



# QUICK FACTS

## Annual Evaluation Report 2018-19

September 2019



International  
Labour  
Organization



### INTRODUCTION

Each year, the ILO Evaluation Office presents an Annual Evaluation Report to the Governing Body for discussion and approval. This year in review reflects on the progress made in implementing 19 biennial milestones, as measured against the ILO's evaluation

strategy 2018-21. The report also assesses the ILO's effectiveness and results. It was informed by a meta-analysis of independent project evaluations from 2017-18 and a study of Regular Budget Supplementary Account-funded interventions from 2013-17.

### COMPLETED EVALUATIONS IN 2018



**54**  
INDEPENDENT  
EVALUATIONS

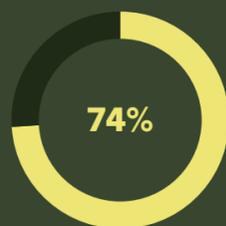
**25**  
INTERNAL  
EVALUATIONS

### GENERAL DATA

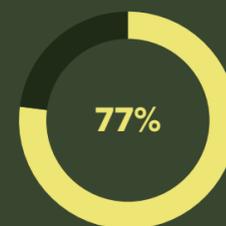
2018



of management responses were received from independent project evaluations that required follow-up, representing management responses for **462** recommendations



of recommendations were completed or partially completed



of recommendations do not involve high resource implications, indicating that cost is not an obstacle to action being taken

2018-19

**217**

good practices identified through evaluations

**48**

staff certified as evaluation managers and internal evaluators

**134**

representatives from governments and employers' and workers' organizations were trained

2019

### 6 Synthesis reviews, meta-studies and Think Pieces produced

▶ Independent review of effectiveness of Regular Budget Supplementary Accounts (RBSA)-supported interventions in delivering Decent Work Results, 2013-2017

▶ A synthesis review of ILO's social protection (social security) interventions between 2012-2018: What works and why

▶ ILO Decent Work interventions in the global supply chains: A synthesis review on lessons learned; what works and why 2010-2019

▶ Decent Work results and effectiveness of ILO operations: Ex-post meta-analysis of development cooperation evaluations 2017-18

▶ A brief history of evaluation in the ILO

▶ Quality assessments of ILO project evaluations

### 3 High-level evaluations presented to the Governing Body in 2019

▶ ILO's Programme of work in four selected Southern African Development Community (SADC) member-countries (Lesotho, South Africa, Tanzania and Madagascar), 2014-18

▶ ILO's strategy and actions towards formalization of the informal economy, 2014-2018

▶ ILO's public-private partnerships, 2008-2018



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### PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY

Overall, progress over the biennium has been satisfactory: from a total of 19 biennial milestones, 9 achieved or exceeded their targets, 9 approached their targets and one did not make progress.

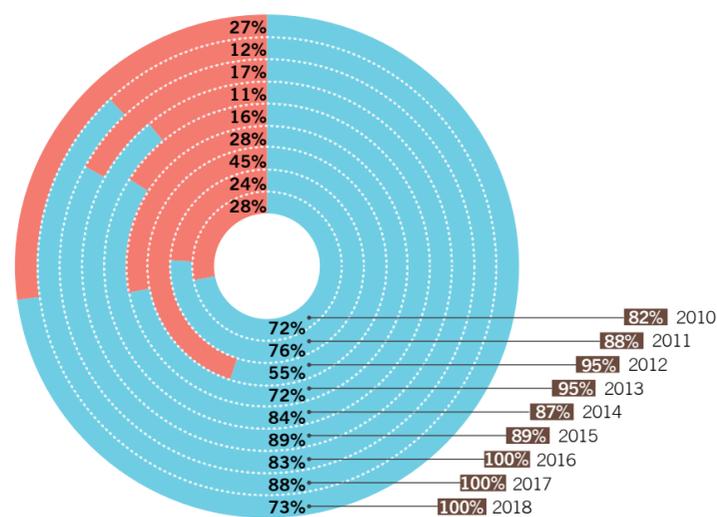
Tripartite workshop discussions on how to participate more actively in national and subnational planning and evaluation of the Decent Work Agenda and SDGs have informed voluntary national reviews.

The development and roll-out of cluster evaluations will require enhancements to evaluation techniques, methods and procedures, including changes in Office practices on how the option is presented to donors and partners.

Regions and departments have increasingly become pro-active in undertaking evaluation-related initiatives beyond mandatory requirements, and systematic documentation of these initiatives has been created.

