

Quick Facts

► Annual Evaluation Report 2019-20

► Date: October 2020

► Introduction

The ILO Evaluation Office (EVAL) presents an [Annual Evaluation Report](#) to the Governing Body for discussion and approval on a yearly basis. The report reflects on the progress made in implementing the [ILO's evaluation strategy \(2018–21\)](#) which covers the last quarter of 2019 and the three first quarters of 2020. A total of 15 biennial milestones have been met ahead of time or are on track for completion by the end of the current biennium, while 4 are at risk. Overall, the evaluation function managed to stay on track with its evaluations during the COVID-19 pandemic.

Part II of the report assesses the ILO's effectiveness and results and provides an outline for an evaluative framework to assess ILO's response to COVID-19. It is informed by a [meta-analysis of independent project evaluations](#) from 2019 and a sample of reports from 2020. The analysis also incorporates a comparative approach to illustrate performance trends since 2013. Part II also draws on evidence from ILO's previous experience to inform the current response, such as a review of [ILO's response to the 2008-09 economic crises](#). This has culminated in the development of an outline for an evaluation framework to assess ILO's response on the effects of the COVID-19 pandemic on the world of work, as well as other [relevant resources and material](#).

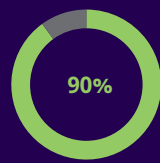


General data

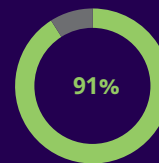
2019



of management responses were received from independent project evaluations that required follow-up, representing management responses for 502 recommendations



of recommendations were completed or partially completed



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

2019-20

217 identified good practices

123 staff members have been certified as evaluation managers and 25 staff as internal evaluators, to date

134 representatives from governments and employers' and workers' organizations were trained since 2018

4 synthesis reviews were produced
1 meta-study was completed

2020

Launched a new In-Focus learning series with 2 new reports:

► [Boosting project implementation performance, management efficiency and resource use](#) (available internally)

► [ILO's response to the impact of the COVID-19 pandemic on workers and enterprises: What evaluative lessons can be drawn from the ILO's past response to an economic and financial crisis?](#)

3 High-level independent evaluations presented to the Governing Body:

► [ILO's Decent Work Programme in the Andean countries of the Plurinational State of Bolivia, Colombia, Ecuador, Peru and the Bolivarian Republic of Venezuela, 2016–19](#)

► [The ILO's strategy and actions for promoting sustainable enterprises, 2014–19](#)

► [The ILO's research and knowledge management strategies and approaches, 2010–19](#)

► Evaluation Office

PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY



Evaluation findings and recommendations are increasingly being used to inform strategic guidance and reporting.



Early indications suggest that clustered evaluations contribute to a more strategic and comprehensive validation of ILO's performance: they better capture the ILO's specific normative and tripartite mandate, its contribution to the SDGs and its response to the COVID-19 pandemic.



EVAL developed methodological guidelines in 2019/20 to ensure that evaluations are more responsive to the [ILO's normative and tripartite mandate](#) and to [promote more strategic clustered evaluations](#). Existing guidelines and toolkits were also revisited to better [integrate gender equality and non-discrimination issues, the SDGs and environmental concerns](#).

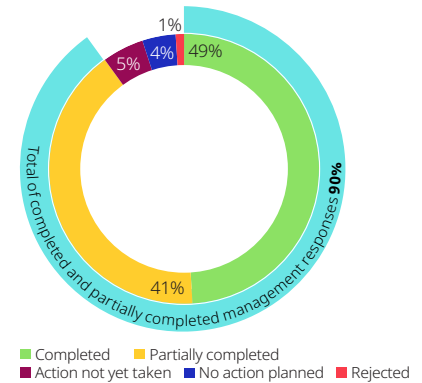


Launched [guidance](#) on how evaluation should respond to the COVID-19 pandemic which allowed it to keep its evaluations on track.



The decentralized evaluation function continues to face challenges in matching over 50 independent evaluations per year with evaluation managers. This reflects the need for an increase in certification and measures to better incentivize this critical task.

► Management responses to evaluation recommendations, 2019



PART II: ASSESSING THE ILO'S EFFECTIVENESS & TOWARDS AN EVALUATION FRAMEWORK FOR THE ILO RESPONSE TO THE COVID-19 PANDEMIC



Overall, performance observed in 2019 was comparable with that in 2017/18.



The effectiveness, sustainability and impact of ILO operations continued to score "successful" in 2019, while their relevance, strategic alignment and efficiency scored "partly successful".



Preliminary results for 2020 indicate overall strong performance, with improvements in the design of ILO development cooperation projects, notably their gender sensitivity. A slight performance decrease was identified with regard to the inclusion of a poverty reduction approach in operations.



EVAL has developed a draft evaluation framework to support a comprehensive assessment of the effectiveness of the ILO's delivery in responding to the effects of the COVID-19 pandemic on the world of work.



The evaluation framework is based on the proposed ILO's strategic and policy response framework, as well as other performance interest areas for organizational effectiveness. The framework encompasses two main dimensions, namely the ILO's policy action at national, regional and global levels, and the institutional readiness and capacity to deliver timely support in a responsive manner. The evaluation framework incorporates key questions to ensure comprehensive assessments and comparable results

COVID-19: Key elements of an evaluative framework

- Adapted internal guidance for evaluations during COVID-19 crisis
- Continued support to departments and regions. Support dissemination and use
- Meta-analysis and synthesis reviews to inform the HLE on ILO's response

STRENGTHENED MEANS TO COLLECT EVALUATIVE EVIDENCE AND DATA

- Core evaluative questions and key performance indicators at the strategic level
- Adapted evaluations to provide timely and comprehensive feedback to implementers
- Clustered evaluations for strategic learning and better coverage

THE CONCEPTUAL FRAMEWORK FOR EVALUATING ILO'S RESPONSE MEASURES

- Positioned within the ILO's Policy Response Framework, and ILO's P&B results and indicators framework most relevant to the COVID-19 response measures
- Considering the enabling factors that influence organizational effectiveness in delivering crisis response measures

RECOMMENDATIONS TO THE GOVERNING BODY

1. Endorse the topics for high-level evaluations in 2021 and 2022 identified in the rolling work plan, including the postponement to 2022 of the five-yearly independent evaluation of the evaluation function.
2. Together with relevant stakeholders, develop an evaluative framework for the ILO strategic response to mitigate the impact of the COVID-19 pandemic on the world of work.

