

► Evaluation Office

► Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations

9 October 2020



COLLECTING EVALUATIVE EVIDENCE ON THE ILO'S COVID-19 RESPONSE MEASURES THROUGH PROJECT AND PROGRAMME EVALUATIONS¹

Purpose of the document

This Protocol is to be used when conducting project or programme evaluations of interventions directly or in-directly linked to the [ILO's Policy framework for tackling the economic and social impact of the COVID-19 crisis](#). This extends to any intervention that may contribute to mitigating the fall-out of the pandemic on the world of work.

The Protocol guides the inclusion of critical questions in evaluations to measure ILO's delivery in mitigating the effects of COVID-19. A list of questions is included in Annex 1 to complement other specific questions tailored to the objectives and scope of the assessment. Procedures and requirements to follow when conducting project and programme evaluations are also included in the protocol.

This document contains five sections:

1. [Introduction](#) - The approach to evaluating the ILO's strategic response to mitigate the impact of the COVID-19 pandemic on the world of work.
2. [Planning](#) - Adaptive approaches towards planning and managing project and programme evaluations.
3. [Conducting decentralized evaluations](#) - Identified areas of analysis. Practical implications for the evaluation's terms of reference (TOR).
4. [Analysis and reporting](#) - Methodological considerations in project and programme evaluations.
5. [Systematizing information](#) - Obtaining aggregated results.

The main users of the protocol are internal stakeholders directly engaged in ILO decentralized evaluation processes, namely:

- Internal evaluators;
- Evaluation managers;
- Regional evaluation officers (REOs);
- Departmental evaluation focal points (DEFPs); and
- Senior evaluation officers in EVAL.

Secondary users of the protocol are evaluation consultants, and project and programme managers.

¹ This protocol is a living document and will be subject to revisions as new developments unfold.

▶ 1. Introduction – The approach to evaluating the ILO’s strategic response to mitigate the impact of the COVID-19 pandemic on the world of work.

The Evaluation Office (EVAL) is committed to ensuring credible and impartial evaluations at all times, as mandated in the 2017 [ILO Evaluation Policy](#); the [ILO Results-based Evaluation Strategy 2018-21](#); and the [ILO Policy guidelines for evaluation](#).

Credible evaluations in the midst of the crisis can be an important input into ongoing and future decisions within the ILO and by its development partners. In this spirit, EVAL has developed an **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.

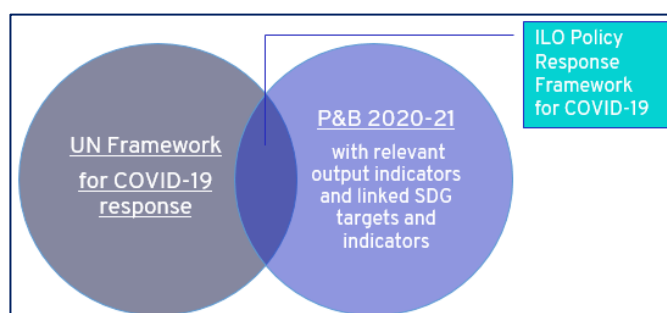
The evaluation framework serves as a model of “what” is to be evaluated based on the proposed ILO’s policy response framework. It takes into account the Office’s overall [four-pillar policy response](#) (see Figure 1 below); adapted programme and budget 2020-21 indicators; the new or revised projects and programmes to deliver the organizational intent and commitments; lessons learned from past crises responses; and interest areas on the organizational performance and effectiveness.

[Figure 1. The ILO’s four-key pillar policy framework for tackling the socio-economic impact of the COVID-19 crisis.](#)



The framework includes as well the [monitoring framework for the UN Socio-Economic Response to COVID-19](#), the Multi-Partner Trust Fund, the [Policy Brief on the World of Work and COVID-19](#) developed by ILO in close collaboration with a number on UN Agencies, and the recent ILO-UNDP Global framework for Action (see figure 2).

