Governing Body

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GB.312/PFA/8

Programme, Financial and Administrative Section
Audit and Oversight Segment

PFA

EIGHTH ITEM ON THE AGENDA

Annual evaluation report 2010−11

Overview

Summary

The paper provides an overview of the body of work undertaken by the ILO's Evaluation Unit (EVAL) during 2010–11 as measured against its results-based strategy, and a segment on the Office's effectiveness in achieving short- and medium-term objectives.

Policy implications

Part II on methodologies and results for assessing the ILO's effectiveness contains a number of suggestions with potential policy implications.

Legal implications

None.

Financial implications

None.

Decision required

Paragraph 85.

Follow-up action required

The ILO's Evaluation Unit will incorporate in its work programme the outcome of the Governing Body discussions and decisions.

Author unit

Evaluation Unit (EVAL).

References to other Governing Body documents

GB.310/PFA/4/1(Rev.), GB.310/PV, GB.310/PFA/2.

Contents

Introduction

1. Each year the Evaluation Unit (EVAL) presents to the Governing Body an annual report on progress made in implementing the ILO's evaluation policy and strategy. Action during the year under review, 2010–11, responds to the Governing Body discussions on the revised evaluation strategy: "Results-based strategies 2011–15: Evaluation strategy – Strengthening the use of evaluations" that was formulated and endorsed during the March 2011 session of the Governing Body. [1] The implementation of the revised strategy strengthens the ILO evaluation function by building on good practices while addressing shortcomings identified in the previous strategy. Its results-based format with indicators, milestones and targets allows EVAL to monitor and report progress being made in implementation and enables the Governing Body to have better oversight.

2. The format of the report has been adjusted to reflect the new results-based strategy. Part I starts with an overview of progress made under the three outcomes identified in the strategy, problems encountered and plans for the future. It also reports on the follow-up to recommendations for both high-level and decentralized evaluations, assessing progress made based on the more rigorous tracking system applied since early 2011. As requested by the Governing Body, it also includes an update on evaluation findings concerning activities funded through Regular Budget Supplementary Account (RBSA) resources. A section on acquiring knowledge and lessons learned through evaluations addresses the growing interest in managing information through improved services to constituents. This is part of the Office-wide initiative on knowledge management.

3. Part II is a new addition to the report and responds to the request of constituents to provide information on the Office's effectiveness in achieving short- and medium-term objectives. As the Strategic Policy Framework (SPF) 2010–15 approaches the mid-point of its implementation, EVAL has conducted an evaluability assessment [2] of the ILO's results-based management (RBM) framework to provide recommendations for the preparation of the next SPF. As part of an effort to assess overall performance, Part II profiles two meta studies conducted by EVAL, synthesizing results, quality and lessons learned from the various centralized and decentralized independent strategies, Decent Work Country Programmes (DWCPs) and thematic evaluations undertaken.

Part I.   Implementation of the ILO's 2011–15 evaluation strategy

Progress made in 2011 towards achieving key milestones

4. The revised evaluation strategy continues to be based on key principles laid out by the United Nations Evaluation Group (UNEG) and the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) for evaluation functions. It concentrates on reinforcing the independence, credibility and usefulness of evaluation work. It also embraces the key principles guiding the ILO's SPF

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[1] GB.310/PFA/4/1(Rev.) and GB.310/PV, paras 132–133.

[2] Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. Evaluability assessment calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable.

2010–15 and the overarching goal to further knowledge development and accountability in all areas of decent work, and in line with standards and the ILO Declaration on Social Justice for a Fair Globalization, 2008, as well as ongoing commitments to RBM. The 2010–15 evaluation strategy does so in a results-based format, clustering those areas that need focused attention under three main outcomes.

5. Since Governing Body approval of the strategy in March 2011, its implementation has progressed and preliminary reporting on all indicators and milestones is provided below. The results matrices set for each outcome are provided in Appendix I.

Outcome 1: Improved use of evaluation by ILO constituents and management for governance

6. Improving the use of evaluations for governance has entailed improving the relevance and effectiveness of the Evaluation Advisory Committee (EAC), improving the strategic choice of evaluation topics, validating the quality and credibility of the evaluations, and synthesizing evaluation results to help assess the ILO's effectiveness. Progress against each of the three indicators and targets is provided below.

Improving the effectiveness of the EAC

Biennial milestone 1.1. (2011): EAC schedule, procedures and deliverables specified in new action plan; formal record of recommendations for evaluation programme of work (2012–13); record of EAC advice on use of specific recommendations

7. To improve the strategic use of high-level evaluation topics, the EAC has increased the frequency of its meetings and elaborated its responsibilities in an action plan that revolves around quarterly meetings and sequenced agenda topics. Each year one meeting involving executive directors and a second meeting with regional directors is envisaged to review their annual plans and budgets for managing or conducting decentralized evaluations, building capacities of staff and constituents, managing follow-up to completed evaluations, and proposing topics for high-level evaluations. To assess the adequacy of follow-up to recommendations, each year an initial meeting focuses on plans being made by management for implementation. This is followed by a meeting six months later to assess the adequacy of progress made in implementing them.

Annual evaluation reporting is based on analysis of lessons learned and recommendations from evaluations

Biennial milestone 1.2. (2011): Performance information in annual evaluation report based on analysis of evaluation reports; results discussed at the Programme, Financial and Administrative Section

8. Part II of this report summarizes the results of three coordinated studies to better synthesize information on the Office's effectiveness and achievement of results, based on three major sources. First, a desk review with external inputs concerning the evaluability of the SPF's results framework, including choice of indicator, means of measurement, and systems for monitoring and reporting, aims to identify weaknesses and propose means of addressing them. Second, a meta-analysis of 59 independent project evaluations to provide feedback on the ILO's operational effectiveness and performance linked to technical cooperation. Third, a study synthesizing findings, recommendations and lessons learned from independent evaluations of DWCPs.

Follow-up to high-level evaluations

*Biennial milestone 1.3. (2011): Results of internal peer review of
high-level evaluations 2010–11 register satisfactory quality*

9. Based on an external review of the ILO's high-level evaluations, EVAL has set up a peer review mechanism to regularly and systematically assess their quality and usefulness. For the six ILO high-level evaluations completed since 2010, a methodology and criteria consistent with international good practice have been developed. They will focus on both the quality and credibility of each evaluation, as well as on providing feedback on its usefulness. Following EAC approval, the peer reviews of 2010 and 2011 evaluations will be conducted and results reported in the 2012 annual evaluation report.

10. The EAC assessed the adequacy of implementation of recommendations from the 2010 high-level evaluations. Table 1 summarizes the progress reported and EVAL's determination of level of completion for DWCP United Republic of Tanzania, DWCP Kyrgyzstan and the ILO strategy to extend social security. Of the 28 recommendations accepted, 26 have been fully implemented, and the remaining two partially implemented, with the remaining action scheduled by year end. The EAC determined that, in all cases, the progress being made was fully satisfactory.

Table 1. **Summary of planned follow-up and completion status, 2010 high-level evaluations**

Evaluation topic	Total recommendations	Actions planned	Completed	Partially completed	No action taken
DWCP Kyrgyzstan	7	6	6	0	1*
ILO strategy to extend social security (2005–09)	12	12	10	2	0
DWCP United Republic of Tanzania (2002−09)	10	10	10	0	0

*Recommendation not accepted by the Office.

11. Notable highlights related to follow-up and use of evaluations include:

- the evaluation of the ILO strategy to extend social security was a background paper at the 100th Session (2011) of the International Labour Conference (ILC) Committee for the Recurrent Discussion on Social Protection (social security);

- the ILO Regional Office for Africa discussed the findings, conclusions, recommendations and lessons learned of the evaluation of DWCP United Republic of Tanzania at its directors' meeting to raise awareness on evaluation and share lessons with other countries.

Selecting high-level evaluation topics for strategic use

12. In 2011, to make sure that the choice of high-level evaluations responded to constituents' priorities, EVAL contacted the key constituent groups to solicit their preferences regarding topics and timing in 2013 and 2014. The proposed revised list of high-level evaluations in table 2 takes into account this input as well as those from the EAC members and established Governing Body evaluation commitments.

Table 2.   Proposed high-level evaluations for 2012, 2013 and 2014

| Year	Evaluation type	Topic of independent evaluation	Timing	Rationale
Decided 2012	DWCP	ILO Decent Work Country Programme of support to India	2012	DWCP will end in 2012
	Strategy	Comparative country assessment of integrated national, sectoral or local employment policies and programmes in their frameworks (Outcome 1)	2012	Report can contribute to follow-up to 2010 ILC recurrent discussion on employment; sub-outcome not yet evaluated
	Strategy	Decent work in global supply chains (Better Work and sectoral lens)	2012	The evaluation could provide background information for the ILC recurrent discussion in 2013
Proposal 2013	Institutional capacities	Field structure review, including constituent involvement in DWCP	2013	Governing Body-mandated evaluation to review progress/effectiveness of field structure review
	DWCP	DWCP Arab States	2013	Last discussed in 2008; internal evaluation of DWCP Syria carried out in 2011
	Strategy	Workers and enterprises benefit from improved safety and health conditions at work	2013	Evaluation last discussed in 2002
Proposal 2014	Strategy	Sustainable enterprises create productive and decent jobs	2014	Evaluation in 2003 (can follow up on 2012 Governing Body discussion)
	Institutional capacities	ILO's technical cooperation strategy	2014	Proposed by senior management and several member States
	DWCP	Africa Region	2014	Last discussed in 2010; North Africa

Outcome 2: Harmonized Office-wide evaluation practice to support transparency and accountability

13. To harmonize evaluation practice requires standardizing the types, quality and associated roles and responsibilities of all decentralized evaluations of programmes and projects. Towards this goal, EVAL reports to the Governing Body on the performance of the Office's decentralized evaluations and engages with management on issues related to the use of evaluation and the involvement of national constituents.

