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Programme, Financial and Administrative Section
Audit and Oversight Segment

PFA

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SEVENTH ITEM ON THE AGENDA

Annual evaluation report 2012–13

Purpose of the document

In the present document, the Governing Body is provided with a progress report on the ILO's evaluation work during 2012–13 as measured against its results-based strategy 2011–15. The second part of the report summarizes the results of several studies on the Office's effectiveness in achieving short- and medium-term objectives. The Governing Body may wish to take note of the present report, endorse recommendations to be included in the ILO's rolling plan for the implementation of the recommendations and suggestions contained in it, and confirm priorities for the 2015 programme of work (see the draft decision in paragraph 61).

Relevant strategic objectives: Relevant to all the strategic objectives.

Policy implications: The topics selected for high-level evaluations may have policy implications.

Legal implications: None.

Financial implications: None.

Follow-up action required: The ILO's Evaluation Unit will incorporate approved recommendations in its rolling action plan on the implementation of the recommendations and suggestions contained in the annual evaluation reports (Appendix I).

Author unit: Evaluation Unit (EVAL).

Related documents: GB.316/PFA/7/1.

Contents

Appendices

Introduction

1. The annual evaluation report is issued by the Evaluation Unit (EVAL) to report on progress made in implementing the ILO's evaluation policy and strategy. EVAL implements the evaluation policy by independently evaluating ILO strategies, policies and programmes specially called for by the Governing Body or the Director-General. In addition, the unit coordinates and provides quality control for all independent project evaluations undertaken throughout the Organization.

2. This report is divided into two parts: Part I reports on progress made on the three evaluation strategy outcomes and targets set for the current biennium, and Part II summarizes several independent assessments of the ILO's overall effectiveness in implementing the Strategic Policy Framework. The report includes the results achieved based on the biennial milestone targets, and an updated list of approved and proposed high-level evaluations for future years. Appendix I provides an update on the steps taken by the Office in respect of the rolling action plan for the implementation of the recommendations and suggestions contained in previous annual evaluation reports.

3. The year under review for this report (2012–13) has been a fast-paced one, marked by the ambitious reform agenda of the Director-General and increased calls for evidence-based qualitative and quantitative information on "what works and why". These signal progress in further embedding a learning culture in the ILO, but also growing expectations in terms of the quantity and quality of various types of evaluations. Though marginally straining the resources and capacity of EVAL, these additional efforts are being pursued within the limits of what is feasible.

4. The Evaluation Advisory Committee (EAC) has, through its new Chairperson, regained its role as a corporate advisory mechanism to ensure the effective follow-up and increased use of evaluation results by the Office. The recommendations of the external quality appraiser of the ILO's high-level evaluations for the period 2010–11, conducted in late 2012, are being implemented by EVAL using updated protocols. An independent review of the quality of 93 project evaluations completed this year showed steady improvements over previous years but highlighted a clear need to continue efforts to enhance quality. Guidance and procedures have been upgraded with an emphasis on clarity and streamlining of procedures that might potentially weigh down evaluation reporting and follow-up.

5. In short, as this report demonstrates, the "evaluation culture" – as reflected in the use of evaluation results for governance and management purposes – has improved. EVAL will continue its efforts to monitor the Office's meaningful follow-up to evaluation recommendations. To do this, EVAL is increasingly relying on support provided by full-time professional evaluation officers in the regions and part-time evaluation focal persons in departments at headquarters. Substantial advancements in scaling up capacities and knowledge stemming from the evaluation function are being made.

6. Priority areas for work need to address the growing global and constituent demand for credible information on the impact, lessons learned and cost-effectiveness of policies, programmes and interventions. Evaluation results and studies during the period under review have further strengthened the case that we need to distinguish between attribution and contribution when it comes to analysing the impact of the ILO's work. This issue is particularly important in the evaluation of the ILO's work where it is incumbent upon the member States to implement international norms, standards and principles, while the ILO can only facilitate or play a supportive role. The notion of contribution analysis is based on

the premise that an intervention is part of a broader causal package involving many actors. For this, the technical departments, regions and constituents who are directly linked to the policies and programmes being assessed need to generate more and better information through more rigorous monitoring and impact measurement. EVAL is ready to support and, where required, spearhead this process.

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

7. This part of the report summarizes the progress made under the three outcomes identified in the 2011–15 evaluation strategy, the obstacles encountered and the new learning that will be applied in future work and reports. The results matrices for each strategy outcome are provided in Appendix II.

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

A. Improving the effectiveness of the EAC

> *Biennial milestone 1.1 (2012–13): Four meetings per year; record of recommendations for evaluation programme of work; record of EAC advice on use of specific recommendations.*

8. The appointment of a new Chairperson in November 2012 spurred the reconstitution of the EAC, with new membership and regular meetings taking place every quarter. The agendas follow a sequential schedule, which for 2012–13 covered discussions on the proposed topics for high-level evaluation and the adequacy of follow-up to the 2012 evaluations, including those of decentralized projects and programmes. A half-day session in April 2013 focused on redefining the strategic role of the EAC, discussed the results of an external quality review of high-level evaluations from 2010 and 2011, and considered impact evaluations within the ILO. Detailed records of the proceedings of the meetings and recommendations are being maintained.

B. Follow-up to high-level evaluations

9. Each year, EVAL monitors the Office's reported progress in implementing recommendations from the previous year's high-level evaluations. During the first session of the reconstituted EAC in February 2013, line managers of the programmes evaluated in 2011 were invited to report on their follow-up to the evaluation findings. Based on these additional inputs, the EAC assessed the progress of all programmes as satisfactory. The EAC is now in the process of determining the adequacy of the follow-up to the 2012 high-level evaluations through a more in-depth review conducted by individual EAC members. The results of this review will be reported in 2014.

10. Notable highlights related to management's plans to follow up on the 2012 evaluations include:

- The Sectoral Activities Department (SECTOR) and the Better Work programme have completed most of the recommendations that pertained to them. Some of the recommendations were implemented while the evaluation team was conducting the evaluation. Several recommendations that require the cooperation of the entire Office or of the Strategic Programming and Management Department (PROGRAM) are in progress.

- The Employment Policy Department had laid out plans to implement all recommendations and had partially implemented six by early 2013. Additional recommendations are to be addressed following the reorganization of the Office, to facilitate stronger linkages between employment policy and active labour market policies.

- The New Delhi Country Office (CO) has prepared an action plan for implementing the recommendations of the Decent Work Country Programme (DWCP) evaluation for India. EVAL has reviewed it and has suggested that the CO take into account all elements and provide an indication of the actions to be taken, with specific milestones and target dates for completion. Although there has not been a follow-up report, the CO has indicated that substantial progress has been made with the development of the new DWCP. Most noteworthy is the identification of priority areas and outcomes that emerged from a tripartite workshop to discuss the evaluation findings and recommendations.

C.   Assessing ILO performance

> *Biennial milestone 1.2 (2012–13): Improved annual evaluation report based on Governing Body feedback; results are fed into the Programme and Budget for 2014–15.*

11. Part II of this report covers the main findings and recommendations stemming from several reviews of the Office's overall effectiveness and the achievement of its results. EVAL will monitor and report on the Office's follow-up to these recommendations in the rolling plan of action for the implementation of recommendations and suggestions. Actions taken by the Office with regard to earlier recommendations are contained in Appendix II of this report. Follow-up so far demonstrates good progress towards the milestone of increased use of evaluation results in the preparation of the Programme and Budget for 2014–15.

12. In 2013, EVAL also completed three high-level evaluations assessing ILO performance in selected strategic areas [1] and a number of additional studies. EVAL carried out a meta-analysis of 40 final independent 2011–12 project evaluations, applying the same methodology as used in its 2011 study. The results suggest that the ILO has largely been effective and efficient in implementing technical cooperation. However, the quality and completeness of the evaluations themselves required some attention. This finding was also echoed in an external review of the quality of evaluations mentioned below under milestone 1.3. EVAL commissioned an independent synthesis review of social dialogue interventions, which served as a background paper to the 2013 recurrent discussion of the International Labour Conference. Finally, EVAL contracted an external evaluability appraisal of country programme outcomes (CPOs), which showed much variability in results-based management (RBM) practices at this level of programming. More details of these assessments, including a short review of Regular Budget Supplementary Account (RBSA) evaluations, can be found in Part II of this report.

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[1] See GB.319/PFA/8.

D. Independent quality review of high-level evaluations

> *Biennial milestone 1.3 (2012–13): Results of internal peer review of high-level evaluations 2012−13 register satisfactory quality.*

13. In 2012, an external review of high-level evaluations found the quality of the reports to be satisfactory and the use of findings reasonable, but offered some ideas for improvement. EVAL is taking steps to implement these, including through revised protocols for each type of high-level evaluation conducted:

- Budgets should be increased significantly, even if this means that it will be necessary to undertake fewer evaluations.