[Figure 2. The frame of reference for the evaluation framework](#)



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. Relevant sub-areas of analysis are identified for each dimension and a multiple set of data sources are expected to provide evidence on core performance interest areas, notably:

- Project and programme evaluations;
- Clustered evaluations;
- Country programme reviews;
- High-level evaluations;
- Synthesis reviews; and
- Meta-analyses.

The evaluation framework incorporates key questions to ensure comprehensive assessments and comparable results. The questions are categorized by type of evaluation, namely high-level evaluations and project and programme evaluations. The latter group comprises evaluations of development cooperation projects, and other technical interventions from all sources of funding, including the Regular Budget Supplementary Account (RBSA) and Regular Budget Technical Cooperation (RBTC). Terms of reference (TOR) of mandatory project and programme evaluations are expected to include COVID-19 related questions to yield relevant results and actionable recommendations.

2. Planning – Adaptive approaches towards planning and managing project and programme evaluations

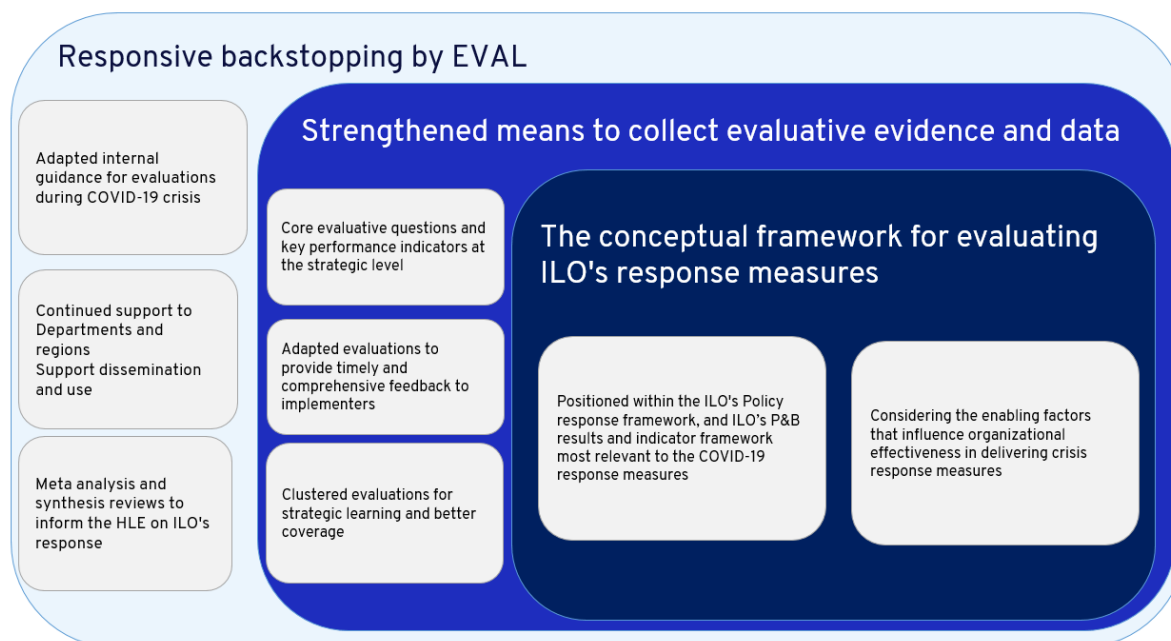
The 2017 Evaluation Policy and Strategy (2018–21) spurred ambitious plans for innovation through clustered evaluations to ensure and comprehensive evaluative coverage of country programmes (DWCPs) and programme and budget outcomes. With the pandemic, **clustered evaluations** have become not just a policy imperative but also the preferred modality as development partners appreciate the need for focused and strategic evaluations with a reduced burden on constituents and other stakeholders. In planning and managing evaluations of interventions [directly²](#) or in-directly linked to the ILO's COVID-19 Policy response framework, colleagues are encouraged to consider clustering evaluations following EVAL's [Guidance note 3.3 on Strategic clustered evaluations](#).

