

► **CHECKLIST 4.2: PREPARING THE EVALUATION REPORT**► **Date** January 2025, v.3 (v.1 - 2014)This checklist is to be read in conjunction with ► [Guidance Note 4.1 Evaluation manager: Role and function](#)**CONTENTS (CLICK TO NAVIGATE)**

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The purpose of this checklist is to primarily instruct evaluation consultants in the requirements of formatting and finalizing an evaluation report for the ILO.¹ ILO evaluation managers should be very well informed of this checklist and hand it over to the consultant. The checklist provides specific requirements for each formal element of the report, in addition to providing specific details on how to present the conclusions, recommendations, lessons learned and emerging good practice in the report. ILO definitions of lessons learned and emerging good practices, along with the required templates for the evaluation consultant to complete can be found in [Guidance Note 5.5](#).

*This guidance note is a living document and has not been professionally edited.
Right-click on hyperlinks and select 'Open in new tab' to access, if viewing in browser.*

1. This checklist is meant as a summary check to be used to ensure all critical elements are present in the evaluation report. For more detailed information on each section and a quality control of the content, see Section 1 of [Checklist 4.9 Rating the quality of the evaluation report](#).

► 1. TITLE PAGE

The following elements must be included in the title page (see also [Checklist 4.3 Filling in the Title Page](#)) and should use the standard template.

- The same title (as cited in the TOR and PARDEV Approval Minute);
- ILO project (DC/SYMBOL) reference code;
- The type of evaluation (e.g. Independent or internal - external, Decent Work Country Programme Internal Review, etc.);
- Indication of the timing of the evaluation (mid-term or final);
- List all countries covered by the evaluation;
- Indication of the main P&B(s) that have been assessed by the evaluation;
- Indication of the main SDG(s) assessed by the evaluation;
- Date of the evaluation when it was approved by EVAL;
- Name of the evaluation consultant(s);
- ILO office administrating the project and the name of the ILO Technical Backstopping Office;
- All UN agencies that participated in the evaluation;
- Date when the project officially ends;
- Donor and project budget in US\$;
- Name of evaluation manager;
- Cost of the evaluation in US\$; and
- Key words.

No external logos can be used on the title page or anywhere in the evaluation report.

► 2. TABLE OF CONTENTS

The Table of Contents must contain the following elements:

- Accurate reflection of the contents in the report;
- List of tables, figures and charts;
- List of acronyms or abbreviations, as appropriate;
- List of appendices which must include the following items: TOR, list of interviewees, others
- Complete a lessons learned template (one per lesson);
- Complete an emerging good practice template (one per lesson);
- Terms of reference;
- List of persons interviewed;
- Evaluation questions matrix, including data collection instruments;
- Bibliography; and
- Any additional documents the consultant deems necessary.

The Table of Content should be updated before submitting the report to the ILO.

► 3. EXECUTIVE SUMMARY

The executive summary should be brief and concise (maximum 4-5 pages) and should use the [standard template](#). The following elements must be included in the Executive Summary:

- Explanation of the project's purpose, logic and structure and objectives (project background)
- Overview of the purpose, scope, clients of the evaluation, time period, geographical coverage and groups or beneficiaries of the evaluation (evaluation background)
- Concise description of the evaluation's methodology
- Summary of all the evaluation findings
- Concise list of all conclusions
- List of all lessons learned and emerging good practices
- List of all recommendations (must be aligned with the conclusions)

► 4. BODY OF THE REPORT

The body of the evaluation report should follow the organization of the Executive Summary and be in compliance with the TOR. The standard length of the report should be 30-40 pages², excluding the annexures. The evaluator may add appropriate sections (if needed), however the following elements must be included:

Project background – the following elements should be included:

- A brief outline of the economic, political, social, cultural, historical context for the country;
- A summary of the projects' purpose, logic, structure and objectives. It should specifically outline the intervention theory of change and main means of action and milestones; the geographic coverage; management structure; and funding arrangements;
- An overview of the present situation of the project, explaining any key information about its current state of implementation and relevant context; and
- A brief description of how the project took cross-cutting issues, such as gender equality and disability inclusion, into account during the design and implementation stages
- A description of the contributions, role of ILO, project partners and other stakeholders.

