INTERNATIONAL LABOUR OFFICE

Governing Body

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Programme, Financial and Administrative Section
Audit and Oversight Segment

PFA

FIFTH ITEM ON THE AGENDA

Annual evaluation report 2014−15

Purpose of the document

In the present document, the Governing Body is provided in Part I with a progress report on the ILO's evaluation work during 2014–15 as measured against its results-based strategy 2011–15. Part II of the report summarizes the results of several studies on the Office's effectiveness in achieving short- and medium-term objectives. The Governing Body is invited to take note of the present report, endorse recommendations to be included in ILO's rolling plan for the implementation of recommendations contained in it, and confirm priorities for the 2016–18 programme of work.

Relevant strategic objectives: Relevant to all strategic objectives.

Policy implications: The recommendations in this report may have policy implications.

Legal implications: None.

Financial implications: None.

Decision required: Paragraph 65.

Follow-up action required: The ILO's Evaluation Office 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 Office (EVAL).

Related documents: None.

Introduction

1. This report is the annual opportunity of the Evaluation Office (EVAL) to take stock of the state of the evaluation function in the International Labour Office (ILO). It serves the dual purposes of reporting on the performance of the ILO's evaluation function in implementing its results-based strategy and of highlighting key issues that relate to the Office's overall effectiveness.

2. Over the past four years, Part I of this report has consistently provided an update on progress made in implementing the three outcomes identified in the 2011–15 results-based evaluation strategy, measured against the previously identified biennial milestones and targets. Part II of the report, introduced in 2011 as a requirement of the 2011–15 strategy, provides a selection of findings on the ILO's overall effectiveness in implementing the Strategic Policy Framework 2010–15. Appendix I gives an overview of the steps taken by the Office in following up the recommendations identified in previous reports, as well as an updated list of approved and proposed high-level evaluations for future years.

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

4. Part II of this report again underscores the continued need to invest in more robust theories of change in project documents combined with reliable and regular monitoring and reporting mechanisms. Evaluability assessments of projects with a budget of over US$5 million undertaken during 2015 demonstrated that, unless such investments are made, projects are more likely to go off track and face difficulties in demonstrating results. Part II also contains a compilation and analysis of recommendations and lessons learned from recent strategic evaluations that cannot be addressed by the evaluated departments, regions or countries because they are systemic or cross-cutting in nature and, therefore, require an institutional response.

Part I. Implementation of the ILO's evaluation strategy

Progress made towards achieving key milestones

5. Normally, this report would have provided a final tally of achievements under the evaluation strategy for 2011–15. In view of the fact that the Governing Body last year approved an extension of the strategy, the final report will be postponed until 2017. It will benefit from the results of the second independent evaluation of the evaluation function, now scheduled for the end of 2016. This extension will also allow for a better alignment of the new evaluation strategy with the new Strategic Policy Framework 2018–21.

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

A. Improving the effectiveness of the Evaluation Advisory Committee

Biennial milestone 1.1 (2014–15): Four meetings per year; formal record of recommendations for evaluation programme of work (2015–16); record of EAC advice on use of specific recommendations

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

7. This year, the EAC has met on three occasions [1] to discuss the use of evaluations results and to address recommendations pertaining to larger systemic issues beyond the purview of a particular department or region. Taking its cue from these discussions, EVAL has undertaken a small meta-study that identifies broad institutional issues raised in ILO high-level evaluation reports that go beyond the responsibility of offices, regions or departments for action. Preliminary findings are shared in Part II of this annual evaluation report.

Table 1. Evaluation Advisory Committee decisions on high-level evaluations for 2013 and 2014

High-level evaluation	Status of follow-up workplan	Review of actual follow-up
Sustainable enterprises and decent work – 2013	Approved	The line manager presented a follow-up report to the EAC in February which was approved.
Occupational safety and health – 2013	Approved	The EAC advised the Working Group on Data Collection to ensure that LABADMIN/OSH participates in its meetings. The line manager presented two follow-up reports to the EAC, after which follow-up was approved.
Decent work programmes in the Arab region – 2013	Approved	The line manager presented a follow-up report to the EAC in February which was subsequently approved.

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

High-level evaluation	Status of follow-up workplan	Review of actual follow-up
Coherent decent work policies – 2014	Approved	The line manager's presentation of the follow-up report to the EAC has been delayed and is likely to take place in November 2015.
Fundamental principles and rights at work – 2014	Approved	The line manager presented a follow-up report to the EAC in May, which was subsequently approved.
Decent work programme for North Africa – 2014	Approved	A representative of the line manager presented the follow-up report to the EAC in May, which was subsequently approved.

B.   Assessing ILO performance

Biennial milestone 1.2 (2014–15): Annual evaluation report
used in developing new Strategic Policy Framework and
programme and budget

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

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

C.   Independent quality review of high-level evaluations

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

10. While the use of evaluations is an important determinant of the strength of the organizational evaluation culture, the quality of those evaluations is also a significant contributing factor. In 2013, an independent review of ILO high-level evaluations found their quality to be satisfactory and the use of their findings reasonable. [3] Consequently, EVAL has focused its efforts on further enhancing the quality and use of high-level and

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[2] This was done as a precursor for assessing the likelihood that the annual evaluation report and evaluation findings will be used in developing the new Strategic Policy Framework 2018–21.

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

project evaluations by establishing systematic follow-up mechanisms, and on achieving greater engagement on the part of the EAC in following up on recommendations (see section A, milestone 1.1). These efforts were recognized by an external system-wide assessment conducted by the Joint Inspection Unit in 2014, which placed the ILO among the top three United Nations (UN) agencies with a demonstrably relevant and effective evaluation function. [4]

11. The independent evaluation of the evaluation function, which will start in 2016, will establish the extent to which these efforts have been adequate. The exercise has two main objectives, the first of which is to derive lessons from the implementation of the three strategic outcomes of the 2011–15 results-based evaluation strategy, and the targets and milestones added to accommodate the transitional Strategic Policy Framework 2016–17. The second objective is to ensure that the next evaluation strategy is properly aligned with the Strategic Policy Framework 2018–21.

12. Because it is important to ensure the independence of the process, it is recommended that the Procurement Bureau should oversee the contracting process while the EAC provides oversight of the independent evaluation of the evaluation function process.

13. The independent evaluation of the evaluation function will need to be structured in a manner that will ensure its independence, credibility and utility. Such a structure would consist of three parts, namely:

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

■ an evaluation team of external consultants (the team); and

■ a support secretariat composed of EVAL staff (the secretariat).

14. *Recommendation 1:* The Office should ensure that the independent evaluation of the evaluation function is launched by June 2016 at the latest so that it is ready for reporting to the Governing Body in March 2017 using the structure described in paragraph 13 of this report to ensure its independence, credibility and utility.