- The design phase should incorporate the theory of change, which should identify the presumed causal links between activities, intermediate outcomes and the ultimate intended development impacts. At a minimum, ILO stakeholders should be involved in this process.

- The analysis should be more firmly focused on the priority matters of interest, using the criteria of the Organisation for Economic Co-operation and Development (OECD) intelligently rather than rigidly.

- Reports should place less emphasis on description, and pay more attention to evaluative considerations, such as why and under what circumstances do given approaches work or not, and what could be done to improve them.

- ILO stakeholders and external constituents should be engaged in some way throughout the evaluation process to help make the evaluations more relevant, and to increase buy-in and use of results by ILO partners.

E. Selecting high-level evaluation topic for strategic use

14. Each year, the Director of EVAL seeks input from senior management, members of the EAC and constituents on the high-level topics to be evaluated over the next three years. The results of these consultations determine the draft rolling workplan for proposed evaluations, which is submitted to the Governing Body. For 2014, topics were reviewed and approved in 2012. The International Labour Conference called for an independent evaluation of the ILO's action to promote fundamental principles and rights, and the Governing Body approved an independent evaluation of the work carried out under outcome 19 – Integrated approach to economic and social policies supported by the United Nations (UN) and multilateral agencies – as well as an evaluation of one more DWCP in North Africa.

15. The topics proposed for 2015 and 2016 include those proposed in the annual evaluation report 2011–12: an evaluation of the ILO's technical cooperation strategy and an evaluation of DWCPs in the Americas. The evaluation of the field structure has been postponed until 2016, as suggested by the EAC and endorsed through online consultations with constituent groups. In addition, evaluations of the newly identified areas of critical importance (ACI) are being proposed for 2015 and 2016, as they provide an opportunity to assess the combined contribution of related outcomes and the teamwork associated with it. While there was a consensus on the ACI topic proposed for evaluation in 2015, various

proposals were suggested for the 2016 ACI topic and some felt it was premature. Table 1 summarizes the shortlisted topics based on consultations with the EAC and constituents.

Table 1. **Summary of selected topics for 2014 and shortlisted topics for evaluation, 2015–16**

	Year	Evaluation type	Topic of independent evaluation	Rationale
Agreed	2014	Strategy	ILO's action on fundamental principles and rights	Pre-selected by ILC for completion by June 2015
	2014	Strategy	Integrated approach to economic and social policies supported by the UN and multilateral agencies (outcome 19)	Not yet evaluated; proposed by several constituents and senior ILO management
	2014	DWCP	Cluster evaluation North Africa	Africa DWCP last discussed in 2010
Proposed	2015	Strategy/ACI	Strengthening workplace compliance through labour inspection	Evaluation in 2005 (can follow-up on 2012 GB discussion)
	2015	Institutional capacities	Technical cooperation strategy	Postponed from 2013 due to internal review
	2015	DWCP	Americas	Last discussed in 2009; Central America
	2016	Institutional capacities	Field structure review, including constituent involvement in DWCP	GB-mandated evaluation to review progress/effectiveness of field structure review – postponed from 2013
	2016	DWCP	Europe	Last discussed in 2011
	2016	Strategy/ACI	Jobs and skills for growth; or formalization of the informal economy; or creating and extending social protection floors	With the current Strategic Policy Framework coming to an end in 2015 some constituents pointed out it may be premature to make a decision on a topic for 2016

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

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

Codify and upgrade procedures and guidelines

16. The evaluation policy guidelines were reviewed and revised with the help and collaboration of regional evaluation officers and will be incorporated into a second updated version of the *ILO policy guidelines for results-based evaluation*. Some new templates and guidance were added when gaps were identified, and 15 of the supplementary guidance notes and checklists were revised. In particular, the guidance note on lessons learned and emerging good practices underwent substantial changes in order to better capture more actionable lessons from evaluations. EVAL conducted a desk review of procedures and standards used in other UN agencies and identified a composite set of criteria that should improve methods of capturing these two important evaluation findings. The guidelines were also revised to align with changes introduced through the reform processes undertaken by the Director-General.

17. The recent reform of the Office's structure required EVAL to identify departmental focal persons to replace the sectoral evaluation network in place prior to the restructuring. This task was completed in July 2013. Together with the full-time regional evaluation officers, the departmental focal persons will play an important role in planning and coordinating over 80 internal and independent project evaluations each year.

*Upgrade methodologies and explore new methods*

18. Having completed guidance notes on impact evaluation and joint evaluation in 2012 as scheduled, EVAL explored other methodologies in 2013 to draw further information on results and lessons learned from ILO's work. A working paper using elements of the systematic review methodology was completed in 2013 and synthesized results and lessons learned from selected evaluations of interventions in the social dialogue sphere. The sample included 60 ILO evaluations and 20 other documents from other organizations relevant to the study's purpose. The working paper was also to test the extent to which evidence using evaluation results could contribute to the discussion of the International Labour Conference on social dialogue and tripartism, which was the theme for the recurrent discussion for June 2013. The report, presented as a background paper to shed light on approaches that work well or could be improved in the area of social dialogue, was well received by the constituents.

19. The ILO evaluation staff continued to collaborate in the United Nations Evaluation Group , participating in the annual general meeting and in three task forces, on: (i) evaluation guidelines for UN normative work; (ii) national evaluation capacity development; and (iii) joint evaluation.

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

20. An external appraisal of a sample of 93 independent evaluations completed in the period 2009–11 was undertaken in 2013. As shown in figure 1, the assessment demonstrates that the proportion of components addressed in the sampled evaluation has improved since the introduction of the new evaluation strategy in 2011. Across evaluation report sections, acceptable quality was observed for the majority of the sample. However, recommendation sections were deemed of insufficient quality, largely due to infrequent or unspecific consideration of time frames, priority areas, resource implications, and the level of specificity in terms of needed actions. Other elements in specific sections requiring attention and improvement include:

■ descriptions of the evaluation teams (considered in the evaluation background section);

■ consideration of the protection of human beings, the use of standards and norms, sampling procedures, data collection instruments, data analysis methods, and description of stakeholder participation;

■ discussion or consideration of unintended or unexpected effects and poverty alleviation as well as disaggregation of findings by sex and other social categories when necessary and relevant; and

■ level of detail associated with source documents (part of formal elements).

21. In line with the UN System-wide Action Plan on Gender Equality and the Empowerment of Women, the 2011 reports were also reviewed for their treatment of gender. Overall, the sampled 2011 evaluation reports presented limited information in terms of gender equality and women's empowerment during evaluation preparation. In terms of gender balance and the cultural diversity of evaluation teams, findings indicate that individual consultants implement many evaluations. If more than one individual is involved, the gender and cultural diversity of such teams is frequently ambiguous. Gender equality and women's empowerment has also not been widely considered in the methodological sections of the sampled 2011 evaluation reports. Finally, about one third (36 per cent) of the sampled 2011 reports included findings that addressed: the extent to which the design and implementation of interventions were gender-responsive; information on the level of gender equality and women's empowerment achieved; and information on conducting a gender-responsive evaluation process.

Figure 1.   Quality of evaluation reports: Average percentage of components addressed in reports by year and region
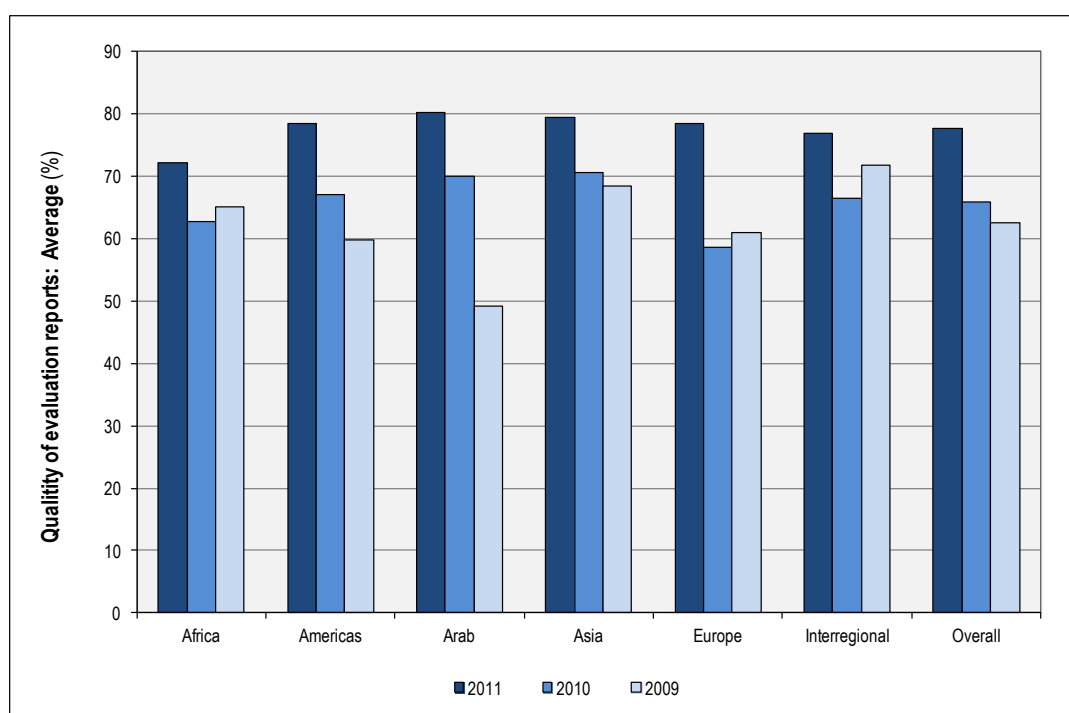
F.   Upgrading and expanding the use of decentralized evaluations