In addition, **adaptive types of evaluation** can be considered for relevant projects linked to COVID-19 responses. EVAL is ready to work with projects in retrofitting mid-term evaluations (MTR) whenever feasible into more real-time elongated results monitoring exercises. This could entail splitting the MTR in a number of interventions starting earlier on in the project (using international and or national consultants subject to prevailing restrictions³), culminating in mid-term evaluation reports that provide timely and comprehensive feedback for adaptive management decisions and further planning. The final evaluation would continue to be retrospective and largely summative. Figure 3 depicts structural and governance elements core to evaluating the ILO's strategic response to COVID-19.

² For further information, please consult [PARDEV's inventory of ILO COVID-response projects](#).

³ See [ILO/EVAL guidance and practical tips on adapting evaluations in the ILO during the pandemic](#)

Figure 3. Key structural and governance elements to evaluating the ILO’s strategic response to COVID-19



▶ **3. Conducting decentralized evaluations – Identified areas of analysis. Practical implications for the evaluation’s TORs**

As introduced in section 1, the overall evaluation framework for the ILO’s COVID-19 response is composed of two main evaluative dimensions, and subsequent sub-areas of analysis (see Table 1). Specific **evaluations questions** are identified for each of them to ensure comprehensive assessments and comparable information on core performance interest areas. Multiple evaluative exercises are expected to yield findings on the ILO’s response to the pandemic, notably ongoing or new project evaluations (2020 onwards), meta-studies and synthesis reviews (2021) and a prospective high-level evaluation (2022).

Table 1. Key dimensions and areas of analysis of the evaluation framework

Evaluative dimension	Sub-area of analysis	Policy response pillar
Institutional readiness and capacity to deliver timely support in a responsive manner	Strategic planning and monitoring	Pillar 1-4
	Response adaptability and timeliness	
	Consultation with constituents and continuous engagement	
	Interdepartmental coordinated response approach	
	Implementation management	
	Strategic use of knowledge and partnerships for promoting decent work	
	Visibility and Communication	
	Resources	
The ILO’s policy action at	Impact of ILOs response	Pillar 1-4
	Outcomes of ILOs response	Pillar 1
	Pillar 1: Stimulating the economy and employment	

national, regional and global levels	Pillar 2: Supporting enterprises, jobs and incomes	Pillar 2
	Pillar 3: Protecting workers in the workplace	Pillar 3
	Pillar 4: Relying on social dialogue for solutions	Pillar 4

The list of COVID-19 related questions for project and programme evaluations is presented in Annex 1. Evaluation managers, REOs and DEFPs are requested to include these questions in the evaluation TORs and ensure these assessments provide the necessary evidence on critical performance areas.

The COVID-19 related questions, categorized by the OECD-DAC evaluation criteria and policy response pillar⁴, are expected to complement other evaluation questions related to the objectives and scope of the evaluation. In doing so, colleagues should consult and follow the [ILO's policy guidelines](#) and related guidance material throughout the evaluation process, notably EVAL's adapted [Checklist 4.6 on writing the terms of reference](#). Due consideration should be given to EVAL's [Guidance Note 3.1: Integrating gender equality in monitoring and evaluation](#) and [Guidance Note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate](#).

4. Analysis and reporting - Methodological considerations in project and programme evaluations.

Evaluations of the ILO's four-key policy response actions to COVID-19 are expected to present a detailed analysis on the contribution of ILO's work under each pillar from a COVID-19 perspective, while demonstrating higher achievement of changes at country level, in line with the ILO results framework. In addition, evaluations are expected to review whether complementarity amongst the pillars has been achieved.

In all instances, the evaluation methodology should specify and justify the evaluation design and the techniques for data collection and analysis in line with the evaluation approach chosen. **Key performance indicators (KPIs) and performance metrics** are included in Annex 2 to guide the assessment of COVID-19 related questions. Evaluations are expected to use mixed-methods to ensure triangulation of evidence for sound conclusions on ILO's contribution. Some identified good practices are:

- TOC workshop/orientation workshop at the beginning of the evaluation;
- Interviews with key informants;
- Focus group discussions with key stakeholders;
- Online surveys with different target groups;
- Debriefing with different groups; and
- Stakeholders' workshop and validation sessions.