D. Selecting high-level evaluation topics for strategic use

15. Every year, EVAL holds consultations with management, the EAC and constituents to select topics for future high-level evaluations. The results of these consultations determine the rolling workplan for proposed evaluations, which is submitted to the Governing Body. For 2016, EVAL has proposed to reduce the number of high-level evaluations from three to two in light of the extra workload the independent evaluation of the evaluation function is expected to generate. It should be noted that in addition to the high-level evaluations, EVAL has steadily increased its report writing to include synthesis reviews and meta-studies to enhance learning from the many project evaluations undertaken each year. This process is expected to continue during 2016. With the shift from individual Decent Work Country Programme (DWCP) evaluations to subregional cluster evaluations introduced in 2013, EVAL has also covered three times as many DWCPs annually. Moreover, with

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[4] *Analysis of the evaluation function in the United Nations system*, Joint Inspection Unit, United Nations, Geneva, 2014.

fewer outcomes in the 2016–17 biennium covering larger areas of work, the scope of each high-level evaluation has become more ambitious and broader.

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

Year	Evaluation type	Topic of independent evaluation	Rationale
2016	DWCP	Europe	Preselected and due on a rotational basis in 2016.
2016	Outcome	Jobs and skills for growth	Preselected for 2016. No high-level evaluation of the topic has been conducted for over five years. Relevant to outcome 1.
2017	Institutional	ILO field structure	Preselected by constituents for 2016 but proposed for postponement to 2017.
2017	Outcome	Creating and extending social protection floors	No high-level evaluation of the topic has been conducted for over five years. Relevant to outcome 3.
2017	DWCP	Asia	Preselected and due on a rotational basis in 2017.
2018	Institutional	Capacity-building efforts of the ILO	Preselected. No high-level evaluation of the topic has been conducted for over five years. Relevant to outcome 10.
2018	Outcome	Formalization of the informal economy	No high-level evaluation of the topic has been conducted for over five years. Relevant to outcome 6.
2018	DWCP	Arab States	Due on a rotational basis in 2018.

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

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

E. Upgrading and expanding the use of decentralized evaluations for management

Biennial milestone 2.1 (2014–15): 2015: At least a 50 per cent improvement in reported use of evaluations by constituents over 2011 levels

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

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

Figure 1. **Number of recommendations targeting constituents**
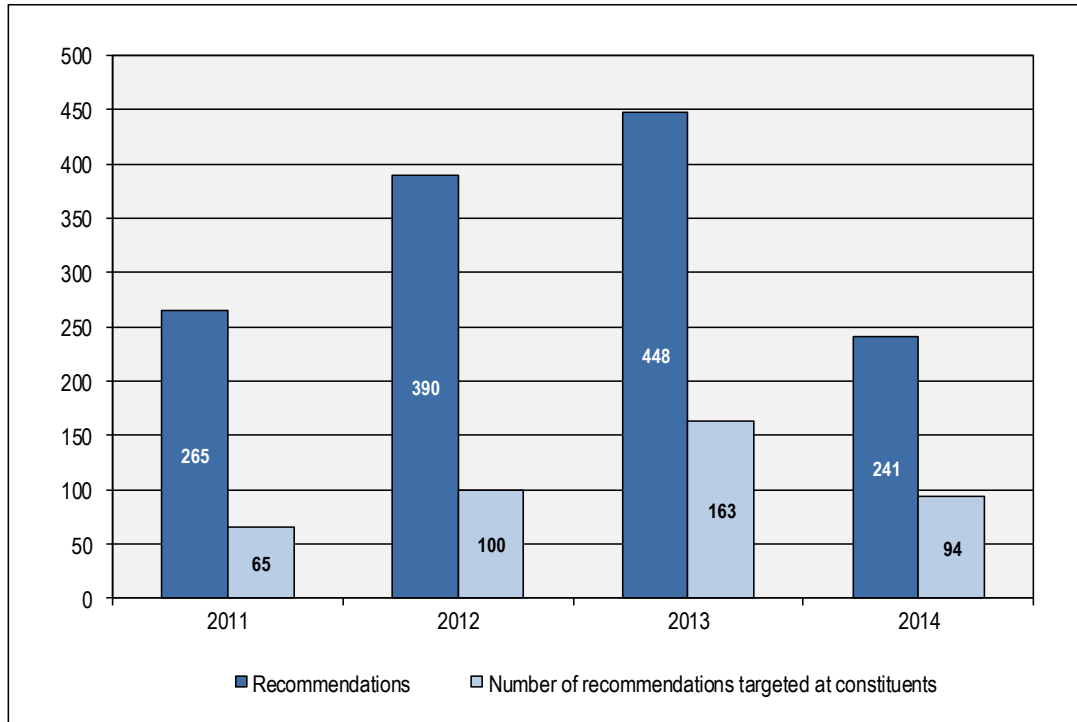
19. A depiction of the action taken in response to recommendations involving constituents is shown in figure 2. Such action has remained constant in comparison with last year's report.

Figure 2. **Constituent involvement in response to evaluation recommendations, 2014**
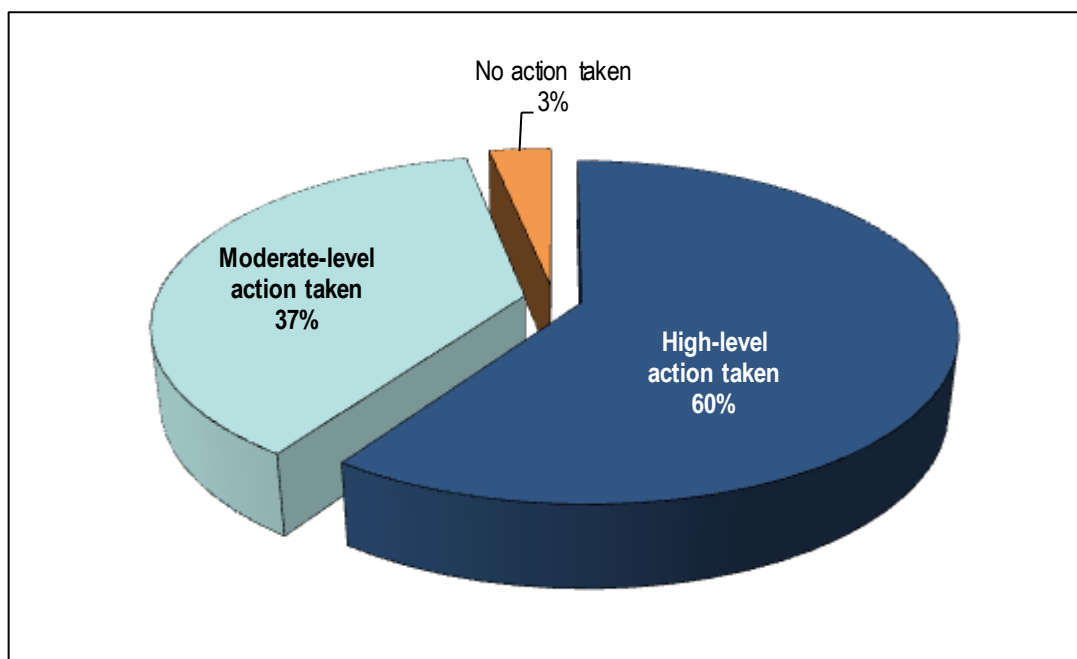
Biennial milestone 2.2 (2014–15): 80 per cent use of project final
progress report (self-evaluation) for projects above US$ 500,000;
results of validation exercise measure validity and reliability of
evaluation and reporting