22. EVAL's i-Track database system tracks all projects that require evaluation. This system has been instrumental in EVAL's sustained effort to track and record all required project evaluations, including those that require internal or self-evaluation. Figure 2 shows the general increase in project evaluation, including self- and internal evaluations. A full list of the 2012 evaluations is presented in the long version of this report, which can be found on the ILO's website (www.ilo.org/eval).

Figure 2.   Number and type of evaluations completed, 2007–12
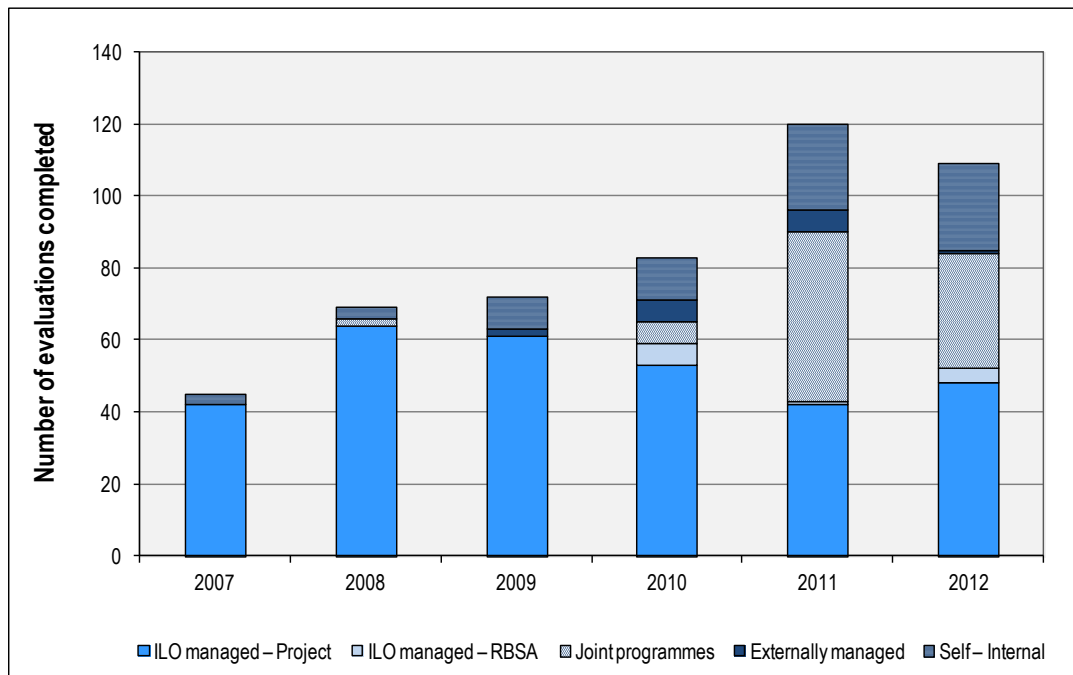
23. The number of independent project evaluations received in 2012 decreased slightly from 96 in 2011 to 84 in 2012. However, the ILO-managed portion of these went up by about 10 per cent, while the number of externally managed joint evaluations fell slightly. Of the 52 independent evaluation reports managed by the ILO in 2012, 37 were included in the management follow-up exercise. [2] The remaining evaluations did not require a follow-up exercise because they did not yield suitable recommendations. Two of the 37 reports failed to report on progress. A summary of the management response exercise for the 37 independent evaluations is presented in table 2.

24. Many evaluations of the International Programme on the Elimination of Child Labour (IPEC) were completed relatively late in 2012 and therefore still have a number of recommendations for which there is yet to be a management response. Disregarding those from the IPEC group, the overall review of the 2012 exercise indicates a continuing positive trend towards more recommendations reported as completed or partially completed in 2012 as compared with 2011. In addition, EVAL received more detailed and substantive responses, indicating that in the third year of conducting the revamped follow-up exercise there is increasing understanding of the process, and a more complete and useful management response to evaluation findings.

[2] Fifteen of which were followed up through the IPEC mechanism.

Table 2.   Management response for ILO-managed evaluations completed in 2012

Region/sector	Management responses (37 reports)		Total recommendations received	Completed	Partially completed	Outstanding	No action
	No response	Response					
Africa	0	3	22	1	12	6	3
Americas	0	3	28	14	9	1	4
Arab States	0	1	15	0	15	0	0
Europe and Central Asia	0	2	19	1	12	3	3
Asia and the Pacific	1	7	70	34	24	2	10
Subtotal	**1**	**16**	**154**	**50**	**72**	**12**	**20**
Employment	1	1	8	3	4	1	0
Child labour	0	16	199	13	45	141	0
Social dialogue	0	2	29	13	14	0	2
Subtotal	**1**	**19**	**236**	**29**	**63**	**142**	**2**
Total	**2**	**35**	**390**	**79**	**135**	**154**	**22**
Percentage	**–**	**–**	**–**	**20%**	**34%**	**40%**	**5%**

> *Biennial milestone 2.1 (2012–13): At least a 25 per cent improvement in reported use of evaluations by constituents over 2011 levels.*

25. For the first time in 2011, EVAL reported on how the management response reflected constituents' use of evaluations. This year, it was clear that action aimed at providing services to, or increasing participation of, constituents has been more frequently recommended in independent evaluations. Out of 390 recommendations received in 2012, 100 involved follow-up actions targeted at constituents. Of these, roughly 34 per cent were aimed at government ministries, 30 per cent at constituents as a group, with 8 per cent directed specifically at workers and 28 per cent at employers. Constituents' involvement in the management response to the recommendations was rated as high or moderate in 94 per cent of cases, improving slightly on a strong practice identified in last year's analysis, when the figure was 86 per cent. In the small percentage of cases where no action was taken, a lack of resources was cited as having restricted participation in implementation (figure 3).

Figure 3.   Constituents' involvement in response to evaluation recommendations, 2011–12
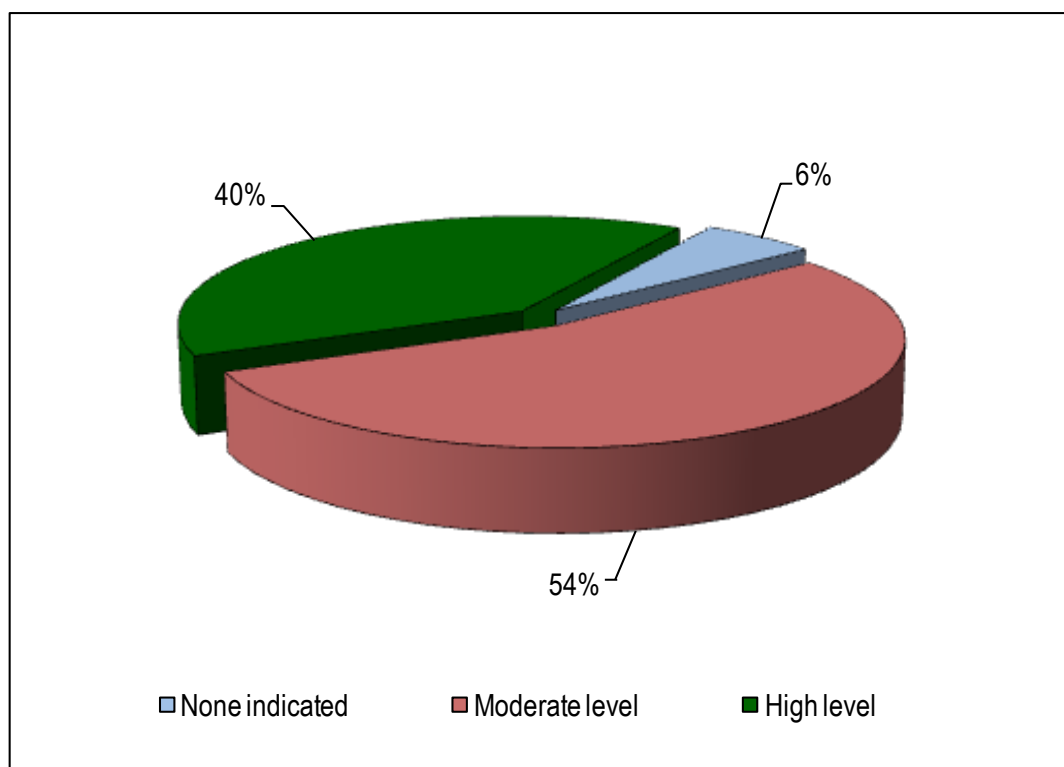
Biennial milestone 2.2 (2012–13): All internal and self-evaluations accessible and searchable in the database.