Evaluation background - This section should present a concise summary of:

- The purpose and scope of the evaluation (e.g. accountability, project improvement and/or organizational learning);
- The scope of the evaluation (for example, geographic coverage, the evaluated time period, with special focus

2. All acronyms should have the full form when they first occur in the report. The same rule applies for evaluation summary. The report should have page numbers at the bottom right corner

3. Further guidance can be found in [Guidance Note 3.1 Integrating Gender Equality in Monitoring & Evaluation of Projects](#).

areas such as norms and social dialogue, gender, disability inclusion and non-discrimination, SDG contribution, and assessment of medium and long-term effects of capacity development action);

- The clients of the evaluation and/or who will use the evaluation findings; and
- Description of dates, events and operation sequence of the evaluation.

Criteria and Questions – including:

- Evaluation criteria covered by the evaluation (as per the [OECD/DAC](#))
- Outline of evaluation questions
- A detailed description of how the evaluation criteria and questions specifically address how gender equality has been integrated into the design, planning, implementation of the intervention and the results achieved³;
- The cross-cutting themes the evaluation has covered (e.g., tripartism and social dialogue, International Labour Standards, environmental sustainability, gender and disability inclusion, and medium and long-term effects of capacity development initiatives). See

[Guidance note 3.2 Integrating social dialogue and ILS in monitoring and evaluation of projects](#).

Methodology – This section should cover:

- The evaluation approach used (e.g. mixed methods, goal-based, etc.);
- The evaluation's data collection methods, sampling procedures (if any), data sources and type of analysis (qualitative data analysis, descriptive statistics, etc.);
- A description of all methodological limitations and potential sources of bias (method selections, data sources, etc.);

- A description and rationale for stakeholder participation in the evaluation process; and
- A description of the evaluation norms, standards and ethical safeguards.
- A description of the ways that the methods were made to be gender-sensitive, disability inclusive, and human rights responsive.

Main findings

This section should include a brief, overall assessment of the project's performance, including its relevance, effectiveness, efficiency, impact and sustainability. Findings are supported by evidence. Unintended and unexpected outcomes should be also included.

In preparing this section the following items should be considered:

- Alignment of findings with the purpose, scope, questions and methods of the evaluation;
- All evaluation questions included in the ToR or agreed with the evaluation manager at the inception phase are addressed and explanations provided when not answered;
- All findings are supported by evidence and are consistent with methods and data;
- Cross-cutting issues such as: (i) gender issues; (ii) tripartite and social dialogue issues (iii) international labour standards, (iv) environmental sustainability and (v) medium and long-term effects of capacity development action are assessed, (vi) disability inclusion. See below for more details.
- All data is disaggregated by sex, age, ethnic group, disability inclusion, or other relevant demographic categories, where feasible;
- Unintended and unexpected results are discussed; and
- Factors contributing to the success/failure of the project are identified and discussed.
- Inclusion of a finding relating to gender equality and/or disability inclusion.

GENDER ISSUES ASSESSMENT

There should be a summary assessment of gender issues in the evaluation conclusions, and indications of any pertinent budgetary dedication regarding gender data. For more guidance on presenting gender in evaluation conclusions see

 [Guidance Note 3.1 Integrating Gender Equality in Monitoring & Evaluation of Projects](#).

TRIPARTITE ISSUES ASSESSMENT

There should be a summary assessment of tripartite issues in the evaluation conclusions. Further guidance on ILO tripartite constituents and their role in evaluation can be found in  [Guidance Note 4.4 Stakeholder Engagement](#).

INTERNATIONAL LABOUR STANDARDS ASSESSMENT

There should be a summary assessment of any international labour standard (ILS) issues relevant to the project and its evaluation. Any pertinent budgetary dedication to ILS issues should also be presented. Further guidance on can be found in

 [Guidance Note 3.2 Integrating social dialogue and ILS in monitoring and evaluation of projects](#).

ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability is a precondition for sustainable development, decent jobs and social justice. There should be a summary assessment on how environmental sustainability is built into all aspects of the ILO's work under review, and drive the strategic direction of towards safeguarding the natural environment.