20. While EVAL has received a greater number of internal and self-evaluations for projects over $500,000 this year in comparison with the previous reporting year, it has not met the target set for 2014–15 by a margin. Although the number of internal evaluations received in 2014 increased, fewer were received in relation to the total number of projects falling within this budgetary threshold due to a continued lack of understanding of the importance of these "non-independent" evaluation reports to EVAL. EVAL will continue its campaign to encourage the evaluation network to contribute to its centralized repository, as these reports can provide valuable inputs to management and other evaluation processes, including meta-evaluations and DWCP internal evaluations, and should be available through the EVAL database.

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

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

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

Codify and upgrade procedures and guidelines

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

22. *ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations* is regularly updated in line with evolving practices. Based on insights derived from analysis of the quality of previous meta-analyses of project and DWCP evaluations, guidance and checklists were revised in preparation for a third edition which will be completed this year for publication in 2016. A new guidance note on conducting internal country programme reviews was finalized in response to extensive input received from the ILO's evaluation network of focal points working on DWCP internal reviews. Other guidance updates covered gender mainstreaming, evaluation management, and the use of the knowledge-sharing platform.

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

23. EVAL maintains an internal evaluation network made up of regional monitoring and evaluation officers and departmental evaluation focal points, adjustments to which were required as a result of reforms introduced to the departmental structure. In addition, it has a diverse external evaluation network comprising the United Nations Evaluation Group, the

International Development Evaluation Association and regional and national evaluation organizations from around the world, including the informal Geneva Evaluation Network.

Internal network

24. Until a few years ago, EVAL only held quarterly meetings with its regional evaluation network of regional evaluation officers. The 2013 biennial workshop brought regional evaluation officers and departmental evaluation focal points together for the first time. Since 2014, departmental evaluation focal points have been included in the quarterly review with regional evaluation officers at least once per year. Topics discussed during these meetings range from updates and workload-related issues to upcoming important topics, including: evaluations of large outcome-based funded programmes; the impact on future evaluations (if any) of the changes being made in the framework with a reduced number of outcomes, cross-cutting issues and advocacy outcomes, among other things; the implementation of the field review; the implications of the implementation of the ILO field reform for the evaluation function at the regional level; updates on the revisions to the country programme review guidance note; and updates on EVAL's plans for evaluations in 2015 and the possible involvement of regional evaluation officers.

25. These network meetings have proved useful for the sharing of issues and challenges in administering the monitoring and evaluation function at various levels. They also provide insights into the emerging need for guidance, knowledge resources and capacity building.

External network

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

Collaboration between EVAL and the International Training Centre of the ILO

27. Collaboration continued between EVAL, the Turin Centre and Human Resources Development (HRD) during the biennium in conducting two Evaluation Manager Certification Programme training courses. In April 2015, the Turin Centre, the Partnerships and Field Support Department (PARDEV) and HRD sponsored a pilot Staff Academy on Development Cooperation. The central aim of the Academy was to provide participants with the necessary insights, skills, tools and other resources to enhance their performance and contribution to the ILO's development cooperation programme. At the request of the Turin Centre, EVAL co-facilitated an elective topic entitled "Evaluation: From project performance to impact evaluation". In the end-of-workshop evaluation, 86 per cent of the ratings were good or excellent.

28. Although EVAL managed a thematic evaluation for the Turin Centre in 2014, it did not have an oversight role for any major performance evaluations at the Turin Centre during 2015.

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

EVAL oversight of the Evaluation and Impact Assessment
section of the International Programme on the
Elimination of Child Labour

29. In 2015, EVAL assessed the performance of the Evaluation and Impact Assessment (EIA) section of the International Programme on the Elimination of Child Labour (IPEC) and its authority to manage independent evaluations, in place since 2001. Table 4 summarizes the follow-up to the recommendations contained in the report.

Table 4.   **Follow-up status of recommendations**

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

Analysis and use of independent project evaluation findings

30. During this reporting period, the number of independent project evaluations fell to 37 in comparison with a five-year average of 50 evaluations per year. This is primarily due to a higher percentage of projects with completion dates in December 2014, which resulted in extensions and evaluations being pushed into 2015. The current number of projected independent project evaluations for 2015 is abnormally high but is likely to fall by the end of the year to a number closer to the normal average.

Figure 3. Distribution by type of evaluation, 2010–14
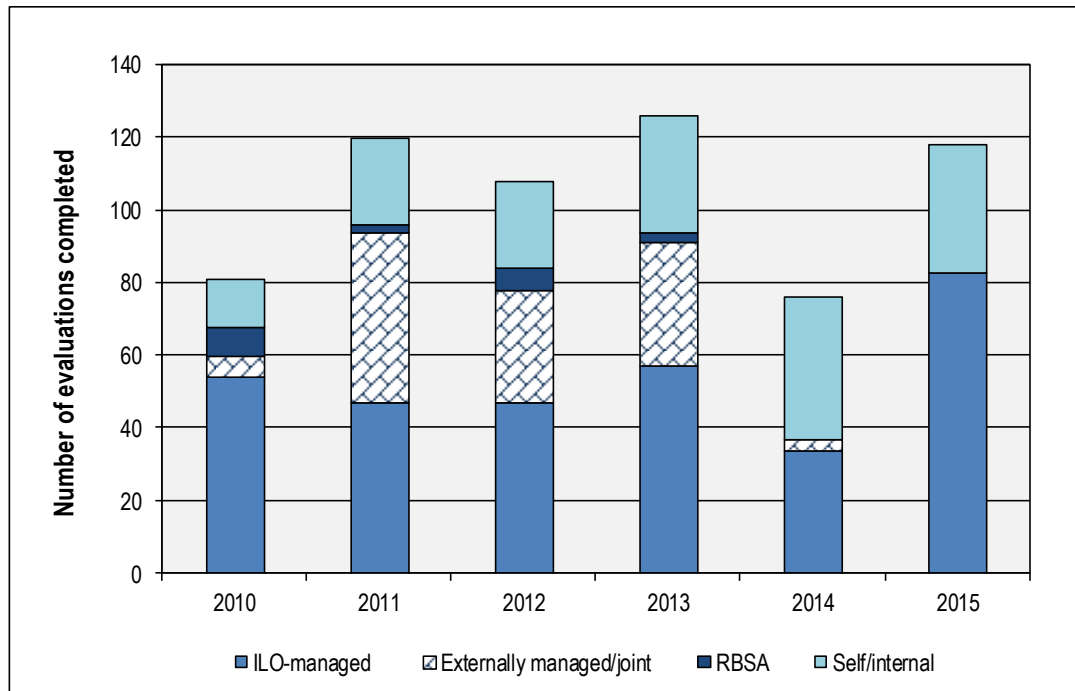
Use of lessons learned and good practices