26. EVAL is continuing to capture and make available through the i-Track database internal and self-evaluations of projects and internal reporting on DWCPs. Minutes confirming the approval of projects incorporate the requirements for internal evaluations, as agreed by EVAL and the Partnerships and Field Support Department (PARDEV) to ensure that these evaluations are being undertaken according to evaluation policy. They are also made available to all staff through the evaluation database. In addition to the 24 self- or internal evaluations [3] submitted to EVAL in 2012, six DWCP internal reviews were conducted by the regions (table 3).

Table 3.   Internal and self-evaluations submitted to EVAL, 2007–12

Internal and self-evaluations	Year						Total
	2007	2008	2009	2010	2011	2012	
DWCP reviews	4	2	1	4	9	6	26
Internal and self-evaluation reports from technical cooperation projects	21	2	4	7	24	24	82

[3] Self-evaluation is encouraged for all projects, while internal evaluation is required for all projects over US$500,000. Projects of US$1–5 million usually undergo two evaluations (one internal and one independently managed).

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

> *Biennial milestone 3.1 (2012–13): 75 constituents and 75 ILO staff trained during the biennium.*

Constituents and ILO officials trained
in evaluation in 2012–13

27. A creative mix of products and services is offered to meet the diverse evaluation training needs of ILO staff and constituents. The ILO's International Training Centre in Turin (Turin Centre) offers a training programme on monitoring and evaluation, to which EVAL provides technical support. With support from the Turin Centre and the Staff Development Fund of the Human Resources Department (HRD), EVAL launched the first three-day workshop of the Evaluation Manager Certification Programme for professional ILO staff from headquarters and the regions in July 2013. Feedback showed that the 16 participants were highly satisfied with the usefulness of the course. EVAL intends to combine this course with a practicum leading to certification on a regular basis. A shorter one-day training course covering similar material was held for 17 employment and social protection staff in late 2012. In Asia, a three-day evaluation staff workshop was held in order to strengthen capacity and to empower the regional network of evaluation focal persons to carry out their roles and responsibilities more effectively.

28. The evaluation network's cumulative number of staff and constituents trained over the biennium is shown in table 4. The total number of persons trained was 373, of whom 149 were staff and 224 were constituents, thus exceeding the biennial target of 150.

Table 4. **ILO evaluation capacity development – Numbers of ILO staff and constituents benefiting, by location – 2012–13 ***

Persons trained	Africa	Americas	Arab States	Asia and the Pacific	Europe	HQ	Total
ILO staff	25	18	36	33	16	21	149
ILO constituents	100	33	20	53	18	0	224
Total	125	51	56	86	34	21	373

* Any training that is less than one day is counted as sensitization.

> *Biennial milestone 3.2 (2012–13): Internal governance document on evaluation network: Approach, roles and responsibilities adopted and applied.*

29. Notably, in 2012–13, the evaluation guidelines and supplementary guidance notes, checklists, templates and tools were updated to align with the changing Office structure and demand for new topics to be covered. In addition, EVAL has expanded guidance for evaluation managers and has completed a new handbook and training package that has been piloted at the Turin Centre. Generic job descriptions for evaluations have been prepared and reviewed with HRD and the Staff Union. Incorporating their suggestions will require further consultations.

Improving the use of evaluation knowledge systems

30. The ILO evaluation knowledge system is anchored by the i-Track database, which is used to store information on evaluations planned, in process and completed. The knowledge base supported through this system has continued to expand and feed into other ILO knowledge systems, including the donor dashboard. Table 5 maps the steady expansion since 2005 of products stored and accessible to all ILO staff. The ILO information and knowledge management gateway will include a link to the evaluation reports maintained by EVAL in its i-Track database. This will ensure a seamless integration of EVAL's information system with the large ILO knowledge management infrastructure.

31. Since its launch in late 2011, the ILO Evaluation Newsletter has provided ILO staff and constituents with the latest developments on specific reports of interest, new guidance and tools and workshops, as well as evaluation news from outside the ILO. A total of eight newsletters have been published so far: one issue in 2011, four in 2012, and three so far in 2013. It has an average circulation of 1,200.

32. A new e-learning module was developed by EVAL in cooperation with the Turin Centre to provide an interactive e-learning experience for ILO officials wishing to become more familiar with how evaluation information is managed and used in the Office. The module forms part of HRD's Talent Learning Management System (LMS). The LMS allows ILO officials to download the training and to track completion and time spent learning. ILO officials can access the module by signing in at the LMS Intranet site.

Table 5.   Overview of evaluation knowledge products captured and accessible, 2005–12

Product type	Year								Total
	2005	2006	2007	2008	2009	2010	2011	2012	
Evaluations (independent)									
Projects	65	55	42	66	63	71	96	82	540
Summaries	–	25	28	37	177*	75	95	67	504
Country	–	1	2	2	1	2	1	1	10
Strategy	3	2	0	2	1	1	2	2	13
Lessons learned	–	–	–	115	340	121	116	239	931
Evaluations (internal)									
DWCP reviews	–	1	3	2	1	4	9	6	26
Project – internal	–	8	9	6	8	12	24	34	101
Guidelines/training									
Guidance	1	4	5	6	7	–	45	6	74
Training modules	1	–	1	1	–	1	1	2	7
Publications									
Think pieces	–	–	–	–	–	–	2	1	3
Meta analyses	–	–	–	–	–	–	2	–	2
Newsletters	–	–	–	–	–	–	2	3	5

* Includes summaries from previous years.

Source: i-Track database.

Part II. Assessing the ILO's effectiveness and results

A. Introduction

33. The 2011–15 ILO evaluation strategy (outcome 1) requires EVAL to synthesize information on the Office's overall effectiveness and achievements. To this end, EVAL commissions every year a number of studies that focus on particular areas of the ILO's RBM system, the results of which lead to a set of recommendations for discussion and endorsement by the Governing Body. The endorsed recommendations are added to a rolling "Plan of action for the implementation of recommendations and suggestions contained in the annual evaluation reports" (see Appendix I).

34. This year the performance section is again based on a number of studies, including an external study on the evaluability of CPOs; a significant study to assess and synthesize the findings, conclusions and lessons learned from 40 final independent project evaluations completed in 2011 and 2012; and a regular feature study on the evaluation of RBSA-funded activities.

B. RBM and ILO effectiveness: Insights from evaluability reviews

At the programme framework level

35. As part of its contribution to the preparations for the Strategic Policy Framework 2016–21, EVAL undertook a review of the current Strategic Policy Framework as represented in the last three programme and budget proposals (for the biennia 2014–15, 2012–13 and 2010–11). The review showed substantial progress towards implementation and compliance with the RBM policy, but also identified areas that require improvement. While not very many UN organizations conduct evaluability assessments at the general strategic framework level (the ILO is a pioneer), this can be useful to show organizational learning and some higher-level programme formulation issues.

36. Comparing the last three programme and budget proposals through the lens of an evaluability assessment illustrates that, in all three of them, the strategic objectives and programme and budget outcomes are clearly defined, use the same indicators with comparable measurements, and list baselines for almost all of the indicators. Whereas a section on risks and assumptions was included in the programmes and budgets for 2010–11 and 2012–13, it has been removed in the Programme and Budget for 2014–15. [4] Monitoring plans for the programme and budget outcomes do not formally exist, and are largely compiled through implementation plans for CPOs and global products.

37. With minor variations, the evaluability assessment for the operationalization of the programme and budget over the last three biennia shows an improvement for 2014–15, with satisfactory performance on outcome descriptions, indicators and baselines, but little progress on milestones, risks and assumptions, and monitoring and evaluation plans.

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[4] It appears that the section has been replaced by an explicit treatment of partnerships for each of the indicators, without considering any risk or assumptions unrelated to partnerships.