Harmonizing and standardizing types of evaluations
and associated roles and responsibilities to
improve value and efficiency

14. No milestones are specifically set for reporting on decentralized evaluations; however, EVAL has overseen their quality and quantity since 2007. Since 2009, it also monitors and reports on follow-up to recommendations from decentralized evaluations.

15. For the reporting period, independent project evaluations increased from 66 in 2009 to 71 in 2010. Notably, there was an increase in those received from the African region, as well as those in social dialogue. Of the 71 received, eight were conducted externally and two were joint evaluations. Figure 1 shows the distribution of the evaluations by region.

16. In 2011, the budget threshold for requiring independent evaluation was raised from US$500,000 to US$1 million. This will coincide with efforts to conduct cluster evaluations covering several related projects. However, the overall number of independent evaluations is not expected to decline in 2011 due to a large volume of projects coming to an end.

Figure 1. Distribution of the independent evaluations by region, 2006–10
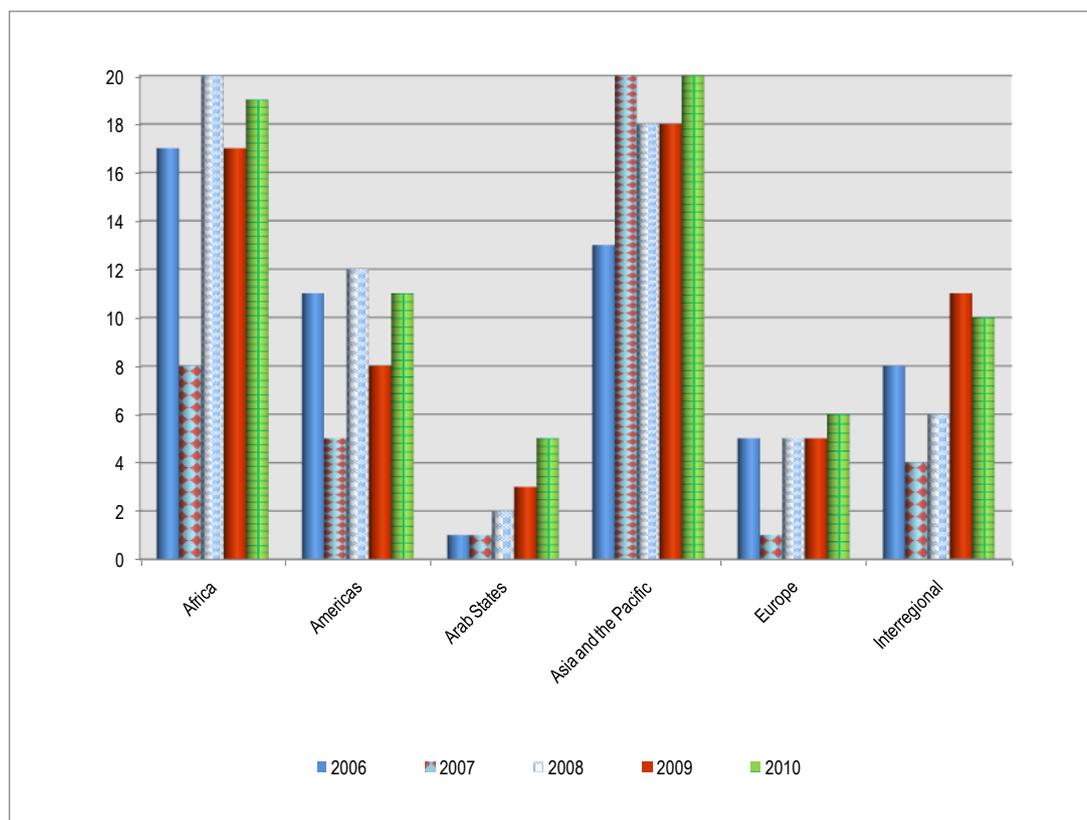
Upgrading and expanding the use of decentralized evaluations

Biennial milestone 2.1 (2011): Initial survey to constituents based on 2010 evaluations completed sets baseline measure

17. The ILO places great importance on strengthening the usefulness of evaluations for national constituents as part of their learning and accountability frameworks. Therefore, EVAL sought to establish a baseline on constituents' use of evaluation results. This was based on a survey on the use of results in 2010. A practical response to this requirement was to better exploit the recently revised monitoring and reporting mechanism on the follow-up to all high-level and decentralized independent evaluations described below. This new procedure will be fine-tuned to collect the necessary information on the involvement of national constituents in the follow-up to evaluations in order to establish a baseline for reporting in 2012.

18. As part of the new evaluation strategy launched in March 2011, a formalized process was introduced that requires all line managers to assume primary responsibility for follow-up to recommendations of independent project evaluations. New guidance was made available to improve both the quality of recommendations and management response. The aim of engaging line managers is to strengthen organizational learning and improvements in ILO technical work by promoting ownership and use of evaluation information.

19. Out of the independent evaluations received in 2010, 49 were included in the management follow-up exercise. The remaining evaluations which were not included were joint, external or mid-term evaluations (11) or had other administrative considerations that did not require a follow-up exercise. The new process benefited from lessons learned from the first management follow-up exercise in late 2009. In the 2011 exercise, EVAL has seen a marked improvement in the quality of recommendations, as well as in the quality and

timeliness of the management response rate. The 49 independent evaluations from 2010 subjected to the follow-up exercise are summarized in table 3.

Table 3.   Management response for evaluations completed in 2010

Region/sector	Recommendations for 2010						
	Management response on evaluation reports		Completed	Partially completed	Outstanding	No action	Total
	No response	Response					
Africa	1	5	11	4	20	12	**47**
Americas	0	8	38	30	5	10	**83**
Arab States	0	5	15	17	15	5	**52**
Europe and Central Asia	0	5	15	27	12	14	**68**
Asia and the Pacific	4	10	70	34	11	2	**117**
Subtotal	**5**	**33**	**149**	**112**	**63**	**43**	**367**
Standards	0	1	0	10	2	1	**13**
Employment	0	1	3	4	1	0	**8**
Social protection	2	0	0	0	0	0	**0**
Social dialogue	2	3	9	4	2	11	**26**
Other	0	2	14	7	4	0	**25**
Subtotal	**4**	**7**	**26**	**25**	**9**	**12**	**52**
Total	**9**	**40**	**175**	**137**	**72**	**55**	**439**
Percentage			**40%**	**32%**	**15%**	**13%**	

20. By mid-2011, implementation of 72 per cent of 2010 evaluations' recommendations was reported as completed or partially completed, and a minimal percentage as no action taken. This is a notable improvement over the results of the first exercise in 2009–10.

Biennial milestone 2.2 (2011): 20 per cent increase in use of
self-evaluation to address organizational issues; 20 per cent
use of project final progress report

21. Better coordination between the evaluation networks in the regions and at headquarters has improved knowledge sharing, thus broadening the number of internal and self-evaluations available through the i-Track database. At the start of 2010, there were 31 internal or self-evaluations available. By June 2011, the system registered 55 reports received, and another 70 planned: a 60 per cent increase during the biennium.

22. As of January 2011, all new extra-budgetary projects are required to use more results-based formats for progress and final reporting. These were introduced to incorporate a greater element of evaluability into reporting and ensure that lessons learned and emerging good practices can be better integrated into the ILO's project portfolio. Significant improvements in the Office's monitoring mechanism have taken place in the last year. This is due to the efforts of the Department of Partnerships and Development Cooperation (PARDEV), the Bureau of Programming and Management (PROGRAM) and the regions. If implemented, the new requirements will improve the evaluability of projects and DWCPs.

Outcome 3: Evaluation capability expanded through enhanced knowledge, skills and tools

Developing evaluation capacity

23. Over the past decade, there has been a significant shift in ILO models of technical cooperation, such that national constituents take the lead role. This has required a stronger emphasis on capacity building and policy advice as opposed to programmes focused on direct service delivery. Another related development is the ILO's growing commitment towards enhancing South−South and triangular cooperation in the advancement of the Decent Work Agenda, based on international solidarity and sharing knowledge and successful experience.

