



Quick Facts

► Annual Evaluation Report 2021-22

Introduction

Within a global backdrop of the disruptive effects of the COVID-19 pandemic, the [ILO's evaluation function](#) continued with its mission of informing results-based management through evaluation. The [Annual Evaluation Report \(AER\) 2021-22](#) provides a final status report on the implementation of the ILO's evaluation strategy, as measured against its indicators and targets (Part I).

The AER also examines the ILO's overall developmental effectiveness (Part II) which is informed by a [meta-analysis](#) of independent project evaluations and from the [high-level evaluation of the ILO's response to the COVID-19 pandemic](#). This reporting period shows that systemic issues persist and need to be addressed in the backdrop of the recovery process from the pandemic. Finally, Part III of the AER presents an outline for a new Evaluation Strategy.¹

PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY

59

independent
evaluations
completed in 2021



In addition

22

internal evaluations
completed in 2021

General data

During the evaluation
strategy period
(2018-22):

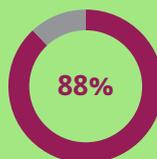
Of the evaluation strategy's
19 biennial milestones:

- 13 have been fully achieved while
- 6 were partially achieved – signalling that the Evaluation Office (EVAL) met the strategy's operational targets and quality standards.

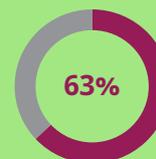
538

representatives of
governments, employers'
and workers' organizations
were trained on evaluation-
related topics since the start
of the evaluation strategy
period (2018).

During the period
under review
(Aug. 2021 – Aug. 2022)



of management responses to
recommendations were received
for independent evaluations that
required follow-up



of recommendations
were completed or
partially completed

189

Lessons
learned

10

New knowledge products were produced:

- 4 synthesis reviews of evaluation reports
- 2 think pieces
- 1 meta-study
- 3 joint evaluation-related reports

2

high-level evaluations presented
to the ILO Governing Body

► [ILO's programme of work in Central Asia, 2018-22](#)

► [ILO's response to the implications of COVID-19, 2020-22](#)

145

good practices
were identified
in independent
evaluations

1. Separate note

PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY

► Outcome 1: Enhanced capacities and systems of evaluation for better practice and use



Due to the increased emphasis on EMCP training, the number of ILO staff trained has increased: A total of 180 staff members received training to date. Asia and Europe trained the highest number of staff, 88 and 45, respectively. The Arab States almost tripled the number of trained staff members (27).



Evaluation-related initiatives have been documented, showing a consistent level and evolving focus. However, coordination, sharing and mutual use of evaluation initiatives across regions and departments still need to be strengthened.



A continued challenge is to improve incentives for certified evaluation managers and their supervisors who manage evaluations. Incentives put in place so far include: a certificate signed by the Director-General; cross learning through exposure to other ILO activities; and formal recognition of the task in performance appraisals. Moving forward, EVAL has developed scenarios for a cost-recovery mechanism to recoup time devoted by staff to evaluation tasks.

► Outcome 2: Enhanced value of evaluation through the use of more credible and higher-quality evaluations (independence, credibility, usefulness)



Clustered evaluations are an established modality, now covering close to 20% of development cooperation and close to 50% of donors. Further work on expanding the modality as the preferential form of evaluation and as part of a transformative approach will require changes in the enabling environment and integration into planning and implementation of programmes and projects.



Quality improvement is a long-term goal that transcends reporting periods. During this reporting period, the proportion of reports receiving a "satisfactory" rating increased from 28% in 2015 to 91% in 2021.

► Outcome 3: Stronger knowledge base of evaluation findings and recommendations

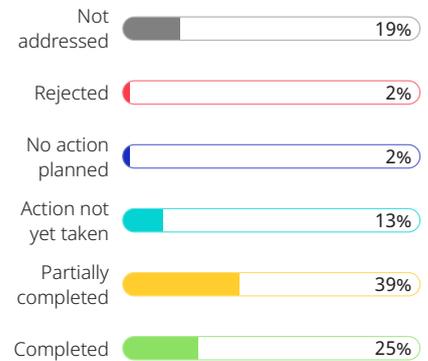


Improved the visibility and accessibility of evaluative information through the public i-eval Discovery dashboard, leading to increased use of evaluation.



Results from high-level evaluations are regularly reflected in key strategic documents. Future work should focus on systemically documenting the use of evaluations for enhancing organizational effectiveness.

► Management responses to evaluation recommendations, 2020



PART II: ASSESSING THE ILO'S EFFECTIVENESS



Performance results for 2021 and 2022 showed steady trends in the effectiveness and impact of ILO's development cooperation (scored as "successful"), with interventions facing recurrent challenges to comply with monitoring and reporting standards. While results for 2021 showed some decline in "strategic relevance" and "cost efficiency" of ILO's development cooperation initiatives, preliminary results for 2022 show an improvement in these areas as well as for "sustainability" consequently bringing the organizational performance back to pre-pandemic levels.



Findings from the 2022 high-level evaluation (HLE) on the ILO's response to the COVID-19 pandemic and the meta-analysis on ILO's decent work results and effectiveness of operations (2021-22) confirmed the agility of the ILO to adapt its interventions during the pandemic, and the strong performance it had achieved with respect to all policy areas in the call for action – albeit with some sporadic delays and setbacks. The HLE also demonstrated the effectiveness across policy actions at global and country levels.



Systemic issues persist and addressing them becomes even more crucial in the backdrop of the recovery process from the COVID-19 pandemic, since evidence shows that challenges to decent work are intensified. Comparing performance between regions and across departments over time will hopefully ensure that these systemic issues are better understood and tackled.

Recurring issues for improvement, 2017 – 2022



Results-based management, adequacy of project design, monitoring and reporting



Achievement and sustainability of results



Constituents' engagement in project formulation and implementation



Comprehensive poverty targeting and gender equality mainstreaming



Integration of ILS and tripartism in project formulation and implementation



Awareness raising for policy-influencing



Resource leveraging and adequacy of resources