanisms.	Some design linkages and a few activities to support adoption and/or application of relevant international labour standards, but opportunities missed to further incorporate international labour standards into project.	Project design includes some elaboration and promotion of relevant international labour standards. The application of international labour standards is part of the results framework and supported through project actions. Although international labour standards incorporated into the project, the project does not necessarily demonstrate strong results in this area.	Project design includes the elaboration and promotion of relevant international labour standards. The application of international labour standards is part of the results framework and supported through project actions. The implementation of the project has effectively contributed to international labour standards.
2.6 Policy influence	As a result of the project, stakeholders have not increased their awareness of possibilities for influencing policy-making; have not increased their policy influencing activities, and have not achieved results in policy influence in general.	As a result of the project, stakeholders have increased their awareness of possibilities in influencing policy-making; and are making initial steps in increasing their policy-influencing activities.	As a result of the project, stakeholders are well aware of possibilities in influencing policy-making, and have significantly increased their activities in policy-discussions on state or national level. May be beginning to see policy influencing results.	As a result of the project, stakeholders are fully aware of possibilities in influencing policy-making, and carry out effective policy-influencing. The project has influenced policy making on local, national, or global levels.
2.7 Strategic importance of results achieved	Results achieved have little or no strategic importance to national partners; no evidence of use of results in a strategic context.	Results achieved are considered useful to stakeholders but of moderate strategic importance; little evidence of use of results in a strategic context.	Results achieved are considered by stakeholders of strategic importance to achieving national development outcomes; some movement on use of results to forward national development plans of action.	Results achieved are considered by stakeholders of high strategic importance to achieving national development outcomes; evidence of strategic use of results by stakeholders to advance national development plans of action.
2.8 Strategic relationships	The project made negligible or no use of partnerships and alliances with constituents and organizations such as the UN, relevant government ministries, donors, or other relevant institutions or entities.	The project involved minimal building of relationships and collaborating with constituents and organizations such as the UN, relevant government ministries, donors, or other relevant institutions or entities.	The project effectively built and leveraged some key relationships with a few types of organizations such as the UN, relevant government ministries, donors, or other relevant institutions or entities; some relations may be precarious or not fully "win-win".	The project built, leveraged, and maintained strong, high-impact, relationships with variety of organizations such as the UN, relevant government ministries, donors, or other relevant institutions or entities; relationships deeply anchored in stable, long term, mutually beneficial collaboration.
2.9 Tripartite processes and social dialogue being embedded in the approach	Negligible attention given to social dialogue and involvement of tripartite institutions and processes in design, implementation and intended results of project.	Some attention given to social dialogue and to tripartite processes in design and/or implementation, but progress to strengthen tripartite processes and/or to promote social dialogue is limited.	Social dialogue and tripartism integrated into project approach and implementation; some capacity development to support social dialogue and effective tripartite involvement and some strengthening of tripartite processes and social dialogue mechanisms.	Social dialogue and tripartism are fundamental to intervention design and integrated in implementation strategy; addressing targeted capacity gaps of tripartite constituents in order to strengthen tripartite processes, institutionalization of tripartite process and social dialogue to ensure sustainability following project completion.