24. Integrating monitoring and evaluation (M&E) of decent work within the United Nations Development Assistance Framework (UNDAF) and the United Nations country team systems and practices, which in turn link to national M&E systems, has been promoted within the ILO since 2008. This year, two additional initiatives are being supported:

- ■ Through the United Nations Evaluation Development Group for Asia and the Pacific (UNEDAP) Task Force on Joint Evaluations, the ILO is supporting a regional thematic study aimed at identifying strategic issues and options for future UN regional engagement in national evaluation capacity development in Asia and the Pacific. More specifically, the study will seek to analyse opportunities as well as gaps in national evaluation capacity in the region.

- ■ As part of its participation as co-chair in the UNEG task force on national evaluation capacity development, EVAL commissioned country case studies on how to engage social partners in national evaluation systems. The ILO's specific concern is to find effective ways of improving our social partners' knowledge of evaluation and ways of connecting them to national evaluation systems so that decent work initiatives are properly reviewed and evaluated.

Biennial milestone 3.1 (2011): 75 constituents and 75 ILO officials develop specialized knowledge through ILO training

25. The regional evaluation focal points participated in a number of workshops, with the support of EVAL. This provided 341 constituents with specialized knowledge on evaluation and substantially exceeded the milestone of 75. Training took place in both headquarters and the regions, reaching 75 ILO staff members. Additionally, ILO evaluation staff in headquarters and the regions facilitated capacity-building events covering evaluation good practices, in which 89 ILO officials participated (table 4).

Table 4. **Constituents and ILO officials trained in evaluation in 2010–11**

Persons trained	Africa	Americas	Arab States	Asia and the Pacific	Europe	Headquarters	Total
ILO staff	19	19	0	18	0	19	**75**
Constituents	202	16	36	85	12	0	**341**
Total	**221**	**35**	**36**	**103**	**12**	**19**	**416**

26. Developing the evaluation capacity of ILO constituents is a priority of the new evaluation strategy, aiming to enable them to better assess performance of their programmes and to support full and productive employment and decent work for all.

Biennial milestone 3.2 (2011): ILO generic job descriptions
developed for evaluation officers

27. The new evaluation strategy identified the importance of establishing "evaluation officer" as a generic job description and improving the guidance on such officers' roles and responsibilities.

28. To further standardize and improve the quality of decentralized evaluations, EVAL has developed draft job descriptions for P.2–P.5 evaluation officers. Building on the documentation of posts now being held by the five regional evaluation officers, EVAL will finalize these job descriptions by 2012, harmonizing them with UNEG standards and ILO Human Resources Development Department's requirements.

29. Roles and responsibilities of evaluation managers, and line managers dealing with follow-up to evaluations, have been clarified in guidance documents updated in 2010–11.

30. Regional evaluation focal points and the senior evaluation team at headquarters have collaborated to strengthen knowledge activities and to improve skills and tools for evaluation. An informal network of more than 90 ILO officials working in evaluation receives regular updates on evaluation policy and guidance, which furthers the strategy to standardize approaches to decentralized evaluations, including the participation in and monitoring of follow-up to recommendations.

Improving the use of evaluation knowledge systems

31. A number of improvements in evaluation knowledge platforms were carried out in 2010–11. The i-Track database was adjusted to be more user-friendly and now provides better and more relevant management reports, including the creation of the management response templates for follow-up to recommendations. A new evaluation consultant database, modelled on that used by the International Programme on the Elimination of Child Labour (IPEC), will be made available to a wider group of ILO staff through the EVAL intranet. The i-Track database continues to feed the Donor Dashboard, providing direct access to donors of all independent project evaluation reports, now numbering 446.

32. The "EVAL Plone" site is being upgraded as a more user-friendly knowledge-sharing platform. The 90-member evaluation network uses it to access internal documents, including mission reports, draft guidance and workplans. Depending on demand, additional features will be gradually added.

33. To keep pace with evaluation policy changes, official evaluation guidelines and all related guidance materials have been updated and streamlined. A multi-media integrated resource kit, *i-eval: resource kit − ILO policy guidelines to results-based evaluation* is currently being finalized. This resource kit will serve as a gateway into ILO expertise and knowledge on evaluation to assist relevant actors to plan, manage, oversee and follow up on evaluations.

34. A quarterly evaluation newsletter, *i-eval: newsflash*, was launched in July 2011 to keep ILO staff and constituents up to date on evaluation information. It will feature high-profile evaluations, knowledge-sharing activities, news from the field evaluation networks and an events calendar.

35. Ongoing analysis of lessons learned resulted in two studies that draw on lessons learned and identify good practices from DWCPs and technical cooperation (see Part II). In addition, the ILO Regional Office for Latin America and the Caribbean produced a meta-analysis of project evaluations' recommendations entitled: *Consultoria para la revisión y análisis de productos de evaluaciones* (consultancy for the review and analysis

of evaluations' products) in June 2011. The ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia presented an analysis on lessons learned, entitled *Strengthening the ILO's knowledge base: Evaluation inputs*, at a Moscow conference in March 2011.

36. To further strengthen organizational learning, EVAL aims to feed lessons learned from project evaluations into the "policy track" contained in the nascent ILO Information Gateway. This new Office-wide knowledge management system will provide simplified access to country-specific information through individual country pages. These will be accessible through a central gateway featuring prominently on the ILO public website. This requires EVAL to analyse lessons learned differently from previous approaches. Future analysis would require applying a policy perspective to facilitate application to the Gateway and an adjustment of the classification system used in i-Track to include coded variables, such as policy-specific criteria. These coded data sets would then provide direct access to lessons learned excerpted from independently validated evaluation reports. Guidance has been adjusted to help project evaluation managers improve the quality and usefulness of lessons learned. Through increased dialogue with the technical units, and the expanding resources of the ILO evaluation network, EVAL looks forward to participating with line management and strategic management in the better use of lessons learned.

Monitoring and evaluation of RBSA

37. The Office uses RBSA funding to make critical contributions to the country programme outcomes in a timely and flexible way, providing seed funding for DWCP outcomes, and strengthening activities at the regional and country levels. These initiatives have also enabled capacity development of social partners and strengthened their involvement in the single country frameworks vis-à-vis ILO RBM and UN initiatives.

38. To ensure adequate oversight capacity of the use of the RBSA, 5 per cent of RBSA resources are reserved in a special account for M&E activities. An annual progress reporting system on the utilization of these resources has been established, but EVAL has no direct control over their use. To date, the resources allocated to the regions have been used to evaluate large RBSA-funded initiatives. They also support and supplement ongoing M&E activities relating to DWCPs where there is a clear need for additional M&E focus as a result of RBSA-funded interventions.

39. During the 2010−11 biennium a total of $2.37 million has been allocated for RBSA M&E. As shown in figure 2, 63 per cent went to the Africa region, 9 per cent to the Americas region, 8 per cent to the Arab States, 12 per cent to the Asia and the Pacific region, and 8 per cent to the Europe and Central Asia region.

Figure 2.   Regional distribution of RBSA M&E allocations, 2010−11
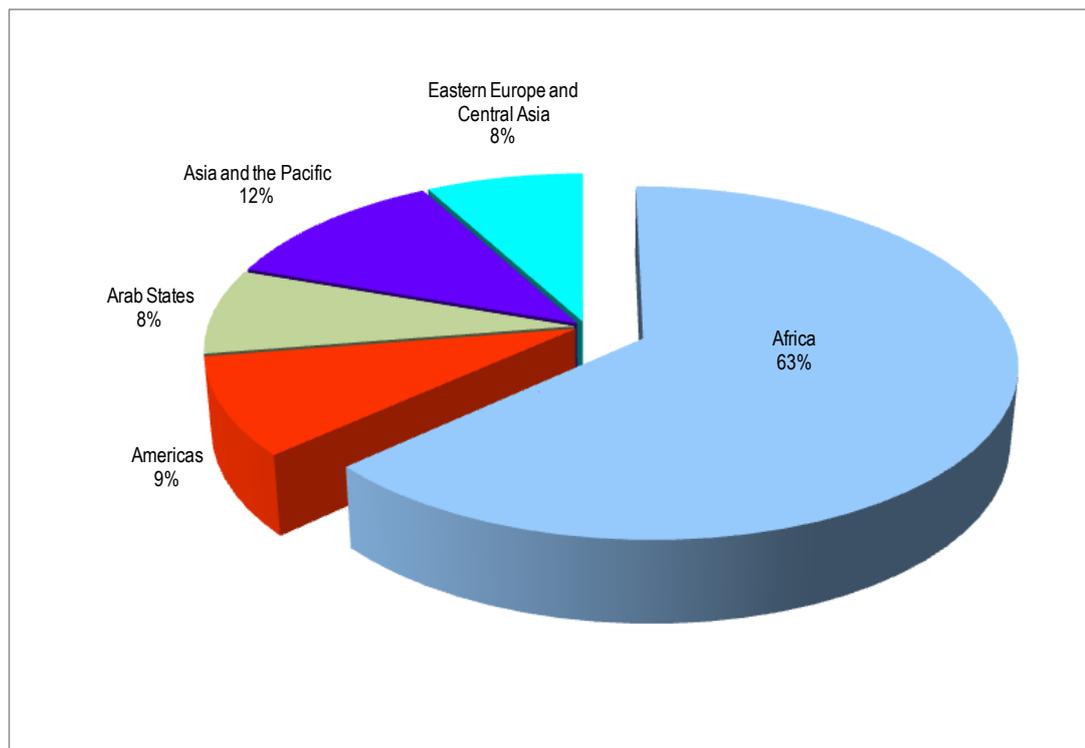
40. EVAL notes several trends in the use of the RBSA M&E reserve fund:

■   The Americas, Africa and Asia and the Pacific have used RBSA M&E reserve funds to improve the evaluability of DWCP frameworks and better align project activities to DWCP outcomes.