The CPO level

38. CPOs are the building blocks of the DWCPs and therefore a central part of the ILO's RBM framework at the country level. In 2013, EVAL commissioned an assessment of the evaluability of CPOs and their linkages to the programme and budget to determine how clearly these outcomes and underlying logical frameworks are expressed, and whether reliable metrics (indicators, baselines, milestones and targets) and adequate reporting are in place to allow for the results to be tracked.

39. The procedure followed was to randomly select countries from a list of DWCPs that had been approved since 2001, had complete results frameworks, and had monitoring and evaluation and implementation plans. From the 13 sample DWCPs, all 42 CPOs underwent evaluability assessments, including a consideration of the evaluability of the associated programme and budget outcomes.

40. A synthesis of the results is presented in figure 4. While still below the desirable level, CPO evaluability scores in 2012–13 were higher than in 2010–11 in 11 out of the 13 countries for which evaluability was assessed. The average overall evaluability of CPOs improved by close to 40 per cent. However, the overall scores suggest that there is still significant scope and need for improvement in all dimensions. This continuing gap between what should be evaluated and what can be evaluated for CPOs seems to also bring into question the degree to which the ILO can credibly report results at the country level.

Figure 4.   Comparison of evaluability assessment scores between biennia
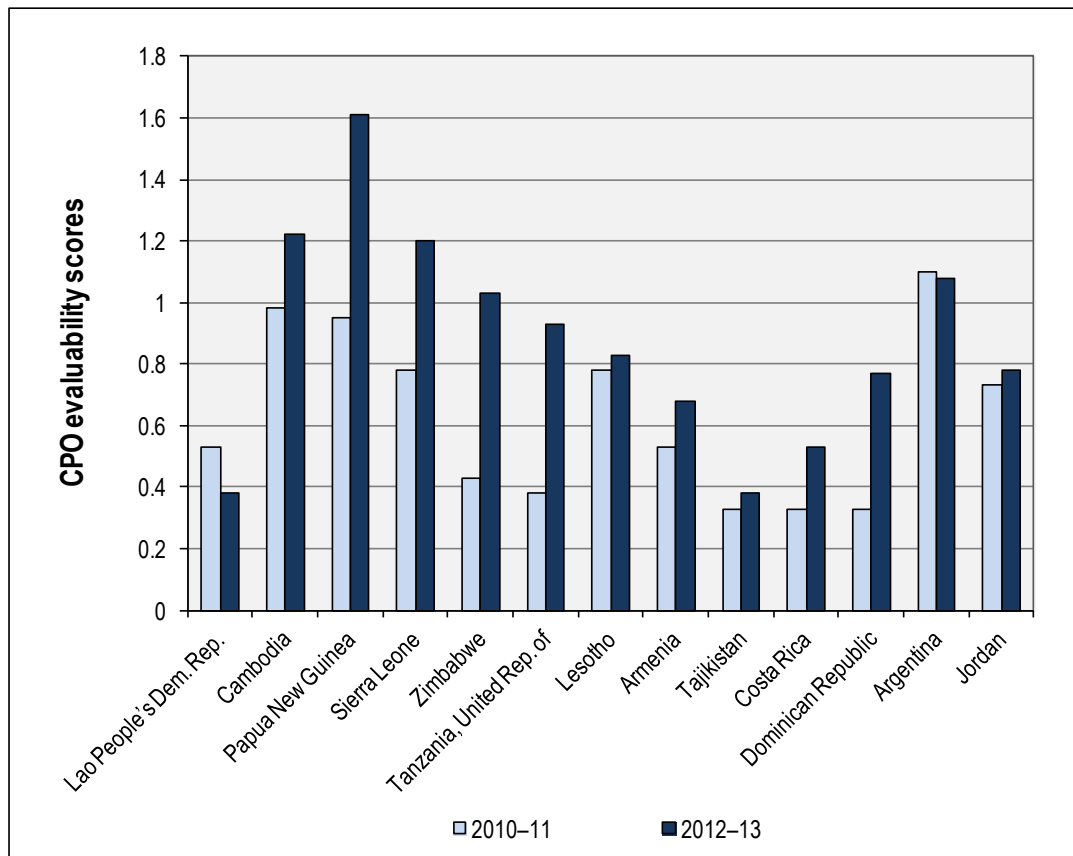
Recommendations

41. *Recommendation 1:* Provide proactive support to field offices, including training for the development of evaluable strategies and indicators.

42. *Recommendation 2:* Given that achieving outcomes depends on the joint efforts of the Office and constituents, shift the focus from *attribution* of results to assessing the ILO's *contribution* in relation to assumptions concerning partnerships, constituencies and the political context.

43. *Recommendation 3:* Encourage good practice through appropriate incentives; for example: (i) making the allocation of resources dependent on the quality of the design; (ii) making line managers and staff accountable for complying with minimum design standards; and (iii) highlighting good practices in reports and individual performance appraisals.

44. *Recommendation 4:* Review the advantages and disadvantages of linking a CPO to only one programme and budget outcome, in order to better plan and report on cross-cutting initiatives.

C.   ILO performance through technical cooperation

45. Technical cooperation projects and programmes are a major means of delivering the ILO's outcomes at programme and budget and DWCP levels. These resources constitute the majority share of ILO non-staff resources and the bulk of resources available to deliver CPOs. Evaluations of technical cooperation therefore can provide credible feedback on the ILO's effectiveness and operational performance.

46. In 2013, EVAL contracted an independent evaluation consultant to impartially assess and synthesize the findings, conclusions and lessons learned from 40 final independent project evaluations completed in 2011–12. The distribution of these evaluations by strategic objective and region is shown in figure 5 below. As with a similar exercise undertaken in 2011, evaluations of employment projects slightly dominated the portfolio, followed by those promoting the realization of international labour standards.

Figure 5.   Breakdown of sample evaluations by strategic objective and region
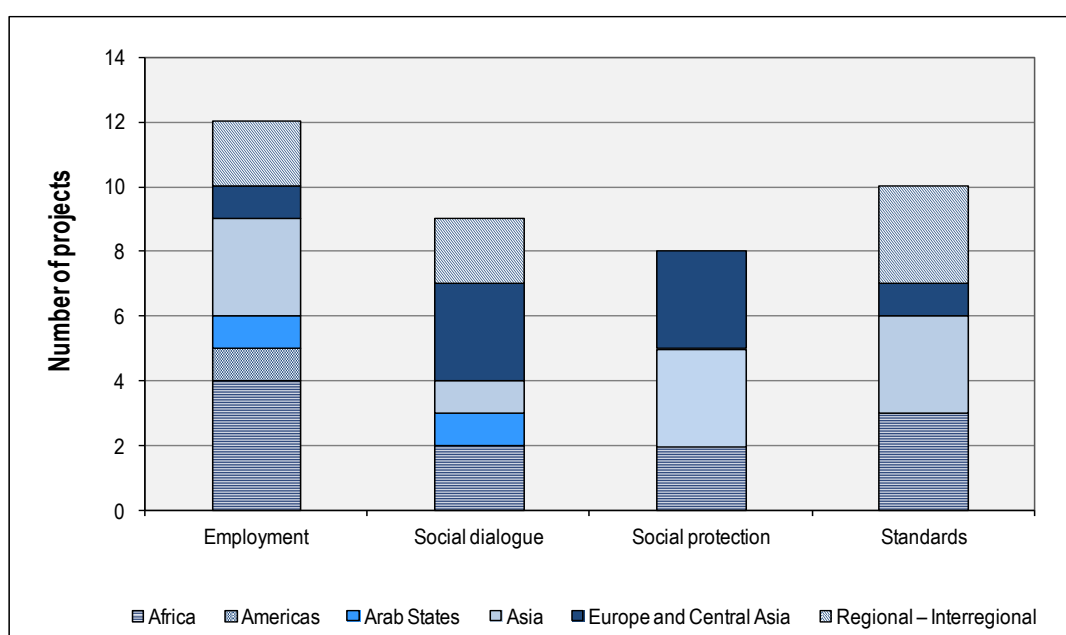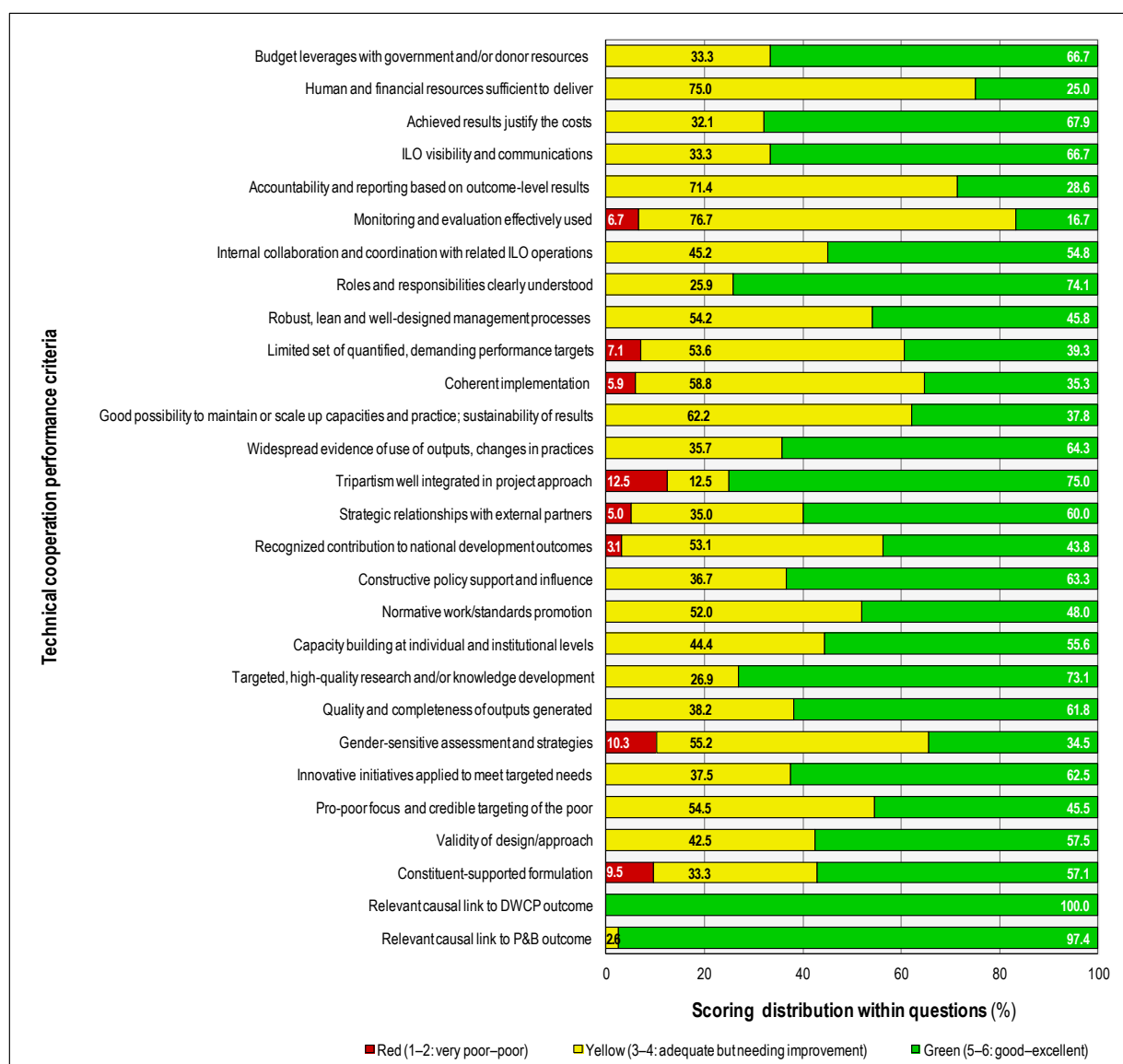
Summary of findings