⁴ The categorization by policy response pillar can be used to guide colleagues in selecting questions based on the policy response pillar the intervention relates to. It is therefore important that TORs identify the specific policy response pillar or pillars relevant to the project based on the *PRODOC* and intervention objectives.

When evaluating the achievements and support to the formulation of national policies and their implementation, evaluations are expected to yield findings on the extent ILO has contributed positively towards policy formulation and implementation as well to an increased compliance with international labour standards. EVAL's [Guidance Note 3.2 on adapting evaluation methods to the ILO's normative and tripartite mandate](#) is a key source for evaluation consultants to better grasp and assess interventions aimed at developing and promoting the integration and implementation of labour standards and social dialogue.

All evaluations are to be participatory and to the extent possible include beneficiaries as part of assessing the relevance, effectiveness, impact orientation and sustainability of ILO's response to COVID-19.

5. Systematizing information – Obtaining aggregated results.

All project and programme evaluations are systematically published in [i-eval Discovery](#) database. Evaluation managers are encouraged to request evaluation consultants to produce knowledge sharing products (e.g., infographics, quick facts, photos as appropriate, etc.) as part of the key deliverables specified in the evaluation TORs of the evaluations.

Regional Evaluation Officers and Departmental Evaluation Focal points are encouraged to conduct meta-studies and thematic synthesis reviews with the help of EVAL to obtain aggregated findings from project and programme evaluations on the ILO's COVID-19 response effectiveness. This can help to inform ILO's country offices, regions and Decent Work teams in responding to the impact of COVID-19 at national and regional level and in sustaining results during the crisis recovery stage. This information can be a useful source to feed into other organizational ILO and UN performance reviews as well, such as country programme reviews, and UNDAF/UNSDCF evaluations.

At the organizational level, project and programme evaluation results will be analysed in the yearly meta-study on decent work results and effectiveness of ILO operations. Performance information and strategic learning extracted from project and programme evaluations will be documented and inform EVAL's High-level Evaluation on ILO's COVID-19 response in 2022.

Annex 1. List of COVID-19 evaluation questions for project and programme evaluations

Evaluation criteria	Evaluation questions (complementing other TOR evaluation questions based on the evaluation objective and scope)	Policy response pillar
Relevance and strategic fit of COVID-19 related interventions	<ol style="list-style-type: none"> To what extent has the ILO intervention been designed or repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools? To what extent has the ILO project/programme provided a timely and relevant response to constituents' needs and priorities in the COVID-19 context? 	Pillar 1-4
Coherence and Validity of design of COVID-19 related interventions	<ol style="list-style-type: none"> To what extent is the ILO COVID-19 response intervention built upon a robust TOC for an integrated and harmonized action with existing ILO operations at country level? To what extent has the project design pursued a coherent response to COVID-19 exploiting the complementarity amongst the four policy response pillars? Has the ILO COVID-19 response intervention planned and implemented capacity-building strategies alongside other structural response actions to tackle the effects of the COVID-19 pandemic in a holistic manner? Does the intervention include logical and coherent results and monitoring frameworks for a human-centred recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns? 	Pillar 1-4
Programme progress and effectiveness of COVID-19 related interventions	<ol style="list-style-type: none"> To what extent have the ILO country office, regional office, Decent Work Teams, and concerned HQ Departments fostered integrated and strategic technical support and policy dialogue processes through the ILO COVID-19 response intervention at country level for a timely crisis response to COVID-19? Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work? To what extent has the project engaged with stakeholders other than ILO constituents for sustainable results? To what extent has the ILO made progress as part of its COVID-19 response in achieving results on crosscutting issues of standards; social dialogue and tripartism; gender equality and non-discrimination; and environmental sustainability, notably in policy dialogues, policy partnerships, partners frameworks (e.g. SERPs), etc.? 	Pillar 1-4
Efficiency of resource use in COVID-19 related interventions	<ol style="list-style-type: none"> To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results? To what extent has the intervention leveraged partnerships (with constituents, national institutions, IFIs and UN/development agencies) to support constituents while targeting the COVID-19 response? 	Pillar 1-4
Effectiveness of management arrangements of COVID-19 related interventions	<ol style="list-style-type: none"> To what extent has the ILO been effective and timely in providing an adapted COVID-19 response and guidance to constituents through the intervention? To what extent has the ILO intervention applied innovative approaches for an effective and timely ILO action to mitigate the immediate effects of the pandemic on the world of work? 	Pillar 1-4

