ILO results-based evaluation strategy 2023-2025

International Labour Organization | Evaluation Office

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A. Introduction

The Evaluation Strategy 2023-25 for the International Labour Organization (ILO) has been developed in line with the organization's strategic programming cycle 2022-2025. It aims to provide evidence to support ILO policy and its most recent strategic plan. The strategy adheres to OECD/DAC Criteria and UNEG (United Nations Evaluation Group) Norms and Standards for Evaluation. The document outlines outcomes, sub-outcomes, targets, and measures used to support the Policy's implementation and monitor progress. The ILO's Evaluation Office (EVAL) reports annually to the Governing Body regarding the progress of the implementation of the Evaluation Strategy. The strategy's development benefitted from various consultations and documents, including the 2022 independent evaluation of the evaluation function (IEE 2022)[1], the 2020 MOPAN (Multilateral Organisation Performance Assessment Network) assessment, and EVAL's 2021 self-assessment.

The 2022 IEE commended the progress made in several areas, noting that 13 of the 17 recommendations from the 2016 IEE had been implemented. All assessments and consultations endorsed the continued relevance and structure of the Evaluation Strategy 2018-21, with its three main strategic outcomes underpinned by a theory of change. However, adjustments were considered in areas where strengthening was needed. It was noted that the volume of evaluations and workload related to it jeopardized the learning and utility of evaluations and needed to be reduced, particularly at the project level, while maintaining accountability standards. The learning potential of evaluations could be improved through a more practical and nuanced approach in balancing accountability versus learning, greater participation of policy departments and field offices to improve utility and ownership, and enhanced incentives and methods across the Office. Barriers to full implementation of the transformative vision also arose from the inadequate enabling environment, financial barriers, and demanding evaluation processes and procedures.

The key recommendations clustered around the need to balance better learning versus accountability requirements and to introduce office-wide, structural improvements aimed at fostering a more enabling environment. Gender issues needed further integration into ILO evaluations, and MOPAN urged the ILO to give more consideration to environmental sustainability and the socio-economic impact of climate change.

This document builds upon the GB (Governing Body) endorsed "outline for an updated results-based evaluation strategy 2023-25"[2] and provides a full-fledged strategy that includes clear outcomes, sub-outcomes, milestones and performance indicators to support policy implementation and monitor progress. EVAL will submit annual reports to the Governing Body as part of its Annual Evaluation Report, ensuring effective monitoring of outcomes (see section E).

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1 The independent evaluation of the ILO's evaluation function, IEE (2022), the Office's response and EVAL's own observations were presented to the session of the Governing Body 16, and the IEE's recommendations were endorsed. The evaluation function at the ILO includes the ILO independent Evaluation Office (EVAL); The Evaluation Advisory Committee (EAC) and the systems, structures, and evaluations within EVAL's remit (e.g., quality assurance, knowledge management, communications etc.). It also covers regional evaluation officers (REOs), departmental evaluation focal points (DEFPs), and certified evaluation managers that support decentralized evaluations.

2 Governing Body, 346th Session, Geneva, October–November 2022.

B. Evaluation culture and enabling environment

The evaluation function in the International Labour Organization (ILO) serves to provide evidence-based information to aid in decision-making processes. Institutionalization3 and culture are necessary components for developing the capacity to create an enabling environment that supports the quality and utilization of evaluations. The ILO has institutionalized evaluation as a process for generating, analyzing, and reporting on the effectiveness of its policies, strategies, and initiatives. Nurturing an evaluation culture within the organization is necessary to optimize the use of evaluations.

An enabling environment for evaluation in the ILO requires framework conditions, an agreed upon evaluation policy, and institutional arrangements that strengthen the organization's operations, including funding, coordination, and clear roles and responsibilities. The ILO's 2023-2025 Results-based Evaluation Strategy includes initiatives for enhancing the enabling environment, covering both institutional and cultural measures and procedures, as well as capacity development. The evaluation function in the ILO aims to promote accountability and learning through assessing the merit and worth of actions taken. Creating an enabling environment for evaluation involves developing capacity through institutionalization and culture.

Essentially, evaluation's main function in the ILO is to provide timely, evidence-based information to support its planning and decision-making processes; in short, it must be both useful and be used. Evaluation has now been institutionalised within the ILO as an established process for generating, analysing, and reporting on the effectiveness of its policies, strategies, and initiatives. Capacity has been strengthened with a myriad of tools, guidelines, training, and procedures to support good practice but structurally the evaluation function remains underfunded. Over the last decade a growing number of certified evaluation managers has joined forces with EVAL but institutional support and incentives (culture) for their voluntary contribution remains inadequate.

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3 Institutionalisation refers to the rules, mechanisms and procedures that govern the evaluation function. Capacity building refers to efforts made towards establishing 'good practice'. Culture is a qualitative notion referring to a shared systems of ideas, values and beliefs.

C. Key strategic initiatives in the strategy

The Evaluation Strategy for 2023-2025 aims to improve capacity by streamlining current institutionalization mechanisms, to encourage critical reflection, learning, and knowledge sharing, and promote and improve evaluative thinking and practices throughout the ILO based on a strong evaluative culture.

The strategy includes new initiatives that largely improve existing procedures while encouraging critical reflection, learning, and knowledge sharing. The Office-wide monitoring and reporting frameworks need to be bolstered and transformed to complement the accountability role of independent evaluation. Additionally, improved coordination with other oversight functions is essential to ensure a cohesive and integrated approach to organizational governance. This will allow a stronger focus on evaluation's learning component as part of a results and evidence-based culture of planning and adaptive management.

Adopting a pooled funding mechanism of dedicated evaluation funds will support a more flexible process for resourcing evaluation, enabling a more strategic and selective evaluation process. The evaluation planning process will undergo a thorough review to enhance the selection criteria. The aim is to move beyond budgetary thresholds as the sole determinant and adopt a more comprehensive approach. This broader perspective will enable the identification of strategically important evaluations that contribute to strengthening the knowledge base and fostering a culture of learning. By considering factors such as strategic relevance, potential for generating new knowledge, and alignment with organizational objectives, the revised criteria will ensure a more robust and insightful evaluation process.

On evaluation culture development, promoting and improving evaluative thinking and practices throughout the Office will enhance planning, practice, and learning from evaluations. Improving ownership of evaluation and results will be better supported through encouraging more focused, strategic evaluation questions that are cross-programme and cross-department and tailored to meet information needs that will give rise to more actionable recommendations.

Implementing the Evaluation Strategy 2023-2025 is highly dependent on the continued motivation and support of ILO's extended evaluation network. The strategy includes initiatives on ensuring the most efficient and effective evaluation processes and use, such as managing and allocating resources for evaluation, prioritizing time dedicated to evaluation, providing formal and informal rewards and incentives.

