Streamlining of EVAL – PARDEV cooperation on quality control for decentralized evaluations

EVAL\(^1\) is mandated to manage the evaluation function and ensure proper implementation of evaluation policy. This requires extensive collaboration with PARDEV. The purpose of this note is to explain the process of quality control in line with EVAL’s policy guidelines and guidance for result-based evaluation and PARDEV’s Technical Cooperation manual. For quality control purposes, independent evaluation TORs, evaluation budgets, selection of consultants and choice of methodologies are overseen by Regional Evaluation Officers (REOs) or Departmental Evaluation Focal Points (DEFPs) on a delegated basis. The final accountability for quality of evaluation reports is with EVAL which approves the final report. PARDEV ensures the final draft report is submitted to the donor for feedback and their records. The role of key partners and stakeholders\(^2\) in the workflow is described below.

### Table 1: Key roles and general responsibilities in independent decentralized evaluations

| Evaluation manager | • Manages independent evaluations (appointed by REOs and/or DEFPs)  
|                    | • Should have no links to decision-making for projects undergoing independent evaluation  
|                    | • Works with project management to draft evaluation TORs  
|                    | • Submits draft TORs to stakeholders\(^*\), then submits to REOs or DEFPs for approval  
|                    | • Finds a consultant and submits to REOs or DEFPs for approval  
|                    | • Once consultant is (implicitly or explicitly) endorsed by EVAL, negotiates terms, and finalizes consultant contract  
|                    | • Works with project staff to ensure consultant is provided with adequate documentation and access to data  
|                    | • Assists in the evaluation workshop, circulating the draft for comments to participants and key stakeholders\(^*\)  
|                    | • Once comments have been consolidated by the evaluation manager, submits these comments to consultant for report finalizing, ensuring consultant follows correct content and formatting guidelines  
|                    | • Submits draft report to REOs or DEFPs for approval  
|                    | • Once report is approved by EVAL, finalizes payment for consultant and forwards report to PARDEV and stakeholders  
| Regional Evaluation Officer / Sector Evaluation Focal Point | • Provides support in the case of evaluability studies or scoping mission  
| Project/ Programme Manager and staff | • Provides support in the planning of evaluation for the region or sector, uploading documentation to i-Track  
| Line Management | • Works with evaluator manager to facilitate access to regional or sectoral consultant profiles for selection  
| EVAL | • Approves selection of evaluation consultant on behalf of EVAL and the final version of the TORs  
| | • Reviews the final evaluation report and works with evaluation manager for necessary corrections  
| | • Approves the final report and forwards to EVAL for final approval  
| PARDEV | • Provides input to TORs  
| | • Ensures consultant has adequate documentation, assists in data gathering and logistical support  
| | • Arranges meetings and coordinates exchanges between the evaluation team and partners  
| | • Participates in evaluation workshop and provides input to evaluation manager on draft report  
| | • In the case of mid-term evaluations, co-ordinates follow-up plans  
| | • Participates in the evaluation workshop  
| | • Provides comments on the draft report  
| | • Responds to evaluation recommendations according to ILO evaluation policy  
| | • Assures quality of report meets international standards; monitors compliance with ILO evaluation policy  
| | • Approves the final evaluation report prior to submission to donor  
| | • Stores and publishes independent evaluation reports and summaries, includes all internal evaluations in i-Track  
| | • Initiates the recommendation follow-up procedure for independent evaluations  
| | • Conducts appraisal of projects, ensuring that project proposers have considered evaluation requirements for projects over US$500,000, according to ILO EVAL guidelines  
| | • Ensures that projects over US$5 million are signalled to EVAL before approval in order that EVAL conduct a pre-approval review of evaluation criteria for the project  
| | • Once project is approved, ensures that the correct evaluation criteria is entered into an evaluation paragraph in the Approval Minute, which is copied to EVAL for registration of evaluation plans in i-Track  
| | • Submits draft TOR and report to donor for projects funded through centrally mobilized resources  
| | • After receiving the final EVAL-approved report from the Evaluation Manager, forwards report to donor  

\(^1\)The full evaluation team includes EVAL staff, Regional Evaluation Officers (REOs) based in a regional office, and sector evaluation focal points (SEFPs) associated with a technical sector.