Criteria	1 Unsuccessful	2 Partly successful	3 Successful	4 Highly successful
2.10 Sustainability	No possibility of maintaining the net benefits of the intervention or insights; no exit strategy; no ability to scale up or sustain advancements achieved by the intervention: 1) No ownership and commitment from stakeholders, 2) Stakeholders have insufficient capacity and resources to maintain or scale up advancements achieved	Limited possibility of maintaining insights or scaling up the net benefits of interventions. Weak exit strategy, if any. Partners have some ability either to maintain, scale up or innovate on the advancements achieved by the intervention. 1) There is limited ownership and commitment from stakeholders, 2) Stakeholders have limited capacity and resources to maintain or scale up advancements achieved	Some tangible possibilities of maintaining, advancing or scaling up existing net benefits/insights. Some thought to an exit strategy. Partners able to maintain, scale up or innovate on the advancements achieved by the intervention: 1) There is some ownership and commitment from stakeholders, 2) Stakeholders have some capacity and resources to maintain or scale up advancements achieved	Good possibility of maintaining or scaling up existing net benefits/insights. Preparation of exit strategy. Partners efficiently and effectively able to grow existing net benefits to meet evolving needs. 1) There is consistent ownership and commitment from stakeholders; 2) Stakeholders have full capacity and resources to maintain or scale up advancements achieved including if there are changes in the socio-political context.
2.11 Acknowledgment and use of ILO expertise	ILO's expertise either not recognized or generally not regarded as positive; few constructively engage with the ILO.	ILO's expertise somewhat recognized, and generally regarded as positive. Some key organizations are constructively engaged with ILO.	ILO seen to have reasonable expertise and perceived as open and responsive to national needs; prominent organizations constructively involved with ILO.	ILO expertise widely acknowledged, and perceived as actively engaged with and constructively involved at national and/or international (as relevant to project).
2.12 Resource leveraging	No government or donor resources leveraged from outside the ILO to boost project results.	A small amount of government and donor resources (financial or other types of resources) leveraged from outside the ILO to boost project results.	A reasonable quantity of government and donor resources (financial or other types of resources) leveraged from outside the ILO to boost project results.	Significant government and donor resources (financial or other types of resources) leveraged from outside the ILO to boost project results.
3. Implementation performance and efficiency of management and resource use				
3.1 RBM approach an goal orientation	There is no evidence that a results framework exists or is being developed, or the existing results framework is unreliable or irrelevant. Targets are non-existent or few, vague, or confusing, or too easy or impossible to achieve. Not clearly linked to aspirations and strategy, and may change from year to year. Indicators a poor fit for outcomes.	Components of a results framework have been established but some aspects are missing, partially limiting its use. Realistic targets exist in some key areas, and are mostly aligned with aspirations and strategy; may not be demanding, or are short-term, lack milestones, or mostly focused on "inputs" (things to do). Not all indicators are a logical fit to outcomes.	A results framework exists and allows for regular monitoring of performance. Quantified, demanding targets in most areas; linked to aspirations and strategy; though may lack milestones. Logical fit between indicators and outcomes.	A results framework exists and there is evidence of its use for strategic decision-making and to support responses to contextual changes. Clear set of quantified, demanding performance targets in all areas; targets are tightly linked to aspirations and strategy, have annual milestones. Logical fit between indicators and outcomes. Time frame practicable
3.2 Implementation management	There are important deficiencies in management processes. Highly limited or no management processes (e.g., decision making, planning, reviews) for ensuring effective functioning of the group; processes are little used by staff.	There are some deficiencies in management procedures for implementation of ILO intervention. There are a basic set of management processes in core areas for ensuring efficient functioning of group; processes are known, used, and truly accepted by only portion of staff.	Management procedures for implementation of the intervention are reasonably efficient and effective. Solid, well designed set of management processes are in place in core areas to ensure smooth, effective functioning of group; processes are known and accepted by many and often used.	Management procedures are efficient, effective and flexible. Management procedures are robust, lean, and well-designed (e.g., decision making, planning, reviews) in all areas to ensure effective and efficient functioning; processes are widely known, used and accepted.
3.3 ILO support to project	Technical, programmatic, administrative and financial support by ILO was poor overall.	Technical, programmatic, administrative and financial support by ILO was of mixed quality.	Technical, programmatic, administrative and financial support by ILO was satisfactory.	Technical, programmatic, administrative and financial support by ILO was consistently high quality.