Organizational measures will be introduced to improve participation, especially of constituents and beneficiaries, in projects/programs, and of field offices and policy departments, in all the evaluation processes including evaluation planning, design, critical reflection, and utilization/uptake in strategic planning.

The Evaluation Strategy for 2023-2025 builds on the core and ongoing strategic elements described in the former Evaluation Strategy (2018-22) and introduces new strategic initiatives[4] to improve and streamline current institutionalization and capacity mechanisms, promote, and improve evaluative thinking and practices throughout the ILO, and ensure the most efficient and effective evaluation processes and use.

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4 These strategic initiatives are derived from the "Outline for an updated ILO results-based Evaluation Strategy 2023–25" included in the Annual Evaluation Report endorsed by the GB during its 346th session.

D. Integrated strategy and theory of change for evaluation in ILO

The Evaluation Strategy aims to ensure the delivery of high-quality, evidence-based, user-focused information and knowledge to support the achievement of ILO's priorities as set out in its strategic plans. This is achieved through a systems-wide approach that integrates both centralised and decentralised evaluative planning, implementation, and knowledge-building systems, processes, and activities. Additionally, the strategy aims to strengthen factors that enable a conducive environment to support organisational learning and change.

To illustrate how the Evaluation Strategy's outcomes contribute to more efficient and effective processes for delivering evidence-based Decent Work policies and programmes a Theory of Change (ToC) has been developed (Annex 1). The ToC features two enhancements:

1. Linking the strategy and enabling outcomes with the outcomes and expected changes at the organisational level resulting from the implementation of the strategy. The updated version of the ToC now includes outcomes for the enabling environment.

2. Linking the outcomes within the strategy to demonstrate how the combined achievement of these outcomes will contribute to effective implementation of the evaluation strategy.

E: Results framework for effective evaluation in the ILO

To ensure the planning, management, and delivery of useful, quality, and credible evaluation processes and products, coherence within and beyond the evaluation function is crucial. The 2023-2025 Evaluation Strategy aims to achieve a more integrated, effective, learning-oriented, and flexible approach to evaluation through specific outcomes and sub-outcomes. These outcomes prioritize improving the learning contribution that evaluations can offer and ensuring a more conducive enabling environment.

The strategy maintains the three key strategic outcomes from the previous strategy, which are achieved through a combination of previous and new sub-outcomes. These outcomes and sub-outcomes are interconnected, with improvements at one level expected to lead to improvements at the next level. Additionally, the strategy identifies five critical enablers that are considered crucial to support effective and efficient evaluation processes and uptake of findings. These five enablers require support and contributions from custodians external to EVAL in the Office as identified in the results matrix in Annex I.

Outcomes, sub-outcomes and outputs address three essential dimensions individual, organizational, and enabling environment. All three are interconnected and shape the way evaluation is seen and used. Strengthening the enabling environment helps build an ILO evaluation culture of promoting inquiry, critical reflection, cooperation, and learning from evaluation evidence.

The 2023-2025 strategy is expected to lead to updates to version 3 of the ILO Evaluation Policy Guidelines and Guidance and the preparation of new evaluation products, including more innovative forms of presenting evaluative knowledge.

▶ Strategy Outcome 1: (coverage and capacity)

Enhanced capacities at the individual, organizational and enabling environment levels for planning, undertaking, and using evaluations.

For this Strategy, criteria-based integrated evaluation planning and improved coordination are the two key mechanisms for ensuring appropriate coverage and addressing knowledge needs. Improved coordination and synergies between evaluation requirements, knowledge gaps and other knowledge providers will support more integrated evaluation planning.

Developing a strong capacity to support an effective evaluation function will be crucial. Considering the growing volume of work and low number of full-time evaluation officers, reliance on voluntary evaluation managers adds unpredictability to the system. Therefore, strategies aimed at improving the functioning of the extended evaluation network (organizational) will be associated with those focused on supporting staff and constituents (individual) through training, providing technical tools, encouraging skill-building and analytical capacities, and increasing recognition of evaluation-related roles and responsibilities. Furthermore, there will be a focus on enhancing evaluation awareness and capacity in regions and departments to improve the use of evaluation for meeting knowledge requirements, contributing to enhanced use of evaluation, and fostering a supportive (enabling) environment.

ADEQUATE COVERAGE

Sub-Outcome 1.1. Improved strategic planning and coordination with key internal and external stakeholders strengthens evaluation relevance, effectiveness and efficiency

Outputs

1.1.1 Integrated criteria-based evaluation planning reduces the large volume of mandatory, decentralized evaluations and allows for more strategically oriented evaluation evidence and learning opportunities

This will support the trend towards more strategically oriented evaluations through clustering and opens possibilities to explore ex-post and impact evaluations. It will require adjustments to ILO's annual evaluation planning exercises to make them more criteria-based focusing on knowledge gaps and strategic needs[5]. This transition would greatly benefit from a more flexible funding system for evaluations. (linked to enabler 1)

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5 A criteria-based Integrated Evaluation Planning System (CIEPS) is being established to go beyond the merely "financial threshold-based system" currently in place. This system is expected to better address the ILO knowledge requirements that can be met from evaluation. This should theoretically lead to fewer but more strategic evaluations addressing ILO's specific mandates and contribution to Decent Work.

1.1.1 Coordination and complementarity with other oversight functions, knowledge and learning mechanisms is improved in the Office through the roll out of a comprehensive ILO evaluation plan.

Measures are identified to strengthen the complementarity mechanism between evaluation, monitoring and other oversight functions, research, knowledge sharing and learning mechanisms within the Office. This will contribute to building a comprehensive ILO evaluation plan that aggregates evaluation planning and oversight exercises ensuring consistency and global (aggregated level) coverage. (linked to enabler 3 and 4)

1.1.2 Evaluations are completed in a timely fashion meeting quality standards.

Timely delivery is maintained through better planning and sequencing resulting from a strengthened, integrated planning system (linked to 3.1.) and efficient procurement processes for the contracting of evaluators (linked to enabler 1). A reduced workload will also allow for continued improvement of the quality of evaluations going beyond mere comprehensiveness, gradually covering more substantive learning. (linked to 2.4.)

CAPACITY TO UNDERTAKE AND USE EVALUATIONS

Sub-Outcome 1.2. Enhanced evaluation capacity further strengthens evaluation function to implement its programme of evaluations

Outputs

1.2.1 New products and services for better training, recognising and incentivising regional and departmental evaluation officers, focal points and evaluation managers continue to be developed

Measures that further incentivise the work of the evaluation network members and enhance their recognition and appreciation are needed. The Job Description (JD) family for professional evaluators at central level in ILO will have to be expanded to include other full-time evaluators such as the REOs. New ways to incentivise and strengthen the role of evaluation managers will be needed such as through more advanced prestigious training courses, refresher courses, and compensatory incentives for their respective units. Performance appraisals in the ILO will continue to recognise their contributions for evaluation tasks in the ILO function. (linked to enabler 1 and 4)

1.2.2 Constituents, on a demand-basis, are capacitated on evaluation design and evaluation processes of DWCPs (Decent Work Country Programmes) and project activities in an SDG (Sustainable Development Goals) responsive manner.