Sustainability of COVID-19 related interventions	<ol style="list-style-type: none"> 1. How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic response over time? Has the ILO project developed a sustainability strategy and worked with constituents and other national counterparts to sustain results during the recovery stage? 2. What are the main risks for the sustainability of the ILO COVID-19 response and what mitigation strategies should the ILO implement? 	Pillar 1-4
Impact orientation related to changes in the world of work as a consequence of COVID-19 ⁵	<ol style="list-style-type: none"> 1. How likely will the ILO COVID-19 related interventions contribute to ensure workers, employers and governments maintain focus on decent work while adjusting to the socio-economic consequences of the pandemic? 	Pillar 1-4
	<ol style="list-style-type: none"> 1. Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes related to stimulating the economy and employment through integrated national financing frameworks and sectoral support for business continuity and household income? What are the significant changes observed? 	Pillar 1
	<ol style="list-style-type: none"> 1. Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes on supporting enterprises, jobs and incomes, and strengthened national social protection systems, aligned with relevant ILS? 	Pillar 2
	<ol style="list-style-type: none"> 1. Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes on strengthening occupational health and safety measures, adaptive work arrangement and supportive working environments for all, including for vulnerable workers? 2. Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes on equality and non-discrimination in employment, including in the informal economy? 	Pillar 3
	<ol style="list-style-type: none"> 1. To what extent has the ILO's COVID-19 related action contributed to promote and strengthen a culture of social dialogue to anchor effective COVID-19 policy responses? What are the significant changes observed? 2. To what extent has the ILO contributed to strengthening capacities of governments, workers and employers organizations' representatives so they can better serve the needs of their members and participate in social partnership for COVID-19 response and recovery? 	Pillar 4

⁵ Impact related questions have been drafted considering the OECD/DAC revised evaluation criterion and its definition, as follows: "The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects (social, environmental and economic effects). *Impact addresses the ultimate significance and potentially transformative effects that are longer term or broader in scope than those already captured under the effectiveness criterion.*

Annex 2. Key performance indicators and metrics by COVID-19 evaluation question

Pillar	Evaluation criteria and questions	Key performance indicators	Performance metrics
Relevance and strategic fit			
Pillar 1-4	1. To what extent has the ILO intervention been designed or repurposed based on results from COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA, or similar comprehensive tools?	Quality project design with a results framework built upon comprehensive COVID-19 diagnostics, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA and diagnosis of national realities and constituents' needs	Quality project document with a results framework that responds to findings from comprehensive COVID-19 diagnostic, UN socio-economic assessments and guidance, ILO decent work national diagnostics, CCA and diagnosis of national realities and constituents' needs
	2. To what extent has the ILO intervention provided a timely and relevant response to constituents' needs and priorities in the COVID-19 context?	Agile and timely project response relevant to the needs and priorities of constituents at country level	ILO COVID-19 related intervention is proven to have served as a timely and relevant response to the needs and priorities of constituents at country level
Coherence and validity of design			
Pillar 1-4	1. To what extent is the ILO COVID-19 response intervention built upon a robust TOC for an integrated and harmonized action with existing ILO operations at country level?	Coherent project results framework to an overall ILO TOC for COVID-19 action and in line with on-going ILO operations and strategy at country level.	Vertical coherence of the project results framework with an overall ILO TOC for COVID-19 action and in line with on-going ILO operations and strategy at country level.
	2. To what extent has the project design pursued a coherent response to COVID-19 exploiting the complementarity amongst the four policy response pillars?	Balanced support provided to constituents through the ILO COVID-19 related action on all core policy response pillars	Comprehensive ILO project results framework to support constituents in mitigating the effects of the pandemic on all policy response areas in a balanced manner.
	3. Has the ILO COVID-19 response intervention planned and implemented capacity-building strategies alongside other structural response actions to tackle the effects of the COVID-19 pandemic in a holistic manner?	Balanced and holistic support provided through the ILO COVID-19 response intervention to strengthening constituents' capacities while implementing other structural response actions to tackle the effects of the COVID-19 pandemic	ILO COVID-19 project results framework that combines support to strengthening constituents' capacities with actions on other critical areas to tackle the effects of the COVID-19 pandemic in a systematic manner