■   Regions have partially financed M&E officers who are charged with improving M&E activities related to DWCP and building evaluation capacity within the region.

■   Evaluations funded from RBSA resources are increasingly a means to account for, and learn about, country programme outcomes.

■   These funds have also been used to generate specific technical knowledge regarding good practices and lessons learned through thematic assessments.

41. A significant portion of the RBSA M&E funds have been used to conduct independent evaluations. Ten, which were completed by mid-2011, were reviewed for the purpose of this report (see table 5). The RBSA evaluations for Africa are planned for 2011 and 2012 and do not appear on this list. This region has initially focused more on reviews, self-assessments and capacity-building events related to M&E. [3]

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[3] Seven independent evaluations of RBSA-funded initiatives in Africa are planned to take place in 2011 and 2012. EVAL will report on the results of these evaluations in the 2011−12 annual evaluation report.

Table 5.   Evaluations of RBSA-funded initiatives reviewed for assessment (in US$)

Project title	RBSA allocations
RBSA Evaluation of gender mainstreaming in Asia: Equality and decent work promotion for Asian women	493 173
Promoción de políticas para trabajadores/as con responsabilidades familiares con dimensión de género en América Latina y el Caribe	1 033 715
Modernización laboral de la industria azucarera en México	606 508
Evaluation and monitoring of RBSA projects	181 956
Integrated approach to move Serbia forward towards the implementation of the Decent Work Country Programme	149 802
Green jobs (China)	331 321
Green jobs (India)	325 054
Green jobs (Bangladesh)	244 511
Increasing employability of young women and men in CIS through establishment of subregional training network	517 449
Pilot Project on Active Labour Market Policies for Advancing Gender Equality through Decent Employment for Women in Turkey	379 629
Grand total	**4 263 118**

42. As part of its effort to improve reporting on overall performance and effectiveness of RBSA-funded initiatives, an assessment of ten RBSA evaluations was conducted based on the methodology used for a broader meta-analysis of project performance (see Part II). The performance of these RBSA operations was rated based on the six evaluative criteria of relevance, effectiveness, efficiency, evidence of intended results, M&E and sustainability and risk management. The assessment is based on a four-point scale and 33 performance indicators. The results are shown in figure 3.

Figure 3.   Average ratings on performance criteria for the RBSA evaluation (n=10)
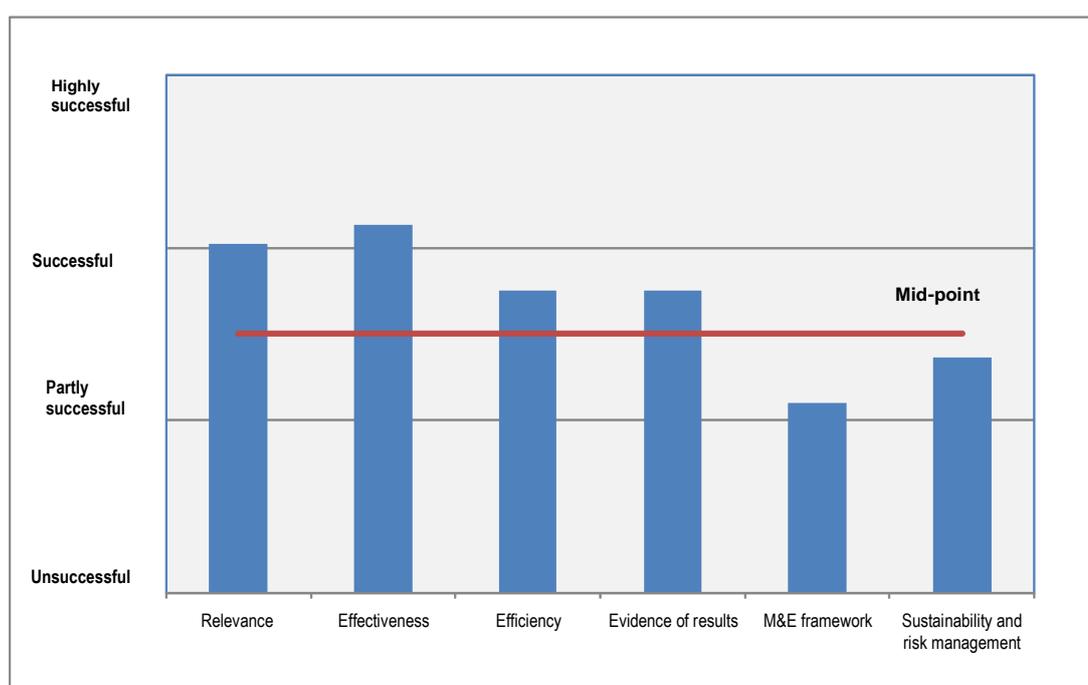
Part II. Methodologies for assessing the ILO's effectiveness and results

RBM and ILO effectiveness

43. In recent years, there has been an increasing call on international agencies to show the results and effectiveness of their interventions. The revised ILO strategy for evaluation requires the annual evaluation report to better synthesize information on its effectiveness and achievement of results.

44. Specialized agencies, such as the ILO, face a particular challenge as they are not only involved in service delivery, where results are easier to measure, but focus heavily on institutional capacity building and policy reform, which are less easily measured. Performance measurement and reporting at the corporate or global level are also difficult in organizations operating at various levels (country, regional and global) and across many topics and priorities.

45. The ILO has addressed the challenge of defining its overall goals and the development of a framework that facilitates and aggregates results globally through its SPF and biennial programme and budget. EVAL will contribute to this framework by validating the ILO's performance at different levels. This part of the paper summarizes the results of three coordinated studies to better synthesize information on Office effectiveness and achievement of results. First, a desk review with external inputs of the evaluability of the SPF aims to identify weaknesses and propose means of addressing these. A second study is a meta-analysis of 59 independent project evaluations to provide feedback on the ILO's operational effectiveness and performance linked to technical cooperation. A third study synthesizes findings, recommendations and lessons learned from independent evaluations of DWCPs.

Assessing the effectiveness of the ILO's strategic framework

46. As the SPF 2010–15 approaches its mid-point, and in response to the request from constituents for more information on its overall effectiveness, EVAL undertook a desk review with external inputs. This was to validate the evaluability of the SPF in order to:

■ determine the extent to which the objectives, as defined in the SPF, can be measured;

■ identify the strengths and weaknesses of the SPF and its adequacy for providing reliable information during the remainder of its implementation; and

■ identify potential options for improving the evaluability of the next SPF.

47. The results of this review, together with suggestions for improving evaluability, effectiveness and performance of subsequent SPFs – preparations for which will start soon – are summarized below.

ILO progress towards RBM

48. The review of the ILO's planning framework confirmed substantial progress towards implementation and compliance with its RBM policy. This policy includes the SPF, programme and budget, outcome-based workplans (OBWs) and country programme outcomes, as well as the underpinning tools (IRIS modules and various other databases) and extensive instructions, guidance notes and training material. In combination, these documents provide a good blend of bottom-up and top-down planning elements.

49. Although the essential parts of this complex planning system are well aligned with one another, they show a strong focus on fewer outcomes and priority areas of action and strategies. Serious consideration should be given to a number of critical issues to avoid losing momentum in the progress being made towards compliance with RBM principles. Table 6 summarizes the internal strengths and weaknesses, as well as the external opportunities and challenges confronting the ILO in its efforts to become a more results-based organization.