The framework for the rapid assessment of the national, structural, and technical capacities and requisite training for the systematic monitoring and evaluation of decent work in the context of the SDGs (Sustainable Development Goals) will continue to be applied in the context of a number of DWCP (Decent Work Country Programmes) programmes. This will improve evaluability, monitoring, and evaluation of DWCPS, as well as providing a framework for capacity development that will include a stronger evaluation culture. (linked to enabler 2)

1.2.3 Enhanced evaluation awareness and capacity in regions and departments leads to improved use of evaluation to meet knowledge requirements, contributes to improving use of evaluation and supports a better enabling environment

To accomplish this, it will be necessary to leverage existing or planned knowledge and evidence gap mapping initiatives and integrate them into a new criteria-based integrated evaluation planning system. Efforts will be made to strengthen the capacity of ILO staff in monitoring, evaluation, and other knowledge generating processes, including integration of sessions on ILO's evaluation policy and requirements in staff capacity development activities of other departments. This is important to account for staff turnover and ensure continuous knowledge building for good management and decision making.

▶ Strategy Outcome 2: (quality and credibility)

▼ **Enhanced evaluation systems and processes leading to more credible, strategic, and higher-quality evaluations.**

EVAL will continue its upward trajectory as a mature and high-quality operation in the UN system. Evaluation designs that target strategic learning and offer a broader range of approaches that reflect the ILO's specific mandate and context will be encouraged. Participatory and beneficiaries centred models will be fostered (including reference groups, technical advisory groups) to improve ownership over evaluation processes and products while maintaining independence. EVAL will continue to upgrade its well-established systems for quality assurance of centralized and decentralized evaluations, both on a real-time and an ex-post basis.

STRATEGIC AND EFFECTIVE EVALUATIONS

Sub-Outcome 2.1. Use of more strategically oriented evaluations provide evaluative information that is more responsive to strategic and learning needs, enhancing knowledge base on ILO's contribution to Decent Work and providing more learning opportunities

Outputs

2.1.1 Clustered evaluations become the default modality wherever feasible and relevant.

As a consequence of better integrated evaluation planning, awareness will be raised amongst donors regarding benefits and, in the longer run, more integrated programming and funding of strategically focused cluster evaluations will have increased and gradually become the default modality replacing individual decentralised, project evaluations with limited learning opportunity or strategic knowledge generation. (Linked to enabler 1)

2.1.2 A selected number of impact and ex-post evaluations are included in the integrated evaluation plan.

A limited number of impact and ex-post evaluations will be integrated into EVAL's annual planning, subject to funding beyond project duration being available. Concerned departments and EVAL will agree on an approach for ensuring consistent ex-post and impact evaluations take place on a case-study basis. Priority will be given to those cases that can add the most value in terms of strategic learning and that focus on evaluating typical ILO supported models of interventions and policies to demonstrate impact of ILO work.

EVALUATION METHODS

Sub-outcome 2.2. Appropriate methodologies responsive to ILO's mandate, context and learning needs are implemented

Outputs

2.2.1 Evaluations favour participatory approaches to improve ownership and accountability towards ultimate beneficiaries.

Methods that encourage enhanced engagement of constituents and beneficiaries will help assure that designs are better adapted to the ILO's specific mandate and context, including tripartism, social dialogue and normative work. Methods for gathering constituents' and beneficiaries' information needs will be better identified and reflected in evaluation designs so that evaluation questions are more responsive to users' specific evaluative information needs. Reporting methods that offer a more participatory component, such as validation workshops and learning oriented reviews, will be further encouraged as another means of increasing ownership and ultimate use of results.

2.2.2 Methods/Guidance on ILO's mandate, policy drivers (e.g., just transition) are updated to reflect improvements and application of innovative approaches

EVAL's guidelines on methods, core evaluation questions, key concerns and mandatory templates for lessons learned, recommendations and findings will be reviewed and updated to incorporate innovative methods and approaches. This will include a review of the most suitable structure and presentation of findings. Developing and applying specific ILO dimensions in OECD/DAC criteria will be considered as well as evaluations that use other forms of evaluation criteria in line with ILO's mandate and results framework. These initiatives will support the transformative approach to evaluation in ILO.

Sub-outcome 2.3. ILO's continued involvement in relevant initiatives in UN system and multilateral institutions strengthens the independence, quality, and credibility of ILO's evaluation work.

Outputs

2.3.1 EVAL participates in inter-agency and inter-governmental forums such as (UNEG) through working groups, and joint initiatives in support of ILO evaluation strategy and as it specifically relates to the work of ILO's constituents.

EVAL will collaborate with various inter-agency and inter-governmental entities such as UNEG and OECD-DAC to enhance the quality and credibility of evaluations by accessing good practices and conducting joint evaluations. Participation in UNEG's technical working groups will continue, as well as support for UN system-wide initiatives, especially at the country level. EVAL will partner with development and UN agencies on joint evaluations, such as the OECD/DAC coalition on COVID-19. Strategic opportunities for sharing ILO's evaluation expertise and knowledge will be assessed, balancing limited capacity.

QUALITY EVALUATIONS

Sub-outcome 2.4. Quality of all types of evaluations assures credible, useful evaluation results that can be acted upon by management and constituents

Outputs

2.4.1 Quality assessments are enhanced to assess both comprehensiveness and utility-focus of independent evaluation reports.

EVAL's quality assurance (QA) mechanism, which aims to reduce the risk of bias and maintain adherence to the norms and standards of the UNEG will be continually enhanced. This requires going beyond standardization and assessing the learning and fit for-purpose elements. The overall quality and ability to capture the ILO's mandate and cross-cutting issues are the principal criteria. The 2023-2025 Strategy will particularly focus on strengthening the quality of evaluations with respect to international labour standards, tripartism and social dialogue, contribution to the SDGs, gender, disability inclusion and reflect UN SWAP Systems-wide action plan on gender equality and empowerment of women and the UN Disability Inclusion Strategy (UNDIS) on disability inclusion.

2.4.2 A quality assessment process for impact evaluations is operationalised

The quality assessment framework for impact evaluations will be operationalised and applied ex-post to impact evaluation case studies implemented by regions and technical department. The Impact Evaluation Review Facility or similar institutional review board will be used for impact evaluations carried out in the ILO and applied at the various stages of an impact evaluation.

▶ Strategy Outcome 3: (utility and use)

Expanded knowledge base of evaluation findings and recommendations that effectively contributes to organizational learning and enhances organizational effectiveness.