CAPACITY DEVELOPMENT

Capacity development is a process occurring at three different levels (individual, organizational and system level) that underline the interaction between internal and external factors. A key question in capacity development evaluation is whether any improved capabilities are due to the intervention or to other factors. Further information on specific dimensions to assess results of capacity development initiatives can be found in Annex II of Guidance note note 4.1 - The Evaluation Manager: Role and Function

► 5. CONCLUSIONS

Conclusions are formulated by synthesizing the main findings into statements of merit and worth. The evaluative reasoning and critical thinking used to formulate the conclusions must be clear. As such, special care should be given to their validity and reliability. Consultant must make sure:

- Conclusions are formulated by synthesizing the main findings into summary judgments of merit and worth, resulting in fair, impartial, and consistent with the findings;
- The evaluative reasoning and critical thinking used to formulate the conclusions must be clear;
- Conclusions are clear and concise;
- Conclusions reflect the cross-cutting themes analysis (including gender and disability inclusion) conducted in the evaluation; and
- Briefly discuss how the validity and reliability of the conclusions is included.

► 6. LESSONS LEARNED AND EMERGING GOOD PRACTICES

LESSONS LEARNED

One of the purposes of evaluation in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The section on lessons learned should consider:

- Is the lesson significant? Does it deal with a non-trivial matter?
- Does the lesson concisely capture the context from which it was derived?
- Is the lesson applicable in different contexts?
- Is it clear in which situations the lesson could be reused in future?
- Does the lesson identify target users?
- Does the lesson specifically suggest what should be repeated or avoided in future contexts to guide future action?

EMERGING GOOD PRACTICES

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The section on emerging good practices should consider:

- Does it describe how it works?
- Does it concisely capture the context from which it was derived?
- Is it applicable in different contexts?
- Is it potentially replicable in different contexts?
- Does it identify target users?
- Does it demonstrate their link with specific impacts?

The sections on lessons learned and emerging good practices should be prepared using their respective templates found in [Guidance Note 5.5](#). These templates provide helpful definitions and criteria and are compulsory.

4. Even if the recommendations are divided by stakeholders they are addressed to, the number sequence of the recommendations should not be changed

7. RECOMMENDATIONS

The consultant is expected to follow the criteria below when drafting recommendations, as appropriate. There should not be more than 10 recommendations, and should not repeat the conclusion statements. Recommendations should:

- Follow logically from conclusions, lessons learned and good practices;
- Be numbered⁴ and should have a sub-title that indicates what the recommendation is about, followed by a narrative explanation of the recommendation;
- Indicate the action needed to remedy situation in a concise manner. Long sentences and paragraphs should be avoided;
- Reflect the gender analysis conducted in the evaluation;
- Specify who is called upon to act:
 - ILO Country Office
 - Project Management
 - ILO HQ Administration
 - Tripartite Constituents
 - ILO HQ Technical Unit
 - ILO Regional Office
- Distinguish priority or importance (high, medium, low);
- Specify the recommended time frame for follow-up (short-term, medium-term, long-term, not applicable); and
- Acknowledge whether there are resource implications (e.g. low, medium, high).
- A recommendation should be included relating to the cross-cutting themes analysis (including gender equality and disability inclusion) conducted in the evaluation. If none are possible due to data not being available, this should be highlighted so that corrective measures can be taken.

A **sample recommendation** is presented here for reference:
Recommendation 1: Organize capacity development activities for the social partners, in particular, employers in the region.

The ILO Project Team, in cooperation with ACTEMP should organize capacity development activities aimed at enhancing knowledge and skills of the social partners, with particular attention to the needs of the employers in the XX region to successfully engage in the social dialogue, to enhance their skills in developing research tools, conducting surveys, developing policy proposals and advocacy.

Addressed to	Priority	Resource	Timing
ILO Project team	High	Medium	Short-term

The recommendations text is uploaded into separate data sets for a formal exercise on management follow-up. For this reason, recommendations must be expressed as complete, stand-alone concise statements which do not include any unexplained acronyms, and which must follow certain criteria and formatting.

8. APPENDICES

All annexures should be numbered and their titles should follow a consistent format. The annexures should be reflected in the main Table of Content, with proper numbering, sequencing and page numbers.

List of appendices must include the following items and any additional documents the consultant deems necessary:

- Lessons learned template;
- Emerging good practice template;
- Terms of reference;
- List of persons interviewed (see template below);
- Evaluation questions matrix, including data collection instruments; and
- Bibliography.

TEMPLATE FOR PRESENTING LIST OF STAKEHOLDERS COVERED UNDER THE EVALUATION

S.N.	NAME	ORGANIZATION	DESIGNATION	E MAIL	MODE OF INTERVIEW*

*Personal interview, group interview, telephonic interview, Skype based interview etc.