Pillar	Evaluation criteria and questions	Key performance indicators	Performance metrics
	<p>4. Does the intervention include logical and coherent results and monitoring frameworks for a human-centred recovery from the socio-economic impact of COVID-19 pandemic, drawing on international labour standards and social dialogue and responsive to gender equality and non-discrimination and environmental sustainability concerns?</p>	<p>Quality COVID-19-related intervention results and monitoring frameworks developed and systematically implemented for a human-centred recovery and reporting mechanism applied for outcome-level results.</p> <p>Normative-led ILO COVID-19 response intervention that promotes relevant international labour standards (ILS), and a lifted role of tripartism and social dialogue as fundamental drivers for a human-centred future of work</p> <p>Gender- responsive ILO COVID-19 response intervention informed by a gender analysis and strategies to address gender inequality and other forms of discrimination, with disaggregated indicators</p> <p>Relevant ILO COVID-19 response intervention to environmental sustainability concerns</p>	<p>ILO COVID-19-related intervention results and monitoring frameworks developed and systematically implemented for a human-centred recovery with functioning reporting mechanism on outcome-level results.</p> <p>ILO COVID-19 intervention with a results framework that includes the elaboration, promotion or application of relevant international labour standards (ILS); with tripartism and social dialogue as fundamental to the project approach and with a strategy for its implementation</p> <p>ILO COVID-19 intervention with a results framework informed by a gender analysis and designed to implement strategies to address gender inequalities and other forms of discrimination, with sensitive indicators</p> <p>ILO COVID-19 intervention with a results framework that includes strategies to promote environmental sustainability</p>
Programme progress and effectiveness			
Pillar 1-4	<p>1. To what extent have the ILO country office, regional office, Decent Work Teams, and concerned HQ Departments fostered integrated and strategic technical support and policy dialogue processes through the ILO COVID-19 response intervention at country level for a timely crisis response?</p>	<p>Active leadership by ILO CO, RO, DWTs and HQ departments for the provision of timely integrated support to Constituents and policy dialogue processes in line with other COVID-19 crisis response actions at country level</p>	<p>Type and degree of engagement by ILO CO, RO, DWTs and HQ departments through the ILO COVID-19 response intervention that has contributed to timely strategic technical support and policy dialogue processes integrated with other COVID-19 crisis response actions at country level</p>

Pillar	Evaluation criteria and questions	Key performance indicators	Performance metrics
	<p>2. Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work?</p>	<p>Active ILO constituents engagement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work for an increased relevance and sustainability of results</p>	<p>More than 80% of constituents are satisfied with the extent the ILO intervention has contributed to increase their engagement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic.</p>
	<p>3. To what extent has ILO made progress as part of its COVID-19 response in achieving results on crosscutting issues of standards; social dialogue and tripartism; gender equality and non-discrimination; and environmental sustainability, notably in policy dialogues, policy partnerships, partners frameworks (e.g. SERPs), etc.?</p>	<p>Effective ILO COVID-19 response intervention in promoting relevant international labour standards (ILS); and lifting the role of tripartism and social dialogue as fundamental drivers for a human-centred future of work</p> <p>Effective gender- responsive ILO COVID-19 response intervention in addressing gender inequality and other forms of discrimination</p> <p>Effective ILO COVID-19 response intervention to address environmental sustainability concerns</p>	<p># and nature of positive significant changes observed in the promotion of ILS and social dialogue and tripartism in a given context as a result of ILO's COVID-19 response intervention</p> <p># and nature of positive significant changes observed in promoting gender equality and non-discrimination in a given context that result from ILO's COVID-19 response intervention</p> <p># and nature of positive significant changes observed in promoting environmental sustainability in a given context as result of ILO's COVID-19 response intervention</p>

