Introducing LogAlto: Smart Monitoring for a Global OSH Programme

June 2025

Lessons Learned from Introducing a Digital Platform for Monitoring and Reporting Results from the ILO Safety + Health for All Programme

Introduction

In October 2022, the ILO Safety+Health for All programme launched a digital platform called LogAlto. The platform supports project level performance and progress monitoring, analysis and reporting, and enables more efficient aggregation, analysis and reporting of progress made by development cooperation projects for global overviews**.** All *Safety+Health for All* projects are linked to LogAlto, and results reported on programme's global indicators are automatically aggregated. Project teams also use LogAlto to record progress on project specific indicators, and to extract project progress data on both sets of indicators as relevant for progress reviews and reporting. LogAlto offers other project management tools linked to each individual project workspace, but the results framework and the indicator menus are the tools mostly used by project teams.

This note describes lessons learned; the benefits of a digital platform in general and LogAlto in particular, the costs, the challenges experienced with the introduction and implementation of the platform across the Programme and reflections on its usefulness.

- ***Safety+Health for All*** is the ILO global programme that promotes the fundamental right to a safe and healthy working environment. It mobilizes resources to implement projects at national, regional and global level following a global strategy.
- The Programme is the vehicle that supports the implementation of the ILO Global Strategy on OSH (2024-2030) through development cooperation.
- It is hosted by the ILO Occupational Safety and Health and Work Environment (OSHE) Branch.

Context

The progressive expansion of the Safety+Health for All portfolio since its launch in 2016 posed increasing challenges in tracking, aggregating and analysing progress updates across projects[1]. To strengthen the measurement and monitoring of projects' contribution to the overall aim of improving occupational safety and health (OSH), the Programme developed a Theory of Change and a global results framework in 2021, elaborating the intended impact, outcomes and outputs and related indicators at each level, including those related to country programmes (CPOs) and ILO's programmatic (P&B) outcomes.

[1] The Programme encompasses an average of 20 projects at global, regional and country levels at a given time.

The periodic aggregation of Programme progress data remained a challenge, partly because:

- Indicator language was not standardized across projects and indicator values therefore difficult to aggregate,
- Aggregation of progress data across projects remained a manual process, that was both time-consuming and prone to errors and duplication.

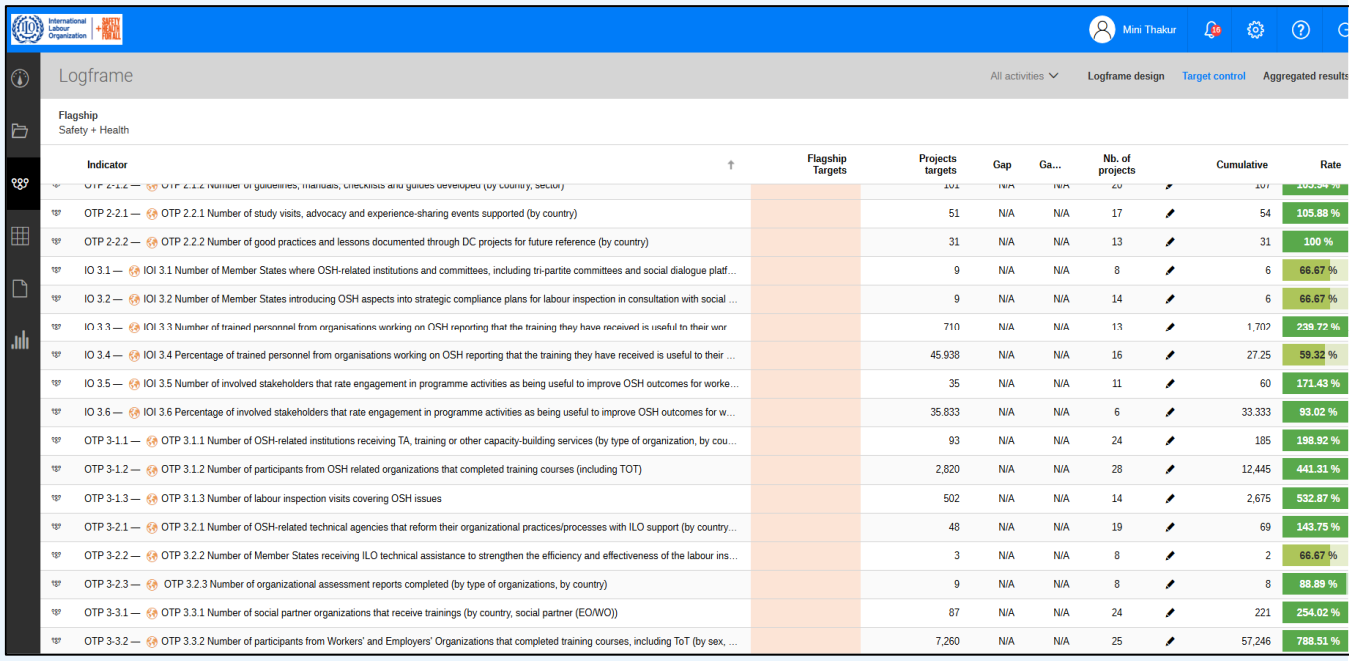
To address these issues, the Occupational Safety, Health and Environment Branch launched a Request for IT initiative, specifying the desired operational features as well as the technical features that were discussed with ILO-INFOTEC beforehand. The responsible team explored potential digital solutions that could allow individual projects to link indicators to the global list of programme indicators, keep complementary project-specific indicators as needed, and allow for automatic calculation of aggregated values of the global indicators. A call for proposals was conducted, and the web development company DevAlto was contracted in April 2022. The service provider proposed a web-based M&E software called LogAlto, used by several development agencies.