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

32. The new knowledge-sharing platform of EVAL is the repository for its collection of emerging good practices. It can be searched and provides links to evaluation reports and related documentation, which can be downloaded. Moreover, an EVAL knowledge service assists staff engaged in drafting projects to access these crucial data sets for input into future project design.

Quality and follow-up to recommendations

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

34. The second strategy deployed by EVAL to make optimal use of the insights contained in recommendations is the management response exercise established in 2009. Of the 37 independent evaluations received in 2014, 31 were included in the exercise; those that were omitted were either externally managed or deemed not appropriate for the exercise. A

summary of the 2014 management response exercise is presented in table 5. The number of recommendations being addressed in a timely manner has continued to grow steadily and the proportion reported as completed or partially completed increased from 72 per cent in the previous reporting year to 84 per cent in 2014.

Table 5.   Management response for evaluations completed in 2014

Region/ sector	Evaluation reports (31)		Recommendations		Completed	Partially addressed	Action outstanding	No action taken
	Response received							
	No	Yes	In reports	With responses				
Africa	1	7	89	52	31	19	1	1
Americas	0	1	12	12	4	4	0	4
Arab States	0	0	0	0	0	0	0	0
Europe and Central Asia	0	0	0	0	0	0	0	0
Asia and the Pacific	0	4	32	32	15	11	5	1
Subtotal	**1**	**12**	**133**	**96**	**50**	**34**	**6**	**6**
ACT/EMP	1	1	17	10	0	10	0	0
ACTRAV	0	1	4	4	0	2	0	2
EMPLOYMENT	0	3	34	34	10	22	0	2
FUNDAMENTALS	0	1	4	4	3	1	0	0
GED	0	1	9	9	1	8	0	0
ILOAIDS	1	0	13	0	0	0	0	0
IPEC	0	4	45	45	22	4	19	0
MULTILATERALS	1	0	8	0	0	0	0	0
SOCPRO	0	4	39	39	11	27	0	1
Subtotal	**3**	**15**	**173**	**145**	**47**	**74**	**19**	**5**
Total	**4**	**27**	**306**	**241**	**97**	**108**	**25**	**11**
Percentage [1]	–	–	–	–	40	44	10	5

[1] 84 per cent of recommendations are either completed or partially addressed.

– = nil.

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

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

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

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

38. Past quality appraisals show that while adherence to prescribed standard elements in evaluations has improved over time, the overall quality of project evaluations has remained average. The wider scope of each of the ILO's strategic outcomes, as laid out in the Programme and Budget for 2016–17, is also likely to make quality evaluations more challenging and resource intensive. EVAL intends to improve overall quality by striking a balance between the number and scope of evaluations conducted in the coming years.

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

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

Constituents and ILO officials trained in evaluation in 2014–15

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

40. The strategy period 2011–15 encompasses two biennia; the milestone for each biennium is to train 75 constituents and 75 officials. EVAL has sought to train a total of 225 constituents and 225 officials during the strategy period.

41. As can be seen from table 6, overall training for the strategy period has already exceeded the target by an impressive margin, in particular for constituents. The majority of coverage was in the Africa region, followed by the Asia and the Pacific region for both categories.

Table 6. Constituents and ILO officials trained[1] in evaluation, 2011–15

Persons trained	Africa	Americas	Arab States	Asia and the Pacific	Europe	Headquarters	Total
Constituents	475	74	80	155	54	0	838
ILO staff	99	55	80	102	43	51	430
Total	**574**	**129**	**160**	**257**	**97**	**51**	**1 268**

[1] Any training lasting less than one day is considered sensitization.

Evaluation Manager Certification Programme

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

43. In view of the substantial number of quality appraisals conducted since 2005, EVAL is in a position to conduct an impact assessment of the programme using a quasi-experimental static group comparison research design. In this design, an analysis of variance will be conducted to compare the quality of reports managed by graduates of the programme with the quality of those managed by non-graduates.

Internal evaluation training

44. Some former participants in the Evaluation Manager Certification Programme training expressed the need to be trained on conducting evaluation exercises. This was considered an important set of competencies to possess for those implementing internal evaluations and supervising external consultants who are conducting independent project evaluations. Therefore, EVAL is exploring the possibility of developing an internal training programme on evaluation.

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

45. The overall aim of this milestone is to professionalize evaluation as a dedicated and recognized function within the Organization. Currently, there is no special job category for evaluation professionals in the ILO. New job descriptions for evaluation officers from P2 to P5 levels developed by EVAL during the past biennium, with guidance from the United Nations Evaluation Group and input from HRD on competencies and responsibilities, are being submitted to the Joint Negotiation Committee for approval. The evaluation network encompasses EVAL staff, regional evaluation officers and departmental evaluation focal points at headquarters. Since 2014, EVAL has provided inputs into the performance appraisals of regional evaluation officers. The next challenge will be to ensure that evaluation managers and departmental evaluation focal points receive full recognition in their performance appraisals of the contribution that they make to the ILO's evaluation function. Ultimately, the data gathered will be codified in an internal governance document.

H.   Improving the use of evaluation knowledge systems

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

47. As indicated above, the new knowledge-sharing platform was finalized, providing workspaces for headquarters and regional focal points, a mission report facility, a new evaluation consultant module, a collaboration site for evaluation managers and the new Good Practices module. Work to populate parts of the platform continues. EVAL expects to conduct its second baseline survey in mid-2016, with a view to gaining insights from stakeholders that will help it respond to the needs and requirements of its staff in headquarters and regional offices.

Part II.   Assessing the ILO's effectiveness and results

48. EVAL takes every opportunity to enhance the ILO's effectiveness by systematically promoting the use of evaluations, including by regularly undertaking evaluability assessments, synthesis reviews and meta-studies, and by pulling together findings from evaluation reports. Over the past three years, the EAC has also become an important platform for discussing and resolving issues in order to realize the full potential of evaluation as a learning exercise.

