



► Guidance Note 1.3: Procedure and Tools for Evaluability

► **DATE:** JUNE 2020 V. 2 (V.1 – 2013)

This guidance note is part of Pillar 1 ► *Enabling Conditions for Good Evaluations*

CONTENTS (CLICK TO NAVIGATE)

1. EVALUABILITY ASSESSMENT OF DECENT WORK COUNTRY PROGRAMMES (DWCP)	2
1.1 Evaluability of DWCP CPOS and results framework	2
1.2 Evaluability of DWCP and the sustainable development goals	3
2. EVALUABILITY ASSESSMENT OF PROGRAMMES/ PROJECTS OVER US\$ 5 MILLION	3
2.1 M&A appraisal of projects/programmes over US\$ 5 million	3
2.2 Evaluability review of projects/programmes over US\$ 5 million within one year of start-up	4
3. EVALUABILITY REVIEW FOR PROJECTS USING SPECIALIZED M&E FRAMEWORKS	4
3.1 Comprehensive monitoring and evaluation systems	5
3.2 DCED standard for results measurement	5
ANNEX I. TOOL FOR THE EVALUABILITY ASSESSMENT OF DWCP RESULTS FRAMEWORK	6
ANNEX II. DIMENSIONS OF THE MONITORING AND EVALUATION APPRAISAL TOOL FOR PROJECT PROPOSALS OVER US\$ 5 MILLION	8
ANNEX III. EVALUABILITY REVIEW DURING PROJECT START-UP PHASE	11

► BACKGROUND

Evaluation reports continue to flag poor monitoring approaches and practices applied in projects and programmes. This limits data availability, methods and questions to be considered when evaluating higher-order development effectiveness. The Evaluation Office's (EVAL) Evaluation Strategy and Policy Guidelines highlight the need to improve project design and monitoring and evaluation (M&E) frameworks. This will enable evaluations to better document effectiveness and results. Evaluability assessments contribute to this objective.



EVAL defines the term evaluability as *“the extent to which an activity or a programme can be evaluated in a reliable and credible manner¹.”*

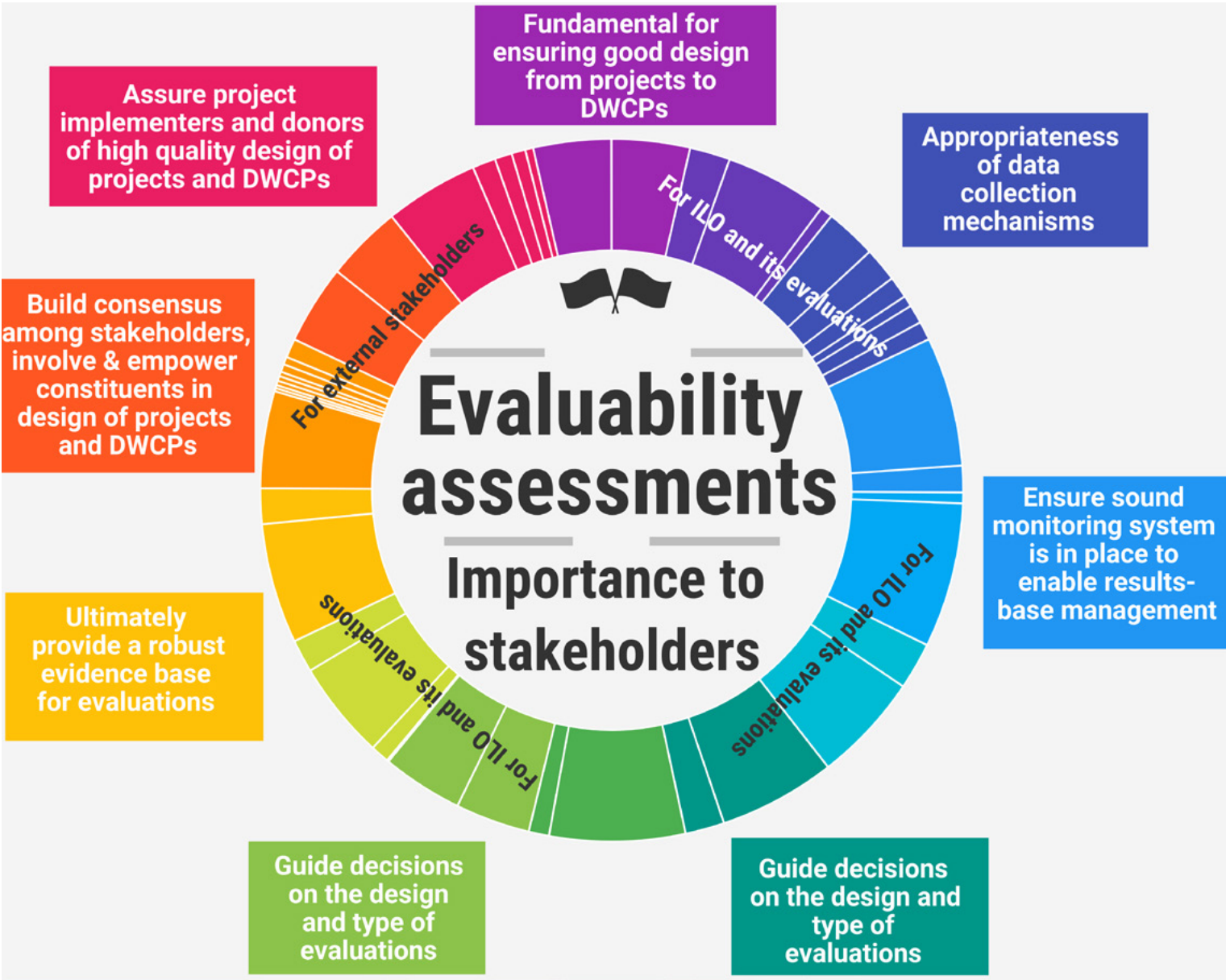
Evaluability assessments determine the extent to which a Decent Work Country Programme (DWCP), programme or project is ready for an evaluation and identifies any changes required to improve M&E components for enhanced effective performance. Results from evaluability assessments aim to improve:

- Theories of Change (ToC).
- Evaluation approaches, and
- Log frames.
- Evaluation questions.
- Design of monitoring systems.

1. ILO, 2017 : ILO policy guidelines for evaluation

*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.*

Figure 1: Importance of evaluability assessments to stakeholders



Evaluability assessments of DWCPs, programmes or projects take place during the ILO’s quality assurance process and at the initial stage of implementation. The ILO’s DWCP guidelines stress the importance of evaluability assessments as a means to encourage the Office and the constituents to report more comprehensively on ILO’s achievements.