During the previous Strategy period, the ILO redoubled its efforts to improve communication and knowledge building, resulting in the development of a multitude of planning and knowledge building measures and products. However, the large volume of project evaluations can jeopardize the utility and learning generated from the evaluations, as well as the capacity of ILO staff and constituents to engage with the results and use them to improve planning, design, and decision-making. Innovative measures and methods will continue to be identified and applied for synthesising evaluation information and capturing key messages. EVAL seeks to make evaluation results more accessible and user-friendly for different user audiences to support better decision-making, strategic planning, and implementation. Different communication channels and modes of delivery are being developed to improve accessibility to differentiated audience groups.

Sub-outcome 3.1. ILO's evaluation dashboard (i-eval discovery) is revamped with improved functionality and use

Outputs

3.1.1 Strengthened use and enhanced visibility and accessibility of i-eval Discovery

The underlying database of i-eval Discovery will be revamped to better capture and tag evaluations by ILO themes and country programme objectives. This will support a stronger integrated planning process. In addition, the system will provide a fully interactive online process for completing evaluations, resulting in improved evaluation management. Investments in state-of-the-art AI (Artificial Intelligence) systems will be considered to broaden and strengthen the retrieval of strategic evidence.

Sub-outcome 3.2. Better targeted knowledge and communication products strengthens their potential use and integration in ILO's knowledge base

Outputs

3.2.1 Synthesising evaluative information improves accessibility of evaluative evidence on substantive findings and systemic performance issues to a wide audience.

Synthesizing evaluation information helps capture the key messages relevant to different audience groups so that products can be better targeted to their information requirements. EVAL will continue to produce needs-based synthesised information on evaluation findings and their relevant lessons. The annual exercise to assess ILO's overall performance effectiveness based on evaluation reports as key proxies will be continued and fine-tuned to report in a format that informs decision making in the ILO.

3.2.2 Validation process of good practices is improved by tapping experts' networks

EVAL continues to seek the ways and means of capturing and sharing knowledge on good practices and processes. The good practices and processes resulting from such analyses and from the results of quality appraisals will be validated before being shared with Communities of Practice and Global Technical Teams to use as part of their knowledge sharing activities.

3.2.3 Strengthened communication and knowledge products of evaluation findings

EVAL will review and expand the current communication strategy to include innovative ways to present targeted evaluation results, findings and conclusions. New methods of presenting the evaluation reports will be considered such as user-friendly templates, increased usage of graphs and infographics, or shortened versions of the report. In addition, a requirement to include communication and use of evaluation sections in the Terms of Reference for evaluations will be included

3.2.4 Evaluation recommendations tracked for substantive use

Currently, the automated management response system provides data on the uptake of recommendations for decentralized project evaluations; recommendations from other types of evaluations such as the strategy and corporate high-level evaluations will also be integrated. This will ensure more visibility and accessibility of all recommendations from evaluations. Monitoring and reporting on recommendations are done systematically but improvements will be made to better assess the quality of the uptake so as to provide insight into their usefulness. Uptake of recommendations will in turn improve as a result of better integrated evaluation planning, user-focus, and design.

Sub-Outcome 3.3. Improved tracking of uptake and use by Constituents and management of the knowledge and lessons generated from evaluations for governance and decision-making

Improvements to integrated evaluation planning (link to 1.1.) already help identify strategic knowledge gaps to which evaluations can respond. The overarching lessons are captured in i-eval Discovery. Additional measures described in the following sub-outcomes reinforce the processes that assess and support the use of strategic knowledge to inform and improve learning on ILO's development effectiveness.

Outputs

3.3.1 The use of evaluation findings in strategic documents, reports and knowledge sharing platforms continues to be monitored to strengthen the profile of evaluation in the ILO.

EVAL will continue to emphasize monitoring the use of evaluation findings to support knowledge sharing and learning, systematically capturing and documenting them for regional and departmental use. EVAL will promote enhanced use of findings in governance and reporting, incorporating evidence into ILO's knowledge sharing platforms and Annual Evaluation Reports. The strategy aims to strengthen evaluation's high profile, integrating evidence into processes, products, and plans. Key objectives include improving coverage, capacity, and communication to enhance evaluation culture within ILO.

3.3.2 Identification of strategic knowledge requirements, uptake, and use of evaluation results through the EAC (Evaluation Advisory Committee) and its regional chapters.

The role and membership of the EAC and regional chapters, where they exist, will be reviewed to further enhance the strategic role that they have played in ensuring evaluation uptake for decision-making. This will enhance their strategic influence to generate more focused discussion of evaluation insights and implications arising from high-level evaluations, synthesis reviews and meta-analyses.

3.3.3 The AER (Annual Evaluation Report) provides an annual overview of overall effectiveness of the ILO.

EVAL will continue to provide annual performance assessments of the decent work results and effectiveness of the ILO strategic relevance, effectiveness, impact, sustainability and efficiency, based on an institutionalized robust methodology using ILO development cooperation projects as proxies. Performance reporting will be linked to country programme and policy outcomes for better targeting and use of results in decision making of the ILO.

▶ Enabling environment

An enabling environment for effective evaluation in the ILO

The evaluation function in the ILO is expected to promote accountability and learning through assessing the value or results of actions actually taken for a specific purpose. An enabling environment for evaluation in the ILO means having the framework conditions in place to support its purpose and role: an agreed upon evaluation policy with systems, processes and mechanisms to support implementation and enforcement. Equally, it requires institutional arrangements that strengthen its organisation and operation including funding, coordination, and clear roles and responsibilities of all key entities. The overarching assumption is that senior management actively promotes the use of evaluation for learning and ensures that decision making in the ILO draws on evaluative evidence, past lessons and recommendations. It also requires an active Evaluation Advisory Committee with the required authority and composition to ensure follow-up to recommendations. Furthermore, senior managers at the department/country/regional levels ensure their commitment to providing necessary resources to support the smooth implementation of the evaluation process.

Enabler 1. Flexible use of evaluation resources through a pooled funding mechanism enables improved strategic evaluation planning and wider coverage.

Having a Trust Fund, resourced by pooled dedicated evaluation6 funding, enables the effective use of integrated evaluation planning to assure that more strategic and effective evaluations responding to ILO's knowledge requirements and mandate are conducted.

Improvements to evaluation planning through a criteria-based system ensure that the volume and scope of evaluations can be better targeted to strategic information gaps. The evaluation portfolio will include more cluster evaluations, ex-post evaluations and longitudinal studies. The EAC will provide proactive support to EVAL in promoting the Trust Fund as the means for assuring more impact and ex-post evaluations. EVAL will collaborate with PARTNERSHIPS to explore opportunities to promote this evaluation funding modality to donors as a desirable but voluntary option.

Enabler 2. Constituent's participation in the design, planning and operationalisation processes of DWCPs and DC-funded activities is strengthened (see also 1.1.2.)

