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Diagnostic instrument to assess the evaluability of DWCPs in the context of the SDGs

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1. Purpose of the Document

The introduction of Agenda 2030 and the Sustainable Development Goals (SDGs) has meant that it is not 'business as usual' within UN agencies. Reflecting on what the introduction of the SDGs means at an *operational* level, a Diagnostic Instrument (DI) has been developed[1] to provide guidance and support to International Labour Office (ILO) officials for the evaluability of SDG integration in Decent Work Country Programs (DWCP) at a country level.

This document outlines the Diagnostic Instrument and how it can be used at an operational level to provide ILO officials with country-level intelligence on three important aspects pertaining to the SDGs:

1) The extent that a DWCP, developed by the ILO in partnership with its constituents, is designed, implemented, monitored and reported so as to be able to illustrate ILO country-level contribution to the SDGs;

2) Country-level Monitoring and Evaluation (M&E) readiness to implement, monitor and evaluate the SDGs, with a focus on Decent Work (DW) and the DWCP; and,

3) ILO constituents' capacity needs and gaps insofar as effective involvement on SDG-related monitoring and evaluation with a SDG/DW lens.

2. How to Use this Document

There are three components to the Diagnostic Instrument. Each component identifies a set of questions to be used to assess one of the three key areas identified above. The critical pieces of this document are located in the four appendices.

- The three components of the DI are detailed in Appendix 1, 2 and 3 of this document and represent the critical tools to be used when applying the DI. Each identifies the appropriate questions to be addressed in carrying out the fieldwork and provides a scheme for systematically rating responses when doing the analysis.

- Appendix 4 provides a set of possible follow-up actions that could be taken by ILO officials in response to the results of the DI country-level 'readiness analysis'. This would be used as the basis for making recommendations for addressing capacity gaps or weaknesses identified through administration of the DI. There are three sets of possible follow-up actions detailed in Appendix 4, one for each of the three DI components.

[1] Mr. Robert Lahey, international evaluation consultant was contracted by EVAL, ILO-ROAP and ILO Sri Lanka to support the design of the diagnostic instrument.

- Box 10 illustrates the standard template to be used when reporting on the results of the DI exercise.

- Background to why the DI has been introduced and its intended uses is provided in sections 3 and 4 of the document.

- Each of the three DI components and their core elements (dimensions of 'readiness') are described in section 5.

- The process for administering the DI (i.e. carrying out the fieldwork within the country) is given in section 6.

The Diagnostic Instrument has been developed so as to be relatively easy to administer, balancing ease of use with level of rigour, so that it will not be overly burdensome yet still yield useful information. The Guiding Principles (Box 7) and administration procedures are thus important considerations for all those implicated in the process, particularly the Regional and Country Offices of the ILO.

3. Background to the Development of the Diagnostic Instrument

Given the importance of country-level monitoring, evaluation and reporting insofar as making judgements on SDG progress and country performance, it is important to recognize that three key elements controlled at a country-level will impact the evaluability of the SDGs:

i. The state of the country's national monitoring and evaluation system (NMES) and the extent that it addresses DW issues;

ii. The status of SDG planning and implementation by the country in question; and,

iii. The extent that the SDGs in general and DW-related issues in particular are being monitored and systematically evaluated by the country - in effect, linked to the country's NMES.

There can be great variation across countries in terms of the state of development and maturity of each of these three areas.

For the ILO, the ease of assessing ILO contribution to the SDGs at a country level is also impacted by two other factors:

iv. The status of the current DWCP – Is it 'under development'; 'newly approved'; or 'ongoing' within its 4 or 5 year timeframe? This status will suggest the extent that the SDGs have likely been built into the particular DWCP; and,

v. The level of knowledge and engagement by ILO constituents with monitoring and evaluation of DW Agenda issues in the national context.

With the likelihood of variations across countries and regions on these five factors, it is reasoned that the Diagnostic Instrument (DI) can be useful as an 'early warning' mechanism to identify at a country level the strengths and weaknesses in terms of the capability to measure, monitor, evaluate and report on SDG progress, as well as ILO contribution to the SDGs. It can thus serve as a means to pinpoint and plan for the various capacity-building needs of individual countries (or for a region) insofar as DWCP-SDG implementation, evaluability and reporting are concerned.

The DI can also be usefully employed by Regional and Country Offices of the ILO to support existing DWCP guidance to help reinforce and guide the linking of SDGs into the DWCP development process. The social inclusion approach proposed by Agenda 2030 - where the goal is to ensure that 'no one is left behind' - has introduced cross-cutting themes for the SDGs and other elements that result in more complexity for DWCP development. The DI provides a useful 'checklist' to help ensure SDGs are considered at an operational level during the DWCP development process.

Box 1 below outlines how the DI could be applied and used for different scenarios of DWCP development.

Box 1 **Using the DI According to Various Stages of DWCP-SDG Development and Implementation**	
Status of DWCP	**Application/Use of DI Component (1)**
DWCP-SDG under development	• Use as a roadmap to ***guide*** development of the DWCP, once the broad goals for the new DWCP have been articulated. • Once developed, the DI can serve as a quick ***checklist*** to review the completeness of the DWCP, identifying gaps where follow-up research may be needed.
DWCP-SDG approved, but not yet implemented	• Use as a ***checklist*** to identify any areas where gaps may exist and/or further work or research may be needed to improve understanding and possible development of the DWCP.
DWCP ongoing (at least at mid-point)	• Use as a ***checklist*** to identify key elements needed for inclusion in developing the next DWCP. These could amount to areas where research may need to be undertaken. • Build in as a ***tool*** to use within the next Country Program Review.