Table 6.   SWOT* analysis of the ILO's RBM framework for the SPF 2010–15

Internal	Strengths	Weaknesses
Internal controls	Strong and expansive procedural controls, relying on shared values	Current input-oriented control environment contrasting with RBM principles could hamper higher efficiency and effectiveness levels
Alignment	Good conceptual alignment of resources, technical capacities, delivery channels and outcomes along the results chain	Limited impact measurement of strategic objectives, could hamper substantive alignment and prioritization (recurrent reports could provide a good starting point in addressing this)
Definition of objectives	SPF outcome indicators provide a solid foundation for P&B enhancements towards full measurement and evaluability	Indicators do not always convey a sense of progress in terms of measuring substantive results/impact
Results logic	Good understanding of results logic among management	RBM accountability remains largely implicit, i.e. not codified, incentives not clear
Assumptions	Assumptions described in qualitative terms	Assumptions do not lend themselves to unambiguous verification and learning purposes
Risk management	Growing awareness of importance of risk management at the ILO with plan to establish Office-wide risk registry	Operational risk assessment, strategic risk management and risk mitigation in progress but not yet integral part of RBM management
Output/Outcome	OBWs establish systematically linkages of unit budgets with country programme outcomes	Unit-based resource allocation is not fully in line with demand drivers and enhanced results performance
External	**Opportunities**	**Threats**
Alignment	Greater attention to ILO's impact assessment on any of the four strategic goals drive the operational alignment and resource allocation, enhancing the ILO's relevance and visibility	Insufficient prioritization and selectivity increases risk of inefficient and ineffective programme implementation
Definition of objectives	Enhanced SPF outcome indicators provide opportunities to deliver and report beyond normative outcomes, and can enhance the development effectiveness of the institution	Relevance/visibility of the ILO will be questioned unless wider impact of ILO's (normative) work can be demonstrated
Results logic	Adoption of standardized results logic facilitates communication and partnering with other UN organizations and international financial institutions	Without further RBM progress, ILO is at risk to lose partnering credentials
Assumptions	Involvement of constituents in establishment of proper assumptions creates greater sense of programme ownership on their side	ILO programmes appear sometime supply-driven, reducing sense of ownership
Risk management	Early risk alerts make constituents aware of their critical role in risk mitigation, enhance cooperation and improve prospects for achieving better results overall	Lack of clear communication on critical risks in RBM translates into alienation in cases where results do not materialize
Output/Outcome	New work methods and stronger results focus strengthens provision of services to constituents	Rigidity in departmental budgets undermines focus on efficient and effective delivery of services
* SWOT = Strengths, weaknesses, opportunities and threats.		

Strengthening strategic alignment and selectivity

50. A good alignment can be observed in the SPF from resources for technical capacities, delivery channels and outcomes in support of the four ILO strategic objectives: employment, social protection, social dialogue, and standards, principles and rights. Particularly noteworthy is the grounding of the outcomes in the ILO strategic context, relating to the various Conventions, Recommendations, Declarations, and other relevant documents.

51. However, the SPF 2010–15 predominately takes resources as the starting point and, like the other planning documents (programme and budget and OBWs), does not provide evidence that there is scope for a significant realignment of resources triggered by successful results in the achievement of the four strategic objectives through their respective outcomes. This would follow OECD/DAC good practice guidelines for RBM planning [4] that recommend starting planning from the strategic objectives.

Suggestion 1: Operational alignment and resource allocation should be based on assessment of the four strategic goals' results rather than the reverse. Stocktaking and, potentially in the longer run impact assessment, should be part of the recurrent discussion reports. Their discussion by the ILC required under the ILO Declaration on Social Justice for a Fair Globalization could provide a good basis for this process.

Establishing greater coherence between the logic of the SPF's results framework and accountability framework

52. Throughout the ILO's planning documents, the logic of the results framework is clearly explained. The guidance and mandatory templates used [5] for linking the strategic objectives, and the 19 outcome areas with the allocated resources, are exemplary. The measurement criteria are consistent in intent, even where the actual evolution is at different stages of maturity. The flow of targets from the SPF (six years) to the programme and budget (two years) and the OBWs (two years) provide flexibility to adjust to changing circumstances. However, current indicators do not provide a sense of weight/importance in the overall context.

53. The planning direction is also less clear with regard to the balance of demand-driven versus supply-driven priorities. This inherent characteristic of the ILO's planning system creates the need to clarify the underlying accountability framework. Currently, the ILO programming process drives the incentive system in a two-pronged manner: (i) through centralized programming and work planning, success is defined as the linking of country-level activities to global strategic outcomes (DWCP); and (ii) through project delivery, success is largely defined by timely disbursement, accompanied by compliance

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[4] OECD/DAC: *Glossary of key terms in evaluation and results-based management* (2002). Available at: http://www.oecd.org/dataoecd/29/21/2754804.pdf.

[5] ILO: *Results-based management in the ILO: A guidebook. Applying results-based management in the International Labour Organization*, version 2, June 2011; PROGRAM: *Implementation planning 2010–11* (IRIS SM/IP); *Step-by-step guide. Outcome-based work planning: Resource linking for RB work-months* (Feb. 2010); PROGRAM: *Memorandum Programme and Budget 2012–13 Proposals*; General comments by PROGRAM on draft outcome strategies; PROGRAM: *Outcome-based workplans*; PROGRAM: *OBW*, April 11 [Outcome-based workplans for each outcome]; IGDS No. 112 (version 1), Office Directive, Results-based management in the ILO, 25 August 2009; IGDS No. 135 (version 1), Office Directive, *Outcome-based workplans*, 7 January 2010; *Follow-up to first OBW review*, 12–14 October 2010.

with ILO procedures. This approach has the potential to lead to competition between the 19 outcomes and to dilute accountability for results within this structure.

Suggestion 2: Articulate explicitly and codify a results-oriented accountability framework with weighted measurable performance indicators, differentiated for managers and staff. In the logic of the results framework, managerial accountability for results could be cast in the form of the following triangulation:

■ accountability for the timely delivery of **outputs** to the required quality standards, as a necessary condition for achieving the expected results;

■ accountability for the relevance, validity, sustainability and attainability of the **assumptions** establishing the link between outputs and expected outcomes; and

■ accountability for the quality of the "operational" **risk management**.

Assumptions and risks

54. The SPF 2010–15 does not mention assumptions, although they are briefly described in the respective OBWs and in the descriptive part of their sections summarizing "experience and lessons learned". [6] In the absence of explicit statements on the underlying assumptions, which help to bridge the gap between outputs and outcomes (and outcomes and impact), it is hard to identify in the review phase the reason why they may have fallen short of expectations. This has curtailed the learning opportunities of what works and does not work. Furthermore, risk management becomes less effective because the assumed conditions for a successful outcome remain unknown, limiting the effective results-based implementation.

55. The Programme and Budget for 2012–13 includes a short descriptive risk management section for each of the 19 outcomes, a risk register [7] and a specific indicator on the mitigation of risks under governance, support and management (Indicator 2.4 with a baseline of Office-wide risk management system operational in 2008–09). All this preparatory work represents an important step forward. However, these steps have not yet been translated into the OBWs. For example, the programme instructions on them do not yet mention the need to include risk assessments.

Suggestion 3: Include the list of critical assumptions in the OBW template and identify suitable methodological approaches for their aggregation into the programme and budget and SPF.

Developing cooperative monitoring and evaluation systems

56. Finally, an improved focus on results must be a shared responsibility with the member States, social partners and implementation partners. The ILO results framework needs to be country-driven, with the active participation of stakeholders in each country. It should delineate areas of activity for the ILO, and other development actors, to avoid duplication and optimize resource utilization. Some exploration of the complexity of the process of

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[6] EVAL: *Independent evaluation of the ILO's support to the Bahia Decent Work Agenda: 2008–2010* (Geneva, 2011), p. 21.

[7] See ILO: *Programme and Budget for the Biennium 2012–13*, Geneva, 2011, table 9. Available at: http://www.ilo.org/public/english/bureau/program/index.htm.

"national evaluation capacity building" will be contained in an EVAL-led study to map out ways of including ILO constituents in national M&E frameworks.

Suggestion 4: The ILO programmes and individual projects contributing towards a country's own development goals should establish mechanisms to support monitoring by national planning and evaluation units. Reinforcing such administrative structures where they exist, and developing them where they do not, should be an essential component of ILO operations.

Methodologies for synthesizing performance information from independent evaluations

Meta-analysis of independent evaluations on ILO effectiveness and performance

57. Technical cooperation is a major means by which the ILO implements the Decent Work Agenda and is instrumental in realizing the outcomes and performance targets set within the SPF, the corresponding programme and budgets and DWCPs. Evaluations of technical cooperation projects provide credible feedback on the relevance, effectiveness, efficiency, results and sustainability of ILO operations.

58. In mid-2011, EVAL synthesized the findings, conclusions and lessons learned from 59 independent evaluation reports [8] completed in 2009 and 2010. [9] The purpose of the study was twofold: to present a synthesis of evaluation results on ILO performance within the SPF 2010–15; and to establish a baseline, methodology and information system for reporting such results each biennium.

59. A random sampling was stratified around each of the 19 outcomes. Figure 4 shows the sample selection compared to the total number of evaluations under each outcome.