The ILO’s policy guidelines for evaluation require mandatory evaluability assessments for projects with budgets over US\$ 5 million. Such projects go through two levels of evaluability test: first, an ‘M&E Appraisal’ conducted by EVAL at the stage of proposal development and second, an ‘Evaluability Review’ within one year of project implementation conducted by the project team, with the help of an external M&E expert.

2. ILO, 2016: DWCP guidebook

EVAL recommends conducting an evaluability assessment irrespective of the project size and the operational level (DWCP, programmes and projects). Figure 2 below provides an overview of the timelines of the various evaluability assessments that can be undertaken.

Figure 2: Evaluability assessments – When to conduct them?

- **1. DWCP development**

 - Evaluability of CPOs and results framework using the DWCP practical guidebook
 - EVAL provides quality assurance during the QAM

.....

 - Evaluability of SDG integration into DWCPs and at country level using
 - EVAL DWCP/SDG evaluability diagnostic instrument
- **2. Programme / Project**

At design stage: M&E appraisal conducted by EVAL using the tool included in Annex 2. M&E appraisal is mandatory for projects above US\$ 5 million

.....

After 1 year of project start-up: Evaluability review commissioned by the project. Mandatory for projects over US\$ 5 million following the tool included in Annex 3.

.....

Evaluability reviews are recommended for all projects, including flagship programmes, and projects using exclusive M&E frameworks. [Learn more](#)

► **1. EVALUABILITY ASSESSMENT OF DECENT WORK COUNTRY PROGRAMMES (DWCP)**

The achievement of DWCP results within the context of the UN development frameworks and UN Reform requires a judicious analysis of institutional and implementation capacity upfront. It also requires a thorough understanding of wider complementarities, i.e., the results chain linking individual projects to the broader objectives of a specific sector. It also requires an examination of their contribution to national development goals, including the Sustainable Development Goals (SDGs).

Realistic timeframes for DWCP and project execution, as well as proactive monitoring and risk management throughout the programme and project cycles, are key factors to be considered. From an evaluation perspective, this strong focus on results presents important challenges and opportunities to review and strengthen/align internal programming and operational mechanisms for the development of DWCPs.

The evaluability assessment of DWCPs focuses on the quality of Country Programme Outcomes (CPOs) and its results framework to ensure outputs and outcomes of interventions can be assessed by evaluations. Two different but complementary tools are available for this. One is the ‘Evaluability Assessment tool for DWCP’ results framework and the other is the ‘DWCP/SDG evaluability diagnostic instrument (the EDI tool)’.

Further details are included below.

1.1 EVALUABILITY OF DWCP CPOS AND RESULTS FRAMEWORK

When drafting the DWCP results framework it is important to check that the CPOs and the results are evaluable. Assessing the evaluability of DWCP-CPOs and the results framework means: (1) examining how clearly the CPOs and their underlying logical frameworks are expressed; (2) whether reliable metrics (indicators, baselines, milestones and targets) have been developed and/or are available; and, (3) whether adequate reporting processes are in place. The evaluability assessment can also support the Office and the tripartite steering committee, by allowing them to report more comprehensively on DWCP achievements. It can also help them to improve their ability to generate lessons, which can be fed back into the DWCP for improvement purposes².

During the quality appraisal process, country and regional offices, in collaboration with ILO-HQ technical departments, including EVAL, are required to revise the draft DWCP document and its appended results and monitoring framework.

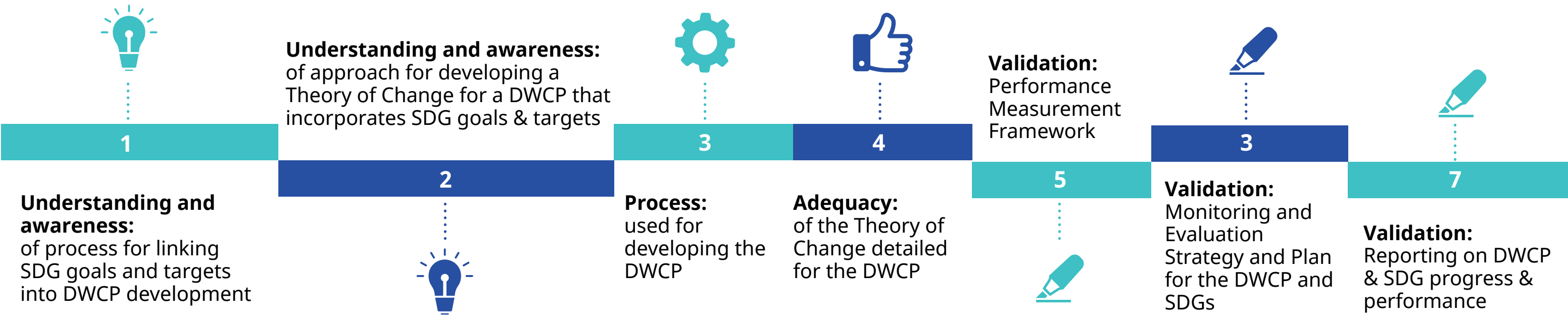
Guidance and templates for the evaluability assessments of CPOs during DWCP development are found in the ILO DWCP practical guidebook, Annex 7. The tool for the evaluability assessment of DWCP results framework is included in Annex 1 of this document.

1.2 EVALUABILITY OF DWCP AND THE SUSTAINABLE DEVELOPMENT GOALS

EVAL’s DWCP/SDG evaluability diagnostic instrument (EDI) allows the rapid assessment of SDG integration into DWCPs, at country level. The EDI serves as an ‘early warning’ mechanism to identify the strengths and weaknesses in the capacity to measure, to monitor, to evaluate and to report on SDG progress at country level³, and on the ILO’s contribution.

Results from evaluability assessments can be used to build the capacity of individual countries (or for a region) to implement and report on the DWCP and SDGs. Figure 3 depicts the dimensions to measure the readiness of SDG integration in DWCPs at the country level.

Figure 3. Dimensions for assessing DWCP-SDG readiness



EVAL has prepared specific templates in English, French and Spanish, that are available upon request. The EDI can be administered by the Regional Evaluation Officer in collaboration with an external consultant during DWCP development. This tool complements the general evaluability assessment of DWCPs as described in section 1 and as captured in the DWCP practical guidebook, Annex 7.