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

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

Identifying recurring issues that require an institutional response

51. The meta-study of the 15 evaluation reports from 2010 to 2014 identified some 160 individual instances of issues raised that could be classified as broad and institutional and as not within the direct remit of the commissioning office, region or department. The meta-study was guided by a qualitative systematic review methodology.

52. For comparative reasons, the meta-study focused on the conclusions, recommendations and lessons learned sections of the evaluation reports concerned. These instances were not unique in terms of theme or suggestion, and could be grouped into ten issues.

53. The evaluation reports raised broad issues ranging over ten areas in which both project and programme design and capacity building accounted for more than 34 per cent of the issues identified. Of all instances, 12 per cent concerned targeting specific groups or issues and the need for coherence in addressing them, while some 22 per cent related to communications and knowledge management, including issues such as organizational visibility and knowledge exchange (see figure 4). As agreed during the 20th meeting of the EAC in August 2015, a follow-up study will be undertaken to identify steps that the Committee may want to recommend to the Senior Management Team in order to ensure follow-up.

Figure 4.   Predominance of issues within the evaluation reports
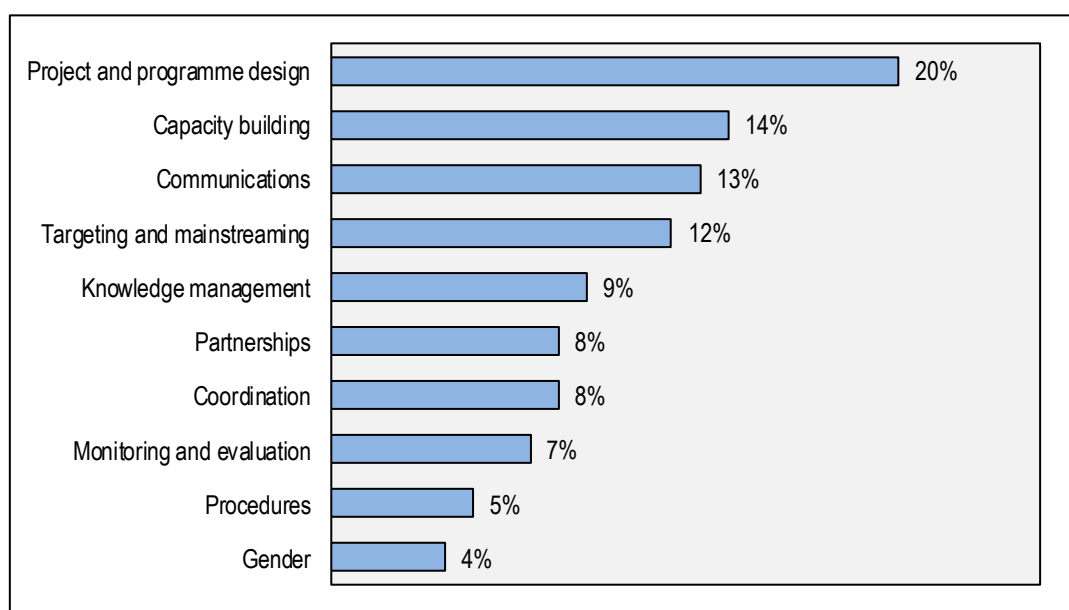
Measuring, monitoring and using "results" information: When and why can evaluations sometimes fail?

54. This year's assessment reviewed how some of the ILO's ongoing high-value projects are measuring, monitoring and using "results" information. Over two-thirds of independent project evaluations flag poor or non-existent monitoring and reporting approaches and practices as primary constraints to project effectiveness. [5]

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

55. It is for this reason that EVAL has focused on providing additional support to the growing number of high-budget projects, in other words those with budgets over $5 million, to better prepare them to document their effectiveness and results. Procedures have been identified that involve intervention by both EVAL and PARDEV to improve monitoring and evaluation practices for these projects.

56. Moreover, the move to better integrate monitoring and evaluation and results-based management into projects at the design phase has been reinforced with the recent update of the ILO's *Internal governance manual on development cooperation.*

57. Evaluability assessments of high-budget projects conducted during 2014–15 have underscored the importance of front-end investment in monitoring and evaluation during projects' design and inception phases. Observed weaknesses in monitoring and evaluation plans and in their timely implementation are limiting the ability to measure and report on "results". This has implications for ongoing management decision making, as well as for the eventual evaluation of the effectiveness and success of projects.

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

Box 1
Critical gaps identified through evaluability assessment

■ Articulation of the programme's theory of change is generally absent or insufficient.

■ Logframes fall short of identifying full set of results, often confusing the articulation of "outputs" with "outcomes".

■ The clarity and completeness of performance indicators are frequently problematic.

■ Performance measurement strategy has serious gaps; relevant data/information sources and feasible measurement strategies are often not identified.

■ Too little or no monitoring of "other influencers" – other than project activities – that might influence movement along the results chain and ultimately, attainment of success.

■ The monitoring and evaluation plan generally needs a more systematic, structured and comprehensive approach to collecting and reporting, including assigned accountability for data collection.

■ Monitoring and evaluation plans frequently go unattended or are given too low a priority during implementation.

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

60. In general, monitoring and evaluation is likely to be seen as of much lower priority at the inception of a project/programme. In part, this can be attributed to the focus on launching project/programmes and to the limited resources available for start-up and delivery. Nevertheless, follow through on implementation of the performance measurement

strategies and monitoring and evaluation plans is often limited, irrespective of how well defined such strategies and plans are.

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

62. At the time of a mid-term or final evaluation, the availability of ongoing monitoring information to help inform the evaluation is likely to be limited, making it necessary either to collect additional primary data and/or to limit the data on which the evaluation is based.

63. The exercise points to three fundamental areas related to results-based management and monitoring and evaluation that need to be addressed in order to improve the current situation.

■ Firstly, understanding of results-based management and monitoring and evaluation should be improved through: the introduction of improved guides and manuals; the standardization of definitions, concepts and terms; alignment with international "good practices"; and updating the training regime for results-based management and monitoring and evaluation aimed at ILO programme managers.

■ Secondly, ILO managers should be provided with hands-on support by monitoring and evaluation experts in PARDEV and the regions. Following the standardized process for developing the theory of change and logframes, the use of updated ILO definitions, concepts and terms should be made a formal requirement.

■ Thirdly, points of oversight should be formalized with a formal requirement for accountability and sign off on the logframe, performance indicators, performance measurement strategies and monitoring and evaluation plans articulated in the project documents.

