

ILO Global Flagship Programme on Building Social Protection Floors for All, Phase II 2021 - 2025

Monitoring and evaluation plan

Introduction

Objective of the monitoring and evaluation plan

The monitoring and evaluation plan for the phase II of the ILO's Global Flagship Programme on Building Social Protection Floors for All (M&E plan) serves several purposes:

- At the level of the Flagship Programme, it ensures that a coherent logical framework has been developed that is able to capture progress and results achieved at country level as well as through thematic work and stronger partnerships and how these achievements contribute to impact on people.
- At the level of the Social Protection Global Technical Team (SP-GTT) it clarifies roles and responsibilities for reporting. The identified logical framework also provides guidance for the development of logical frameworks of projects under the umbrella of the Flagship Programme.
- At the level of the ILO it clarifies how the monitoring and reporting of the Flagship Programme links to the indicators and reporting process of the ILO Programme and Budget process.
- At the level of the development partners of the Flagship Programme, it states how results and impact achieved will be measured and reported. It also specifies which evaluation modalities will apply to donor contributions that are either pooled or lightly earmarked under the overall reporting and evaluation framework of the Flagship Programme.

The M&E plan is therefore a key tool for ensuring the accountability of the Flagship Programme towards ILO constituents and partners. The M&E plan builds on and complements the results and impact section of the Flagship Programme's strategy for phase II¹. The plan responds to several recommendations of the independent evaluation of the first phase of the Flagship Programme.

Summary of the Flagship Programme's strategy for 2021 – 2025

The strategy of phase II of the Flagship Programme is built around three pillars:

Pillar 1, aims at supporting 50 countries in building their national social protection systems and achieving Universal Social Protection, following a step-by-step approach.

Pillar 2 aims at supporting countries through thematic support in specific technical areas. 16 thematic areas have been identified. 8 areas contribute to extending social protection coverage to the whole population throughout their lives while the remaining 8 areas focus building robust and sustainable social protection systems.

Pillar 3 aims at creating strategic partnerships at country, regional and global level multiply impacts achieved under pillar 1 and pillar 2.

¹ <https://www.social-protection.org/gimi/RessourcePDF.action?id=57506>

ILO social protection principles will guide the implementation across all three pillars while the Flagship Programme aims at promoting the principles among ILO constituents and beyond.

Theory of change

The three pillars are mutually reinforcing.

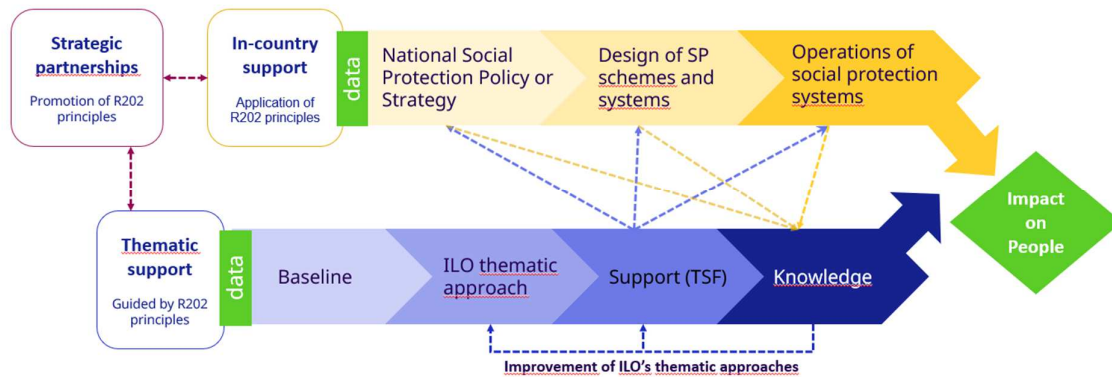


Figure 1 Theory of change of the phase II of the ILO Flagship Programme on Building Social Protection Floors for All

At country level, the Flagship Programme will support constituents to develop their social protection systems through a three steps approach moving from the adoption of national social protection strategies or policies, to the design of schemes and systems and to finalise improve operations. Through the thematic support, specific expertise aligned with ILO principles will support the country level work. At the same time the country experiences will feed back to refine the thematic approaches and related support to ensure it is based on practical experience and relevant to constituents. Partnerships serve to multiply impact and to further promote ILO principles.

Indicator framework

The indicator framework is built around three levels.