2. EVALUABILITY ASSESSMENT OF PROGRAMMES/ PROJECTS OVER US\$ 5 MILLION

Since 2017, as per GB decision, projects with budgets over US\$5 million must undergo two mandatory evaluability assessments: 1) M&E appraisal conducted by EVAL of the project proposal prior to approval; 2) an evaluability review (ER) within one year of start-up.

2.1 M&E APPRAISAL OF PROJECTS/PROGRAMMES OVER US\$ 5 MILLION

Since 2011, EVAL has carried out M&E appraisals of project proposals over US\$ 5 million as part of the appraisal process. This assessment seeks to specify, to clarify and to discuss the improvements needed to strengthen the project design and the M&E framework with PARDEV and the project originators.

M&E appraisals are part of the Appraisal Platform and IRIS. Results are shared with the project originators and with line management for further adjustments of the proposal, as required.

Overview of M&E appraisal process for projects over US\$ 5 million

Type	Timing	Actions	Outputs	Follow-up
M&E appraisal	Project proposals	EVAL appraises project’s results framework and M&E plan of project proposals	M&E Appraisal report uploaded in Appraisal platform and in IRIS; line management and project originators revise proposal	M&E appraisal and revised M&E plan are reference documents for M&E quality check

3. Including the ILO, the national M&E systems and infrastructure as well as national stakeholders, including ILO Constituents

Key dimensions, assessed by EVAL, in the M&E appraisal can be consulted in Annex 2. Since 2019, a combined EVAL-PARDEV M&E appraisal template is used in the appraisal platform to provide integrated review results and to indicate areas for improvement.

2.2 EVALUABILITY REVIEW OF PROJECTS/PROGRAMMES OVER US\$ 5 MILLION WITHIN ONE YEAR OF START-UP

As a result of appraisals, M&E plans and budgets of project proposals are usually improved. Major challenges, however, often remain. Over the years, evaluation reports have flagged the need for additional M&E fine-tuning, during project delivery, before the project is at an advanced stage of implementation. For instance, the inception phase is critical for the success of the M&E design of large scale projects (those over US\$ 5 million). This is particularly true with regard to adequate baseline measurement and the selection of data collection methodologies.

Once projects are approved, the M&E plan should be refined to have a specific work plan for its timely implementation. Indicators, baselines and targets should be validated, and means of measuring results and impacts should be decided. In most cases, the data collection for initial measurement of project indicators should be completed within the first three months since the project’s start-up. Annex 3 includes an evaluability review tool.

The evaluability review (ER) builds upon EVAL’s M&E appraisal results. The ER serves two purposes:

- i) to review the quality of the project’s M&E plan and systems in the light of implementation realities; and
- ii) to recommend changes in the ToC and results framework to make the project evaluable. The ER takes place within the first year of the project start-up.

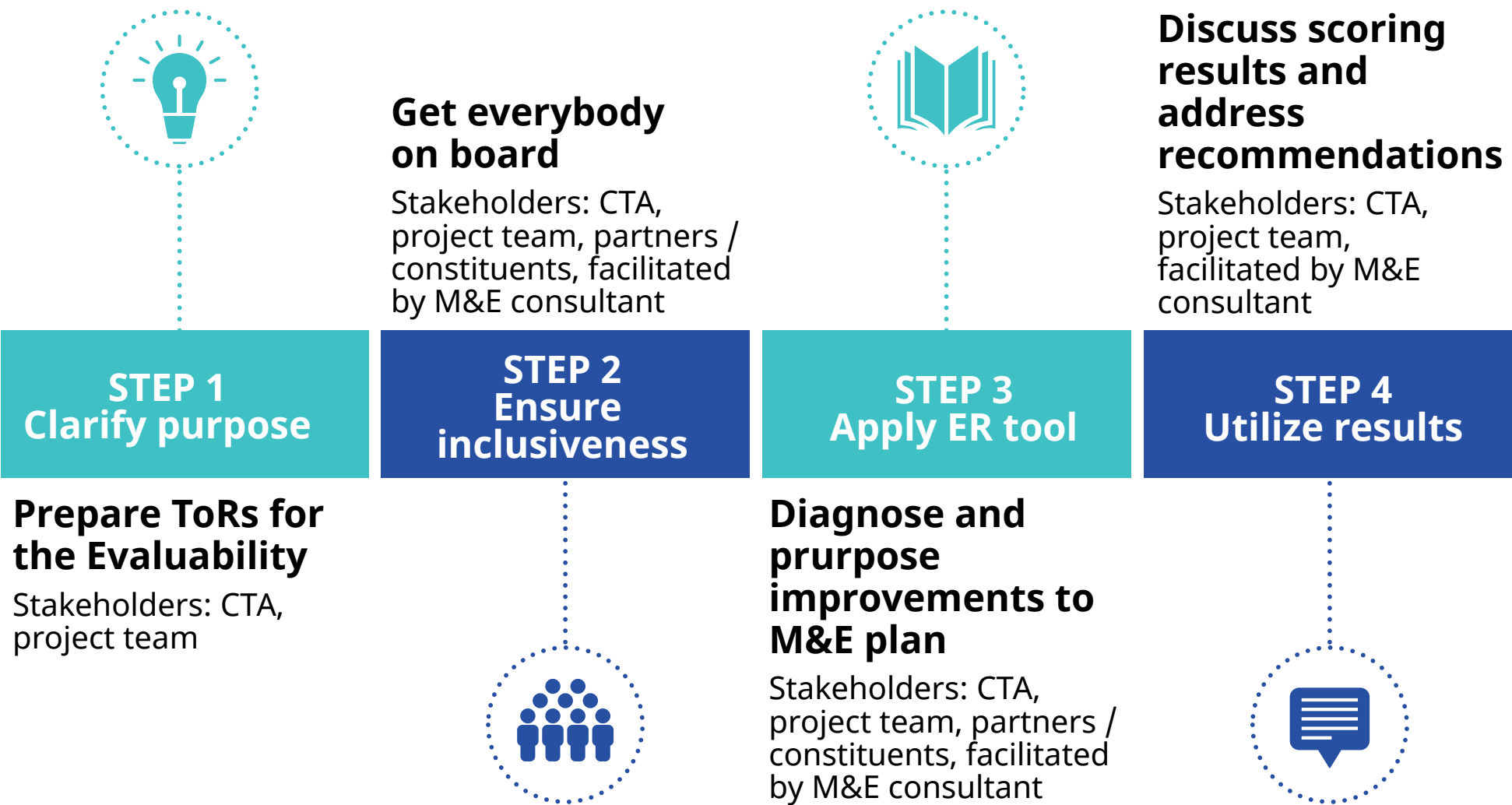
The project’s responsible official manages the ER. An external consultant can be contracted to undertake the review following the generic components for M&E consultants’ Terms of Reference for an evaluability review (Annex 4).