Criteria	1 Unsuccessful	2 Partly successful	3 Successful	4 Highly successful
3.4 Internal ILO coordination	Different programs and group units function in silos; little or dysfunctional coordination between them. Roles and responsibilities are unclear.	Interactions between different programs and group units are generally good, though significant coordination issues do exist; minimal pooling of resources. Roles and responsibilities may not be entirely clear.	All programs and units function together with sharing of information and resources and pooling of resources; few coordination issues. Clear roles and responsibilities.	All programs and units function together with regular and effective integration with few coordination issues; there is evidence that this integration has enhanced the project. Roles and responsibilities of all involved are clearly defined
3.5 Monitoring and reporting	No M&E framework was established*. Planning or monitoring of cost of resources used for activities is inadequate. Reporting largely absent or not based on outcomes or indicators. Recommendations of mid-term review, if any, not acted upon. Evaluation activities may not have been planned. *Information for monitoring the performance and results indicators were not well identified; baselines were not developed.	Components of an M&E framework were established but some aspects were missing or information for monitoring performance was not identified*. Some planning and monitoring of cost of resources used for activities. Reporting mechanism present but not well implemented. Recommendations of mid-term review may or may not have been acted upon. Some evaluation activities may not have been planned. *Information for monitoring the performance and results indicators were not fully identified; baselines were not well developed or were not used.	M&E framework was established to measure progress and evaluation activities were identified*. Regular planning and monitoring of cost of resources used for activities, and solid efforts made to contain costs and improve efficiencies. Reporting mechanism present and based indicators. Some recommendations of mid-term review acted upon. *Information for monitoring the performance and results indicators were identified; though information may not have been collected on all. Baselines developed though may not have been fully used.	M&E framework was established to measure progress (including the identification of evaluation activities)*. Ongoing planning and monitoring of cost of resources used for activities and adaptations to improve cost-efficiency made as necessary. Reporting mechanism applied and based on outcome- level results or indicators. Recommendations of mid-term review acted upon. *Information for monitoring the performance and results indicators was identified; baselines developed and have been used.
3.6 Visibility and accessibility of knowledge and information	No formal approach or strategy to document and disseminate knowledge; project has been weak in knowledge sharing (for example, disseminating project outputs to global or national stakeholders).	Some approaches to document and disseminate knowledge exist but are either not comprehensive or only partially carried out. Website, if present, is basic and contains general information, but is updated only occasionally or solely maintained for internal project use.	Approaches or a strategy in place to document and disseminate knowledge internally and externally in some relevant areas. Good efforts have been made to disseminate knowledge from the project. Web site, if present, contains relevant information and is periodically updated.	Comprehensive strategy to document and disseminate knowledge internally and externally in all relevant areas. Knowledge sharing has been effective. A website, if present, is regularly maintained and kept up to date on latest developments; user-friendliness and depth of information.
3.7 Cost-efficiency	Costs of achieving results are excessive compared to similar activities.	Cost of achieved results are somewhat unreasonable for the cost.	Achieved results are reasonable for the costs.	Resources used strategically and effectively. Achieved results justify the costs. A system for reporting and monitoring on costs provides evidence that supports this conclusion.
3.8 Adequacy of resources	Human and financial resources clearly insufficient to deliver project outputs and objectives. Project funds not delivered in a timely manner.	Human and financial resources are sufficient to deliver some of the project outputs and objectives. Project funds inconsistently delivered.	Human and financial resources are sufficient to deliver the vast majority of project outputs and objectives. Most project funds delivered in a timely manner.	Human and financial resources sufficient to deliver project outputs and objective. Project funds delivered in a timely manner.

Criteria	1 Unsuccessful	2 Partly successful	3 Successful	4 Highly successful
Additional performance criteria				
Consistency and contribution of the intervention to sustainable development (SDG targets, UN system- wide and country frameworks) reflecting external coherence in approach	No complementarity and coordination of the intervention with other interventions in a country, sector or institution under a common UNSDCF or similar UN system programme of work. Project objectives are not linked to SDG targets.	Complementarity exists but coordination is limited thus leading to duplication of efforts by agencies under a common UNSDCF or similar UN system programme of work. Some evidence of linkages of project objectives with SDG targets, but the relation is not well defined, nor well reflected at the operational level.	Some complementarity and or coordination with other initiatives in a same context, linked under a common UNSDCF or similar UN system programme of work. Project objectives are linked to SDG targets at both strategic and operational levels and respond to national UNSDCF priorities.	There is consistency and coordination of the intervention with others in the same context, contributing to harmonize UN actions under a common UNSDCF or similar UN system programme of work. Clear linkage of project objectives with SDG targets, translated into a concrete set of goals and priorities at the operational level, and evidence of contribution to these targets
Disability inclusion	No elements of disability inclusion (specific outcomes, outputs, activity, partnerships, target groups, monitoring indicators) intended or specified in project design or implementation.	Limited evidence of disability inclusion in project design or implementation	Project design and implementation incorporates elements of disability inclusion. Some disability-inclusion indicators and some relevant disaggregated data	A disability-inclusion perspective is integrated into the project design; strategies to address disability issues are effectively implemented. Disability inclusion indicators are available and collected, and specific barriers to disability inclusion, as well as project impact on persons with disabilities are clearly identified.
Integration of just transition to environmental sustainability into the intervention	No elements of just transition to environmental sustainability analysis at design or during implementation. No specific outcomes, outputs, activity, partnerships, target groups, monitoring indicators intended or specified in the project results and monitoring frameworks	Limited evidence on just transition to environmental sustainability in project design or implementation. Very limited coverage in specific outcomes, outputs, activity, partnerships, target groups and monitoring indicators on just transition to environmental sustainability in the project results and monitoring frameworks	Just transition to environmental sustainability is included in the project design and implementation, with progress made towards environmental sustainability objectives. Some specific monitoring indicators are included in the monitoring framework.	A just transition to environmental sustainability perspective is integrated into the project design; strategies to address environmental sustainability are effectively implemented. Specific indicators are available and collected as part of the monitoring framework.