There is a need to further strengthen the incentive structure for ILO colleagues who volunteer to be members of the evaluation network, namely departmental evaluation focal points, evaluation managers and internal evaluators.

### EVOLUTION OF FOLLOW-UP TO RECOMMENDATIONS, 2010-18



■ Completed & partially addressed  
■ No action taken  
■ Percentage of received management responses

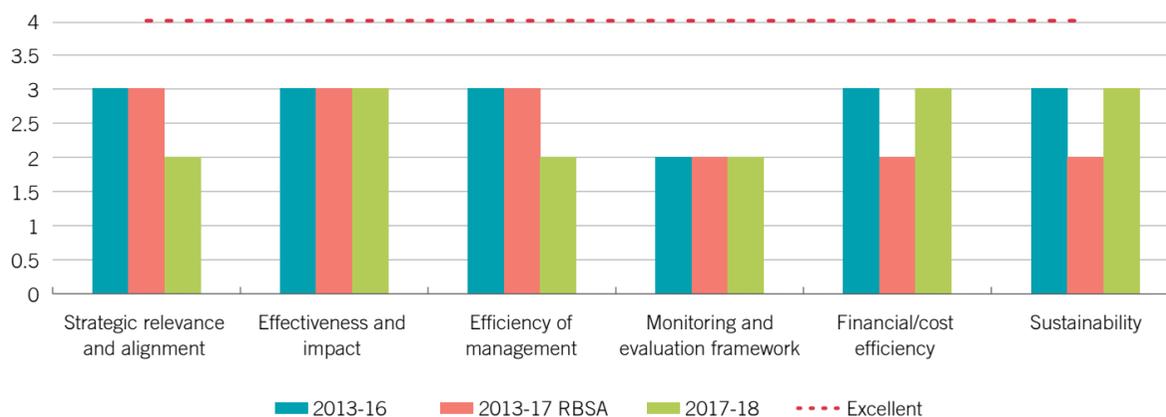
### PART II: ASSESSING THE ILO'S EFFECTIVENESS

The ILO scored "successful" on the effectiveness, sustainability and impact of assessed development cooperation projects from 2017–18, while the strategic relevance, alignment, implementation and efficiency of management and resources only scored "partly successful".

A comparison of performance results over time shows effectiveness of ILO's projects as an overall strength regardless of the year and funding source, with recurrent weaknesses in terms of the goal orientation of projects, monitoring and evaluation frameworks, the adoption of a pro-poor perspective, efficiency of management and adequacy of resources.

Key drivers of success identified in the meta-analysis of evaluations related to how well projects had linked their strategic objectives to DWCPs and country programme outcomes (demonstrating high relevance), and the extent to which they involved the ILO's tripartite constituents and promoted tripartism from the outset (thus leading to highly relevant outputs and higher ownership).

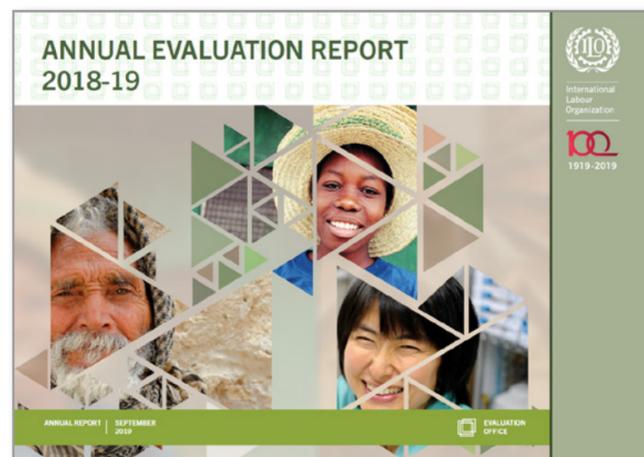
### THE ILO'S OVERALL PERFORMANCE RATINGS, 2013-18



### RECOMMENDATIONS TO THE GOVERNING BODY

**1.** Present strategic clustering of evaluations as the preferential option to all donors when discussing agreements and use the expertise of the evaluation function to explain the benefits and various opt-out scenarios in compliance with the evaluation policy.

**2.** Contextualize and consistently integrate the recurrent drivers for success identified in this report into project design and implementation to strengthen the overall effectiveness of the ILO's work.



**TO ACCESS THE FULL REPORT, PLEASE VISIT**  
[www.ilo.org/eval/Evaluationreports/annual](http://www.ilo.org/eval/Evaluationreports/annual)