The specific outputs of an evaluability review are:

- A revised set of M&E plans, including baseline and milestone data, or a clear indication of how the project is collecting these;
- Short findings report for each of the project outcomes including specific suggestions for improvements; and
- A summary overview of issues, with recommendation of systemic improvements for the project and office to make.

Project partners and constituents should be involved in the review process. The consultative nature of the process and the explicit engagement of stakeholders serve to strengthen the ownership of the project’s M&E. While the application of the assessment tool is mainly desk-based, a field visit to the project and constituents, in at least one project location/country, is recommended. The evaluability assessment is to be financed from dedicated project funds reserved for the ER under the budget line allocated to monitoring activities (and not evaluation).

The **evaluability review process** is summarized below:



► **3. EVALUABILITY REVIEW FOR PROJECTS USING SPECIALIZED M&E FRAMEWORKS**

A number of ILO projects use comprehensive or integrated M&E systems that are specific to the thematic topic they cover or the donor with whom they work. Examples of these include the Comprehensive Monitoring and Evaluation System (CMES) for USDOL projects and the Donor Committee for Enterprise Development (DCED) Standard for Results Measurement. CMES and the DCED standard have process-orientations and, as a result, overlap with the criteria used in the ILO’s evaluability assessments. As such, learning, obtained through CMES or the DCED standard for results measurement processes, can be similar to that of mandatory evaluability reviews, one year after project start-up. Specific details on each M&E framework are included in the subsection below.

3.1 COMPREHENSIVE MONITORING AND EVALUATION SYSTEMS

CMES emerged from an ILO-developed approach to USDOL-funded projects. The CMES is an integrated approach to project planning, monitoring and evaluation that allows progress towards objectives to be tracked. The CMES requires projects to include information on the expected results (“what happened”), the project implementation process and timeframe (“how”) and the expected causal logic (“why”) while taking context-related factors into account. Hence, it promotes a strong link between monitoring and evaluation. CMES requires development of a Comprehensive Monitoring and Evaluation Plan (CMEP).

Through a multi-stakeholder process, the completion of a CMEP requires information such as:

- A full results framework
- Activities mapping to project outputs and results
- Purpose and use of the performance monitoring plan
- Selection criteria for community and participant eligibility
- Implementation evaluations
- Prevalence survey at baseline and end-line
- Pre-situation analysis as applicable
- Roles and responsibilities of CMEP implementation
- Management information system
- Data analysis plan

CMES requires a continuous process of collecting and analysing information to track progress against expected results. It also promotes a strong link between project monitoring and evaluation activities. This includes establishing timelines for these activities so that they inform and build on one another and provide a full feedback loop. Developing and implementing a CMEP incorporates a set of review processes for mid-course project corrections. Internal implementation reviews of monitoring information and the project implementation processes also take place regularly to ensure that pertinent and reliable information is available as needed for the evaluations.

3.2 DCED STANDARD FOR RESULTS MEASUREMENT

The ILO projects using the DCED Standard for Results Measurement operate in the areas of value chain, business development services and skills development, and the budget size ranges from US\$ 4m to US\$ 10m. The DCED Standard for Results Measurement is a set of control points, compliance criteria and guidance materials to help projects to set up an M&E system. Its implementation comprises a multi-stakeholder process over several months.

The DCED Standard for Results Measurement contains the following elements:

- i. Articulating the results chain
- ii. Designing indicators of change, and other information needs
- iii. Measuring attributable change
- iv. Capturing wider changes in the system or market
- v. Tracking costs and impact
- vi. Reporting costs and results
- vii. Managing the system for results measurement

The DCED promotes a pragmatic approach to results measurement. As part of the results framework development, DCED offers agencies and programmes an optional and confidential ‘audit’ service, that can lend additional credibility to the results measurement system. An audit involves an external, objective assessment of the monitoring system in use in the programme. The monitoring system is assessed against transparent and publically available criteria, giving every programme an incentive to improve and a goal for which to aim⁴.

4. DCED, 2017 The DCED Standard for Measuring Results in Private Sector Development

ANNEX I. TOOL FOR THE EVALUABILITY ASSESSMENT OF DWCP RESULTS FRAMEWORK

INTRODUCTION

This checklist provides a more in-depth review of the draft monitoring plans being developed as part of DWCPs. It can be used for self- appraisal or as part of the feedback process to those developing the DWCP and monitoring plan. This tool is intended to complement the Quality Assurance Matrix, which focuses on the DWCP draft document. Linkages to the 2030 Agenda Sustainable Development Goals and the relevant UN Sustainable Development Cooperation Framework documents needs to be reflected throughout the evaluability assessment.

SCOPE AND CRITERIA FOR THE APPRAISAL

This checklist helps to review a DWCP proposal in terms of:

- Internal logic and assumptions
- Quality of indicators
- Feasibility of means of verification/measurement and methods
- Resources and inputs
- Partners’ participation and use of information

Based on the following scale, proposals will be rated against each of the criteria listed in the enclosed tables. Comments indicate how improvements can be made.

- Low quality
- Medium quality
- High quality
- (X) Not relevant

1. Internal logic and assumptions

Question	Quality assessment criteria	Rating
Does the strategy logically match the problem analysis?	<ul style="list-style-type: none">• The DWCP is clearly focused to address target groups, and concentrates on dealing with root causes (causal logic established).• There is a strong causal argument put forward between outputs and outcomes.• The logic is based on sound assumptions and problem analysis.	
Comments:		
Are outcomes relevant, precise and verifiable?	<ul style="list-style-type: none">• Outcomes clearly state the final situation to be achieved.• The concrete benefits and situations to be achieved are possible to verify.• There is evidence of a common understanding of the outcomes amongst partners involved in the DWCP.	
Comments:		
Are assumptions important and has the ILO control/ influence over them?	<ul style="list-style-type: none">• The assumptions included in the proposal are specific, relevant and adapted to the context in which the DWCP will be implemented.• No assumptions are too uncertain to severely stall or stop implementation (risk rating).	
Comments:		