The first level measures the direct deliverables of the Flagship Programme's support including knowledge that are approved and used by constituents, capacities that have been strengthened, conventions that have been ratified as well as the work in partnership. These indicators are reflected in the ILO P&B reporting under the ILO contributions to the achievement of results.

The second level measures results at country level across the 3 steps, if a strategy/ policy has been adopted, a scheme designed or operations of a scheme improved. These indicators correspond to the output indicators on social protection under outcome 8 of the ILO P&B.

The third level measures impact on people distinguishing between increased legal coverage, increased effective coverage, more adequate coverage, more comprehensive coverage or better access. The indicator on increased effective coverage is linked to the SDG social protection indicator 1.3. and underlines the contribution of the Flagship Programme to the sustainable development agenda.

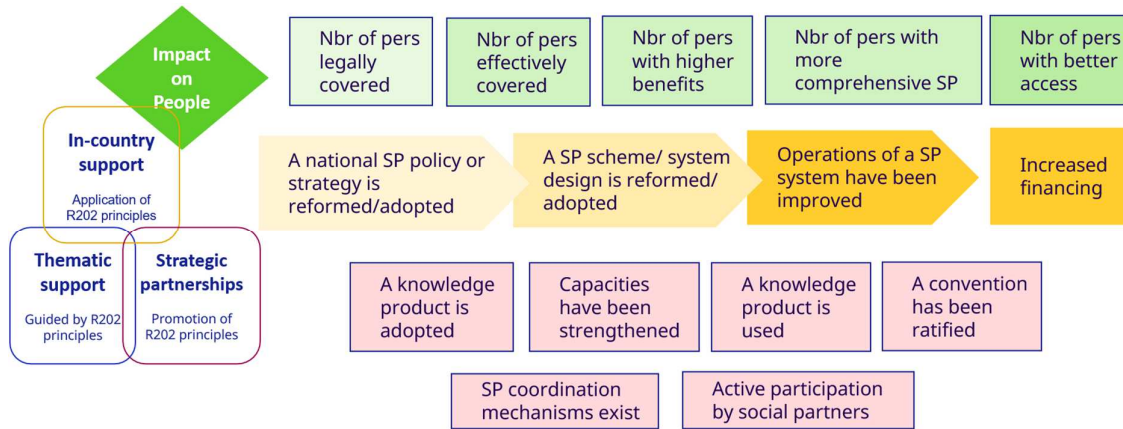


Figure 2 Indicator structure of the phase II of the ILO Flagship Programme on Building Social Protection Floors for All

The indicators listed above will be tagged by social protection branches and by thematic areas to allow to measure progress and results achieved under the thematic work. For example, an actuarial report that is approved by constituents will contribute to reporting under the Flagship Programme as a whole but also to reporting under the thematic area financial governance. The number of additional persons covered against climate risks will be reported under the consolidated impact of the Flagship Programme but will also constitute the evidence of impact achieved through the thematic work. A few key indicators for certain thematic areas have been added, notably on financing social protection and on disability inclusive social protection.

The full list of indicators is available in the annexed indicator framework.

Results monitoring tool

Results and impact will be reported through the SOCPRO results monitoring tool (RMT).

RESULTS MONITORING TOOL

Since 2012, ILO projects and actions have contributed to the achievement of social protection development in over 136 countries in the world.

With the ILOs Social Protection Results Monitoring Tool you can find out more about ILOs past, ongoing and planned projects and the results achieved in the area of social protection.

The Tool was launched in 2016 in the framework of the Global Flagship Programme on Building Social Protection Floors for All. All our data is entered on a periodic or annual basis either directly by ILO staff around the world or through the on-line Development Cooperation Dashboard, Decent Work Results Dashboard and the I-eval Dashboard. For data on existing social protection schemes and number of people covered worldwide, see the World Social Protection Report 2017-19 and Data.

<https://www.social-protection.org/gimi/MonitoringTool.action>

The tool includes dedicated country programme pages which collect the information for each indicator and which allow to add a narrative description. In the tool, the indicators will be tagged by thematic areas. The tool builds on and encourages synergies with the strategic management tools of the ILO.

The tool also includes project information based on the ILO's development cooperation dashboard for all the projects implemented under the Flagship Programme umbrella.

Linkages between the impact and results indicators and the projects will emphasize how extrabudgetary resources contribute to the achievements of the Flagship Programme.

Country and thematic pages summarize the results achieved and support provided across biennia within the given country or thematic area. Development partners funding a specific country or thematic area will find on these pages detailed information on what has been achieved through their contributions.