Meta-studies of ILO evaluations reveal that inclusive and constituent-oriented design in projects, programmes and DWCPs leads to greater participation, impact, sustainability, and an improved evaluation process. By prioritizing constituents and beneficiaries throughout the project cycle and incorporating their needs through consultation, evaluations can be enhanced and inform future project design. ACT/EMP and ACTRAV serve as communication channels between the ILO and workers' and employers' organizations, facilitating effective collaboration and understanding of stakeholders' perspectives.

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6 The IEE 2022 concluded that "the (ILO's) financial system and funding mechanism are too rigid to allow for pooled funding for smooth implementation of portfolio or cluster evaluations, for evaluation funds to be spent once a project has ended (ex-post evaluations, or longitudinal studies). Recommendation 3 of the evaluation called for mechanisms to "Ensure that the ILO's financial process and mechanisms allow for ease of creation of pooled funds, ex-post evaluation funding, and cluster evaluations". This recommendation adopted by the GB and supported in the Office response (A more efficient and strategic use of extrabudgetary evaluation funds will be explored by integrating all budget sources) was subsequently included in the "outline for an updated results-based evaluation strategy 2023-25" adopted during the 346th GB session.

Enabler 3. Enhanced monitoring and reporting frameworks that provide for learning as well as accountability functions contribute to improved evaluation quality.

The ILO needs to improve its monitoring and reporting practices in order to support its evaluative needs. This requires bolstering monitoring and reporting as a prerequisite for improved integrated evaluation planning. Additionally, it is important to make the use of baselines mandatory for all interventions to ensure that results targets are based on sound evidence. Moreover, there is a need to strengthen monitoring and reporting practices to address underperforming projects and programmes and real-time learning.

In order to institutionalize Evaluability Assessments (EA) and use them effectively in the ILO, there needs to be enhanced collaboration between EVAL, PARTNERSHIPS, and PROGRAM. EAs (Evaluability Assessments) are essential in ensuring that favourable conditions are in place for relevant evaluations to take place.

Enabler 4. Agenda on knowledge sharing and learning in ILO incorporates evaluation and provides a framework for identifying and addressing knowledge requirements that can be met by evaluation.

A better balance between learning and accountability through a criteria-based integrated evaluation planning process requires that regions, countries, and departments are clear about their evidence and knowledge gaps. It also requires collaboration and alignment with other providers of knowledge products. EVAL needs to be incorporated into ILO knowledge sharing and learning platforms so that the knowledge generated through evaluations can be assimilated and provide context. Equally, the integration of EVAL into such platforms improves the identification of ILO knowledge gaps so that, in turn, these can be addressed in the integrated evaluation planning process.

Enabler 5. Integrating evaluative thinking into ILO's capacity building measures leads to improved ILO's evaluation culture.

There is a need to strengthen the evaluation culture throughout the ILO to improve its use. Helping staff at all levels to critically reflect and think evaluatively is essential to creating an effective, learning organisation. Evaluation seeks answers to such questions as: Are we doing the right things (well), in the right way, for the right people, at the right time? And how can we be sure the changes are the right ones? This means moving from problem recognition and solutions to improving systems and processes and making transformative changes to the organisation as a whole. Developing evaluative thinking as the norm means integrating it into capacity building measures so that ultimately the value of evaluation is esteemed and shared.

▶ Monitoring, reporting and evaluation of the strategy

The AER will continue to provide regular updates on the implementation of the full Evaluation Strategy results framework. Required reporting inputs by custodians for enabling environment initiatives will be obtained from the responsible entities. Such reporting should demonstrate critical reflection and include recommendations for improvements. These will be integrated in the EVAL's self-assessment of the evaluation function and provide key information to the five yearly independent evaluation planned for 2027 to be undertaken in line with the UN system's best practices and methods.

▶ ANNEX 1: Theory of Change

Enablers
- Flexible funding mechanism enables better strategic planning and wider coverage of evaluation
- Stregthened constituent participation in evaluation design, planning and operationalization processes of DWCP and projects means better ownership, impact and sustainability

Drivers of change
- Strategic-focus
- Integrated planning
- Flexible resourcing
- Evaluative-thinking culture
- International engagement
- Quality assurance
- Capacity development
- Participatory approach
- Learing/accountability oriented monitoring and reporting frameworks

Outcomes

1. Evaluation capacities and systems are enhanced for better practice and use capacities

2. Enhanced evaluation systems and processes lead to more strategic, credible and quality evaluations

3. Expanded knowledge base of evalution results provide for improved organizational learning and enhanced organizational effectiveness
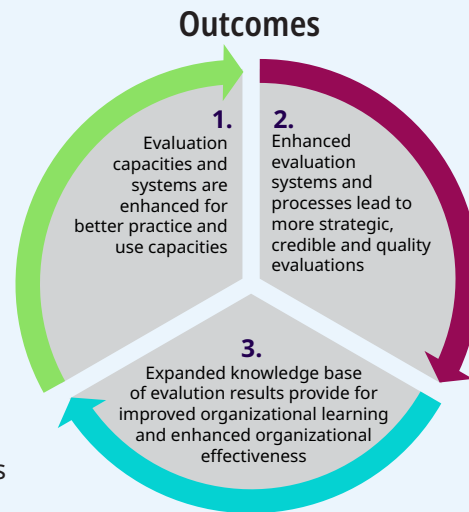
Purpose
Wider use of evaluations across the Office for knowledge building and informing decisions by governance and management

Vision
ILO's contribution to realizing Decent Work is enhanced by evaluative evidence of high quality with greater impact on the lives of the people it serves

Enablers
- Learning and accountability focused montioring and reporting frameworks contribute to improved evaluation quality
- Evaluation is incorporated into ILO's knowledge sharing and learning agenda to help identify knowledge gaps and can be met by evaluation
- Integrating evaluative thinking into ILO's capacity building measures leads to improved ILO evalution culture

▶ ANNEX 2: Results matrix

The core of the Evaluation Strategy 2023–25 is a results framework. It is based on the model used in the previous Evaluation Strategy, but with additional emphasis on the enabling environment, utility and use. Updates and revisions to the framework matrix for 2018–21 provide the detailed sub-outcomes, results and measurement criteria. Given the importance of the enabling environment in this current Strategy, the results matrix also identifies the outcomes, indicators and responsibilities for entities within the Office beyond the evaluation function to ensure that evaluations can deliver on the 2017 Evaluation Policy.