2. Quality of indicators, baselines and targets

Question	Quality assessment criteria	Rating
Are performance indicators appropriate proxies for outcomes in terms of capturing relevant changes?	<ul style="list-style-type: none">There is a logical fit between indicators and outcomes.Outcome indicators identify quantitative or qualitative measures of the expected changes the Outcome intends to bring	
Comments:		
Are the indicators, milestones and targets well defined and capable of measuring progression towards results?	<ul style="list-style-type: none">The indicators included in the proposal are SMART.Output indicators clearly specify expected target levels during and at end of projectThe monitoring plan describes how baseline information will be established.	
Comments:		
Does the document summarize what the Office and constituents, UNCT, and others want to monitor -- how, when and for whom?	<ul style="list-style-type: none">Preparation of the monitoring plan was done in consultation with constituents and partners.	
Comments:		
Do the indicators support performance reporting on gender equality, disability inclusion, poverty, SDGs, ILS, support for tripartism and social dialogue?	<ul style="list-style-type: none">One or more indicators support performance reporting on poverty, SDGs, ILS, support for tripartism and social dialogue.Sufficient gender-focused problem and baseline analysis is in placeIndicators are framed in a manner that would inform the gender equality and disability inclusion related results	
Comments:		

3. Means of verification/measurement and methodologies

Question	Quality assessment criteria	Rating
Have adequate mechanisms for monitoring and evaluation been identified?	<ul style="list-style-type: none">Information needs for performance and results indicators are well identified.	
Comments:		
Are the methods and frequency for data collection adequately specified, (validity, reliability, affordability, robustness)?	<ul style="list-style-type: none">Methods are technically and operationally feasible with appropriate levels of effort and cost for the value added by the information.	
Comments:		
Is analysis and use of data well understood and the form and timing of outputs adequately specified?	<ul style="list-style-type: none">Storage and analysis software/systems are identified.Roles and responsibilities are clearly specifiedType, form, frequency and circulation of reports/products are clearly stated.	
Comments:		
Do data collection methods support gender-disaggregated monitoring and reporting?	<ul style="list-style-type: none">Sufficient gender-focused problem and baseline analysis is in place.Data collection methods would inform disability inclusion related mattersThere is sufficient gender-specific data collected at activity, output and outcome levels	
Comments:		

4. Resources and inputs

Question	Quality assessment criteria	Rating
Are there adequate resources reserved to implement the monitoring plan, including establishment of initial baseline measures?	<ul style="list-style-type: none">There are adequate resources earmarked to cover the costs of initial and ongoing data collection within the budget.	
Comments:		

5. Partners’ participation and use of information

Question	Quality assessment criteria	Rating
Are partners’ respective responsibilities to M&E clearly defined?	<ul style="list-style-type: none">Clear rationale and capacity validation of partners with regard to their role and responsibility for M&E and MIS.Approaches are cost-effective.	
Comments:		
Are there clear intentions of ILO and partners to use M&E information for knowledge development?	<ul style="list-style-type: none">The M&E plan indicates how information will feed into the national, global and ILO knowledge base.	
Comments:		
Is there forward planning for quality communication and reporting?	<ul style="list-style-type: none">Performance and results information will be communicated to key stakeholders and partners on a regular basis.	
Comments:		
Are critical reflection processes and events involving constituents and stakeholders adequately planned?	<ul style="list-style-type: none">The monitoring plan includes stakeholder involvement in M&E at planning, implementation and finalization stages.	
Comments:		

ANNEX II. DIMENSIONS OF THE MONITORING AND EVALUATION APPRAISAL TOOL FOR PROJECT PROPOSALS OVER US\$ FIVE MILLION

PROJECT PROPOSAL STAGE

Title of project

Type of project

Budget size

Project duration

Proposal authors

Potential donor

Assessors

Date assessed

INTRODUCTION

Monitoring and evaluation (M&E) appraisal is the analytical review of the design and formulation of the project’s plan for monitoring and evaluating performance and impact. As part of ILO’s quality assurance process, all project proposals with budgets above \$5 million need to be appraised by ILO’s Evaluation Office (EVAL) for the quality and completeness of the monitoring and evaluation (M&E) plan, including reserved budget as a prerequisite before donor submission.

This tool illustrates the key dimensions of EVAL’s M&E appraisal of project proposals over USD \$ 5 million. Since 2019, EVAL and PARDEV review proposals using a joint appraisal checklist. In completing this form, EVAL rates and provides comments for a total of 20 evaluability components. An aggregate score indicates the overall project’s evaluability as per its design. Concluding remarks point out the components in need of further improvement before the final appraisal. In cases where the project originator is unable to incorporate some of the given comments prior to the final appraisal, s/he should indicate this and inform EVAL and PARDEV about when and how these comments will be addressed.

SCOPE AND CRITERIA FOR THE APPRAISAL

The M&E appraisal process reviews the project proposal in terms of:

- Internal logic and assumptions;
- Quality of indicators;
- Baselines;
- Targets;
- Milestones;
- Feasibility of means of verification/measurement and methods;
- Human and financial resources;
- Partners’ participation;



Based on the following scale, project proposal M&E appraisals will be rated against each of the criteria listed in the enclosed tables. The ratings are intended to raise attention to potential problems. Comments indicate how improvements can be made.

- i. Unsatisfactory quality
- ii. Satisfactory quality
- iii. High quality
- iv. Not relevant to project

1. Relevance

Question	Quality assessment criteria	Rating
A. Is the programme’s/project’s overall objective clearly defined? (e.g., does the proposal identify how the intervention contributes to ILO outcomes, as stated in P&B and the DWCP?)	<ul style="list-style-type: none">• The intervention specifies its contribution to the long-term ILO priorities, outcomes, and DWCP outcomes, including the relevant CPO(s).	
Comments:		
B. Does the project identify and align with relevant SDGs, UN cooperation framework, national SDG frameworks and other cooperation frameworks, including national development plans?	<ul style="list-style-type: none">• The proposal explains how the project fits into the broader framework of development assistance to the country, including national development plans.• The proposal is coherent with UN cooperation framework and contributes to the particular areas that ILO is accountable to.• The proposal identifies relevant SDG indicators that are consistent with the SDG indicators linked to the relevant CPO(s).	
Comments:		
C. Is the proposed intervention relevant in addressing the problem identified and responds to all aspects raised in the problem and stakeholder analyses?	<ul style="list-style-type: none">• A problem statement has been formulated through a situation analysis (baseline study or other evidence).• The population group/ultimate beneficiaries affected by the problem has been identified, and the proposal refers to existing gender roles, division of labour, opportunities and constraints for women and men to access and control resources.• The stakeholders related to the problem and the proposed solution have been identified, along with their respective constraints and interests in contributing towards the proposed solution to the problem. The stakeholder analysis was conducted in a gender-responsive manner.	
Comments:		
D. Does the proposal reflect ILO’s cross-cutting areas in a relevant and integrated way?	<ul style="list-style-type: none">• The level of ambition and visibility with regards to the mainstreaming of CCPDs in the proposal is on par with the CCPD marker of the corresponding CPO(s).	
Comments:		
Recommendation to project designers:		

