



Quick Facts

► Strategy/Policy and DWCP evaluations: High-level independent evaluations (HLE)

► December 2022

► What is a high-level evaluation?

A high-level evaluation (HLE) is a governance-level evaluation looking at the ILO's major policy, institutional or region through the Decent Work Country Programmes. These evaluations differ from other types of evaluations in that, conducted at the corporate level, the reports are submitted directly to the Governing Body in its November session for discussion and decision.

The high-level evaluations aim to generate insights into organizational level performance within the context of the results-based management system. Findings from the HLEs contribute to high level decision-making on policies, strategies, and accountability. They provide insight into the relevance, coherence, effectiveness, efficiency, likelihood of impact and sustainability of the ILO in a given policy, institutional area or in its work in a specific region.

If you would like to find out more about HLEs, please see the following resources or reach out to EVAL.



[ILO Policy Guidelines for Results-Based Management](#)



[Protocol 2.1 High-level protocol for policy outcome/strategy evaluations](#)



[Protocol 2.2. High-level evaluation protocol for DWCP evaluation](#)



► How are the topics for the HLE selected?

Senior management and the Governing Body are involved in identifying priorities for the HLEs, determining the timing and intended uses of each evaluation. The Evaluation Office (EVAL) maintains an annual rolling workplan, presented in the [ILO's Annual Evaluation Report](#), and the Governing Body members and senior management are requested to provide topic suggestions to EVAL every year. Once the Governing Body endorses the topic for the following calendar year, the subject officially becomes the topic for the next HLEs. Normally, EVAL conducts three HLEs a year:



[Institutional evaluation](#) (COVID-19 response, gender, knowledge management, capacity building, field structure, etc.). Institutional evaluation (COVID-19 response, gender, knowledge management, public-private partnership, capacity building, field structure, etc.).



[Outcome Policy evaluation](#) (labour migration, sustainable enterprises, social protection, etc.) Outcome Policy evaluation (Labour Migration, Sustainable Enterprises, Social Protection, more etc.).



[Regional DWCP evaluation](#) (Asia, Arab States, Africa, Americas, etc.) – often with a sub-regional focus clustering a number of DWCPs.

► Who are the audiences of the HLE?



The HLEs are conducted to provide an account of the ILO's results to the Governing Body (constituents). The ILO's senior management and ILO staff in departments or regions under evaluation.

► How are HLEs conducted (methodology)?

The evaluations follow the Evaluation Office's [Protocol 2.1 ILO for high-level of policy outcomes and institutional evaluations](#) and [Protocol 2.2. for high-level evaluations of DWCPs](#). The evaluations are generally conducted over a six-to-nine-month period. High-level evaluations have a wide scope and on average, over 100 constituents, partners, and ILO staff are interviewed both in HQ and in the regions. Various document reviews and analysis are conducted and the ILO databases on finance, [DC dashboard](#), [Program dashboard](#), IRIS data and [i-eval Discovery](#) data are all examined as part of the HLE. As a



structurally independent office, EVAL manages the evaluation process. An evaluation team is composed of a senior ILO evaluation officer without prior association to the strategy, policy or region and a team of external subject matter and evaluation experts. The evaluations are conducted using regular budget funds but can be cost shared with RBSA or other sources of funds. The evaluations are conducted using mixed methods to provide an evidence-based assessment of the ILO's work. The HLE process is a participatory one and, inter alia, includes:



Comprehensive document review of relevant policy, strategy, financial and management documents;



Interviews with staff, constituents and other stakeholders;



Surveys of staff and constituents;



Case studies: Country, region or thematic;



Synthesis review of relevant project evaluations conducted in the period;



Takes account of the ILO cross-cutting issues of gender, tripartism and social dialogue, just transition (environmental sustainability) and disability inclusion; and



Can include the setting up of a reference group to advise the evaluation team thematically or technically.

The evaluation process is founded on the principles of independence, utility and that they are participatory. Key stakeholders are provided the opportunity to comment on the key milestone products such as the inception report, GB summary, draft evaluation report and final reports. During the inception phase, ILO colleagues may be asked to provide inputs into the case study selection criteria. The evaluation is an independent process and the final decision on input into the products rests with the evaluation team.

► What happens once an HLE is presented to the GB?

A summary of the evaluation report (called GB Summary) is presented to the Governing Body members and the full report is made available online prior to the start of the GB session. Attached to the GB summary is the Office's formal response to the recommendations contained in the evaluation report (Office response). The summary document is a formal GB document presented during the Programme, Financial and Administrative Matters Committee (PFAC) and contains a draft decision point asking the GB members to endorse the recommendations and asks the Director-General to ensure its appropriate implementation.

Once the GB takes the decision to endorse the HLE recommendations, the Evaluation Advisory Committee (EAC) becomes the responsible custodians to ensure that the Office is following up on the recommendations of the HLEs. The Evaluation Advisory Committee is chaired by a senior management official and is composed of other senior managers representing both the regions and policy areas and meet every quarter. EVAL is the secretariat of the EAC and prepares with the concerned region or department, a follow up of the recommendations table and its progress. This follow up on the progress of implementation of the recommendation are submitted to the EAC for their discussion and action. The follow up of the HLE recommendations take place every six months until the EAC concludes that all recommendations have been duly taken into consideration and action taken.

► What type of knowledge products result from an HLE?

The HLE process results in several type of products and media. The main products available on the [ILO EVAL website](#) are:

- GB summary
- Main evaluation report
- Annexes and case studies
- Quick Facts on the main messages and findings of the HLE
- Office-wide report dissemination event

Once the HLE process is completed, EVAL conducts an annual survey of the key stakeholders to learn about their experiences, learnings and any areas for improvement. These survey findings are used to help EVAL improve its processes and find areas that need further support.

► What is the difference between a project evaluation and an HLE?

An HLE is a corporate level evaluation on a policy, strategy or region and is evaluated according to a workplan that is developed in coordination with the constituents and the Office Senior Management. The evaluation is managed by EVAL and is presented to the GB for endorsement and the follow-up of recommendations is overseen by the EAC. The evaluation is managed directly by EVAL and is presented to the GB for endorsement and the follow-up of recommendations is overseen by the EAC. For decentralized evaluations (project, thematic, cluster, flagship) the evaluation timing is determined by project cycle milestone dates, donor discussions or departmental requests for an evaluation. These evaluations are managed by an ILO certified evaluation manager and undertaken by an external evaluation consultant. The report is circulated to the concerned ILO staff and donors for comments and action but not presented directly to the GB. The recommendations are followed up using the Automated Management Response System (AMRS) and all reports and its recommendations can be found on [i-eval Discovery](#).