\(^2\)Stakeholders include relevant tripartite constituents, project staff and line management, appropriate external partners and the donor.
The attached Appendices (I-V) describe the evaluation workflow in more detail, according to project budget and the text to be included in approval minutes.

To keep track of requests and monitor possible bottlenecks in technical support to sectors and regions EVAL has created dedicated e-mail inboxes for each region and sector. Emails requesting support or clearance should be addressed to the designated Evaluation Officer in EVAL with copy to the e-mail addresses below. The response time (responses to be copied to the dedicated inboxes as well) should normally not take more than a week.

**Regional and sectoral emails for evaluation**

<table>
<thead>
<tr>
<th>Region</th>
<th>Sector</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Sector I</td>
<td><a href="mailto:EVAL_sectorI@ilo.org">EVAL_sectorI@ilo.org</a></td>
</tr>
<tr>
<td>Asia</td>
<td>Sector II</td>
<td><a href="mailto:EVAL_sectorII@ilo.org">EVAL_sectorII@ilo.org</a></td>
</tr>
<tr>
<td>Americas</td>
<td>Sector III</td>
<td><a href="mailto:EVAL_sectorIII@ilo.org">EVAL_sectorIII@ilo.org</a></td>
</tr>
<tr>
<td>Europe</td>
<td>Sector IV</td>
<td><a href="mailto:EVAL_sectorIV@ilo.org">EVAL_sectorIV@ilo.org</a></td>
</tr>
</tbody>
</table>

**Regional and sectoral responsibilities assigned to Evaluation Officers**

<table>
<thead>
<tr>
<th>Region</th>
<th>Sector</th>
<th>Officer</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Sector I</td>
<td>Francisco Guzman</td>
<td><a href="mailto:guzman@ilo.org">guzman@ilo.org</a></td>
</tr>
<tr>
<td>Asia</td>
<td>Sector II</td>
<td>Carla Henry</td>
<td><a href="mailto:henryc@ilo.org">henryc@ilo.org</a></td>
</tr>
<tr>
<td>Americas</td>
<td>Sector III</td>
<td>Carla Henry</td>
<td><a href="mailto:henryc@ilo.org">henryc@ilo.org</a></td>
</tr>
<tr>
<td>Europe</td>
<td>Sector IV</td>
<td>Craig Russon</td>
<td><a href="mailto:russon@ilo.org">russon@ilo.org</a></td>
</tr>
</tbody>
</table>

**PARDEV /CODEV contact** pardev@ilo.org

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Coordinator Resource Mobilization</td>
<td>Peter Rademaker, <a href="mailto:rademaker@ilo.org">rademaker@ilo.org</a></td>
</tr>
<tr>
<td>Manager - Development Cooperation, Policy and Management</td>
<td>Carlien Van Empel, <a href="mailto:vanempel@ilo.org">vanempel@ilo.org</a></td>
</tr>
<tr>
<td>Coordinator Project portfolio management</td>
<td>Erlien Wubs, <a href="mailto:wubs@ilo.org">wubs@ilo.org</a></td>
</tr>
</tbody>
</table>

Kindly refer to PARDEV intranet site: [https://www.ilo.org/intranet/english/bureau/pardev](https://www.ilo.org/intranet/english/bureau/pardev)
APPENDIX I: Above US$ 500,000 and below USD$ 1 million - Internal evaluations*

• Proposal cites evaluation requirements
• Proposal puts forward a funded monitoring and evaluation plan as part of the project document
• Proposal reserves funds (minimum 2%) for evaluation

Project Appraisal and Approval

• Region/PARDEV appraisal indicates any changes needed, including M&E components
• Line management through project drafters make adjustments
• PARDEV sends approval minute notifying EVAL, which registers evaluation plan in i-Track

