



International  
Labour  
Organization

Evaluation  
Office

# ▶ ILO Evaluation Office (EVAL)

BROCHURE 2023



## What is evaluation and why is it important?

Evaluation is an accountability, project improvement, and organizational learning tool to help ILO constituents and staff support decent work and social justice. As a core element of results-based management, evaluation informs decision-making, generates knowledge and learning, and provides evidence of relevance, coherence, effectiveness, efficiency, impact and sustainability.

## ILO Evaluation Office: Role & function

The Evaluation Office (EVAL) is governed by the [ILO's evaluation policy](#) and the [evaluation strategy](#) which define the ILO's organizational approach and results-based framework for evaluation. EVAL is mandated to manage the evaluation function and is responsible for providing evidence-based evaluations of strategy, policy, institutional, and programme/project outcomes. EVAL's structure and modalities of operation are designed to protect its independence.

## Who are we?

EVAL is structured with dedicated evaluation officers in both headquarters (Geneva) and in the regions. EVAL staff in headquarters are responsible for supporting regions and departments. Regional Evaluation Officers are located in Abidjan, Bangkok, Beirut, Lima and Moscow. All departments have a Departmental Evaluation Focal Point.

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## A brief history of evaluation in the ILO



### Enlightenment 1960s

With regard to evaluation in the ILO, the 1960s were analogous to the period of enlightenment in world history. The third resolution adopted by the 51st session of the International Labour Conference shows that the ILO was becoming aware of evaluation and of the need to conduct evaluations.

### Evaluate 1970s

Faux pas, stock taking and correction. The beginning of the 1970s the ILO was strongly aligned with UNDP draft evaluation guidelines. After realizing that they did not fulfil its management needs, the ILO discontinued its alignment and conducted a stock taking exercise that ultimately led to the establishment of an evaluation unit called PROG/EVAL.

### Rebirth 2000s

In November 2002, the Programme, Financial and Administrative Committee (PFAC) set out a new evaluation framework. A key development was the 2005 policy inspired by UNEG Norms and Standards and the creation of a central Evaluation Unit. Shortly thereafter, an Evaluation Advisory Committee was established to oversee the use and implementation of and follow up to lessons learned and recommendations.

### Reform 1990s

During the 1990s there were renewed calls from Member States for the United Nations system as a whole to become more relevant and effective. In the case of the ILO, the constituents demanded enhanced transparency and accountability of the Organization's activities.

### Expand 1980s

Scaling-up and institutionalization. PROG/EVAL staff increased 200% (from one to three) and the ILO began to institutionalize evaluation by refining methodological materials, establishing evaluation schedules, providing technical backstopping and quality control for the evaluation system and disseminating evaluation information to users.

### Transformation 2010s

Independence and modernization. After an independent evaluation of the ILO's evaluation function (IEE) in 2010, major organizational changes were made to ensure EVAL's structural independence. Reorganized into an independent evaluation office in 2011, it became equipped with a strategy and measures were taken to harmonize procedures, improve compliance, quality and use. Modern operations through web-enabled guidance, tools and certification of evaluation managers were implemented. The 2016 IEE led to a new policy and initiated transformational changes through strategic clustering of evaluation and to better reflect ILO's normative and social dialogue mandate. Work progressed on the quality control of impact evaluations to demonstrate effective policy interventions.

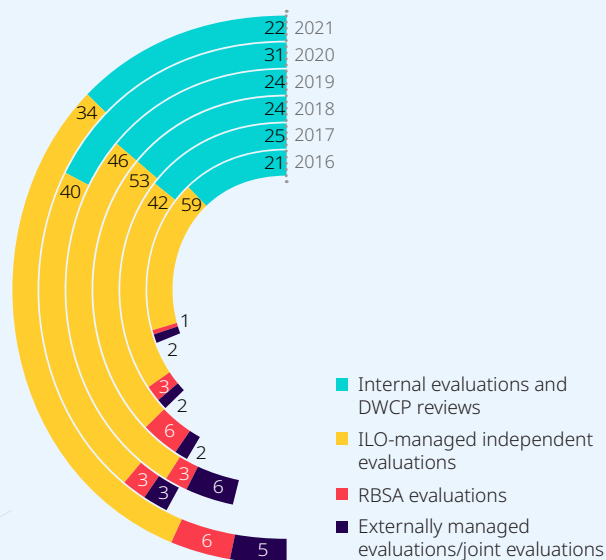
### Towards maturity 2020s

The focus is to build a mature evaluation function that balances learning and accountability. This will be achieved by better integrating the evaluation planning process, identifying evaluation knowledge requirements, strengthening the enabling environment for evaluation in the organization, and spearheading innovative evaluation methods, approaches, and systems. These efforts will lead to higher-quality evaluations and will result in an evaluation function that is more flexible, integrated and utilization-focused.