64. *Recommendation 2:* Given the importance that the ILO places on results-based management, greater focus should be placed at the project design phase on "getting it right" with regard to development of the theory of change, logframe, performance indicators, measurement strategies and monitoring and evaluation plans. The ILO should require hands-on support from the relevant technical experts, whether internal or external, for all high-value project proposals, and should reject those proposals that are not up to standard.

65. ***The Governing Body takes note of the present report and endorses the recommendations (paragraphs 14 and 64) to be included in the ILO's rolling plan for the implementation of recommendations to be reported on in the annual evaluation report 2015–16. It also confirms the priorities identified in the report on the programme of work 2016–18.***

Appendix I

Plan of action for the implementation of suggestions and recommendations contained in the annual evaluation reports for 2011–12, 2012–13 and 2013–14

Suggestions and next steps	Long-term improvements	Short-term actions 2015–16	Who/additional cost	Status
Annual evaluation report 2011–12				
1. The ILO's quality assurance of project documents				
The appraisal function has been well established at headquarters. However, regional capacities need strengthening to fully carry this function forward.	PARDEV should continue to strengthen the linkages between its supervisory and oversight roles, and its guidance and capacity-building work, to improve the quality of project design during the proposal stage. This may involve targeted support earlier in the proposal development stages.	■ Review the ILO *Technical Cooperation Manual* (update and improve user friendliness).	PARDEV/ $15,000	**Complete** The updated and revised *ILO Technical Cooperation Manual* was published in an interactive and user-friendly format in June 2015.
	The ILO should consider stronger mechanisms for linking final proposal quality to originating unit accountability. Where quality is found to be weak, plans for follow-up post-approval should become more systematic.	■ Strengthen accountability of originating units in line with the outcomes of the ongoing technical cooperation review under the ILO reform agenda.	PARDEV/ none provided	**Ongoing** Responsibility and accountability of field office directors have been strengthened through the Director-General's minute of 30 January 2015 on decentralization as well as PARDEV's oversight function. PARDEV's support function has been reorganized to better monitor, follow-up and provide feedback on project implementation donor relations and reporting. As part of the reform processes, field managers' training has been enhanced, including issues related to development cooperation. In April 2015, PARDEV and HRD, in cooperation with the Turin Centre, organized ILO's first global Development Cooperation Academy training, which included all stages of the project cycle. HRD and the Turin Centre plan to carry out new pilot training for field managers by the end of the year. PARDEV will provide support on development cooperation issues. Elements of the quality control for follow-up and post-approval of weak project documents will be incorporated into the ongoing business process/review process.

Suggestions and next steps	Long-term improvements	Short-term actions 2015–16	Who/additional cost	Status
2. Progress reporting of project performance				
Technical progress reports should inform decision making and provide input for PARDEV's annual reports on the overall implementation of the ILO's technical cooperation portfolio.	The responsible administrative units in the regions and headquarters should conduct systematic quality assurance of technical progress reports, with oversight exercised by PARDEV.	■ The responsible administrative units in the regions and headquarters should conduct systematic quality assurance of technical progress reports, with oversight exercised by PARDEV.	PARDEV/ $10,000	**Ongoing** PARDEV reminds the responsible ILO officials of reporting deadlines, and is planning to carry out annual technical progress report assessments. While an automated workflow system to track reporting requirements is being designed and piloted (Microsoft SharePoint), the existing monitoring tables have been updated and have markedly improved the timing of report submissions. PARDEV is not in a position to carry out in-depth quality assurance of technical progress reports but insists that responsible ILO officials should sign off on the reports being submitted, with copies to the technical backstopping units.
	In the absence of an all-encompassing monitoring and evaluation system, the Office should establish a centrally managed knowledge exchange system where technical progress reports can be stored and accessed by all internal stakeholders. The ILO's donors should, as far as possible, support the use of the Triennial Comprehensive Policy Review approach to advance reporting.	■ PARDEV has decided to use Microsoft SharePoint instead of Plone. The pilot scheme started on 21 July 2015 with a view to going live in September 2015. Initial tests involve some 15 projects in each category.	PARDEV and Information and Technology Management (INFOTEC)/ $170,000	**Ongoing** Scoping, resource plans and pilot objectives and requirements were approved following consultation with external technical consultants. Licensing negotiated with Microsoft and the UN International Computing Centre to house the information and communication technologies environment. The automated workflow system for reporting (see above) has been designed and initial piloting is ongoing. Broader roll-out decisions are still pending and are linked to Office-wide evaluation of the feasibility of the software.

Annual evaluation report 2012–13

3. Results-based management and the ILO's effectiveness: Insights from evaluability reviews

Suggestions and next steps	Long-term improvements	Short-term actions 2015–16	Who/additional cost	Status
While substantial progress has been made towards implementation and compliance with the results-based management policy, the evaluability review identified areas for improvement that could be taken into account in the next Strategic Policy Framework.	Improved evaluability of the ILO's results-based management framework, starting with country programme outcomes and moving up to the Strategic Policy Framework outcomes, using strong underlying logical frameworks and reliable metrics (indicators, baselines, milestones and targets).	■ Provide proactive support to field offices, including training for the development of evaluable strategies and indicators.	Strategic Programming and Management (PROGRAM)/ None provided	**Ongoing** Progress has been made with the development of a new results framework for the Transitional Strategic Plan and the Programme and Budget for 2016–17, which draws on lessons learned from the current Strategic Policy Framework 2010–15. Examples of improvements include: (i) the inclusion of baselines for all outcome indicators; (ii) greater coherence across measurement criteria under outcome indicators; and (iii) systematic integration of cross-cutting dimensions (namely, international labour standards, social dialogue, gender equality and non-discrimination) into both the outcomes strategies and the results framework.

Suggestions and next steps	Long-term improvements	Short-term actions 2015–16	Who/additional cost	Status
			EVAL ($50,000 using EVAL's Regular Budget Supplementary Account (RBSA) monitoring and evaluation allocation).	EVAL undertook a substantial evaluability assessment of country programme outcomes in 2014. It has since also produced a toolkit and how-to manual for preparing evaluable results frameworks, based on evaluable country programme outcomes, currently with PROGRAM for consideration and rollout.
		■ Review the advantages and disadvantages of linking a country programme outcome to only one programme and budget outcome in order to better plan and report on cross-cutting initiatives.	PROGRAM/ none provided	As part of the improvements for the implementation of the 2016–17 programmes, proposals are being considered for: (i) linking a country programme outcome to multiple programme and budget indicators within the same outcome; and (ii) introducing "markers" to better plan and report on the cross-cutting dimensions.
				The evaluability of the ILO's results-based management framework will be improved by the major revision of the DWCP guidance, to be completed by December 2015. The revised guidance will include the programme's Quality Assurance Mechanism as well as the implementation planning and monitoring components of the DWCP. A training plan for staff capacity development on the DWCP will be developed once the revised guidance is finalized, building also on the outcome of a training programme for field programming staff, which will be piloted in collaboration with the Turin Centre in September 2015.
		■ Encourage good practice through appropriate incentives; for example: (i) making the allocation of resources dependent on design quality; (ii) making line managers and staff accountable for complying with minimum design standards; and (iii) highlighting good practices in reports and individual performance appraisals		Under consideration.