Logalto

LogAlto was successfully tailored to fit the outlined requirements, including integration with the ILO's Active Directory (Single Sign-On login), linking projects to the global results framework and providing access to pre-built analytical tools to assess current performance (progress on outcomes, outputs and short-term indicators) and visual dashboards to illustrate trends (long-term outcomes).

Key features of Logalto

- An overall global page that serves as a dashboard and that provides easy access to all projects, logframes, custom forms, files and analytical tools.
- A hierarchical set-up of results frameworks, with the global programme results framework at the top (serving as corporate framework) and related sub-programmes /projects sequentially built and linked to the corporate framework.
- Programme level (top of the hierarchy) logframe capable of automatically aggregating results from different projects on a given indicator. **(ref Figure 1)**
- Specific project management workspaces for all projects where they can upload e.g., work plans, risk matrices, and sustainability plans as well as reports. Project introduction panel has space to note the CPO link and P&B link (**ref Figure 2**)
- Data analysis and visualization possible at global as well as project level for all indicators (**ref Figure 3**)
- Options for recording narrative details as well as uploading relevant documents such as photos and training reports, and to link customized forms such as KPI tools and data entry forms.
- Exclusive pages for completed projects, that allow retrospective aggregation of data (since 2016, when global programme started).
- Individualized data entry with defined user rights.
- Pre-built tools for data export and analytics.
- Single sign-in using ILO ID.
- Easy-to-follow video tutorials for all steps, from the creation of a project workspace, the setting up of a logframe with links to the global logframe and onwards.
- The platform has inbuilt space for accessing resources for users, including video tutorials as well as a messaging facility to raise queries to the service provider.