47. The ILO's technical cooperation performance was assessed through an ex post scoring of 36 individual indicators along a six-point scale and an interpretation of the written evaluation reports. The distribution of results for each performance indicator is shown in figure 6 below, where the colour red represents poor to very poor; yellow represents adequate but needing improvement; and green represents good to excellent performance. As figure 6 suggests, the ILO's overall performance in terms of relevance and effectiveness was mostly favourable, with nearly all projects logically aligned to DWCPs and programme and budget outcomes, and 92 per cent having satisfactory to good designs. In terms of effectiveness, evaluations reported positive results linked to the quality of the outputs, knowledge development, capacity building and policy influence, and to the strengthening of tripartism. Management and implementation performance were mostly in the adequate to good range.

48. Use of monitoring and evaluation, reporting against results and the adequacy of resources for the planned results were flagged as only weak. This is despite evaluations reporting strong cost efficiency (65 per cent of projects were considered satisfactory to good). The results follow a similar pattern where internal project design and implementation management practices were found to be some of the weakest areas of performance. However, the weak monitoring and reporting of results is still clearly a missed opportunity to document and underline the overall favourable operational performance of the majority of the ILO's technical cooperation projects.

49. As was the case in the 2011 report, there was uneven coverage of some performance information in evaluations. Less than half of the evaluations considered the pro-poor perspective of the project or the innovativeness of project approaches or outputs. Critiques of project governance and national ownership were missing from over half of the reviewed reports. Nearly three-quarters of all reports failed to consider ILO visibility, and knowledge systems management and dissemination. Finally, less than one third of the reports considered the extent to which project resources were leveraged with government and partner resources.

Recommendations

50. *Recommendation 5:* Specify project objectives more narrowly to ensure each is achievable within available resources and time frames, factoring in room for unplanned contingencies, and make gender sensitivity a major vector of development effectiveness.

51. *Recommendation 6:* Plan and manage dynamically for risks and opportunities in regard to sustainability, particularly weaknesses in national institutional capacities and commitment; introduce ex post accountability into the RBM cycle; design real-time measures to identify and address pockets of bureaucratic slowness.

52. *Recommendation 7:* Develop logical frameworks that will be used by management for accountability and boost the use of performance monitoring through systematic collection of baseline measurements.

Figure 6. **Distribution of ratings by performance criteria, and number of evaluations with criteria covered (n=40)**

Technical cooperation performance criteria

Criteria	Red	Yellow	Green
Budget leverages with government and/or donor resources		33.3	66.7
Human and financial resources sufficient to deliver		75.0	25.0
Achieved results justify the costs		32.1	67.9
ILO visibility and communications		33.3	66.7
Accountability and reporting based on outcome-level results		71.4	28.6
Monitoring and evaluation effectively used	6.7	76.7	16.7
Internal collaboration and coordination with related ILO operations		45.2	54.8
Roles and responsibilities clearly understood		25.9	74.1
Robust, lean and well-designed management processes		54.2	45.8
Limited set of quantified, demanding performance targets	7.1	53.6	39.3
Coherent implementation	5.9	58.8	35.3
Good possibility to maintain or scale up capacities and practice; sustainability of results		62.2	37.8
Widespread evidence of use of outputs, changes in practices		35.7	64.3
Tripartism well integrated in project approach	12.5	12.5	75.0
Strategic relationships with external partners	5.0	35.0	60.0
Recognized contribution to national development outcomes	3.1	53.1	43.8
Constructive policy support and influence		36.7	63.3
Normative work/standards promotion		52.0	48.0
Capacity building at individual and institutional levels		44.4	55.6
Targeted, high-quality research and/or knowledge development		26.9	73.1
Quality and completeness of outputs generated		38.2	61.8
Gender-sensitive assessment and strategies	10.3	55.2	34.5
Innovative initiatives applied to meet targeted needs		37.5	62.5
Pro-poor focus and credible targeting of the poor		54.5	45.5
Validity of design/approach		42.5	57.5
Constituent-supported formulation	9.5	33.3	57.1
Relevant causal link to DWCP outcome			100.0
Relevant causal link to P&B outcome		2.6	97.4

Scoring distribution within questions (%)

■ Red (1–2: very poor–poor) ■ Yellow (3–4: adequate but needing improvement) ■ Green (5–6: good–excellent)

Findings from RBSA evaluations

53. As reported in the Director-General's Programme and Budget proposals for 2014–15 (GB.317/PFA/1), the allocations for RBSA have decreased over the years. The Office has introduced a related modality for lightly earmarking RBSA through outcome-based funding. EVAL has encouraged the Office to update existing RBSA guidelines to include the outcome-based funding modality or introduce new guidelines to clarify the evaluation requirements for outcome-based funding.

54. As has been the practice over the last two annual evaluation reports, EVAL has, also this year, undertaken an assessment of RBSA evaluations for the biennium 2010–11 to determine: (i) relevance; (ii) coherence; (iii) effectiveness; (iv) efficiency; (v) sustainability and impact; and (vi) monitoring and evaluation framework and evidence of results. The assessment is based on the meta-analysis of four evaluations, of which three were cluster evaluations covering multiple CPOs spread across different countries in the regions: two from Africa and one from the Americas. The fourth evaluation covered CPOs with major RBSA from the former Yugoslav Republic of Macedonia. Together these evaluations

covered 23 CPOs and two regional programme outcomes. The evaluations were scoped to assess CPOs for which a large share of support was being financed through RBSA.

55. The composite scores on ILO performance as reflected in the four evaluations suggest that the RBSA support to the African region on promoting social dialogue and to the former Yugoslav Republic of Macedonia for complementary activities under DWCP yielded very satisfactory results. RBSA support to African countries for employment promotion scored much lower, suggesting that RBSA funds were not used to such good effect. However, performance of individual CPOs covered in the evaluations had had varied levels of success. Political instability also had a negative impact on some. The ratings for RBSA allocations for forced labour CPOs in Brazil and Peru were dragged down because of negligible monitoring and evaluation and weak sustainability measures.