## Evaluations and annual reporting

Each year the ILO undertakes over 70 independent and internal evaluations. In addition, EVAL presents the findings and recommendations of independent high-level evaluations of ILO strategies, policies and Decent Work Country Programmes to the ILO Governing Body. EVAL also presents an Annual Evaluation Report (AER) that reflects on progress made towards the implementation of the ILO's evaluation strategy and assesses the ILO's overall effectiveness.

### ► NUMBER OF COMPLETED EVALUATIONS BY TYPE, 2016–21



## The process for independent evaluations

ILO independent evaluations are typically conducted in five phases. In the first phase, the evaluation manager prepares the TOR and evaluation plan and budget. The evaluator prepares an operational evaluation plan, known as the inception report, which should be aligned with the TOR. In the second phase, the evaluator undertakes data collection and analysis to inform the evaluation. The third and fourth phases focus on formulating conclusions and recommendations, in addition to generating lessons learned, good practices and the preparation of the draft report. The fifth phase focuses on the finalization and dissemination of the report. In the case of independent evaluations, this leads to the initiation of the management response to evaluation recommendations.<sup>1</sup>

**More information:** [ILO policy guidelines for results-based evaluation \(4th ed.\)](#)

1. To strengthen the decentralized evaluation management response mechanism, EVAL launched an automated management response system (AMRS) in 2018 to facilitate follow up to recommendations from independent evaluations. The AMRS effectively incorporates data visualization tools, clarifies reporting lines and provides real time status updates to support results-based management and organizational learning through a wider and timelier use of evaluations.

## Reflecting cross-cutting issues in evaluation

Gender and non-discrimination are considered cross-cutting policy drivers for ILO work. EVAL has communicated to high-level management its commitment to supporting the examination of gender equality and non-discrimination issues in evaluation by mandating that any TOR, which are disseminated for an evaluation, must integrate questions that review ILO's cross-cutting issues. These notably include norms and social dialogue, gender equality, disability inclusion, other non-discrimination concerns, and medium and long-term effects of capacity development initiatives throughout the evaluation methodology and all deliverables, including the final report.

**More information:** [Guidance Note 3.1- Integrating gender equality in monitoring and evaluation](#)

## Reflecting ILO's normative and tripartite mandate in evaluation

EVAL is committed to systematically integrating social dialogue and normative mandate in monitoring and evaluation. In principle, the evaluability for normative and social dialogue contexts should be addressed at the design stage of an activity or programme to ensure that these matters can be evaluated in a reliable and credible manner. Exceptionally, evaluators can reconstruct the normative and social dialogue contexts of projects if resources and time permit. A [Guidance Note 3.2](#) on the topic was produced in 2020 to provide concrete tips on how improve monitoring and evaluation with respect to the ILO's social dialogue and normative mandates that are and have been at the heart of the ILO since its foundation in 1919.

## How can I access evaluation reports?

All evaluations are publicly available through [i-eval Discovery](#). It is an interactive dashboard that visually displays all planned and completed evaluation reports, in addition to their related lessons learned, good practices, summaries, recommendations and management responses.

i-eval Discovery can be used to inform project design, implementation, and organizational learning. Access over:

- ▶ **1,400** evaluation reports
- ▶ **200** planned evaluations
- ▶ **5,000** recommendations
- ▶ **2,300** lessons learned
- ▶ **1,100** good practices



# Capacity development



## CONSTITUENTS

EVAL developed a [training programme for ILO's tripartite constituents](#) to evaluate the Decent Work Agenda in the SDG era. The curriculum covers the requirements for national evaluation systems and other national accountability and learning processes, including the monitoring and evaluation of SDG-related indicators.



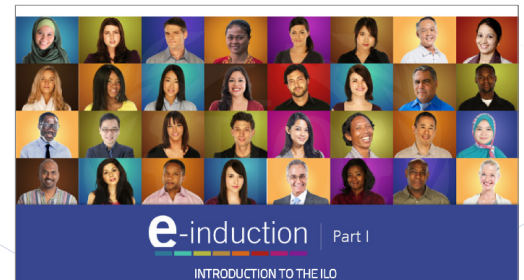
## STAFF

To meet the demands of undertaking a large number of independent evaluations each year, EVAL encourages staff to undertake the [Evaluation Manager Certification Programme \(EMCP\)](#) - first launched in 2013 and revamped into a digital format (EMCP 2.0) in 2021 to allow participants flexibility in planning their time as it combines online self-learning activities with live webinars.