Indicator	Flagship Targets	Projects targets	Gap	Ga...	Nb. of projects	Cumulative	Rate
OTP 2-2.1 — OTP 2.2.1 Number of study visits, advocacy and experience-sharing events supported (by country)		51	N/A	N/A	17	54	105.88 %
OTP 2-2.2 — OTP 2.2.2 Number of good practices and lessons documented through DC projects for future reference (by country)		31	N/A	N/A	13	31	100 %
IO 3.1 — IOI 3.1 Number of Member States where OSH-related institutions and committees, including tri-partite committees and social dialogue platf...		9	N/A	N/A	8	6	66.67 %
IO 3.2 — IOI 3.2 Number of Member States introducing OSH aspects into strategic compliance plans for labour inspection in consultation with social ...		9	N/A	N/A	14	6	66.67 %
IO 3.3 — IOI 3.3 Number of trained personnel from organisations working on OSH reporting that the training they have received is useful to their wor		710	N/A	N/A	13	1,702	239.72 %
IO 3.4 — IOI 3.4 Percentage of trained personnel from organisations working on OSH reporting that the training they have received is useful to their ...		45,938	N/A	N/A	16	27.25	59.32 %
IO 3.5 — IOI 3.5 Number of involved stakeholders that rate engagement in programme activities as being useful to improve OSH outcomes for worke...		35	N/A	N/A	11	60	171.43 %
IO 3.6 — IOI 3.6 Percentage of involved stakeholders that rate engagement in programme activities as being useful to improve OSH outcomes for w...		35,833	N/A	N/A	6	33,333	93.02 %
OTP 3-1.1 — OTP 3.1.1 Number of OSH-related institutions receiving TA, training or other capacity-building services (by type of organization, by cou...		93	N/A	N/A	24	185	198.92 %
OTP 3-1.2 — OTP 3.1.2 Number of participants from OSH related organizations that completed training courses (including TOT)		2,820	N/A	N/A	28	12,445	441.31 %
OTP 3-1.3 — OTP 3.1.3 Number of labour inspection visits covering OSH issues		502	N/A	N/A	14	2,675	532.87 %
OTP 3-2.1 — OTP 3.2.1 Number of OSH-related technical agencies that reform their organizational practices/processes with ILO support (by country...		48	N/A	N/A	19	69	143.75 %
OTP 3-2.2 — OTP 3.2.2 Number of Member States receiving ILO technical assistance to strengthen the efficiency and effectiveness of the labour ins...		3	N/A	N/A	8	2	66.67 %
OTP 3-2.3 — OTP 3.2.3 Number of organizational assessment reports completed (by type of organizations, by country)		9	N/A	N/A	8	8	88.89 %
OTP 3-3.1 — OTP 3.3.1 Number of social partner organizations that receive trainings (by country, social partner (EO/WO))		87	N/A	N/A	24	221	254.02 %
OTP 3-3.2 — OTP 3.3.2 Number of participants from Workers' and Employers' Organizations that completed training courses, including ToT (by sex, ...		7,260	N/A	N/A	25	57,246	788.51 %