Suggestions and next steps	Long-term improvements	Short-term actions 2015–16	Who/additional cost	Status
4. ILO performance through technical cooperation				
The 2013 meta-study conducted by EVAL found the ILO's overall technical cooperation performance favourable in terms of relevance and effectiveness. The weakest areas of performance were found to be monitoring and reporting of results, adequacy of resources and time planned for results, and internal project design and implementation management practices.	Technical cooperation projects are designed to the highest standards and apply state-of-the-art monitoring and evaluation systems and management practices to optimize their contribution to the ILO's results-based management framework.	■ Specify project objectives more narrowly to ensure each is achievable within available resources and timeframes, factoring in room for unplanned contingencies, and making gender sensitivity a major vector of development effectiveness. ■ Plan and manage dynamically for risks and opportunities with regard to sustainability, particularly weaknesses in national institutional capacities and commitment; introduce ex-post accountability into the results-based management cycle; design real-time measures to identify and address pockets of bureaucratic slowness. ■ Develop logical frameworks that will be used by management for accountability and boost the use of performance monitoring through the systematic collection of baseline measurements. Provide proactive support to field offices, including training for the development of evaluable strategies and indicators.	PARDEV/ none provided	**Ongoing** The appraisal systemically includes assessment of feasibility, gender sensitivity and sustainability. PARDEV has strengthened its upfront design support. It ensures the management of the project approval workflows, and has increased coordination with management and support services, such as the Technical Cooperation Unit (BUD/CT) of the Budget and Finance Branch, EVAL, HRD, the Office of the Legal Adviser (JUR), PROGRAM, the Security Unit (SECURITY) and the Procurement Bureau (PROCUREMENT). BUD/CT and PARDEV have been enforcing outcome-based budgets for offices with access to the Integrated Resource Information System (IRIS), and country budget breakdowns for global projects. Both initiatives allow a better alignment of technical cooperation projects with country programme outcomes and global products, and more flexible and results-oriented project management. In addition to PARDEV's annual, quarterly and monthly delivery reports, the development cooperation portfolio management and monitoring has been reinforced with semi-annual comparative data on appraisals and a new report on progress made on decentralization policy. PARDEV, in collaboration with INFOTEC, has assessed the feasibility of developing an application for visualization of the ILO's development cooperation portfolio of data that would serve direct performance tracking by users. With the reform, PARDEV has re-emphasized its field support function, including project cycle management training. Sessions on evaluable strategies and indicators are systematically integrated into the project cycle management design and implementation planning courses for ILO staff.

Suggestions and next steps	Long-term improvements	Short-term actions 2015–16	Who/additional cost	Status
5. Findings from Regular Budget Supplementary Account evaluation and initial experience with outcome-based funding				
The 2013 study of RBSA and outcome-based funding found that the country programme outcomes that had received major RBSA contributions had used resources effectively but that greater efficiencies could be achieved by reducing delays in approvals and the release of funding sources, and making the evaluation procedures for outcome-based funding clearer.	Initiatives funded from RBSA and from outcome-based funding support evaluable country programme outcomes, and are designed, implemented and evaluated in a timely and efficient manner to optimize support to the ILO's results-based management framework.	■ Given the increase in outcome-based funding, the Office should update existing RBSA monitoring and evaluation guidelines or introduce new guidelines to include planning and budgeting for the monitoring and evaluation of outcome-based funded activities.	PROGRAM/ $27,300 for review of the RBSA funding modality	**Ongoing** Templates for outcome-based funding proposals and reporting have been developed and systematically applied. Evaluation practices for outcome-based funding partnerships have been agreed in close cooperation between PARDEV, EVAL and outcome coordinators. With regard to RBSA, an internal review of this funding modality conducted in August 2014 provided further inputs to improve programming and the allocation of RBSA within an integrated resource framework. Building on these developments, a revision of RBSA and outcome-based funding allocation and appraisal processes is under way as part of the Implementation Plan of the Field Operations and Structure and Technical Cooperation Review.
		■ Country programme outcomes receiving major RBSA contributions or outcome-based funding should be evaluated in a timely manner, preferably towards the close of the DWCP, and even as part of a DWCP evaluation or country programme review, to maximize the "use of evaluation".	EVAL/ $15,000 for a synthesis review	**Ongoing** All high-level evaluations undertaken in recent years have included activities funded by RBSA as part of the analysis. A follow-up synthesis review of the 2013 study is being considered. No synthesis review of common findings has been undertaken to date.
		■ Country offices 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.	PROGRAM/ none provided	**Ongoing** Following the 2014 internal RBSA review, an inter-portfolio committee was established to appraise proposals for RBSA funding in 2014–15, in line with results-based management principles and in an integrated results framework. This measure has provided for an improved quality assurance mechanism on the allocation of RBSA funding and is a step towards the early identification of priority areas for support from this source.