Both the RMT and the country/ thematic pages will be public.

Country and thematic briefs

Country and thematic briefs will complement the more quantitative information collected through the RMT by a broader narrative that explores possible causalities between support provided and results achieved. The country and thematic briefs aim at providing a comprehensive picture of the change that happened, the reason why it happened and what were broader impacts. A strong focus will further be on the alignment of the ILO support with social protection principles, especially those included in Recommendation 202. The briefs will include at least the following elements:

- Institutional results achieved and their likely impact on people.
- Analysis of potential causal relationships between technical assistance, knowledge dissemination activities and/ or capacity building provided by the ILO and partners and the results achieved.
- Implicit and explicit changes (changes in policy, programmes, in mental models, relations, power dynamics...) that contribute to improved outcomes.
- Lessons learned and experience that can facilitate replication in other countries/ contexts.
- Impacts that go beyond social protection and trigger other positive changes in the world of work, economies, and societies.
- Evidence and data that support the narrative of the brief.

It is expected that there will be one brief per thematic area and minimum 15 country briefs over the 2nd phase of the SPF FP.

This approach will be piloted by SOCPRO in collaboration with the ILO Regional Office for Asia and the Pacific.

Roles, responsibilities and timelines

Implementation, including monitoring and evaluation, is a shared responsibility of the ILO GTT on social protection.

Monitoring

The indicator framework indicates the responsibilities for the collection of the information required. Most of the indicators will be collected at country level by country focal points. They will be reported in the RMT under the country programme page.

The country programme page should be updated on a 6-monthly basis in preparation of the outcome based workplan review meetings of the Outcome 8 – Social Protection team. In addition, results should be reported when they happen. SOCPRO will work with PROGRAM on facilitating the interoperability between the RMT and the strategic management system for the P&B process and to ensure that results reported in the RMT during the biennium will be integrated in the P&B implementation reporting.

The thematic leads will support GTT colleagues in the field to ensure correct tagging of the indicators and support the collection of information related to specific thematic indicators that are not covered by the common basic indicators. The Flagship Programme management team will support validation and quality control of the information included in the tool in collaboration with the GTT.

Development cooperation projects are encouraged to use the same indicators as included under the Flagship Programme monitoring tool as much as possible.

The Flagship Programme management team will be available to support and provide training to colleagues in the use of the indicator framework and the RMT.

Country and thematic pages

Country and thematic pages will be developed by the Flagship Programme management team and be automatically updated with information entered into the RMT.

Country teams and thematic leads will be in charge of checking information included on the pages.

Reporting

The information on deliverables, results and impact achieved will feed into the preparation of the annual Flagship Programme report. The compilation of the report will be the responsibility of the Flagship Programme management team at SOCPRO based on inputs received from the country and thematic focal points.

The report will be prepared in January of each year and will support and align with the P&B implementation reporting process as much as possible. The report will be published in March providing information on the achievements of the Flagship Programme of the previous year.

Country briefs and thematic briefs

The Flagship Programme management team in SOCPRO will be in charge of the overall coordination of the production of the thematic and country briefs. It will provide guidance on the content and format of the briefs. Thematic leads and country focal points are expected to draft the briefs.

The initiative will be piloted by SOCPRO in collaboration with the ILO Regional Office for Asia and the Pacific.

More information on the development and dissemination of country and thematic briefs is included in the SPF FP communication plan.

Evaluability assessment and evaluations

The Flagship Programme management team in SOCPRO will facilitate the evaluation of the Programme which will be managed by an evaluation manager appointed by EVAL in the case of independent evaluations. Evaluations will be undertaken in line with the ILO evaluation policy and ILO evaluation policy guidelines. The Flagship Programme management team and/or, if applicable, the evaluation manager will be in charge of developing the terms of reference, identifying the consultant, consulting constituents and key stakeholders, managing the process and approving the deliverables. The GTT will have the possibility to provide inputs along the process. It is expected that the evaluations will focus on the Programme as a whole while also including a regional or country focus. GTT members at regional and country level will be requested to assist the evaluation team to collect information and/or to reach out to constituents as required by the regional/ country focus of the evaluation.

In line with the guidance provided by the ILO Governing Body, individual projects will cluster their evaluations with the Flagship Programme evaluation².