Figure 1. Screenshot of aggregated data on global (Programme level) indicators

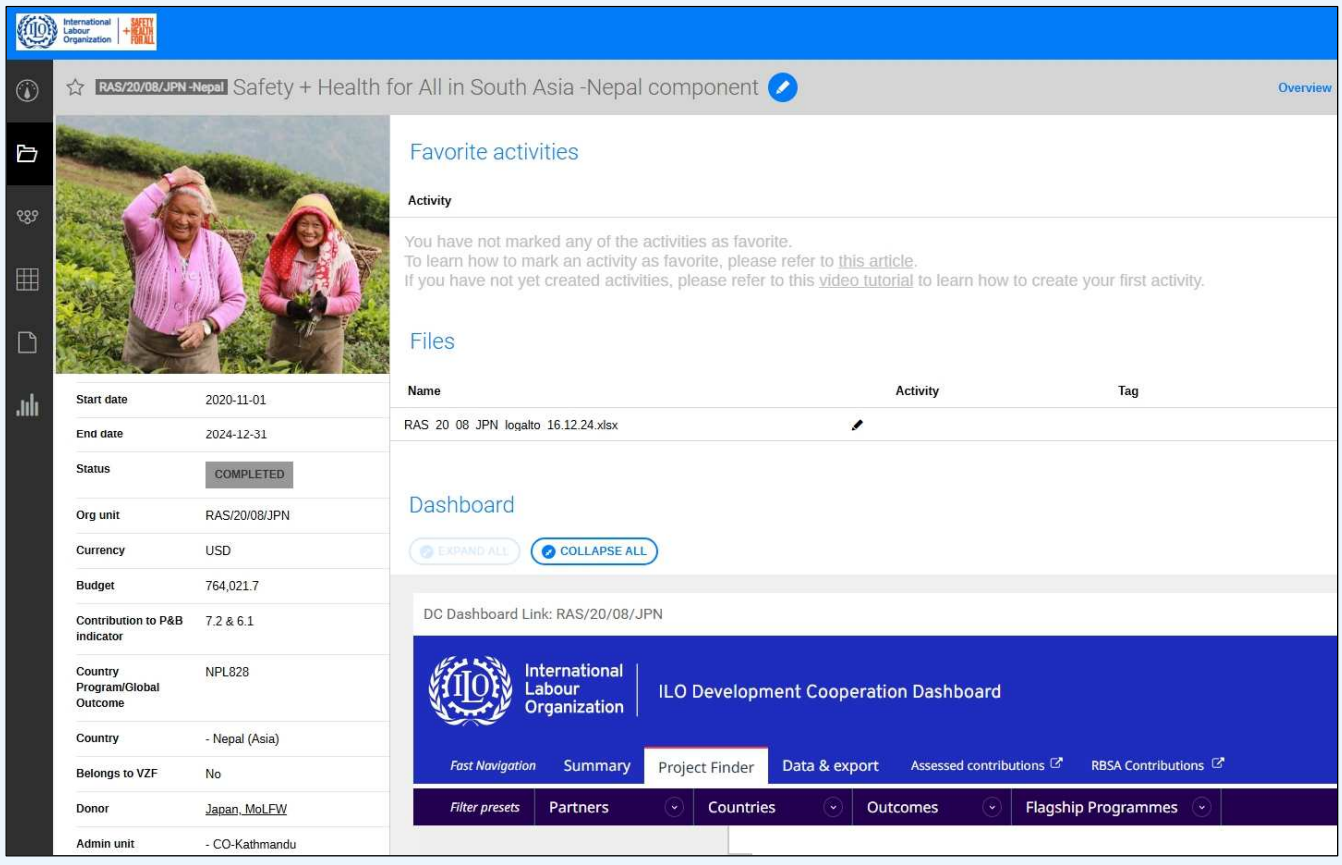
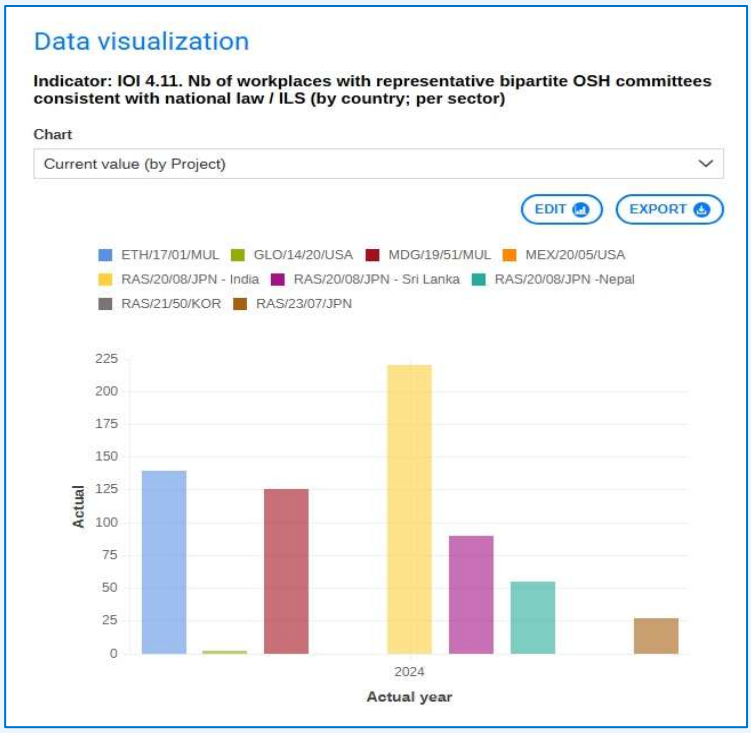


Figure 2. A typical project landing page: Screenshot of a project in Nepal (RAS/20/08/JPN-Nepal)

Implementing LogAlto as a global programme tool

The introduction of LogAlto to project teams was accompanied by a series of virtual trainings, offered by DevAlto, the service provider. The company also offers additional training and/or support as needed, as part of the services offered with the annual license. Regular training sessions to introduce project team members of new projects to LogAlto has since then primarily been offered by the Programme & Operations Team/the Monitoring & Evaluation Specialist of the OSHE Branch. Training serves to ensure that staff knows how to operate the basic functions relating the setting up of the project results framework with indicators, linking indicators where possible to the global list of indicators and feeding in data per indicator over time, and familiarize them with additional functions.