2. Managing for results

Question	Quality assessment criteria	Rating
A. Is the theory of change (e.g., the expectation of how change will actually happen) clearly expressed and explicitly laid out in a way that appears plausible to the non-specialist, in the narrative, and/or as a graph?	<ul style="list-style-type: none">• The causal links, mechanisms for change and assumptions between outputs and outcomes as well as between outcomes and impact are clearly and convincingly explained. The weight of the explanation is on the achievement of outcomes (rather than the delivery of activities, and the achievement of outputs).• Outputs appear sufficient for the likely achievement of outcomes. The expected contribution of outcomes to impact is also clear.• It is clear from the theory of change which actors will benefit from capacity development and how capacity development is expected to lead to outcome results such as enhanced performance or changed behaviour etc.• Key assumptions are identified, including results of past, ongoing or planned interventions (including those of other actors, as relevant).• Previous experiences (other projects or regions) gathered from evaluations or reviews is cited as evidence to support the expected causal relationship between outputs, outcomes and the expected development objective/impact - including lessons learnt from past evaluations.	
Comments:		
B. Do results formulations capture the concrete situations to be achieved?	<ul style="list-style-type: none">• The outcomes (immediate objectives) clearly state the final situation to be achieved, the conditions under which the performance is to be observed and the standard which must be met to arrive at the desired result. Result formulations are specific, measurable, attainable, relevant and time bound.	
Comments:		
C. Have adequate mechanisms for monitoring and evaluation been established?	<ul style="list-style-type: none">• The M&E section in the proposal describes the M&E system planned to collect necessary monitoring information accurately and timely, in a way that justifies required resources. It includes an evaluability review (mandatory for projects over \$5 million) and describes the type & nature of the evaluations to be conducted per ILO's evaluation policy requirements (link below). It also factors in 'Value for Money' data reporting, collection and analysis. Check:  https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm• The planned feed-back loop of information on progress into project management decisions is outlined and information needs for performance reporting is well identified. A project personnel responsible for monitoring and evaluation has been identified and roles and responsibilities for data collection, evaluation and reporting are specified.• The M&E plan is developed with well-identified information needs for performance reporting. Suggested data collection and analysis methods are technically adequate and feasible. It specifies roles and responsibilities for monitoring, evaluation and reporting on results.• The M&E plan includes SMART and gender-sensitive indicators, baselines, targets and milestones (also allowing for disability inclusion and/or inclusion of other vulnerable groups). Indicators measure the intended results. A baseline exists, describing the situation prior to the intervention, therefore allowing comparison of results. Targets are computed by adding amount of change desired vis-à-vis the baselines. Milestones are computed by dividing the targets into time-bound increments.• The M&E budget is in line with the ILO policy guidelines (link below). The evaluation budget is on a separate budget line and it is adequate for the size and duration of the project (2% of the total budget required per ILO policy guidelines). Idem for the monitoring budget (3% of the total project budget is recommended). Check here:  https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm	
Comments:		
Recommendation to project designers:		

3. Transparency and accountability

Question	Quality assessment criteria	Rating
A. Does the proposal include a strategy for continuous progress communication with stakeholders, including final as well as direct beneficiaries?	<ul style="list-style-type: none">The project describes how data and results (including evaluation results) will be communicated with stakeholders identified in the stakeholder analysis and has allocated adequate resources (human, financial) to implement it.	
Comments:		
Recommendation to project designers:		

ANNEX III. EVALUABILITY REVIEW DURING PROJECT START-UP PHASE

INTRODUCTION

Evaluability review (ER) serves the dual purposes of: i) revising the quality of the project’s M&E plan and systems; and ii) building up on EVAL’s M&E appraisal recommendations on the quality of the project design. The ER takes place within the first year of the project start-up.

SCOPE AND CRITERIA FOR THE REVIEW

The ER covers:

- The project’s log frame approach to identify the logic between the activities, outputs, objectives and risks/assumptions. The quality of the risk analysis at project design and assessment of importance and likelihood sets the framework for subsequent monitoring during implementation.
- The causal logic and results-level linkages between the DWCP/CPO and the project. Suggestions for improvements should be made as needed.
- The definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project.
- The monitoring and evaluation capacities of key partner organizations for each project, in addition to the resources and management arrangements for implementing the M&E plan.
- Good practices and also specific improvements that should be made to the M&E system, giving specifics for acting upon these recommendations.

Based on the following scale, project ER will be rated against each of the criteria listed in the enclosed tables. The ratings are intended to raise attention to potential problems. Comments indicate how improvements can be made.

- i. Unsatisfactory quality
- ii. Satisfactory quality
- iii. High quality
- iv. Not relevant to project

1. Intervention logic, risks and assumptions

Question	Quality assessment criteria	Rating
1.1 Has the situation been properly analysed?	<ul style="list-style-type: none">• A problem statement has been formulated through a situation analysis, baseline study or other evidence• Stakeholders have been identified• The target population has been differentiated	
Comments:		
1.2 Are the programmes/ project's overall objective clearly defined?	<ul style="list-style-type: none">• The intervention specifies its contribution to the long-term ILO priorities and outcomes• The intervention specifies its linkage with DWCP objectives, CPOs, national strategies and the international development frameworks, including SDG targets• The intervention is linked to specific topics of the ILO's mandate (e.g. cross-cutting policy drivers) as well as pro-poor focus and inclusion of people with disabilities• The proposal sets out a clear and holistic approach to capacity development based on a capacity assessment of key partners in the results strategy.	
Comments:		
1.3 Does the document contain a strategy or Theory of Change for dealing with the problem?	<ul style="list-style-type: none">• The project has a Theory of Change/intervention model that reflects the logical connection between the project's situation analysis and its objectives and outcomes• The intervention explains the what, how and why of the intended change process, specifying causal links, mechanisms for change and assumptions.• The intervention concentrates on dealing with root causes (causal logic established)• The intervention is relevant to the needs of the target group(s)	
Comments:		