**Figure 4.   Sample distribution by strategic outcome**

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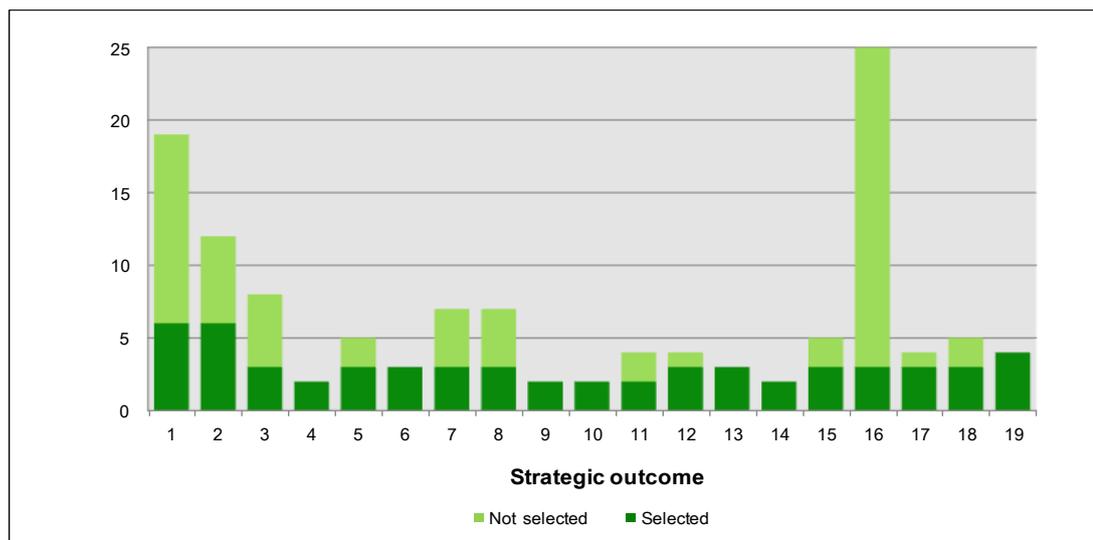
[8] Fifty-six final project evaluations, two high-level strategies, and one RBSA-funded initiative.

[9] EVAL: *Decent work results and effectiveness of ILO operations: A meta-analysis of project evaluations 2009–2010* (Geneva, 2011). Available at: http://www.ilo.org/eval/Evaluationreports/ Strategyandpolicyevaluations/lang--en/index.htm.

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60. The rating of evaluation results was carried out ex-post by an external evaluator. Scoring was on a four-point scale and based on interpretation of the written evaluation report against 38 performance indicators, which were bundled into six assessment categories (relevance, effectiveness, efficiency, evidence of results, M&E, sustainability and risk management). The list of each of the 38 indicators within the six performance categories and results found is shown in figure 5.

61. A major finding of the study was the uneven availability in many evaluation reports of information on selected criteria. A summary of missing information by assessment category criteria is shown in figure 5. Coverage was thinnest in the areas of sustainability and managing risk, and monitoring and evaluation of results.

**Figure 5.   Availability of data per performance category within sample evaluation reports**
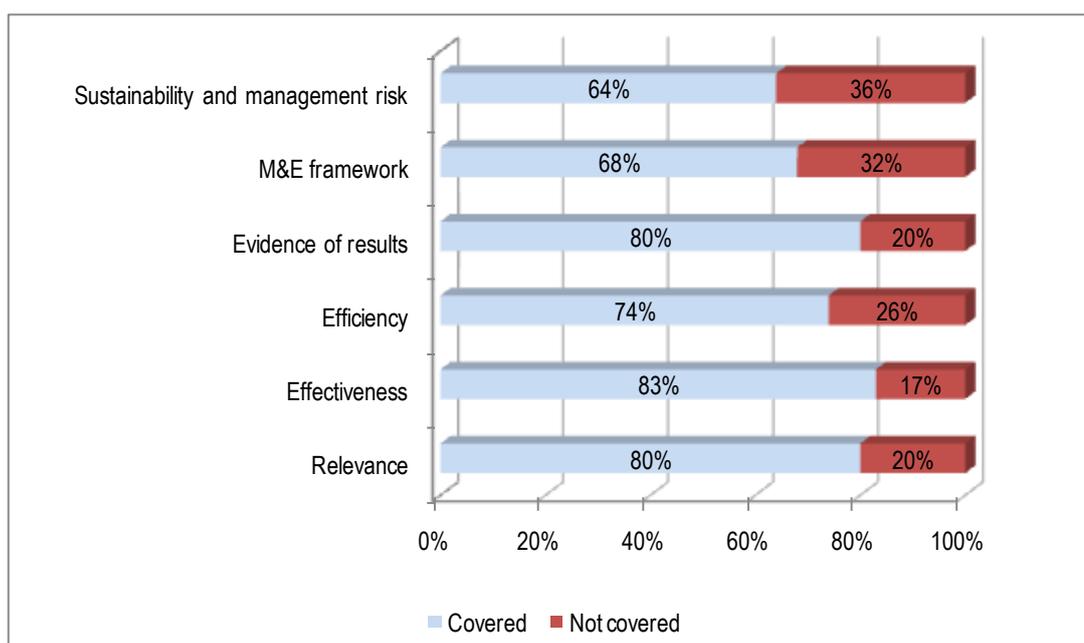

Summary of results

62. The ILO was credited with highly successful alignment between technical cooperation and programme and budget and DWCP outcomes. Also considered successful was the focus on poverty alleviation embedded in project designs and the relevance of ILO interventions to national decent work priorities. The ILO registered a successful performance in all areas of effectiveness, including advancing policies, generating and sharing knowledge, innovation, support to capacity development and in addressing gender issues. The ILO was equally strong in UN and partner collaboration, internal collaboration and embedding tripartite processes in technical approaches. However, constituent involvement in project formulation was found to be only moderately successful. The ILO projects were rated as successful in generating results, which reflected positive feedback from ILO constituents, stakeholders and targeted recipients on the technical quality and usefulness of ILO outputs and contributions.

63. Efficiency, sustainability and risk management frameworks were reported as generally less successful performance areas. Inefficiencies were mostly linked to impractical time frames and inadequate resources available for achieving the project objectives specified, which in turn reflected over-ambitious designs. This contrasts with successful ratings for efficient use of resources, reflecting efforts to control costs and leverage national capacities. The efficiency of Office arrangements, project management and leadership, and internal work processes, were found adequate, though results were variable.

64. The weakest performances were registered in M&E practices, primarily for unsatisfactory specification of outcome-level results and inadequate use of associated indicators, baselines and subsequent measurement data for monitoring impact. Also rated as only partly successful were the ILO's practices to ensure sustainability of results achieved by the project. Successful ratings were given for likelihood of expansion or replication, but inadequate performance was reported for developing exit strategies for many projects. Constituent ownership of the results was also found to be only partly successful. Evidence of risks being effectively managed was found to be highly variable. Figure 6 provides a summary of average performance score across all evaluation reports by performance category. Figure 7 shows the distribution of the four-point ratings by percentile, for each of the 38 performance indicators used.