► Annex 3: Analysis by Median Scores

Strategic relevance and alignment: results for 2020 and partial results for 2021

There were disparities in the median ratings related to strategic relevance and alignment in 2020, as shown in figure 18. The majority of projects performed well in establishing a causal link between their objectives and DWCP outcomes, interventions involved constituents and addressed their decent work needs, pro-poor perspectives were included, as were the consideration of gender issues in ILO projects, with a median score of 3. The link between project objectives and P&B outcomes and the validity of design of interventions had median scores of 2, revealing areas where further progress is needed.

► Figure 18. Median ratings on strategic relevance and alignment performance criteria (2020)

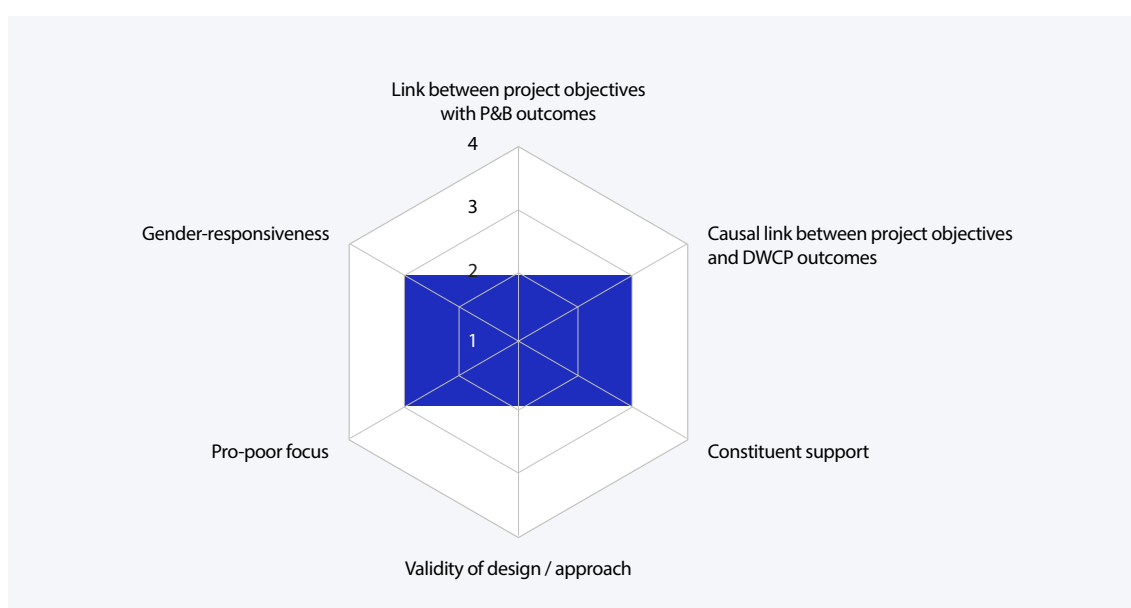
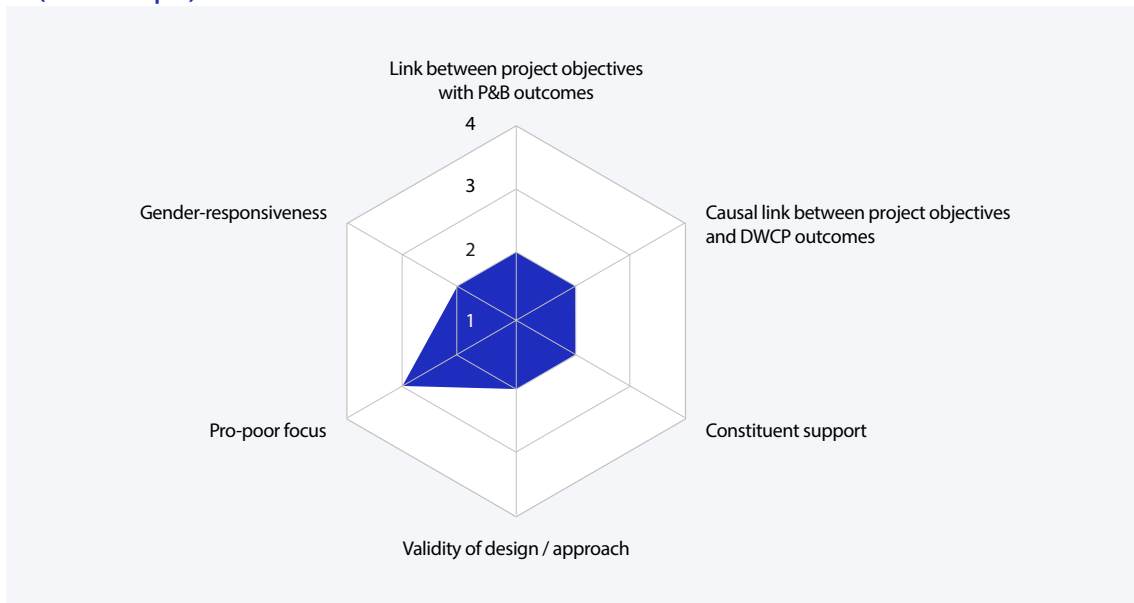