Question	Quality assessment criteria	Rating
1.4 Does the document contain satisfactory immediate objectives / project outcomes?	<ul style="list-style-type: none">• Immediate objectives (IOs) clearly state the final situation to be achieved and the target groups that will benefit• IOs describe the conditions under which the performance is to be observed• IOs describe the standard which must be met in order for the performance to be considered acceptable (criteria)	
Comments:		
1.5 Are assumptions, risks and mitigations adequately identified?	<ul style="list-style-type: none">• The principal restrictions to achieving outcomes have been identified• The risks associated with each strategy for achieving project outcomes have been identified• The risk mitigation measures are clearly defined, and are supported by theory, logic, empirical evidence and/or past ILO experience• Assumptions have explicitly been presented for the project logic to hold true	
Comments:		
1.6 Partnerships for sustainability of results	<ul style="list-style-type: none">• The project articulated an exit or transition strategy for its support• Plans exist to gradually and effectively hand over the project to national partners• The project established a knowledge management strategy with national partners and civil society, as appropriate	
Comments:		
Recommendation to CTA/project team:		
CTA response how recommendation is to be addressed (for validation at mid-term evaluation)		

2. Quality of indicators, baselines, targets and milestones

Question	Quality assessment criteria	Rating
2.1 Are indicators appropriate proxies for the IOs?	<ul style="list-style-type: none">• There is a logical fit between indicators and outcomes, meaning the indicators measure the intended result• IOs are enable reporting on progress under specific SDG targets and indicators	
Comments:		
2.2 Are indicators of quality?	<ul style="list-style-type: none">• Indicators include a clear definition of what is being measured• Indicators measured intended results• Indicators are SMART• Indicators allow to capture gender equality, non-discrimination and people with disabilities concerns	
2.3 Is Baseline information collected for each indicator?	<ul style="list-style-type: none">• A baseline exists for each indicator• Baselines are specific to the programme/project• Baseline clearly describe the situation prior to the intervention• Data is available to track the baseline• Baselines permit comparison of results	
2.4 Are targets established for each indicator?	<ul style="list-style-type: none">• Targets are specified for all indicators• Targets were computed by adding amount of change desired to baselines	
Comments:		
2.5 Are milestones identified for each indicator?	<ul style="list-style-type: none">• Milestones provide a clear sense of the time frame for achieving results• Milestones are identified for all indicators• Milestones provide a clear sense of progress made for achieving goals	
Comments:		
2.6 Can data be disaggregated to support performance reporting on areas of special interest for the ILO?	<ul style="list-style-type: none">• Indicators, baselines, targets and milestones will permit gender disaggregation and disaggregated data on other relevant concerns for the project	
Comments:		
Recommendation to CTA/ project team:		
CTA response how recommendation is to be addressed (for validation at mid-term evaluation)		

3. Means of verification/measurement and methodologies

Question	Quality assessment criteria	Rating
3.1 Does the document propose the appropriate combination of annual reviews, mid-term and final evaluations?	<ul style="list-style-type: none">The proposal conforms with ILO evaluation policy guidelines by including the appropriate amount of annual reviews, mid-term and final evaluations	
Comments:		
3.2 Does an M&E plan exist to conduct monitoring and evaluation in a systematic manner?	<ul style="list-style-type: none">A monitoring and evaluation plan has been developedThe results framework includes actions to achieve appropriate M&E results ((for example responsibilities and periodicity for data collection)If applicable, comparison groups are included for impact evaluation purposesInformation needs for performance reporting is well identifiedRoles and responsibilities for data collection, evaluation and reporting are specifiedRisks for the monitoring and evaluation system have been defined with identified mitigation strategies	
Comments:		
3.3 Are the data collection and analyses methods in the M&E plan technically adequate?	<ul style="list-style-type: none">The methods proposed will lead to valid and reliable propositionsA data gathering system to generate information on all indicators has been definedMethods are technically and operationally feasible with appropriate levels of efforts and cost for value added by the informationSources of information are specified for all indicators	
Comments:		
Recommendation to CTA/ project team:		
CTA response how recommendation is to be addressed (for validation at mid-term evaluation)		

4. Infrastructure, human and financial resources

Question	Quality assessment criteria	Rating
4.1 Is the budget for the evaluation properly expressed in the project budget?	<ul style="list-style-type: none">• The evaluation budget is on a separate line of the project budget	
Comments:		
4.2 Are there adequate financial resources in the evaluation budget?	<ul style="list-style-type: none">• The monitoring and evaluation budget is adequate for the size and duration of the project• Resources have been identified and committed to ensure that predefined data will be collected and analysed	
Comments:		
4.3 Are there adequate human resources?	<ul style="list-style-type: none">• A member of project management has been designated to be responsible for M&E issues• Social partners and beneficiaries expected to participate in monitoring and evaluation• Reporting mechanisms and products identified with clear responsibilities	
Comments:		
4.4 Are organizational arrangements for M&E efficient?	<ul style="list-style-type: none">• An M&E system is used for work planning, implementation and reporting practices• Tripartite partners engage in M&E and use information	
Comments:		
Recommendation to CTA/ project team:		
CTA response how recommendation is to be addressed (for validation at mid-term evaluation)		

5. Partners' participation and use of information

Question	Quality assessment criteria	Rating
5.1 Was the proposal designed in a participatory manner?	<ul style="list-style-type: none">• Constituents and other stakeholders were involved in establishing project priorities and outcomes• The areas of agreement and disagreement among constituents priorities and outcomes are identified	
Comments:		
5.2 Was information from previous evaluations used to design the proposal?	<ul style="list-style-type: none">• Lessons learned from past evaluations have been used to design the project	
Comments:		
5.3 Is there a plan for evaluation reporting and dissemination?	<ul style="list-style-type: none">• the project has a communication strategy for evaluation results• Evaluation results will be communicated to constituents and stakeholders in a timely fashion	
Comments:		
Recommendation to CTA/ project team:		
CTA response how recommendation is to be addressed (for validation at mid-term evaluation)		

ANNEX IV. GENERIC COMPONENTS FOR M&E CONSULTANTS' TERMS OF REFERENCE FOR AN EVALUABILITY REVIEW

KEY OBJECTIVES

- Identify useful methods for defining and evaluating impacts and good practices;
- Document good practices for planning M&E, and for monitoring implementation and performance; and
- Provide technical support to project managers in order to develop their M&E operations.

SCOPE FOR CONSULTANT

Prior to the assignments, EVAL will collect from all projects the relevant documentation and will conduct a preliminary stock-taking of the M&E plan, system and activities to date. A summary of each project along with the materials will be provided to the consultant at the start of the assignment. The consultant will spend a minimum of five days conducting a review of each project in at least one of the countries where the project is being implemented.