Figure 6.   Average ratings on technical cooperation performance for sampled evaluation (n=58)
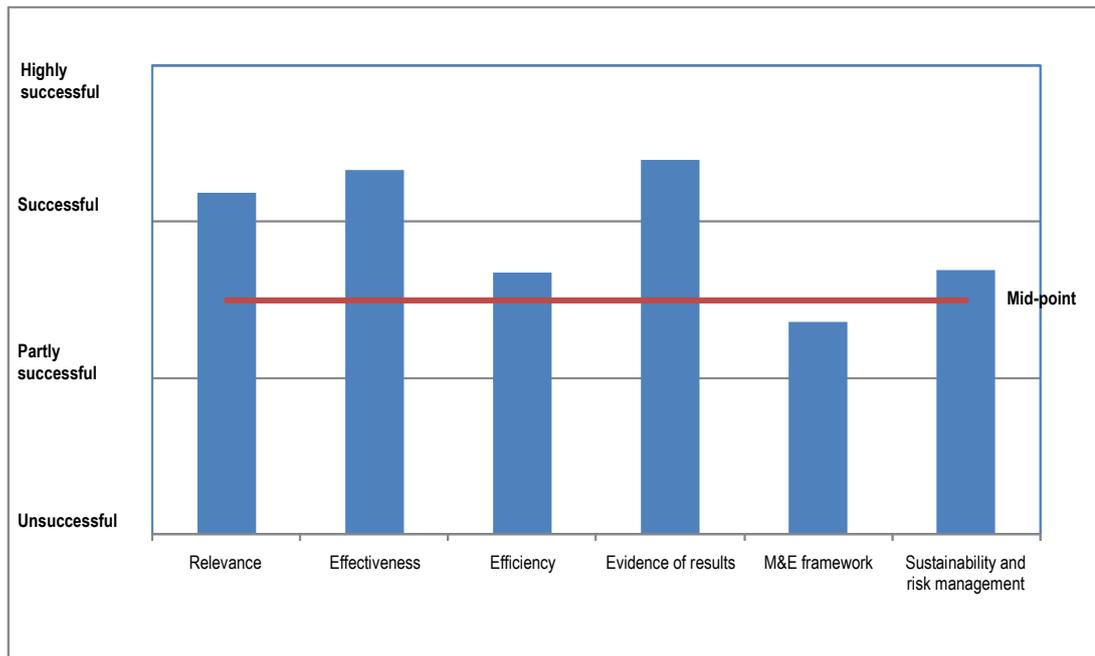
Figure 7.   Distribution of ratings by performance criteria for full evaluation sample
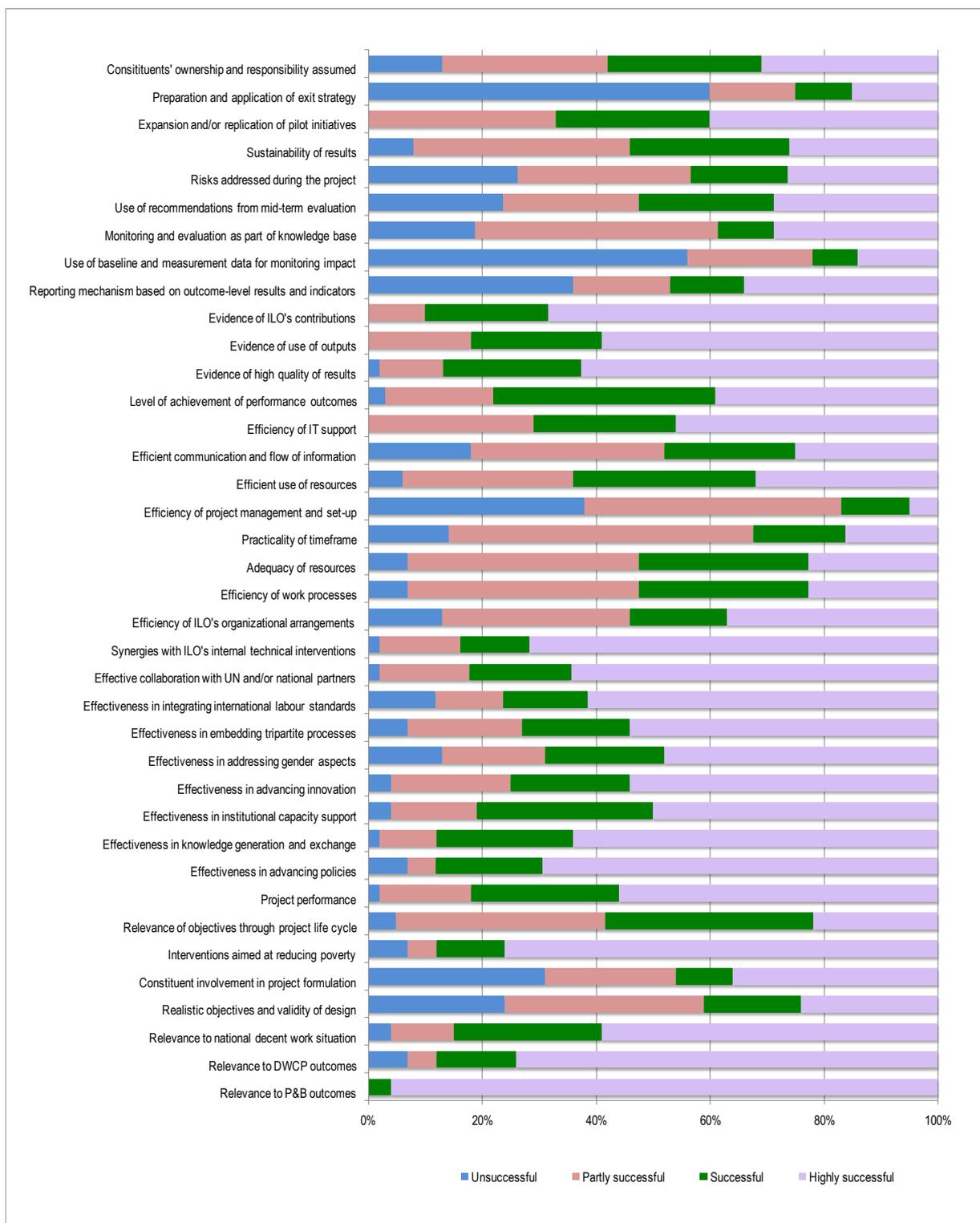
65. Differences were not statistically significant with regard to performance across strategic objectives. Across regions, only Europe registered an above-average performance in all categories, with the exception of M&E for which it was well below the Office average. For project management and start-up, the Africa region's performance was below other regions, while the Arab States were notably weaker in integrating tripartite processes into project design and implementation (see tables 7 and 8).

Table 7. **Average rating on performance by strategic objectives**

Strategic objectives 2010−11	Relevance	Effectiveness	Efficiency	Evidence of results	M&E framework	Sustainability/ Risk management
Employment	3.22	3.4	2.5	3.3	2.6	2.4
Social protection	3.05	3.4	2.7	3.6	2.5	2.1
Social dialogue	3.36	3.4	2.8	3.3	2.3	3.0
Standards, principles and rights	3.09	3.2	2.8	3.3	1.9	2.8
Policy coherence	3.13	3.5	2.9	3.4	3.8	2.7
Average	**3.17**	**3.4**	**2.7**	**3.4**	**2.6**	**2.6**

1 = Unsuccessful. 2 = Partly successful. 3 = Successful. 4 = Highly successful.

Table 8. **Average ratings on performance criteria by geographic coverage**

Region	Relevance	Effectiveness	Efficiency	Evidence of results	M&E framework	Sustainability/ Risk management
Africa	3.2	3.3	2.5	3.3	2.2	2.3
Americas	3.1	3.5	2.8	3.7	2.6	2.6
Arab States	3.0	3.0	2.8	3.3	2.3	2.7
Asia and the Pacific	3.2	3.2	2.7	3.3	2.4	2.5
Europe	3.4	3.8	3.1	3.9	1.7	3.0
Interregional	3.0	3.3	2.7	3.3	2.5	2.1
Global	3.2	3.2	2.8	3.1	2.0	3.1
Average	**3.2**	**3.3**	**2.7**	**3.4**	**2.3**	**2.6**

1 = Unsuccessful. 2 = Partly successful. 3 = Successful. 4 = Highly successful.

Key conclusions and recommendations

66. The results from the study have provided an additional lens through which to view the ILO's operational performance. Notably, this is limited to the area of technical cooperation and has a lag of several years. The approach can only partially align with programme and budget strategies during a given biennium. Independent project evaluation findings provide useful insights into where and how the ILO has performed, and also help to answer the critical question of why. If repeated, the methodology could support systematic reporting of such performance results each biennium.

Planned next steps: Continue a meta-analysis of operational performance on a biennial basis, drawing from findings, conclusions, recommendations and lessons learned from independent evaluations completed during the previous biennium.

67. The methodology used for this study was exploratory in nature, and was meant to test how credible the performance indicator mix, definitions and scoring approach would be. The overall results are consistent with findings of similar review exercises. However, it was evident that there is a need for clearer definitions of indicators, a prioritized choice of indicators, standard guidelines for assigning scores and, possibly, applying respective weights to indicators based on importance. In addition, the validity of the ratings would improve if scoring was conducted by the evaluators at the time the evaluation is carried out.

Planned next steps: Revise the methodology and integrate into evaluation procedures for independent evaluations; collect performance data directly from the independent evaluator(s).

68. The meta-analysis has highlighted specific areas where the ILO's performance was good to very good, but also areas where it was less successful. It has also highlighted how these are intertwined with other performance factors that the ILO is in a position to change. Based on these, the ILO could work to address a limited number of performance shortcomings during a given biennium. A review could follow after several years to assess and report on progress made.

Planned next steps: Incorporate in the scope of upcoming evaluations of ILO operational performance consideration of project evaluation findings including performance scoring.

Meta-analysis of DWCP evaluations

69. In 2006, the ILO began evaluating the performance of its DWCPs. Between 2006 and 2009, seven evaluations were undertaken and six reports published. These covered Argentina, Indonesia, Jordan, Philippines, Ukraine and Zambia. In 2009–10, the ILO commissioned a meta-analysis in order to bring out lessons learned and identify good practices arising from these evaluations. As an additional objective, the opportunity was taken to pull out some lessons to facilitate the conduct of future DWCP evaluations. Subsequently, in 2011, the ILO sought to update this unpublished meta-analysis with the inclusion of three more DWCP evaluations undertaken for Honduras, Kyrgyzstan and the United Republic of Tanzania. The conclusions and recommendations are set out below.

Uniqueness of each country and need for
understanding each country environment

70. Given the uniqueness of each country in relation to the Decent Work Agenda, it is important to understand their historical background and constituents' relationships with the ILO when developing the DWCP. It is also important to retain flexibility.

71. Each country examined had a different environment within which its DWCP was being developed and implemented. Some, such as the Philippines, were endeavouring to develop a coherent programme from a range of distinct projects being implemented, even though they had been evolving their Decent Work Agenda on a tripartite basis since 1999.

Suggestion 1: Ensure sound understanding of each country's unique character and the issues impacting on the Decent Work Agenda when formulating the DWCP, and retain flexibility to adapt to external shocks.

Full engagement with constituents

72. There needs to be full engagement with constituents in the formulation of the DWCPs. For example, in Honduras and Kyrgyzstan a major issue was getting national constituents to take ownership of a DWCP made up almost entirely of subregional projects.

Suggestion 2: Ensure full engagement with constituents in developing DWCPs.

Strengthening institutional arrangements

73. Institutional arrangements need to be strengthened to narrow the gap between the conceptual DWCP framework and the organizational arrangements needed for its successful implementation. This involves enhancing the capacity and structure of the country constituents, as well as that of the ILO at country and regional level. The revised

version of the DWCP *Guidebook* should address this issue by establishing clear accountability for the design, implementation, monitoring and evaluation of the DWCPs.

Suggestion 3: Address the gap between the conceptual DWCP framework and its on-the-ground implementation.