Evaluability assessment

With 50 priority countries, 16 thematic areas and a third pillar on partnerships, the Flagship Programme has a rather complex structure including all ILO regions. To ensure that the monitoring system developed is fit for purpose, an evaluability assessment will be conducted in 2022. The evaluability assessment is expected to validate the indicator framework and to provide further advice on the monitoring and evaluation plan.

The scope of the evaluability assessment will be on the Flagship Programme only. The evaluability assessment will follow the ILO evaluation policy³.

Timelines and responsibilities

Date	Steps	Responsibility
January 2022	Preparation of ToR	SOCPRO
January 2022/ February 2022	Feedback on the ToR	SOCPRO, GTT, BIU, EVAL, PARDEV
March/ April 2022	Evaluability assessment	External collaborator
April 2022	Restitution of the evaluability assessment	

Midterm evaluation

Definition and purpose

Three different modalities exist to support the Flagship Programme through voluntary contributions: (1) pooled funding, (2) contributions that are aligned with the reporting, (3) monitoring and evaluation frameworks of the Flagship Programme but with individual financial reporting and contributions with separate financial and narrative reporting. The amount of the contributions received under modalities (1) and (2) requires an independent midterm evaluation as per ILO evaluation policy. In line with the

² https://www.ilo.org/publication/wcms_746718

³ [wcms_746707.pdf \(ilo.org\)](#)

guidance provided by the ILO Governing Body, individual projects will cluster their evaluations with the Flagship Programme evaluation⁴.

The midterm evaluation will provide feedback on the implementation status of the programme at midterm and provide input for the design of the final evaluation as relevant. The midterm evaluation will follow the ILO evaluation policy⁵.

Timelines and responsibilities

Date	Steps	Responsibility
December 2022	Appointment of Evaluation Manager	EVAL
January 2023	Preparation of ToR	SOCPRO
January 2023/ February 2023	Feedback on the ToR	Evaluation manager, SOCPRO, GTT, BIU, EVAL, PARDEV
March 2023	Validation of ToR and selection of evaluator	Evaluation manager
March/ May 2023	Midterm evaluation	External collaborator
June 2023	Restitution of the midterm evaluation	

Final evaluation

Definition and purpose

The final evaluation of the Flagship Programme's phase II will feed into or will be integrated into the high-level evaluation of ILO's strategy and actions for creating and extending social protection floors that will be conducted in preparation of the next recurrent item discussion on social security (social protection) tentatively planned to take place during the International Labour Conference in 2026. The evaluation will identify recommendations for improving the ILO's social protection-related work and reflect on lessons learned and emerging good practices in an effort to contribute to organizational learning. A specific focus will be on how the Flagship Programme has contributed to the ILO's general strategy and support to constituents towards reaching universal social protection.

The final evaluation will follow the ILO evaluation policy⁶.

Timelines and responsibilities

Date	Steps	Responsibility
December 2024	Appointment of Evaluation Manager	EVAL
January 2025	Preparation of ToR	SOCPRO
January 2025/ February 2025	Feedback on the ToR	Evaluation manager, SOCPRO, GTT, BIU, EVAL, PARDEV
March 2025	Validation of ToR and selection of evaluator	Evaluation manager
March/ May 2025	Midterm evaluation	External collaborator
June 2025	Restitution of the midterm evaluation	

⁴ https://www.ilo.org/publication/wcms_746718

⁵ [wcms_746709.pdf \(ilo.org\)](#)

⁶ [wcms_746709.pdf \(ilo.org\)](#)

Dissemination

Information collected during the implementation of the Flagship Programme will be disseminated through a number of channels directly related to the Programme, including

- Results monitoring tool providing information on results and impact achieved at country and thematic level
- Country and thematic pages hosted on social-protection.org
- Flagship Programme annual report to be available on social-protection.org and distributed to the members of the Global Tripartite Advisory Committee, the Steering Committee and the Development Partners Meeting
- Evidence-based communication through country-briefs or info stories on specific themes with an particular focus on the promotion of ILO principles
- Evaluation reports that will be publicly available on social-protection.org and in the EVAL database
- Discussions on social protection during the International Labour Conference

Monitoring and evaluation of the Flagship Programme is also expected to inform evaluations and knowledge generation beyond the Programme, for example by assessing how successful support to strengthening social protection can also impact employment policies or lead to more inclusive societies.

The dissemination of the information is further detailed in the communication plan of the Flagship Programme and in the visibility and communication section of the strategy for phase II⁷.

⁷ <https://www.social-protection.org/gimi/RessourcePDF.action?id=57506>