Project Appraisal and Approval

• Project management sets aside appropriate eval budget allocation
• Project management is reminded when an evaluation is due by REOs or DEFPs
• Evaluation plan is updated in i-Track
• REOs or DEFPs follow up with line management for planned evaluations

Project Evaluation

• Project management and REOs or DEFPs agree on an Evaluation Manager (EM)
• Project staff and EM write TORs
• EM finalizes TOR; manages consultant, receives deliverables, and disseminates evaluation
• Sends report to EVAL for inclusion in i-Track

Evaluation storage

• EVAL stores internal evaluation and makes it available to ILO officials
• Becomes permanent record in i-Track

Project Implementation

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Project Design

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Project Design

*For projects with budgets <US$500,000 internal and self-evaluation are not monitored by EVAL and hence not included as part of this workflow.
APPENDIX II: Over US$ 1 million* under US$5 million - Independent evaluations

- Proposal should cite evaluation requirements
- As part of recognizing evaluation requirements, proposal should reserve funds (minimum 2%) for evaluation

**Project Appraisal and Approval**

- Region/PARDEV appraisal indicates any changes needed, including M&E components
- Line management, donors and project drafters make adjustments
- PARDEV issues Approval Minute, notifying EVAL, which registers evaluation plans in i-Track

**Project Implementation**

- M&E plans reviewed by REOs or DEFPs with project management
- REOs or DEFPs signal when an evaluation is due and checks that appropriate funds have been set-aside by project management
- Evaluation plan is updated in i-Track

- Evaluation manager (EM) is selected by either the REOs or the DEFPs, who then works with project staff to draft TORs, circulates draft TORs to stakeholders*
- EM, REOs/DEFPs agree on a consultant (with implicit or explicit endorsement of EVAL)
- EM oversees evaluation and conducts workshop, circulates draft report for comments to stakeholders
- EM consolidates comments, guides consultant to finalize report according to ILO guidelines
- EM submits draft to REOs/DEFPs for approval. Report is then sent for EVAL approval
- Once approved by EVAL, EM sends approved report to PARDEV for transmission to the donor and other stakeholders
- Public dissemination of report conducted by EM

- EVAL puts all reports in i-track and independent reports in the Donor Dashboard
- Independent evaluation summaries are uploaded by EVAL to the EVAL website
- Management response exercise is initiated by EVAL and completed and submitted to EVAL by Line Managers
- EVAL reports to GB on management response follow-up

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* The involvement of the donor as a stakeholder in reviewing TOR and draft report will be secured at either the country (for locally mobilized resources) or global level through PARDEV (for centrally mobilized resources).
APPENDIX III: Over US$ 5 million* - Independent evaluations

**Projects of any duration in this category are subject to a mid-term and a final evaluation, both of which must be independent**

**The involvement of the donor as a stakeholder in reviewing TOR and draft report will be secured at either the country (for locally mobilized resources) or global level through PARDEV (for centrally mobilized resources).**
APPENDIX IV: Suggested paragraphs on evaluation requirements for Approval Minutes

1. FOR PROJECTS OVER US$ FIVE MILLION - All projects over five million must undergo an initial appraisal

   Evaluation Paragraph: As per ILO evaluation policy, this project is subject to 1) an initial M&E appraisal by EVAL; 2) an evaluability check within one year of start-up is strongly recommended; 3) and 3) both the mid-term and final evaluations must be independent. The resources set-aside for evaluation can only be used for evaluation purposes. The independent evaluations are to be managed by an independent evaluation manager and must be submitted to EVAL for approval prior to dissemination to the donor through PARDEV. Kindly refer to the ILO Guidelines on the EVAL Intranet site: http://www.ilo.org/intranet/english/edmas/eval/proj_eval.htm

2. FOR PROJECTS OVER ONE MILLION - Over 18 and Under 30 months duration Annual reviews are required As well as an independent final evaluation