Pillar	Evaluation criteria and questions	Key performance indicators	Performance metrics
Efficiency of resource use			
Pillar 1-4	1. To what extent has the project leveraged new or repurposed existing financial resources to mitigate COVID-19 effects in a balanced manner? Does the leveraging of resources take into account the sustainability of results?	Balanced allocation of new or repurposed existing budgetary resources to project objectives in relation to the core pillars of the COVID-19 policy response. Government and donor resources (financial or in-kind) leveraged from outside the ILO to sustain the COVID-19 project results.	Share of new or repurposed existing financial resources allocated to the COVID-19 related intervention to mitigate COVID-19 effects in a balanced manner. Proportion of government and donor resources (financial or in-kind) leveraged from outside the ILO and allocated to sustain the COVID-19 project results.
	2. To what extent has the intervention leveraged partnerships (with constituents, national institutions, IFIs and UN/development agencies) to support constituents while targeting the COVID-19 response?	Scaled-up decent work human-centred COVID-19 policy response actions through the high-impact partnerships leveraged by the ILO COVID-19 related intervention	Proportion and type of high-impact partnerships with a variety of organizations (UN, relevant government ministries, donors, or other relevant institutions or entities) leveraged and maintained by the ILO COVID-19 related intervention for decent work human-centred COVID-19 actions at country level <i>(In conjunction with: P&B A.4.1. Number of partnerships with UN entities, international financial institutions (IFIs) and multilateral institutions or coalitions established or renewed)</i>
Effectiveness of management arrangements			
Pillar 1-4	1. To what extent has the ILO been effective and timely in providing an adapted COVID-19 response and guidance to constituents through the intervention?	ILO's guidance and support to mitigate the early effects of the pandemic provided in a timely manner to Constituents at national level	More than 80% of constituents are satisfied with the timeliness of the ILO support and adapted response to mitigate the effects of the pandemic through the ILO intervention.
	2. To what extent has the ILO intervention applied innovative approaches for an effective and timely ILO action to mitigate the immediate effects of the pandemic on the world of work?	Innovative working modalities implemented by the project for effective and timely ILO responses to the effects of COVID-19 on the world of work	Proportion of reported innovative ways of working applied by the ILO project that have contributed to provide an effective and timely support to constituents to mitigate the immediate effects of the pandemic

Pillar	Evaluation criteria and questions	Key performance indicators	Performance metrics
			<i>(In conjunction with: P&B C.1.2. Number of new or improved ways of working delivered through innovation across the following dimensions: quality, user focus, transparency, efficiency and team dynamics.)</i>
Sustainability of the project			
Pillar 1-4	<ol style="list-style-type: none"> How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic response over time? Has the ILO project developed a sustainability strategy and worked with constituents and other national counterparts to sustain results during the recovery stage? What are the main risks for the sustainability of the ILO COVID-19 response and what mitigation strategies should the ILO implement? 	<p>Increased proportion of reported project results that will be maintained or scaled-up or with defined strategies to sustain results during the recovery stage</p> <p>Active engagement of national stakeholders (constituents and other national counterparts) for increased sustainability of COVID-19 policy response results</p> <p>Responsive ILO COVID-19 intervention to identified risks for the sustainability of results with defined mitigation actions</p>	<p>Proportion of proven strategies identified by the ILO project to maintain or scale up project results over time.</p> <p>Degree and type of engagement of national stakeholders (constituents and other national counterparts) in the ILO COVID-19 project for increased sustainability of results and reported intent to scale-up or sustain results</p> <p>Comprehensive and quality identification of risks to the sustainability of results by the ILO COVID-19 related intervention and definition of mitigation actions</p>
Impact orientation			
Pillar 1-4	<ol style="list-style-type: none"> How likely will the ILO COVID-19 related interventions contribute to ensure workers, employers and governments maintain focus on decent work while adjusting to the socio-economic consequences of the pandemic? 	Lifted role of decent work at national level in responding to the socio-economic consequences of the pandemic achieved by the ILO intervention	Number and nature of reported cases by constituents and through secondary information sources of national socio-economic responses that integrate decent work principles as a result of ILO's COVID-19 response support