Outcomes

Outcome of Evaluation Strategy	Output	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	Target (end of 2025)	Custodians, Assumptions, and Challenges
Outcome 1: Enhanced capacities at the individual, organizational and enabling environment levels for planning, undertaking, and using evaluations.						
1.1 Improved strategic planning and coordination with key internal and external stakeholders strengthens evaluation effectiveness and efficiency	1.1.1 Integrated criteria-based evaluation planning reduces the large volume of mandatory, decentralized evaluations and allows for more strategically oriented evaluation evidence and learning opportunities	Degree to which effective integrated criteria-based procedures and practices are institutionalized and applied in the ILO to reduce the volume of evaluation and have strategically oriented evaluation learning and evidence by 2025	Currently limited integrated, annual evaluation planning based on information in the planning module of i-eval Discovery as derived from mandatory evaluation requirements	Guidance and procedure on criteria-based integrated evaluation planning developed and tested in at least one region and one department. Criteria-based selection is defined and applied not only to undertake fewer but more strategic evaluations (instead of financial thresholds)	Integrated criteria-based evaluation planning is used in at least 50 % of all regions and departments to reduce the volume of evaluations and have more strategic-oriented evaluations.	Custodians: EVAL, Regions, and technical departments, in particular REOs and DEFPs (Departmental Evaluation Focal Points). Integrated criteria-based evaluation planning will be supported by Departments and regions and benefit from office-wide knowledge and evidence-gap mapping initiatives Regional EACs' capacity is strengthened to oversee improved evaluation planning, use and learning in the regions
	1.1.2 Coordination and complementarity with other oversight functions, knowledge and learning mechanisms is improved in the Office through the roll out of a comprehensive ILO evaluation plan	The existence of coordinated and complementary evaluations with other oversight functions, knowledge and learning mechanisms in the ILO by 2025	No baseline in place	Mechanism to improve coordination and complementarity between evaluation, oversight and knowledge sharing and learning functions developed and discussed with the IOAC.	2025 Report of the Independent Oversight Advisory Committee to the GB acknowledges progress in coordination and complementarity.	Custodians: EVAL (including REOs and DEFPs), Regions, technical departments, RESEARCH, PROGRAM, IAO, IOAC (Independent Oversight Advisory Committee). Improvement in coordination and synergies with oversight and other knowledge sharing and learning as well as with regions / departments
	1.1.3 Evaluations are completed in a timely fashion meeting quality standard	Percentage of mandatory evaluations that are completed in a timely and quality manner until 2025	93 % of independent evaluations were completed in a timely and quality manner (end 2021)	94 % of independent evaluations are completed in a timely and quality manner	95% of mandatory and corporate evaluations completed in a timely and quality manner	Custodians: EVAL, Regions, departments, including evaluation network. While fewer but more strategic evaluations will be implemented as part of the integrated evaluation planning, these will be challenging to manage and implement.

Outcome of Evaluation Strategy	Output	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	Target (end of 2025)	Custodians, Assumptions, and Challenges
1.2 Enhanced evaluation capacity further strengthens evaluation function to implement its programme of evaluations	1.2.1. New products and services for better training, recognizing, and incentivizing regional and departmental evaluation officers, focal points and evaluation managers continue to be developed	Availability of improved training and recognition of, and incentives for, regional and departmental evaluation officers, focal points and evaluation managers in the ILO by 2025	Some evaluation network functions are performed on a voluntary basis and not fully recognized, resulting in limited incentives for support to evaluation.	New products and services (i.e., advanced training, cost-recovery, for the evaluation network) are conceived with HRD, ITC and Finance to further incentivize, recognize, ILO staff (notably REOs, DEFPs, EMs (evaluation managers))	100% of REOs benefit from a standardized job family aligned with ILO's job family for evaluators\n\n30 ILO staff are certified advanced evaluation management certification (EMCP +)	Custodians: EVAL, HRD, ITCILO\n\nThe independence of REOs and departmental focal points for evaluation is strengthened, and capacity-building for evaluation activities is enhanced in the regions.\n\nHRD staff development funding and ITCILO (International Training Centre of the International Labour Organization) is available for the EMCP+
	1.2.2 Constituents, on demand-basis, are capacitated on evaluation design and evaluation processes of DWCPs (Decent Work Country Programmes) and project activities in an SDG (Sustainable Development Goals) responsive manner	Number of standard training activities organized by the ILO for tripartite constituents that are supported by EVAL to mainstream concepts on the evaluation of decent work until 2025	From 2018 to 2022 EVAL supported 7 training activities for constituents led by the Bureau for Workers' Activities (ACTRAV), the ITC–ILO, the Multilateral Cooperation Department (MULTILATERALS) and the regional offices to mainstream concepts on the evaluation of decent work	EVAL (including the REOs and DEFPs) supports at least 1 standard training activity organized by the ILO with the ILO tripartite constituents on evaluation of decent work	3 training activities organized by the ILO for tripartite constituents are supported by EVAL to mainstream concepts on the evaluation of decent work	Custodians: EVAL (including REOs and DEFPs), Regions, ACTRAV, ACTEMP, ITCILO, PROGRAM.\n\nCollaboration within the ILO and with other ILO Departments with a view to including evaluation training modules in other training and capacity-building programmes. Need to increase evaluation knowledge among tripartite constituents on the basis of demand and absorption capacity.
	1.2.3. Enhanced evaluation awareness and capacity in regions and departments leads to improved use of evaluation to meet knowledge requirements, contributes to improving use of evaluation and supports a better enabling environment	Percentage of increase in the number of ILO staff graduated as EMCP	150 ILO staff are Certified EMCPs	5% increase against 2022 baseline in the number of qualified EMCPs	10% increase against 2022 baseline in number of qualified EMCPs	Custodians: EVAL, (including REOs and DEFPs), Regions, HRD, ITC-ILO.\n\nEvaluation network benefits from voluntary EMCP staff but continues to be challenged to find measures to incentivize them beyond managing 1 evaluation.

Outcome 2 Enhanced evaluation systems and processes leading to more credible, strategic and higher-quality evaluations

Outcome of Evaluation Strategy	Output	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	Target (end of 2025)	Custodians, Assumptions, and Challenges
2.1. Use of more strategically oriented evaluations provide evaluative information that is more responsive to strategic and learning needs, enhancing knowledge base on ILO's contribution to Decent Work and providing more learning opportunities	2.1.1 Clustered evaluations become the default modality wherever feasible and relevant	Degree to which clustered evaluations are institutionalized and functional in the ILO and are supported by donors by 2025	48 per cent of all donors were involved in a cluster evaluation, including the 10 ILO largest donors.	Clustered evaluations guidance and procedure updated, and practice adopted for 30% of all required project evaluations	At least 60% of ILO donors are involved in cluster evaluations, including 15 of the ILO largest donors.	Custodians: EVAL (including REOs and DEFPs), Regions, technical departments, PARNERSHIPS, FINANCE donors.\n\nTrust Fund for pooling resources facilitates clustering. Integrated Evaluation Planning supports increases clustering. Donors' acceptance of clustering principles grows.
	2.1.2. A selected number of impact and ex-post evaluations are included in the integrated evaluation plan.	Degree to which impact and ex-post evaluations are integrated in the evaluation plan of the ILO by 2025	75 impact evaluations carried out in the ILO over the last 15 years	An approach to integrating impact and ex-post evaluations in the evaluation plan is established and agreed with technical departments and regions, demonstrating added value of ILO's contribution to decent work and social justice	At least 1 ex-post evaluation and 1 impact evaluation are undertaken by EVAL or a technical department with support from EVAL.	Custodians: EVAL, technical departments, and regions (including REOs and DEFPs).\n\nTrust Fund for pooling resources established by ILO and supported by donors on voluntary basis. Agreement of Technical departments to conduct impact and ex-post evaluations.