Under the scope of this assignment the consultant will:

- Analyze each project's log frame approach, to identify the logic between the activities, outputs, objectives and risks/assumptions. Since log frames are rarely documented explicitly or adequately, much of the underlying logic and assumptions will need to be identified. Review information sources and gather different points of view on project logic.
- The management of risk involves active monitoring of assumptions and known or predictable risks. The quality of the risk analysis at project design and assessment of importance and likelihood sets the framework for subsequent monitoring during implementation. The consultant will review

the logical fit of the risk management plan and monitoring mechanisms aimed at tracking and testing assumptions.

- Review the causal logic and results-level linkages between the DWCP and the project. The complementarity of the DWCP/ CPO monitoring plan and the project M&E plan for large projects need to be well integrated to save costs and avoid duplication. Suggestions for improvements should be made as needed.
- Review the definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project impact.
- Gather information on monitoring and evaluation and capacities of key partner organizations for each project, in addition to determining existing useful linkages, information exchanges and other collaboration in the M&E area. The consultant will review the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements if needed.
- The consultant will consider the overall institution building context for monitoring and evaluating the project ex post in order to determine the sustainability of M&E information and practices. The ownership of the project's results by national constituents, as evidenced through implementation planning, monitoring and reviewing, will be considered as will the interest and support of national senior stakeholders for assessing the impact, cost effectiveness, or other means of determining project results.

- The consultant will consider the quality of the information, the appropriateness of the Management Information System (MIS) for storing and safeguarding the data, and use of this information by project stakeholders and in performance reports.
- For all of the above, identify good practices and also specific improvements that should be made to the M&E system, giving specifics for acting upon these recommendations. Major risk areas and means of addressing these will also be identified, recommending overall changes to ILO's design and quality control system for M&E of large projects.

Methodology

The evaluability review will involve four complementary data collection and review activities:

- i. Document review, including project proposals, work plans, communications, minutes of stakeholder meetings, and other information sources;
- ii. Stakeholder consultations with several key informant interviews, either through email, telephone, or in person;
- iii. Review of national M&E activities of ILO constituents, UN and implementing partners; and
- iv. Stocktaking of existing M&E plans and systems to identify capacities and needs.

The desk review and initial interviews will suggest a number of findings that in turn will point to additional issues and information to find. The M&E appraisal checklist can also help to guide the analysis. Key steps being followed in the analysis are:

a. Mapping of logic and analysis of indicators:

- Analyse the context (social, political and economic information to help understand why and what the problems are that ILO seeks to address;
- Review the logic and each intended outcome, as well as the baseline or starting conditions, specified indicators and targets (if these are not documented, attempt to compile through interviews or other communications what these should be);
- Note key partners for each outcome that should be involved in M&E knowledge exchange;
- For each outcome, identify the logical fit between activities, major outputs, indicating the time frame for each and how these align with the targets, milestones, and proposed measurements;
- For each outcome, review the identified risks and assumptions as well as adequacy of mitigation plans; and
- For each outcome identify the contribution and logic between outcome and impact.

b. Choice and fit of the project with the CPO results framework and monitoring plan:

- Analyse whether the planned results and monitoring indicators are relevant to our national constituents and UN partners;
- Analyse the alignment of project indicators with those used by ILO constituents and partners. Determine if fit is sound and if not, how it could be improved; Analyse the effort made to manage risk, including uncertainty about resource levels and use by ILO constituents and partners;

- Make a critique of the logic/fit of major actions and outputs with the intended outcomes;
- Analyse the strategic fit of the ILO in the area of the outcome; its comparative advantages in terms of expertise and level of effort; its partners and the potential to influence policy and decision making processes; and
- Analyse the scope and quality of tripartite participation in M&E and how they are using the information.

c. Methodological approaches for defining and measuring impact:

- Theories of change and logic models are vital to monitoring results and pathways to impact. Most development initiatives are grounded in theory and assumptions. By developing a theory of change based on logical and conceptual models, managers can be better assured that their programmes are delivering the right activities for the desired outcomes. Most impact evaluations are based on these same conceptual assumptions so impact monitoring very often can directly support impact evaluations.
- In many cases, evidence of the impact from specific interventions or factors can be generated through well designed monitoring approaches built upon theory of changes and logic models. A monitoring approach of outcomes and impact is designed prior to implementation of interventions so that an initial measure of key conditions can be made. This initial baseline measure can then be compared to similar measures at well-defined periods of time.

- The design of an impact monitoring system may include control groups, and the data gathered may support an impact evaluation, however, with impact monitoring, the data collected is used to make real time decisions on improvements. Impact-focused monitoring approaches also can test key assumptions made within the pathway of moving from inputs to outputs and beyond. Such monitoring during implementation is very practical when rapid feedback is needed on whether assumptions are valid. Because new directions may be needed during implementation, such monitoring usually involves basic methodologies and flexible designs.
- Monitoring of outcomes and impact is particularly attractive because it can include low-cost and relatively low-tech monitoring methods, being suitable for many project contexts where time, resources and technical skills are insufficient to support more involved approaches. Impact monitoring has the additional advantage of being fairly transparent and supporting participatory engagement of stakeholders in discussions on the way forward.

d. Operational risk management:

- Analyse whether there is evidence that the ILO's interventions are configured to be gradually and effectively handed over to national partners; and the extent to which the approach will lead to national ownership through improved capacity, will, and an enabling environment (changed laws, policies, behaviours, budgets);
- Determine whether the ILO has articulated an exit or transition strategy for its support;
- Analyse the actions taken to design and implement a knowledge management strategy with national partners and civil society;
- Consider the adequacy of resource mobilization to support future work;
- Determine the extent to which the ILO is working coherently to jointly support outcomes, and whether this was efficient, while also avoiding duplication, inconsistencies, and fragmentation; and
- Consider the likely cost-effectiveness of ILO's work in relation to each outcome and major output.

e. Efficiency of organizational arrangements:

- Analyse the work planning, implementation management and reporting practices of the M&E system set up so far or still being planned;
- Make a critique of the communication practices with project stakeholders, both internally and externally;
- Analyse the match between supply and demand for technical expertise to support the M&E plan; and
- Take note of any concerns related to the transparency and integrity of the operations.

Outputs

There should be 3 principle outputs of the appraisal:

- i. A revised set of M&E plans, including baseline and milestone data, or a clear indication of how the project is collecting these;
- ii. Short findings reports for each of the project outcomes including specific suggestions for improvements; and
- iii. A summary overview of issues, with recommendation of systemic improvements for the project and office to make.