   Evaluation Paragraph: As per ILO evaluation policy, this project is subject to 1) annual reviews; and an independent final evaluation. The resources set-aside for evaluation can only be used for evaluation purposes. The independent evaluation has to be managed by an independent evaluation manager and must be submitted to EVAL for approval prior to dissemination to the donor through PARDEV. Kindly refer to the ILO Guidelines on the EVAL Intranet site: http://www.ilo.org/intranet/english/edmas/eval/proj_eval.htm

3. FOR PROJECTS OVER ONE MILLION - Over 30 months duration Both a mid-term and a final evaluation are required, one of which must be independent

   Evaluation Paragraph: As per ILOs evaluation policy, this project is subject to both a mid-term and final evaluation – one of which must be independent. The resources set-aside for evaluation can only be used for evaluation purposes. The independent evaluation has to be managed by an independent evaluation manager and must be submitted to EVAL for approval prior to dissemination to the donor through PARDEV. All independent evaluations must be submitted to EVAL prior to dissemination to the donor. Kindly refer to the ILO Guidelines on the EVAL Intranet site: http://www.ilo.org/intranet/english/edmas/eval/proj_eval.htm

3 Cost for the initial appraisal and work necessary for the evaluability check will be billed to budget line 16.5
4. MULTI-PHASE PROJECTS WITH COMBINED BUDGETS OVER ONE MILLION

Multi-phase projects with combined budgets over one million must undergo at least one independent evaluation, mid-term or final.

**Evaluation Paragraph:** As per ILOs evaluation policy, this project is subject to either an independent mid-term or an independent final evaluation – to be determined by project staff and the donor, with due consideration for timing the evaluations during the project cycle. The resources set-aside for evaluation can only be used for evaluation purposes. The independent evaluation has to be managed by an independent evaluation manager and must be submitted to EVAL for approval prior to dissemination to the donor through PARDEV. Kindly refer to the ILO Guidelines on the EVAL Intranet site:
http://www.ilo.org/intranet/english/edmas/eval/proj_eval.htm

FOR PROJECTS UNDER ONE MILLION

5. For projects below US$ 1 million, independent evaluations are not required but an internal evaluation should be completed. EVAL will monitor the quality of internal evaluations between USD 500,000 and 1 million.

**Evaluation Paragraph:** As per ILOs evaluation policy this project is subject to an internal final evaluation which should be submitted to ILO EVAL for their documentation in case the project is above USD 500,000. Project management is requested to utilize the resources set aside for the conduct of the internal evaluation, which should be managed by an ILO official or consultant outside of project management. Kindly refer to the ILO Guidelines on the EVAL Intranet site: http://www.ilo.org/intranet/english/edmas/eval/proj_eval.htm

6. When the ILO, project staff and the donor have agreed that an independent evaluation should take place for projects under one million, this should be mentioned in the evaluation paragraph, specifying the type and timing of the evaluation.

**Evaluation Paragraph:** According to (e.g. the donor and project management) this project is exceptionally subject to an independent midterm or final evaluation. The resources set-aside for evaluation can only be used for evaluation purposes. The independent evaluation has to be managed by an independent evaluation manager and must be submitted to EVAL for approval prior to dissemination to the donor through PARDEV. Kindly refer to the ILO Guidelines on the EVAL Intranet site: http://www.ilo.org/intranet/english/edmas/eval/proj_eval.htm
ADDITIONAL NOTES

7. JOINT UN PROJECTS & MULTI-DONOR PROJECTS

When a project is part of a Joint UN project or multi-donor arrangement, the evaluation paragraph should cite the lead agency of the joint project, and which agency will be conducting the evaluation.

For example:

| Evaluation Paragraph: The __________ is the lead agency for this project and is responsible for setting aside appropriate funds for the conduct of a joint evaluation. __________ agency will be responsible for managing the evaluation. Any evaluations should be submitted to ILO EVAL for their documentation. |