Outcome of Evaluation Strategy	Output	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	Target (end of 2025)	Custodians, Assumptions, and Challenges
2.2. Appropriate methodologies responsiveness to ILO's mandate, context and learning needs	2.2.1. Evaluations favour participatory approaches to improve ownership and accountability towards ultimate beneficiaries.	Degree to which participatory methods for evaluations are further developed and applied for an enhanced use of results by 2025	No baseline in place	Guidance material is developed to support centralized and decentralized evaluations include participatory methods in their design. Upgrade in the EVAL's ex-post Quality Appraisal of evaluations is made to measure use of evaluation results	At least 10% of surveyed evaluation users positively report on using evaluation results	Custodians: EVAL, Regions, technical departments (REOs and DEFPs). Subject to ILO Staff and Constituents availability and interest to engage in evaluation
	2.2.2. Methods/Guidance on ILO mandate, policy drivers e.g., just transition are updated to reflect improvements and application of innovative approaches	Development of improved ILO's evaluation policy guidelines and guidance material to best reflect ILO's mandate and policy drivers by 2025	Currently evaluation policy guidelines and guidance material incorporate approaches and methods for responsive evaluations to ILO's mandate and policy drivers	Results from EVAL's ex-post quality appraisal of independent evaluations are used to identify improvements to methods and approaches	At least 3 guidelines are updated or added for evaluations to best reflect ILO's mandate and policy drivers	Custodians: EVAL, Regions, technical departments (REOs and DEFPs). Subject to time limitations of EVAL staff.
2.3. ILO's continued involvement in relevant initiatives in the UN system and multilateral institutions strengthens the independence, quality, and credibility of ILO's evaluation work.	2.3.1 EVAL participates in inter-agency and inter-governmental forums such as (UNEG) through working groups, and joint initiatives in support of ILO evaluation strategy and as it specifically relates to the work of ILO's constituents	Outcomes and products of UNEG's working groups integrated in evaluation strategy guidance documents by 2025	Currently ILO's Evaluation Office is an active member in on average 3 UNEG's working groups, and joint initiatives, such as those led by the OECD-DAC coalition on COVID-19	EVAL participates in 3 UNEG's working groups and contributes to at least one joint inter-agency initiative	At least 1 ILO's evaluation strategy guidance document has benefited from EVAL's contribution to relevant initiatives in UN system and multilateral institutions	Custodians: EVAL Subject to time limitations of EVAL staff.
2.4. Quality of all types of evaluations assures credible, useful evaluation results that can be acted upon by management and constituents	2.4.1. Quality assessments are enhanced to assess both comprehensiveness and utility-focus of independent evaluation reports	Availability of an improved and effective quality assessment mechanism in the ILO by 2025 to assess the utility of independent evaluations	No baseline	A concept note on novel approaches towards assessing utility-focus evaluations is prepared	At least 10% of evaluations apply novel approaches towards assessing their utility	Custodians: EVAL, Regions, technical departments (REOs and DEFPs). Notably ILO's mandate and cross-cutting issues). In addition, first set of data on new dimensions of quality will be available Regular use of a rigorous quality control system and compliance with requirements for evaluability reviews
	2.4.2. A quality assessment process for impact evaluations is operationalized	Operational and effective quality assessment process for impact evaluations in place and applied in the ILO by 2025	The ex-post quality review of impact evaluations is completed and will inform a new framework for assessment to support credible impact evaluations	A standardized quality assessment tool and CoP guidelines for impact evaluations are agreed and introduced	At least 50% of impact evaluations in the ILO use EVAL's quality assessment tool and CoP for impact evaluations	Custodians: EVAL, EAC, Regions, technical departments (REOs and DEFPs) Impact evaluations are within the responsibility of regions and departments, with EVAL providing technical support though guidance and a methodological review facility

Outcome of Evaluation Strategy	Output	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	Target (end of 2025)	Custodians, Assumptions, and Challenges
Outcome 3 Expanded knowledge base of evaluation findings and recommendations that effectively contributes to organizational learning and enhances organizational effectiveness						
3.1. ILO's evaluation dashboard (i-eval discovery) is revamped with improved functionality and use	3.1.1. Strengthened use and enhanced visibility and accessibility of i-eval Discovery	Existence of an improved i-eval Discovery for enhanced visibility and use by 2025	8'893 users accessed i-eval Discovery (in AER 2021-2022)	Revamping of i-eval Discovery on-going to better capture and tag evaluations, and improved evaluation management experience	20% increase in the use of i-eval Discovery and more user- friendly access through AI plugins or comparable innovations	Custodians: EVAL, INFOTEC. Required coverage and availability of evaluation information and outcomes, and awareness and support activities of a communications campaign
3.2. Better targeted knowledge and communication products strengthens their potential use and integration in ILO's knowledge base	3.2.1. Synthesizing evaluative information improves accessibility of evaluative evidence on substantive findings and systemic performance issues to a wide audience	Development of enhanced synthesis and meta-analysis reports responsive to needs by 2025	Currently EVAL issues four thematic synthesis reviews, 1 meta-study report annually. EVAL produces thematic in-Focus papers on ad-hoc basis.	Approach to a revamped needs-based synthesis and meta-analysis of evaluative information is established	5 audience-specific products of synthesised information on evaluation results and learnings are produced	Custodians: EVAL, EAC, Regions, technical departments (REOs and DEFPs) Adequate EVAL capacity and existence of appropriate topics
	3.2.2. Validation process of good practices is improved by tapping experts' networks	Functional and effective mechanism to validate good practices in place in the ILO by 2025	No baseline	Concept note on the validation process of good practices developed and discussed with regions and departments	At least 25% of good practices are validated using the agreed validation approach before being shared with CoP and GTTs.	Custodians: EVAL, EAC, Regions, technical departments (REOs and DEFPs) Adequate EVAL capacity and interest and availability to engage from regions and technical departments.
	3.2.3 Strengthened communication and knowledge products of evaluation findings	Extent to which innovative ways to present targeted evaluation results exist and are applied in the ILO by 2025	35 communication products from the previous communication strategy were completed in 2022	Revamped communication strategy on-going to include innovative ways to present targeted evaluation results	25% of new communication and knowledge management products incorporate innovative ways to present targeted results	Custodians: EVAL, Regions, technical departments (REOs and DEFPs) Communication products linked to critical points of possible use of evaluations in the results-based management cycle; Rebranding and use of innovative methods and support activities
	3.2.4. Evaluation recommendations tracked for substantive use	Percentage of evaluation recommendations fully or partially implemented within 12 months of completion of evaluation. Effective mechanism to assess the quality of follow-up to recommendations in place in the ILO by 2025	70.5 % of actionable recommendations were fully or partially implemented within 12 months of completion of evaluation (2021)	75 % of recommendations were fully or partially implemented within 12 months of completion of evaluation. Process to assess quality of follow-up established.	85 % of recommendations were fully or partially implemented within 12 months of completion of evaluation. First set of data on quality of follow-up available.	Custodians: EVAL, EAC, Regions, technical departments (REOs and DEFPs) Enhanced follow-up to evaluation recommendations through systematic monitoring. Systematic monitoring and recording of evaluation results use requires challenges limited time of EVAL staff