56. The CPOs that received major RBSA contributions were well designed in terms of relevance and coherence. Scores on effectiveness also indicated that the RBSA funds were used effectively in promoting core areas of the ILO's mandate in accordance with the countries' priorities. Analysis indicates that RBSA funds have contributed to capacity building, progress towards ratifications, legislation and knowledge products with long-term impact.

57. The efficient use of resources was found somewhat unsatisfactory, although financial resources made available under RBSA were used efficiently in most cases once allocated. Time delays in approvals and release of other funding sources supporting the same CPO budgets were also at fault. The score on the sustainability and impact of the results is on the higher side of "satisfactory", while monitoring and evaluation and evidence of results scored lowest, due to weak monitoring and evaluation systems applied to activities receiving RBSA funds. Overall, the results are very similar to what was found in a 2012 analysis of RBSA-funded work (figure 7).

Figure 7.   Meta analysis of RBSA evaluations: Overall scores
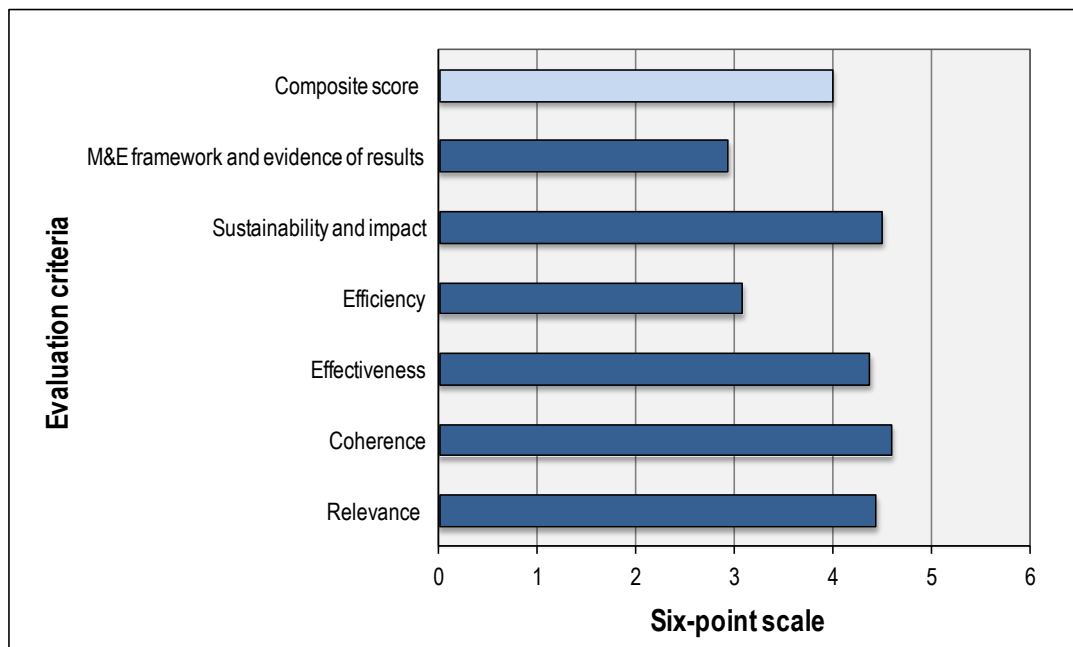
Six-point scale: 1 = very unsatisfactory, 2 = unsatisfactory, 3 = somewhat unsatisfactory, 4 = somewhat satisfactory, 5 = satisfactory, 6 = very satisfactory.

Recommendations

58. *Recommendation 8:* Keeping in view the increase in outcome-based funding, the Office should update existing RBSA monitoring and evaluation guidelines or introduce new guidelines to include the planning and budgeting of monitoring and evaluation of outcome-based funded activities.

59. *Recommendation 9:* CPOs receiving major RBSA contributions or outcome-based funds should be evaluated in a timely manner, preferably towards the close of the DWCP, and even as part of a DWCP evaluation to maximize the "use of evaluation".

60. *Recommendation 10:* COs and PROGRAM should weigh the potential areas of continued support under RBSA well in advance. This will help these offices to identify and prioritize early on where better results could be achieved through additional financial support.

Draft decision

61. *The Governing Body takes note of the present report and endorses the recommendations to be included in the ILO's rolling plan for the implementation of recommendations to be reported on in the annual evaluation report of 2013–14. It also confirms the priorities identified in the report on the programme of work for 2015–16.*

Appendix I

Plan of action for the implementation of recommendations and suggestions contained in the annual evaluation reports 2010–11 and 2011–12

Recommendations from the annual evaluation report 2010–11

Suggestions and next steps	Long-term improvements	Short-term actions 2012–13	Who/additional cost 2012–13	Status
1. Assessing the effectiveness of the ILO's strategic framework				
1.1. Operational alignment and resource allocation should be based on the assessment of the results of the four strategic objectives, 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 International Labour Conference (ILC) required under the ILO Declaration on Social Justice for a Fair Globalization could provide a good basis for this process.	The evaluability of the results frameworks for the Strategic Policy Framework (SPF) (2016–20) improved to allow for a sound assessment of the results of the four strategic objectives.	■ Conduct each year two high-level in-depth strategy evaluations of SPF outcomes or ILC-related topics, as mandated by the Governing Body.	EVAL/none	Ongoing.
		■ Perform an evaluability assessment of the SPF results framework (by November 2012). EVAL produces a comparative analysis of the evaluability of 2010–11 and 2012–13 Programme and Budget (P&B) results frameworks and highlights achievements and areas for improvement in the annual evaluation report 2011–12.	EVAL/none	Completed. Part II of the annual evaluation report 2012–13 contains a comparative evaluability assessment of the last three P&Bs, including the one for 2014–15.
		■ Enhance organizational learning, a working paper systematically synthesizing results and lessons learned from completed independent evaluations, impact studies and other research related to the topic under review in the recurrent report will be produced prior to the ILC. EVAL will collaborate with relevant departments to prepare such systematic review as of 2013.	EVAL and other departments/ $50,000–75,000 per topic	Ongoing. A working paper on "What works and why in the area of social dialogue interventions" was completed in 2013 and contributed to the ILC social dialogue recurrent discussions. Consultations on a similar paper for the recurrent discussions on employment in 2014 have started.

Recommendations from the annual evaluation report 2010–11

Suggestions and next steps	Long-term improvements	Short-term actions 2012–13	Who/additional cost 2012–13	Status
1.2. Articulate explicitly and codify (systematize) a results-oriented accountability framework for the ILO, differentiated for managers and staff and linked to (weighted) outcome indicators.	The system for supporting implementation of the results framework for the SPF 2016–20 improved to better monitor outcomes including risk-management strategies, thus ensuring managerial accountability for results.	■ A critical assessment of the results framework with respect to indicators, measurement criteria and the validity of assumptions will be carried out to inform the development of the next SPF by the end of 2013.	PROGRAM/none	Ongoing. Pending a thorough review of the ILO's results framework in the next SPF, the Office undertook a pilot exercise to improve the qualitative dimensions of ILO performance information. The exercise will guide the preparation of the ILO programme implementation report for the biennium 2012–13. The exercise has included an analysis of how different results at the country level could be pulled together upstream and reported in a more integrated manner. This work is expected to inform the development of the next ILO results framework, subject to the Governing Body's decision on a new ILO strategic plan.
In the logic of the results framework, managerial accountability for results could be cast in the form of a following triangulation: (i) accountability for the timely delivery of outputs to the required quality standards, as a necessary condition for achieving the expected results; (ii) accountability for the relevance, validity, sustainability and attainability of the assumptions establishing the link between outputs and expected outcomes;		■ Establish criteria for the timely delivery of outputs to the required quality standards, as a necessary condition for achieving the expected results, in the context of unit workplans and performance management.	HRD/PROGRAM/ managers/none	In May 2012, guidelines on unit workplans were issued. Unit workplans provide a framework for the development of individual performance management plans and provide management with a tool to track progress towards the delivery of outputs. In February 2012, to facilitate the preparation of the beginning of cycle (BOC) performance management form for the 2012–13 biennium, a *Guide to writing SMART outputs* was issued by HRD and distributed to staff in hard copies. The guide emphasizes the alignment of individual outputs with the unit workplan and provides examples of SMART outputs in support,

Recommendations from the annual evaluation report 2010–11

Suggestions and next steps	Long-term improvements	Short-term actions 2012–13	Who/additional cost 2012–13	Status
and (iii) accountability for the quality of the "operational" risk management.				technical and management areas. Following the issuance of the guidelines on unit workplans, they continue to be encouraged as an integral part of the Office's outcome-based work planning. In addition, HRD has systematically reviewed the quality of BOC forms submitted, with criteria such as whether or not the objectives are measurable, have clearly-defined deadlines and time frames, and are results- or activity-focused. The analysis showed an increase from 75 per cent to 94 per cent on the measurability of objectives, with more than 50 per cent having a target completion date. It is anticipated that the implementation of the online performance management system in the 2014–15 biennium will further strengthen this trend.
		■ Complete biennial independent validation of the quality of operations and risk management strategies.	TR/CF	Ongoing. Following the reform, enterprise risk management is now under the responsibility of the Treasurer and Financial Comptroller (TR/CF).