Figure 19 reveals that pro-poor focus was an area of strength in the sample of projects evaluated in 2021, with a median score of 3. The rest of the criteria did not perform as well or that were not covered as extensively, with median scores of 2.

► **Figure 19. Median ratings on strategic relevance and alignment performance criteria (2021 sample)**



Effectiveness, sustainability and impact: results for 2020 and partial results for 2021

Median scores reveal that projects evaluated in 2020 had variable performance in terms of effectiveness, sustainability and impact, as shown in figure 20. A median score of 3 was obtained for six out of twelve criteria, with a majority of projects rated successfully in the quality and completeness of their outputs, in knowledge development, capacity-building, developing strategic relationships, integration of tripartism and social dialogue, and with the ILO's expertise acknowledged and appreciated. There were also weaknesses

► **Figure 20. Median ratings on effectiveness, sustainability and impact performance criteria (2020)**



reflected by median scores of 2, with challenges regarding the achievement of immediate objectives, the promotion of international labour standards and normative work, influencing policy and achieving results of strategic importance, with low prospects for sustainability of results, and limited resource leveraging, meaning that while coverage could be high for these criteria, most projects did not perform well.

Based on median scores, projects from the 2021 sample had mixed performance in terms of the effectiveness, sustainability and impact category, as shown in figure 21. A median score of 3 was obtained for three out of twelve criteria, related to achieving results of strategic importance, establishment of strategic relationships, and acknowledgement and appreciation of ILO's expertise. The remaining criteria obtained median scores of 2, revealing areas of low or variable success.

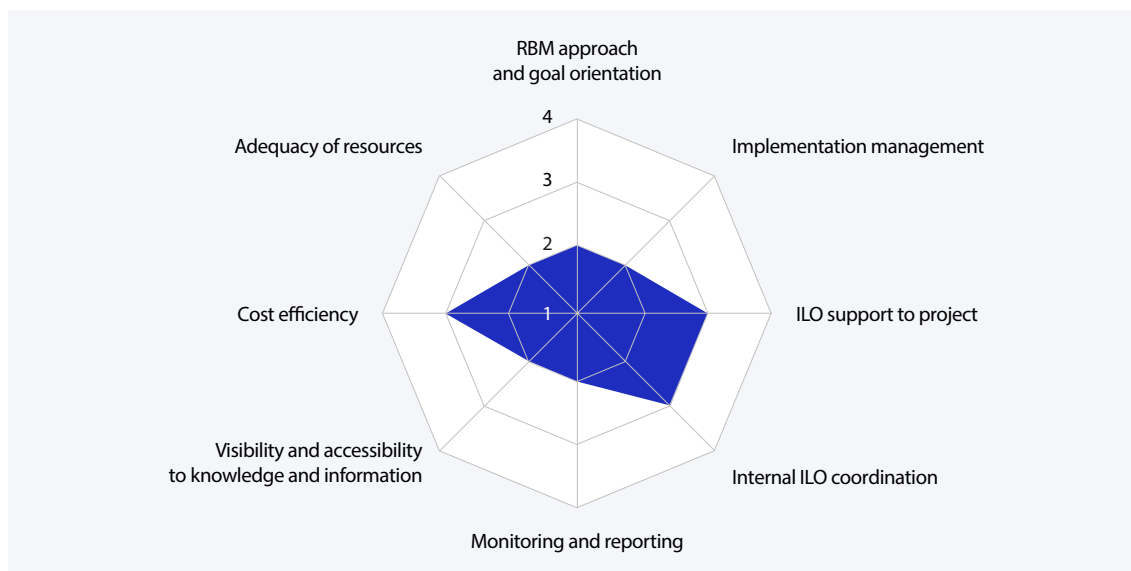
► **Figure 21. Median ratings on effectiveness, sustainability and impact performance criteria (2021 sample)**