Outcome of Evaluation Strategy	Output	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	Target (end of 2025)	Custodians, Assumptions, and Challenges
3.3. Improved tracking of uptake and use by Constituents and management of the knowledge and lessons generated from evaluations for governance and decision-making	3.3.1. Use of evaluation findings in strategic documents, reports and knowledge sharing platforms continues to be monitored to strengthen the profile of evaluation in the ILO	Extent to which the profile of evaluation results is strengthened in ILO's strategic and programmatic documents (P&B, PIR, GB reports), and knowledge sharing platforms	Currently EVAL monitors the use of evaluation findings in key strategic documents, such as the ILO's Programme Implementation Report.	EVAL's integrated evaluation planning approach promotes the enhanced use of findings in governance and reporting mechanisms of the ILO	Evaluation findings are part of at least 1 strategic and programmatic document and in 1 knowledge sharing platform	Custodians: EVAL, EAC, Regions, technical departments (REOs and DEFPs). Systematic monitoring and recording of evaluation results use challenges limited time of EVAL staff. Communication products are linked to critical points of possible use of evaluations in the results-based management cycle.
	3.3.2. Identification of strategic knowledge requirements, uptake and use of evaluation results through the EAC (Evaluation Advisory Committee) and its regional chapters.	Enhanced strategic role of the EAC and regional chapters in the ILO by 2025 for the strategic identification of knowledge requirements, uptake and use of evaluation results.	EAC discussions were on average 80% on strategic issues during 2021-2022 and one Regional M&E Advisory Committee was established in the Latin America and the Caribbean region.	Approach concept note on the role and membership of the EAC and regional chapters reviewed and agreed with the EAC and the regions.	EAC discussions are 90% on strategic issues, focusing on evaluation insights and implications arising from HLE, synthesis reviews and meta-analyses.	Custodians: EVAL, EAC, Regions, technical departments (REOs and DEFPs). Availability and interest of the region to establish a regional M&E Advisory Committee.
	3.3.3. The AER provides an annual overview of overall effectiveness of the ILO.	Number of comprehensive and timely overviews of the overall effectiveness of the ILO produced annually by 2025.	Currently EVAL produces one annual meta-analysis of the overall effectiveness of the ILO, with a summary of results included in the AER.	1 annual overview of ILO effectiveness produced and results presented to the GB through the AER.	3 annual overviews of ILO effectiveness produced and results presented to the GB through the AER.	Custodians: EVAL. Required coverage and availability of evaluation information and outcomes. Communication products linked to critical points of possible use of evaluations in the results-based management cycle.

Enablers

Outcome of Evaluation Strategy	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	End target 2024-25	Custodians, Assumptions, and Challenges
Enabler 1. Flexible use of evaluation resources through a pooled funding mechanism enables improved strategic evaluation planning and wider coverage.	Degree to which a functioning trust fund exists in the ILO by 2025 that is supported by donors	Currently no trust fund or pooled funding mechanism exist on a consistent basis	Approach to a functioning trust fund discussed and agreed amongst ILO custodians	Consultations started with at least 2 donors based on concept note on the trust fund	Custodians: PARTNERSHIPS, FINANCE, EVAL.
Enabler 2. Constituent's participation in the design, planning and operationalization processes of DWCPs and DC-funded activities is strengthened.	Percentage of ILO DWCPs and DC-funded interventions that are responsive to constituents' institutional capacity needs and their on-the-ground realities.	Less than 50% of development cooperation projects involved constituents in design and implementation in 2021	At least 50% of ILO development cooperation projects involved constituents in design and implementation	At least 60% of ILO development cooperation projects involved constituents in design and implementation	Custodians: evaluation network (EVAL, REOs, DEFPs, EMs) ACTEMP, ACTRAV, PARNERSHIPS, PROGRAM
		No baseline available for constituent participation in DWCPs	At least 60% of new DWCPs (against 2022 baseline) involved constituents in their design	At least 70% of new DWCPs (against 2022 baseline) involved constituents in their design	
Enabler 3. Enhanced monitoring and reporting frameworks that provide for learning as well as accountability functions contribute to improved evaluation quality	Integrated evaluation needs into M&E frameworks of DC (Development Cooperation) projects by 2025	No baseline (to be collected)	ILO key custodians discuss and agree on practical ways to strengthen monitoring procedures including evaluability assessments of development cooperation-funded interventions	20% increase (against 2022 baseline) in ILO DC-funded interventions that have proper monitoring systems in place as confirmed in evaluability assessment	Custodians: PROGRAM, PARTNERSHIPS, EVAL, regions, technical departments. Interest in and engagement of the custodians with the importance of enhancing M&R frameworks

Outcome of Evaluation Strategy	Performance indicator	Baseline 2022	Biennial milestone (end 2023)	Target (end of 2025)	Custodians, Assumptions, and Challenges
Enabler 4. Agenda on knowledge sharing and learning in ILO incorporates evaluation and provides a framework for identifying and addressing knowledge requirements that can be met by evaluation	Number of strategic programmatic and knowledge sharing and learning discussions to which EVAL contributes with evaluative inputs	No baseline	EVAL (including REOs and DEFPs) invited to at least 2 strategic programmatic, knowledge sharing and learning discussions to provide evaluative inputs	EVAL (including REOs and DEFPs) invited to at least 4 strategic programmatic, knowledge sharing and learning discussions to provide evaluative inputs	Custodians: EVAL (including REOs and DEFPs), Regions, technical departments, RESEARCH, PROGRAM, IAO, IOAC (Independent Oversight Advisory Committee). Interest in and engagement of the custodians with identifying evidence and knowledge gaps
Enabler 5. Integrating evaluative thinking into ILO's capacity building measures leads to improved ILO's evaluation culture.	Availability of formal training that integrates evaluative thinking in the ILO by 2025	Currently evaluation is part of the ILO e-Governance training, and the induction programme for new ILO staff	Training Module on evaluation for ILO staff under development	Training module on evaluation for ILO staff available in ILO People	Custodians: HRD, ITC-ILO, EVAL Interest in and engagement of the custodians and ILO staff with implementing and participating in the evaluation training module

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