Recommendations	Long-term improvements	Short-term actions 2015–16	Who/additional cost	Status
Annual evaluation report 2013–14				
Recommendation 1: Extend the 2011–15 evaluation strategy by one biennium (2016–17) and postpone the independent external evaluation to 2016.	Updated evaluation policy and strategy (2018–21) informed by the results of a substantial (second) independent external evaluation of the evaluation function.	■ Prepare independent evaluation of the terms of reference of the evaluation function for endorsement by the Governing Body, and agree on the exact timing and management of the exercise.	EVAL / $140,000	**Ongoing** Management structure and principles for the independent evaluation of the evaluation function included in the annual evaluation report for endorsement by the Governing Body.
Recommendation 2: Drawing on the findings of the communication needs survey, EVAL should roll out a communication strategy to further strengthen the culture of evaluation within the ILO.	Rolling out the communication strategy includes implementing three action strategies, that aim: (i) to broaden understanding of evaluation in the ILO; (ii) to build active participation of ILO officials in evaluation activities; and (iii) to strengthen the use and re-use of evaluation findings and products.	■ During 2015 and 2016, at least three meta-studies will be produced that re-use and capitalize on evaluation findings. ■ During 2015–16, at least six information events will be organized on recent evaluation findings.	EVAL/DCOMM/ recurring cost of $50,000 per year	**Ongoing** Progress in rolling out the communication strategy has been slow due to staff constraints. One meta-study on labour protection was undertaken in 2015 and two information-sharing events were organized on high-level evaluation reports issued in 2015.
Recommendation 3: The Office should strengthen its monitoring, evaluation and internal implementation reporting system on programmes and projects, and make strong theory of change a compulsory requirement at all levels of its results-based management system.	Strengthened monitoring and evaluation frameworks at the programme/DWCP/project proposal phase, and during the implementation stage, with "complete" result frameworks that include theory of change, objectives, baselines, indicators, targets, milestones, and regular reporting, and an monitoring and evaluation system. "Standard" results frameworks or logical frameworks consist of objectives, baselines, indicators, targets and milestones.	■ Update relevant guidance on DWCPs.	PROGRAM/ PARDEV/EVAL/ none provided	**Ongoing** PARDEV: In collaboration with PROGRAM and others, support improvements to the monitoring and evaluation of interventions funded by voluntary contributions, by enhancing the focus on results-based management in the appraisal of RBSA funded proposals, updating the *Technical Cooperation Manual*, and checking the monitoring and evaluation evaluability of proposals over $5 million. This work will need to continue taking into account increased demands by the ILO's donors for strengthened measurement of performance monitoring and evaluation. EVAL: Continue to work with certain donors to reconcile and ensure mutual benefits with the monitoring and evaluation requirements of the ILO and those of its donors. PROGRAM: Undertake work as part of the actions related to "DWCP: A strong planning and programming tool" in the context of the Implementation Plan of the *Field Operations and Structure and Technical Cooperation Review*.

Recommendation 4: EVAL should continue to strengthen its efforts on impact evaluation in a more coordinated and rigorous manner.	Office-wide impact and ex-post evaluation standards that make sound methodological approaches available to the technical departments with EVAL oversight and provide support to ensure consistent quality.	■ Update and improve EVAL's guidance note on impact evaluation. ■ Organize peer-review meetings to review impact evaluation/assessment proposals. ■ Provide guidance and expertise on impact evaluation to technical departments on demand.	EVAL/ $50,000 recurring cost per year not available as part of core budget	**Ongoing** Progress has generally been slow due to staff turnover. Some progress was made during the last quarter of 2015.

Appendix II

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. Frequency and quality of Evaluation Advisory Committee (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 Strategic Policy Framework and programme and budget outcomes.	External quality rating of evaluations; 2005–09 (from independent external evaluation).	High-level evaluations better inform governance-level strategic and programming decisions.

Biennial milestones for outcome 1

2010–11	2012–13	2014–15	2016–17
1.1. 2011: EAC schedule, procedures and deliverables specified in new action plan; formal record of recommendations for evaluation programme of work (2012–13); record of EAC advice on use of specific recommendations.	Four meetings per year; record of recommendations for evaluation programme of work (2013–14); record of EAC advice on use of specific recommendations.	Four meetings per year; formal record of recommendations for evaluation programme of work (2015–16); record of EAC advice on use of specific recommendations.	Four meetings per year; formal record of recommendations for evaluation programme of work (2017–18); record of EAC advice on recommendation use; EAC will coalesce support to address cross-cutting Office-wide issues that are identified in evaluations.
1.2. Performance information in annual evaluation report based on analysis of evaluation reports; results discussed by Programme, Financial and Administrative Committee.	2013: Improved annual evaluation report based on Governing Body feedback; results fed into the Programme and Budget for 2014–15.	2015: Annual evaluation report used in developing new Strategic Policy Framework and programme and budget.	2016: Annual evaluation report and the independent external evaluation of EVAL that will take place in 2016 will be used to develop the new Strategic Policy Framework 2018–21 and EVAL's results-based strategy.
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 results-based management link and usability of high-level evaluations 2010–15.	Independent external evaluation of the ILO's evaluation function will inform EVAL's new evaluation strategy and the Strategic Policy Framework 2018–21.

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

Indicator	Baseline	End target
2.1. By 2015, 100 per cent of DWCPs and projects would have mechanisms in place for regularly engaging constituents in the use of evaluation processes (recommendations specifically targeting constituents).	Nil. [1]	Periodic ex-post surveys and reporting of management response and follow-up shows that 100 per cent of evaluations address constituent involvement.
2.2. Upgrade and expand the use of evaluations for management (decentralized).	Count of self, internal, thematic and impact evaluations conducted by sectors and regions.	All regions and sectors have biennial evaluation plans coordinated by focal points that link to management accountability and organizational learning, and which are reviewed by the EAC.

Biennial milestones for outcome 2

2010–11	2012–13	2014–15	2016–17
2.1. 2011: Initial survey to constituents based on 2010 evaluations completed sets baseline measure.	2013: 25 per cent participation achieved for those recommendations specifically targeting constituents over 2011 levels.	2015: 50 per cent participation achieved for those recommendations specifically targeting constituents over 2012–13 levels.	2017: 75 per cent participation achieved for those recommendations specifically targeting constituents over 2014–15 levels.
2.2. 20 per cent increase in collection of mandated internal evaluations available for use by management.	50 per cent increase in collection of mandated internal evaluations available for use by management over 2011 levels.	75 per cent increase in collection of mandated internal evaluations available for use by management over 2012–13 levels.	95 per cent increase in collection of mandated internal evaluations available for use by management over 2014–15 levels.

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

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

Indicator	Baseline	End target
3.1. Evaluation capacity and practice among ILO staff and constituents improved.	Number of staff and constituents receiving technical training and hands-on support.	All interested constituents can avail themselves of training in specialized evaluation skills.
3.2. Standardized roles and responsibilities are applied to evaluation officers and focal points throughout the ILO.	No standardized job descriptions for evaluation officers; compliance with evaluation guidelines unknown.	Evaluation responsibilities standardized and specified in job descriptions for focal points; EVAL participation in performance appraisals for all evaluation officers and focal points.

Biennial milestones for outcome 3

2010–11	2012–13	2014–15	2016–17
3.1. 75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training.	75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training over 2010–11 levels (150).	75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training over 2012–13 levels (225).	75 constituents and 75 ILO officials develop specialized evaluation knowledge through ILO training over 2014–15 levels (300).
3.2. ILO generic job descriptions are developed for evaluation officers.	2013: Internal governance document adopted and applied for evaluation policy and roles and responsibilities of officials in the evaluation network.	■ Regional evaluation officers have specific and standardized evaluation responsibilities included in their job descriptions. ■ Establish certification procedures for evaluation managers with input into their performance appraisals from EVAL.	■ Departmental evaluation focal points have elements of evaluation responsibilities included in their job descriptions, with input from EVAL for the corresponding part of their performance appraisals. ■ Certified evaluation managers receive recognition in their performance appraisals.