Implementation performance and efficiency of management and resource use: results for 2020 and partial results for 2021

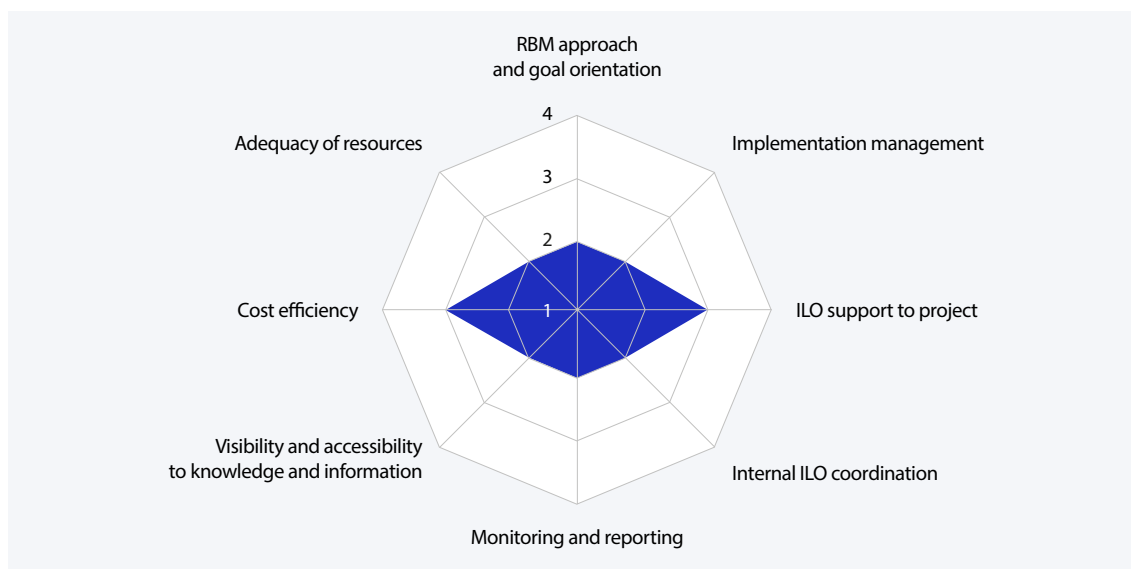
Projects evaluated in 2020 had mixed ratings in terms of their implementation performance and efficiency of management and resource use, as shown in figure 22. The strongest performance was for the quality and extent of ILO support to project, internal ILO coordination and cost-efficiency, which obtained median scores of 3. The rest of the criteria had median scores of 2, meaning that there were weaknesses overall in terms of RBM approach and goal orientation, in monitoring and reporting processes, in implementation management processes, in the accessibility to knowledge and information generated by ILO interventions, and that were inadequate resources for the most part.

► **Figure 22. Median ratings on implementation performance and efficiency of management and resource use performance criteria (2020)**



Projects from the 2021 sample had mixed median scores in terms of their implementation performance and efficiency of management and resource use, as shown in figure 23. The strongest performance was for ILO support to project and cost-efficiency which obtained median score of 3. All other criteria obtained median scores of 2, revealing areas where improvements are needed.