Resource implications Figure 3. Aggregate value and data visualization for Programme Indicator IO4.11 (number of workplaces with OSH committees) for 2024

Budget

- Upfront cost for customization (one time): USD 44,000 for a complex framework (customization, settings, trainings and user manuals).
- Annual license and maintenance cost: USD 26,950 for license, support hours, and bug fixes.

Quality assurance and in-house support

Data entered into the LogAlto platform is continuously supervised by the M&E Specialist of the Branch. Tasks performed during project start-up periods include to support the matching of project indicators with the global list of indicators as far as possible; to oversee the setting up of project results frameworks (logframes) on the digital platform, including to ensure that the relevant data actually feeds into the global indicators, and that baselines and targets have been registered when such data is available. Over the implementation period of each individual project, continuous quality assurance tasks include ensuring that data entered corresponds with activity and/or monitoring reports (usually summarized in a separate excel table), that any double-reporting of activities is avoided and to follow-up with project team members in case of discrepancy.

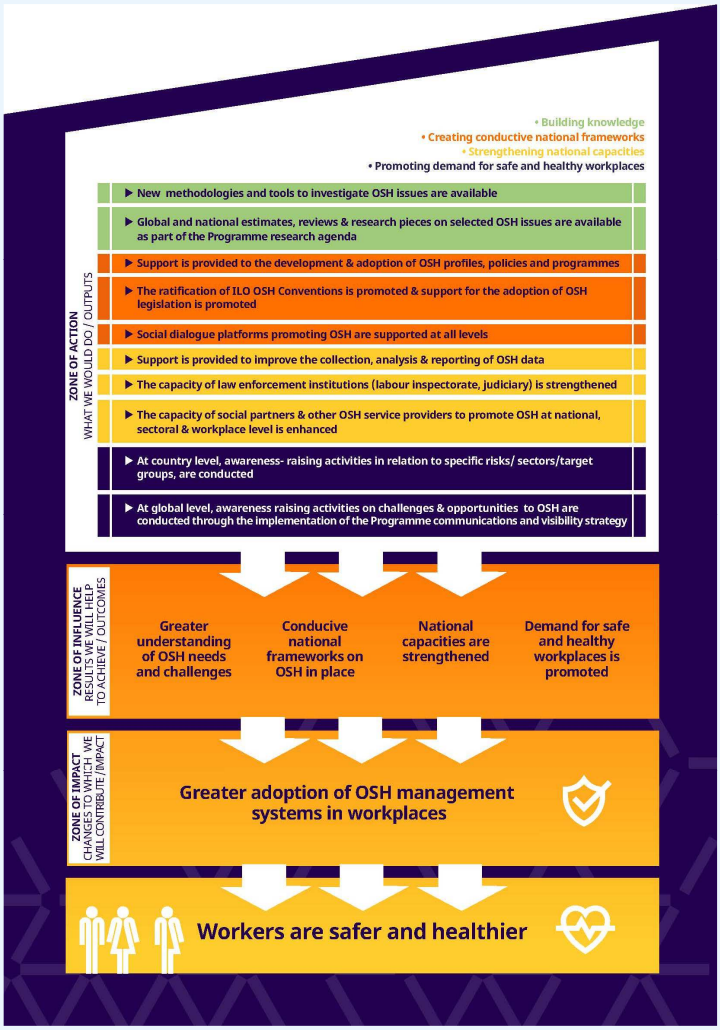
Factors facilitating the introduction of LogAlto

The effective introduction of LogAlto as a digital tool for data storage, aggregation and analysis in addition to other project management functions that are available on the platform has been facilitated by:

- The financial commitment from the Branch hosting the Programme, to set up and maintain the platform as a key management product.
- The pre-existing overall global theory of change and results framework with indicators for Safety+Health for All Programme.
- The support offered to project staff and delivered primarily by the Programme and Operations Team/the

Monitoring & Evaluation Specialist of the OSHE Branch (see Quality assurance above).