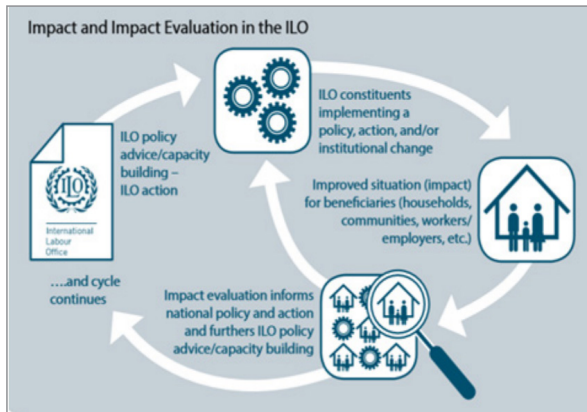


## EVALUATORS

EVAL developed a [self-induction programme](#) to support evaluation consultants becoming more familiar with the unique aspects of the ILO, its evaluation policy, evaluation strategy and practice. The self-induction programme provides an overview of ILO's mandate and mission, the nature and characteristics of ILO's work and the role of the organization in the 2030 Agenda.



## Impact and ex-post evaluation



Impact evaluation is a key topic in development evaluation. To support this work, EVAL hosts the impact evaluation review facility (IERF) to facilitate and improve the use and quality of impact evaluations in the ILO. The IERF offers support to those considering, beginning or implementing impact evaluations. It provides feedback, ideas and suggestions on impact

evaluation in terms of their design, analysis and report preparation. The IERF is reachable via [EVAL\\_IMPACT@ilo.org](mailto:EVAL_IMPACT@ilo.org).

Ex-post quality assessment of completed impact evaluations is carried out on a sample basis using a standard assessment tool. Selected demand driven and learning focused ex-post and impact evaluations are carried out, identified to reflect ILO typical policy interventions.

**More information:** [Guidance note 2.5 - Impact evaluation](#)

## Communication and knowledge products

Creating an environment that encourages the uptake of evaluation results requires strong communications and knowledge products that are applied throughout the evaluation's cycle. Increasing the visibility and understanding of evaluation through such products are essential components of the evaluation function, particularly for advocating evaluation use. EVAL produces various communication and knowledge products that have increased in number and scope over time. The following presents a brief overview of some core products.

### KNOWLEDGE PRODUCTS

- **Policy guidelines for evaluation (4th ed.)** provide a complete package of guidance for ILO staff, who are tasked with planning, managing, overseeing, and/or following up on an evaluation's recommendations. As part of the *i-eval* Resource Kit, the guidelines provide

ILO managers and practitioners with a gateway into the ILO's expertise and knowledge on evaluation.

- **Meta-studies & synthesis reviews** provide analyses on a variety of strategic topics that can feed into larger discussions, such as at the International Labour Conference, and into strategies, policies and evaluations.
- **Think Pieces** provide critical analyses of pressing evaluation issues such as on the challenges and potential strategies for improving the quality of evaluation reports, their effective contribution to the SDGs and the uptake of evaluation results.
- ***i-eval* Discovery** is an online dashboard that publicly displays planned and completed evaluation reports, in addition to their related lessons learned, good practices, summaries, recommendations and management responses to evaluation recommendations.

### COMMUNICATION PRODUCTS

- **Quick Facts** (fact sheets) are short documents that visually present evaluation results and other evaluation-related topics of interest to the ILO. Content is tailored for both professional and general audiences.
- **Presentations** illustrate more detailed evaluation results in comparison to the Quick Facts. Content is tailored based on specific audiences.
- ***i-eval* Flash News** is a triannual newsletter that highlights noteworthy evaluation-related insights and innovations across the ILO, along with capacity-building initiatives and lessons to ILO evaluation practitioners, users and clients.
- **Evaluation summaries** provide a brief overview of evaluation reports, describing their purpose, methodology, findings, lessons, good practices and recommendations.
- **Events** bring together internal and external audiences to highlight evaluation results. EVAL conducts several events each year.
- **Social media** connects audiences to evaluation-related news and encourages them to further explore. EVAL is active on [Twitter](#) and [LinkedIn](#).
- **Videos** encourage the understanding of evaluation reports and issues in short and visually appealing formats to all audiences.
- **Comics** entice the user to learn more about evaluation in an interesting and unique format. These are published in EVAL's triannual [newsletter](#).



Learn more



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