Better funding models to support a DWCP approach

74. Funding models need attention. Funding of decent work activities by donors has traditionally been via specific technical cooperation projects. The results of the evaluations in Honduras and the United Republic of Tanzania suggest that in the future greater resources for, and use of, its RBSA will enable the ILO and country offices to focus activities more strategically.

Suggestion 4: Review arrangements for funding the DWCP activities and the role of funding providers in order to strengthen support for a DWCP-based, rather than project-based, decent work programme.

Adoption of OECD aid effectiveness principles in relation to partnership and institutionalization [10]

75. The ILO's objectives and mandate necessitate the Decent Work Agenda to be incorporated into the normal operations of government and tripartite-related institutions. Where the Agenda has been adopted by the country concerned, the prospect of success is greater. This institutionalization process can be hampered by financing and accountability mechanisms, particularly as a large part of the funding required for DWCP implementation comes from external providers.

76. There have been commendable efforts by some countries, such as Argentina, to institutionalize the Decent Work Agenda within the national institutional framework. This approach is consistent with the principles established by the OECD in the Paris Declaration on Aid Effectiveness (2005) and reaffirmed in the Accra Agenda for Action (2008).[11]

77. DWCPs that are dominated by subregional projects do not conform to the principles of country-led development contained in the Paris Declaration, the Accra Agenda for Action, or the DWCP *Guidebook*.

Suggestion 5: Use OECD development effectiveness principles of ownership, alignment and harmonization to institutionalize the Decent Work Agenda into the country's institutions, budgets and procedures.

Necessity of having a DWCP M&E framework established upfront

78. In the formulation of the DWCPs, an additional effort needs to be made to develop practical and actionable M&E frameworks for DWCPs. Without some structured information on the results being achieved beyond the project level, progress towards attaining higher-order programme goals cannot be measured. The design of the M&E framework should be part of the DWCP design process and resources provided to implement it. The design process needs to take into account other M&E frameworks (such as that based on the UNDAF).

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[10] The ILO's field structure review is designed to address this issue.

[11] See www.oecd.org/document/18/0,3746,en_2649_3236398_35401554_1_1_1_1,00.html#Paris.

Suggestion 6: Develop DWCP M&E frameworks as an essential part of the DWCP design process and include the necessary resources to implement these.

The DWCP M&E framework institutionalized within the country's structure

79. The ILO's unique tripartite arrangements mean that the M&E framework, like the DWCP, needs to be institutionalized within the country concerned, rather than having a separate framework. Development of the capacity and institutional arrangements to produce such an actionable framework continues to be a challenge.

Suggestion 7: Institutionalize M&E frameworks within the country institutions concerned.

Restructuring ILO resources to facilitate DWCP performance

80. The ILO's country office structures and resources need to be fully aligned to a DWCP approach. For example, in Honduras and Kyrgyzstan, a major issue was the fact that both these countries were primarily treated as part of a subregion, making the concept of a country programme difficult to apply and manage, particularly in regard to engagement and ownership by national constituents.

Suggestion 8: Strengthen the ILO's efforts to align country office structures and resources to support the DWCP approach.

Develop communication strategy and effective use of media

81. A sound communication strategy and the effective use of media are crucially important to enhance the ILO's profile, resource availability and decent work effectiveness. From the evaluation findings, it is clear that in Indonesia the ILO has enhanced its profile, reputation and performance by harnessing the media in a professional manner.

Suggestion 9: Ensure that an appropriate communication strategy and use of media is developed and funded and experiences on its effectiveness shared.

Implication of findings

82. The meta-analysis indicates that there are few lessons to be learned regarding decent work policy issues, as there was little performance information on DWCP outcomes available at the time they were evaluated. The meta-analysis does, however, reaffirm that the strategy of achieving decent work objectives via a country programme, as opposed to a set of individual projects, is sound.

83. The key findings for programming relate primarily to the processes involved in the development of the DWCP – including the engagement with national constituents, the need for a broader range of stakeholders to be involved and the need to organize the ILO's and the country's institutional arrangements so that they are in harmony with a country programme approach.

84. A challenge for the ILO is finding funding partners to finance the full scope of decent work priorities set out in the DWCPs. An important policy issue is how resources might be accessed to implement longer term desirable initiatives on a country programme basis. Recently, the ILO has demonstrated that it is moving in this direction and is having some success in persuading donors to sign up to a DWCP-based (RBSA) rather than project-based approach to funding the Decent Work Agenda. This initiative should continue.

85. *The Governing Body may wish to take note of the present report and express its views on the suggestions and confirm priorities for the programme of work.*

Geneva, 7 October 2011

Point for decision: Paragraph 85

Appendix I

Results-based management matrices for evaluation strategy

Outcome 1: Improved use of evaluation by ILO constituents and management for governance

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

Biennial milestones

2010–11	2012–13	2014–15
1.1. 2011: EAC schedule, procedures and deliverables specified in new action plan; formal record of recommendations for evaluation programme of work (2012–13); record of EAC advice on use of specific recommendations	Four meetings per year; record of recommendations for evaluation programme of work (2013–14); record of EAC advice on use of specific recommendations	Four meetings per year; formal record of recommendations for evaluation programme of work (2015–16); record of EAC advice on use of specific recommendations
1.2. Performance information in annual evaluation report based on analysis of evaluation reports; results discussed by Programme, Financial and Administrative Committee (PFAC)	2013: Improved annual evaluation report based on Governing Body feedback; results feed into the Programme and Budget for 2014–15	2015: Annual evaluation report used in developing new SPF and programme budget
1.3. Results of internal peer review of high-level evaluations 2010–11 register satisfactory quality	Results of internal peer review of high-level evaluations 2012−13 register satisfactory quality	Results of external evaluation show high satisfaction with RBM link and usability of high-level evaluations 2010–15

Outcome 2: Harmonized Office-wide evaluation practice to support transparency
and accountability

Indicator	Baseline	Target 2010–15
2.1. By 2015, 100 per cent of DWCPs and projects would have mechanisms in place for regularly engaging constituents in the use of evaluation processes	n.a.	Results of periodic ex post surveys; reporting of constituent response and follow-up show 80 per cent of evaluations used by constituents; 100 per cent of final project reports document constituents' involvement and sustainability plans
2.2. Upgrade and expand the use of evaluations for management (decentralized)	Count of self-, internal, thematic and impact evaluations conducted by sectors and regions (2009)	All regions and sectors have biennial evaluation plans that link to management accountability and organizational learning

Biennial milestones		
2010–11	**2012–13**	**2014–15**
2.1. 2011: Initial survey to constituents based on 2010 evaluations completed sets baseline measure	2013: At least a 25 per cent improvement in reported use of evaluations by constituents over 2011 levels	2015: At least a 50 per cent improvement in reported use of evaluations by constituents over 2011 levels
2.2. 2011: 20 per cent increase in use of self-evaluation to address organizational issues; 20 per cent use of project final progress report	All internal and self-evaluations accessible and searchable in the ILO's database	80 per cent use of project final progress report (self-evaluation) for projects above US$500,000; results of validation exercise measure validity and reliability of evaluation and reporting

Outcome 3: Evaluation capability expanded through enhanced knowledge, skills and tools

Indicator	Baseline	Target 2010–15
3.1. Evaluation capacity and practice among ILO staff and constituents improved	Number of staff and constituents receiving technical training and hands-on support (2009)	By end of 2015, 225 additional constituents and 225 ILO officials develop specialized evaluation skills related to evaluation
3.2. For evaluation network, standardized roles and responsibilities applied throughout the ILO	No standardized job descriptions for evaluation officers; compliance with evaluation guidelines unknown	Evaluation responsibilities specified in job descriptions; individual performance appraisals; roles and responsibilities standardized

Biennial milestones		
2010–11	**2012–13**	**2014–15**
3.1. 75 constituents and 75 ILO officials develop specialized knowledge through ILO training	75 constituents and 75 ILO officials develop specialized knowledge through ILO training	75 constituents and 75 ILO officials develop specialized knowledge through ILO training
3.2. 2011: ILO generic job descriptions developed for evaluation officers	2013: Internal governance document on evaluation network: approach, roles and responsibilities adopted and applied	

Appendix II

Decentralized independent evaluations by technical topic, 2010

	Technical area	Number	% of total
Employment	Employment policies and advisory services	4	5
	Crisis intervention	4	5
	Gender equality	5	7
	Job creation and enterprise development	4	5
	Employment-intensive investment	7	10
	Programme on skills, knowledge and employability	5	7
	Youth employment	2	3
	Boosting employment through small enterprise development	4	5
	Total	**35**	**49**
Social protection	HIV/AIDS and the world of work	2	3
	Governance and management of social security	1	1
	Working conditions	1	1
	Migration	2	3
	Total	**6**	**8**
Social dialogue	Social dialogue, labour law and labour administration and sectoral activities	12	17
	Total	**12**	**17**
Standards, principles and rights	Elimination of child labour	11	15
	Labour standards	2	3
	Promoting the Declaration	4	5
	Total	**17**	**24**
Policy coherence	Mainstreaming decent work	1	1
	Total	**1**	**1**
Total decentralized evaluations		**71**	**100**