- Stakeholders' support and encouragement of the digital platform.
- Responsiveness of the service provider (DevAlto) in case of bugs or issues.
- Positive response by projects in accepting the platform.



Safety + Health for All Theory of Change

Challenges

The introduction of LogAlto has also seen a few challenges. These include in particular:

- Difficulties associated with relying on an external third party for the delivery of an appropriate digital system, and the investment needed to tailor the system to fit the ILO in general and OSH projects in particular. The introduction of a custom-made monitoring system, tailored for ILO purposes and needs, would simplify broader use of digital monitoring tools across the ILO.
- Project team hesitation before embracing the digital tool, linked to an initial tendency to view LogAlto more as an additional requirement than as practical support introduced to enable efficient storage and aggregation of data over time, easy and compelling visualization of monitoring data and reporting on performance and progress.
- Practical challenges linked to the introduction of LogAlto, linked to the investment in logframe quality needed to ensure that appropriate indicators are chosen, that global indicators are used when possible, and that data reported on the platform actually fits the definition of global (and project specific) indicators. It is expected that project teams will need less support over time, as project logframes are increasingly using existing indicator menus already at the design stage.
- The initial setting up phase was intense and time-taking, given that the platform accommodated the old (closed projects) as well as the ongoing ones that did not always collect or report data as per the current global framework. This was dealt by triangulating available data with narrative reports and in some cases, no including numbers that did not fit the aggregation criteria.

Benefits of LogAlto

Perceived usefulness among project staff

A survey to take stock of how LogAlto had been received and used by individual project staff members was conducted in 2023, targeting staff members for whom LogAlto would be relevant. The survey showed that the logframe module and the overview it provides was the feature considered most useful by respondents, followed by the indicator menus, and

the function that allows progress per indicator to be easily visualized and data exported for reports. Respondents also considered project specific indicators and the workplan and activity dashboard for performance monitoring to be useful, but slightly less so.

Mirroring staff's impression of usefulness (above), LogAlto is until now primarily used to register the project logframe and monitoring data per indicator, while fewer projects also use the workplan feature, and fewer still keep updating the workplan as activities are delivered. Only a small number of projects use LogAlto more comprehensively for project management. One of the key reasons for underuse of other project management modules is that projects use standard ILO templates for workplans and progress reporting and hence using the LogAlto modules becomes an additional task for them.

Branch benefits of the platform: efficient monitoring and reporting of projects and results

The introduction of LogAlto has led to:

- Enhanced quality of and coherence between project logframes across the programme, clarifying project contributions to global results.
- Automatic linking of programme indicators from project to global level, which in turn enables auto-aggregation of reported numbers at the global level, drastically reducing the time spent by the teams in updating and sharing project-related data and statistics.
- Better overview of programme key areas of operation and key indicators (as opposed to unnecessary indicators that could be removed).
- Strengthened overview and result-based management of the programme, due to improved and efficient access to timely, reliable and aggregate results
- Better adherence to the required data-disaggregation by projects.
- Ease and rapidity of retrieving and sharing information at any time with management and interested stakeholders.

Potential broader benefit for the ILO: a replicable mechanism for monitoring to strengthen effectiveness, overview and accountability

The platform has considerably improved overall monitoring of the Programme; it establishes baselines and measures progress achieved in comparison with expected benchmarks over time. It encourages investment into logframe quality and contributes to programme effectiveness, efficiency and accountability. As such, it effectively addresses organizational challenges highlighted by e.g., the ILO meta-analysis of development cooperation evaluations (2023) such as persistent poor performance of ILO DC projects in the areas of monitoring, reporting and goal orientation, including instances of incomplete or inadequate logical frameworks or irrelevant indicators. The platform could also constitute a replicable and efficient response to one of the key recommendations of the High-level Evaluation of the ILO Development Cooperation strategy (2020-2025): to "[d]evelop a [...] mechanism for monitoring DC that promotes accountability, compares planned outcomes with results, allows flexibility to respond to changing needs, and makes visible not just what has been spent, but what projects have done and what they have achieved" (Recommendation 2).

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