Recommendations from the annual evaluation report 2010–11

Suggestions and next steps	Long-term improvements	Short-term actions 2012–13	Who/additional cost 2012–13	Status
1.3. Include the list of critical assumptions in the outcome-based workplan (OBW) template and identify suitable methodological approaches for monitoring the implementation of the P&B and the SPF.	idem.	■ Review assumptions and risks in relation to outcomes in the results framework in 2012–13.	Outcome managers and PROGRAM/none	Ongoing. Assumptions and risks in relation to outcomes are reviewed during twice-yearly outcome-based work planning exercises.

2. Methodologies for synthesizing evaluation-generated performance information

Suggestions and next steps	Long-term improvements	Short-term actions 2012–13	Who/additional cost 2012–13	Status
2.1. Carry out 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.	A sound methodology in place for linking technical cooperation (TC) performance and results with SPF outcomes.	■ Second biennial outcome-level meta-analysis report completed for November 2013.	EVAL/$30,000	Completed. A meta-analysis of operational performance on a biennial basis, drawing from findings, conclusions, recommendations and lessons learned from independent evaluations completed during 2010–12, was completed in 2013 and results and recommendations were reported in the annual evaluation report 2012–13.
		■ To better align operational performance data more directly with SPF outcomes, EVAL will fine-tune its methodology to better link TC performance with each SPF outcome. Much of the data will focus on country-level indicators, pulling primarily from the list of CPOs associated with each SPF outcome.	EVAL/none	Ongoing. To be developed based on results and recommendations of meta-analysis of operational performance of TC projects.
2.2. Incorporate into the scope of upcoming evaluations of P&B outcomes consideration of project evaluation findings including performance scoring.		■ Incorporate relevant project performance based on the above assessment methodology into the analysis of all 2012–13 high-level strategy evaluations.	EVAL/none	Completed. The performance criteria, indicators and ratings were used when assessing the TC portfolios within strategy evaluations conducted by EVAL in 2012 and 2013.

Recommendations from the annual evaluation report 2011–12

Suggestions and next steps	Long-term improvements	Short-term actions 2013–14	Who/additional cost 2013–14	Status
1. ILO's quality assurance of project documents				
1.1. The appraisal function has been well established at headquarters. However, regional capacities need strengthening to fully carry this function forward.	CODEV should continue to strengthen the linkages between its supervisory and oversight role, and its guidance and capacity-building work, to improve the quality of project design during the proposal stage. This may involve targeted support earlier in the proposal development stages.	■ Step up the helpdesk for project design. ■ Review TC manual (update and improve user friendliness).	PARDEV/$15,000	Ongoing. During January–June 2013, 54 concept notes received design feedback (i.e. about 45 per cent of total number of project proposals appraised during the period). In addition, design support was provided to portfolios of proposals for Youth in Pacific Island countries and ILO/AIDS in preparation for thematic donor meetings. TC manual updates in progress but delayed, awaiting findings of the TC reform reviews.
	The Office should consider stronger mechanisms for linking final proposal quality to originating unit accountability. Where quality is found weak, plans for follow-up post-approval should become more systematic.	■ Strengthen accountability of originating units in line with the outcomes of the on-going TC review under the ILO reform agenda.	PARDEV/none	Waiting for TC review reform outcomes.

Recommendations from the annual evaluation report 2011–12

Suggestions and next steps	Long-term improvements	Short-term actions 2013–14	Who/additional cost 2013–14	Status
2. DWCP Quality Assurance Mechanism (QAM)				
2.1. There is a need for clearer processes for appraisers and a designated repository of QAM records for DWCPs. This would improve effectiveness and timeliness of the feedback received.	A standard guideline for appraisers explaining the factors to be kept in mind while appraising may be helpful. On the whole, apart from pointing out weak areas, the provision of specific alternatives for improvement should be encouraged. The appraisal could also be used to identify the areas for capacity building at the level of COs.		PROGRAM	Completed. In 2011, guidelines were issued on DWCPs' QAM to standardize and streamline the process. Roles and responsibilities in respect of the DWCP process, including QAM, are currently under review as part of the broader reform of ILO operations at field level.
	The COs should be encouraged to file their response to appraisal comments and this should be part of the QAM repository for each DWCP. The Office should maintain repositories for documents relating to QAM appraisals, drafts and final DWCPs at headquarters or regional office level.		PROGRAM	Completed. As part of the revised QAM, it is the responsibility of COs, together with the regional office (RO), to manage the QAM process, including its knowledge aspects.

Recommendations from the annual evaluation report 2011–12

Suggestions and next steps	Long-term improvements	Short-term actions 2013–14	Who/additional cost 2013–14	Status
3. Progress reporting of project performance				
3.1. Triennial Comprehensive Policy Reviews (TCPRs) should inform decision-making and provide input for PARDEV's annual reports on the overall implementation of the ILO's TC portfolio.	The responsible administrative units in the regions and headquarters should conduct systematic quality assurance of TCPRs, with oversight exercised by PARDEV.	The responsible administrative units in the regions and headquarters should conduct systematic quality assurance of TCPRs, with oversight exercised by PARDEV.	PARDEV/$10,000	Ongoing. PARDEV reminds the responsible ILO officials routinely of reporting deadlines, and is planning to carry out annual assessments of technical progress reports (TPRs) and fundamental principles and rights at work (FPRs).
	In the absence of an all-encompassing monitoring and evaluation (M&E) system, the Office should establish a centrally managed knowledge exchange system where TCPRs can be stored and accessed by all internal stakeholders. The ILO's donors should, as far as possible, support the use of the TCPR approach to progress reporting.	A Plone will be established for the storage of TCPRs in the first six months of 2013.	PARDEV/none	Ongoing. PARDEV has decided to use Sharepoint instead of Plone and is currently working with Information and Technology Management (INFOTEC) on the establishment of Sharepoint.

Recommendations from the annual evaluation report 2011–12

Suggestions and next steps	Long-term improvements	Short-term actions 2013–14	Who/additional cost 2013–14	Status
4. Evaluation of RBSA activities				
4.1. As the ILO moves towards allocating RBSA for CPOs, it will need to guide staff in how to merge practices previously established for either regular budget programming or TC programming. EVAL should continue to monitor and assess CPO M&E practices and report to the Governing Body on the value added to CPOs through RBSA investments.	Considering that CPOs are the ILO's main results framework for activities at the country level, the linking of RBSA allocations to CPOs through a results-focused monitoring system needs to become more consistent.		PROGRAM/EVAL	Completed. An evaluability assessment of CPOs and their linkages to the SPF and P&B outcomes to determine whether reliable metrics are in place to allow for tracking of results was undertaken in 2013. Findings are reported in the annual evaluation report 2012–13.
5. Ratings in ILO evaluations				
5.1. Be consistent in terms of choice of scales and criteria, ideally moving to a six-point scale and applying OECD/Development Advisory Committee (DAC) evaluation criteria as the default performance matrix for evaluations.	Gradually improve the validity and reliability of rating instruments used by EVAL.	A guidance note on ratings will provide recommendations to ILO staff and evaluation consultants and promote consistency.	EVAL/none	Completed and published (guidance note 8).
5.2. Avoid the use of aggregation and weighting of data within an individual assessment.		The guidance note on ratings contains recommended practices.	EVAL/none	idem.

Recommendations from the annual evaluation report 2011–12

	Suggestions and next steps	Long-term improvements	Short-term actions 2013–14	Who/additional cost 2013–14	Status
5.3.	Integrate the management information system for compiling and storing evaluation-based performance data across all tools and time periods.		i-Track currently has no modality for incorporating the ratings, but could be modified, which would require further staff resources.	EVAL/to be decided	Need assessment to determine resource implications.
5.4.	Peer review all ratings used in high-level evaluation prior to their finalization.		A protocol for high-level evaluations will inform practices and procedures.	EVAL/none	Completed. Protocols for high-level evaluations have been completed and published as part of EVAL's policy guidelines for results-based evaluation.

Appendix II

RBM matrices for evaluation strategy

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

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

Biennial milestones

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
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	