Pillar	Evaluation criteria and questions	Key performance indicators	Performance metrics
Pillar 1	<ol style="list-style-type: none"> Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes related to stimulating the economy and employment through integrated national financing frameworks and sectoral support for business continuity and household income? What are the significant changes observed? 	Increased number and nature of positive significant changes that result from ILO's COVID-19 response measures to stimulate the economy and employment through integrated national financing frameworks and sectoral support for business continuity and household income	Reported cases by constituents and through secondary information sources of positive significant changes in the economy and employment to which the ILO has contributed / is likely to contribute through the COVID-19 response intervention.
Pillar 2	<ol style="list-style-type: none"> Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes on supporting enterprises, jobs and incomes, and strengthened national social protection systems, aligned with relevant ILS? 	Increased number and nature of positive significant changes that result from ILO's COVID-19 response measures to support enterprises, jobs and incomes, and strengthen national social protection systems, aligned with relevant ILS	Reported cases by constituents and through secondary information sources of positive significant changes on enterprises, jobs and social protection systems to which the ILO has contributed / is likely to contribute through COVID-19 response intervention.
Pillar 3	<ol style="list-style-type: none"> Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes on strengthening occupational health and safety measures, adaptive work arrangement and supportive working environments for all, including for vulnerable workers? 	Increased number and nature of positive significant changes that result from ILO's COVID-19 response measures to strengthen occupational health and safety measures, adaptive work arrangement and supportive working environments for all	Reported cases by constituents and through secondary information sources of positive significant changes on occupational health and safety measures, adaptive work arrangements and supportive working environments for all workers, to which the ILO has contributed / is likely to contribute through COVID-19 response intervention.
	<ol style="list-style-type: none"> Has the ILO COVID-19 response action contributed / is likely to contribute to intended outcomes on equality and non-discrimination in employment, including in the informal economy? 	Increased number of positive significant changes in promoting equality in the world of work, including in the informal economy, to which ILO's COVID -19 policy response action has contributed / is likely to contribute	Reported positive significant changes by stakeholders in promoting gender equality and non-discrimination in the work of work, including in the informal economy, to which the ILO has contributed / is likely to contribute through COVID-19 response intervention.

Pillar	Evaluation criteria and questions	Key performance indicators	Performance metrics
Pillar 4	<p>1. To what extent has the ILO's COVID-19 related action contributed to promote and strengthen a culture of social dialogue to anchor effective COVID-19 policy responses? What are the significant changes observed?</p>	<p>Increased number of positive significant changes reported in promoting and strengthening a culture of social dialogue to which ILO's policy response action has contributed / is likely to contribute</p>	<p>More than 80% of constituents satisfactorily report on strengthened social dialogue to respond to the effects of the pandemic as a result of ILO's COVID-19 related action</p> <p>Reported positive significant changes by stakeholders as a result of ILO's COVID-19 related action on promoting and strengthening a culture of social dialogue</p>
	<p>2. To what extent has the ILO contributed to strengthening capacities of governments, workers and employers organizations' representatives so they can better serve the needs of their members and participate in social partnership for COVID-19 response and recovery?</p>	<p>Strengthened individual and institutional capacities of governments, workers and employers organizations' representatives to respond to the effects of the pandemic fostering decent work principles to which ILO's policy response action has contributed</p>	<p>More than 80% of constituents satisfactorily report on strengthened individual and institutional capacities to respond to the effects of the pandemic fostering decent work principles as a result of ILO's COVID-19 related action</p>