► **Figure 23. Median ratings on implementation performance and efficiency of management and resource use performance criteria (2021 sample)**



Comparison of median scores over time

A comparison of median scores over time is presented in Table 3, using the same categories as the previous effectiveness reviews. This shows that projects generally do well in the Effectiveness and impact category (median scores of 3), and face recurrent challenges in the RBM / monitoring and reporting framework category (median scores of 2), revealing an area where further progress is needed. Median scores were higher for sustainability in 2017-2018 than in other years. Results from 2020 indicate an improvement in strategic relevance and alignment, and financial/cost-efficiency compared to previous years. In contrast, the 2021 sample has median scores of 2 in all categories, including Effectiveness and impact.

► Table 3. Median rating on performance criteria by meta-analysis (all on a 4-point scale)

Meta-Analysis	Strategic relevance and alignment	Effectiveness and impact	Efficiency of management	RBM/M&E framework	Financial/ cost-efficiency	Sustainability
2021 sample	2	2	2	2	2	2
2020	3	3	2	2	3	2
2019	2	3	2	2	2	2
2017-2018	2	3	2	2	3	3

► Annex 4: Summary of performance criteria and coverage by Meta-analysis

	2021 (partial)		2020		2019		2017-18	
	Successful and Highly Successful	Coverage	Successful and Highly Successful	Coverage	Successful and Highly Successful	Coverage	Successful and Highly Successful	Coverage
1. Strategic relevance and alignment								
1.1 Link between project purpose and/or objectives with P&B outcome	80%	77%	80%	57%	58%	59%	80%	50%
1.2 Causal link between project objectives and DWCP outcome(s)	67%	69%	77%	86%	91%	72%	78%	80%
1.3 Constituent support	42%	92%	55%	94%	65%	97%	50%	85%
1.4 Validity of design/approach	25%	92%	37%	100%	53%	94%	44%	98%
1.5 Pro-poor focus	62%	100%	55%	94%	38%	100%	44%	98%
1.6 Gender responsiveness	46%	100%	54%	100%	34%	100%	59%	93%
2. Effectiveness, sustainability and impact								
2.1 Quality and completeness of outputs	46%	100%	56%	97%	65%	97%	84%	95%
2.2 Achievement of immediate objectives	23%	100%	44%	97%	50%	94%	50%	95%
2.3 Knowledge development	50%	92%	82%	97%	83%	94%	81%	90%
2.4 Capacity building	46%	100%	83%	100%	88%	100%	88%	100%
2.5 Normative work/standards promotion	15%	100%	44%	91%	60%	94%	69%	73%
2.6 Policy influence	31%	100%	50%	97%	61%	97%	66%	95%
2.7 Strategic importance of results achieved	62%	100%	50%	97%	56%	100%	65%	100%
2.8 Strategic relationships	92%	100%	89%	100%	81%	100%	82%	98%
2.9 Tripartism and social dialogue	46%	100%	57%	100%	42%	97%	36%	90%

	2021 (partial)		2020		2019		2017–18	
	Successful and Highly Successful	Coverage	Successful and Highly Successful	Coverage	Successful and Highly Successful	Coverage	Successful and Highly Successful	Coverage
2.10 Sustainability	15%	100%	37%	100%	34%	100%	56%	98%
2.11 Acknowledgement and use of ILO expertise	100%	92%	85%	94%	69%	81%	79%	83%
2.12 Resource leveraging	50%	62%	52%	94%	54%	88%	71%	78%
3. Implementation performance and efficiency of management and resource use								
3.1 RBM approach and goal orientation	31%	100%	26%	97%	8%	81%	18%	70%
3.2 Implementation management	55%	85%	53%	91%	67%	84%	56%	80%
3.3 ILO support to project	67%	92%	64%	80%	58%	75%	53%	85%
3.4 Internal ILO coordination	67%	69%	68%	80%	54%	81%	54%	60%
3.5 Monitoring and reporting	23%	100%	30%	94%	28%	91%	27%	93%
3.6 Visibility and accessibility of knowledge and information	31%	100%	48%	94%	66%	91%	71%	85%
3.7 Cost-efficiency	62%	100%	65%	97%	65%	97%	85%	83%
3.8 Adequacy of resources	31%	100%	26%	97%	38%	91%	48%	83%



International Labour Office
4, route des Morillons
CH-1211 Geneva 22, Switzerland