4. Overview of Application and Intended Use of the Diagnostic Instrument

As noted, the Diagnostic Instrument is intended to serve three separate purposes - each related to SDG implementation, monitoring, evaluation and reporting – but different in what they are addressing:

1) Component 1, the DWCP-SDG evaluability assessment, has a more ILO-centric focus to it – To what extent is the ILO's DWCP being designed so that it integrates the relevant SDG goals and targets, and developed in a manner such that its monitoring, evaluation and reporting facilities will clearly illustrate ILO contribution to the SDGs?

2) Component 2, the assessment of country-level monitoring and evaluation capability and the readiness of whatever National Monitoring and Evaluation System (NMES) that may be in place to report on SDG progress and performance, has a broader focus, national in scope and going beyond traditional ILO constituents. That said, the ability of the NMES to address DW issues is a critical factor for the ILO, and so a key part of this component.

3) Component 3, the assessment of ILO constituents' readiness to engage in SDG monitoring and evaluation, has both a national-level focus, but with a biased link to the ILO mandate.

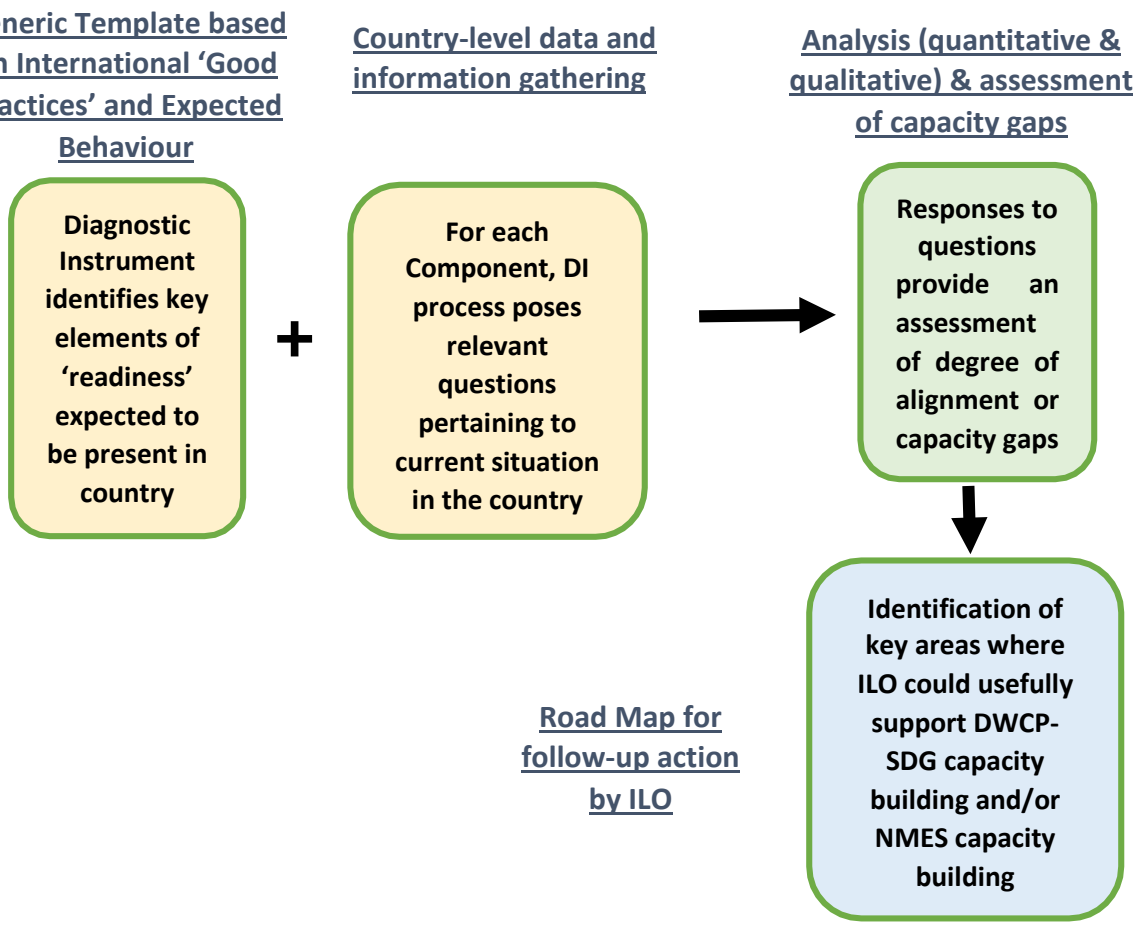
In its design and its application then, the Diagnostic Instrument has in fact three separate components that parallel these three assessment roles for the Instrument.

All three components are intended to be tools for 'learning', as opposed to checklists for 'accountability'. In all cases, the detailed Instrument highlights factors that represent good international practices and/or expectations; and then, in its application, makes an assessment of the current situation in the country against each of the factors considered to be 'good practice'.

Applying the Diagnostic Instrument will yield an identification of where lie the strengths, weaknesses, capacity gaps and opportunities in a country for each of the three areas where it will be applied. This information can then be used by ILO officials, primarily at the Country and Regional levels, but also HQ, to develop a strategy and an action plan for addressing priority areas for customized activities, including capacity development.

Box 2 provides an overview of application and intended use of the Diagnostic.

Box 2
Overview of Process and Use of the Diagnostic Instrument (DI)



Each component of the DI has been designed on the basis of 'readiness dimensions' – factors that would be expected to be in place, reflective of international 'good practices' and expected behaviour. The country-level assessment would then be based on responses and feedback to a number of critical questions related to each of these readiness dimensions.

Box 3 below provides an overview of the full DI – each component identified along with, in broad terms, the nature of the questioning that each would address. This illustrates several important considerations for application and use of the DI.

Regarding *application* of the DI:

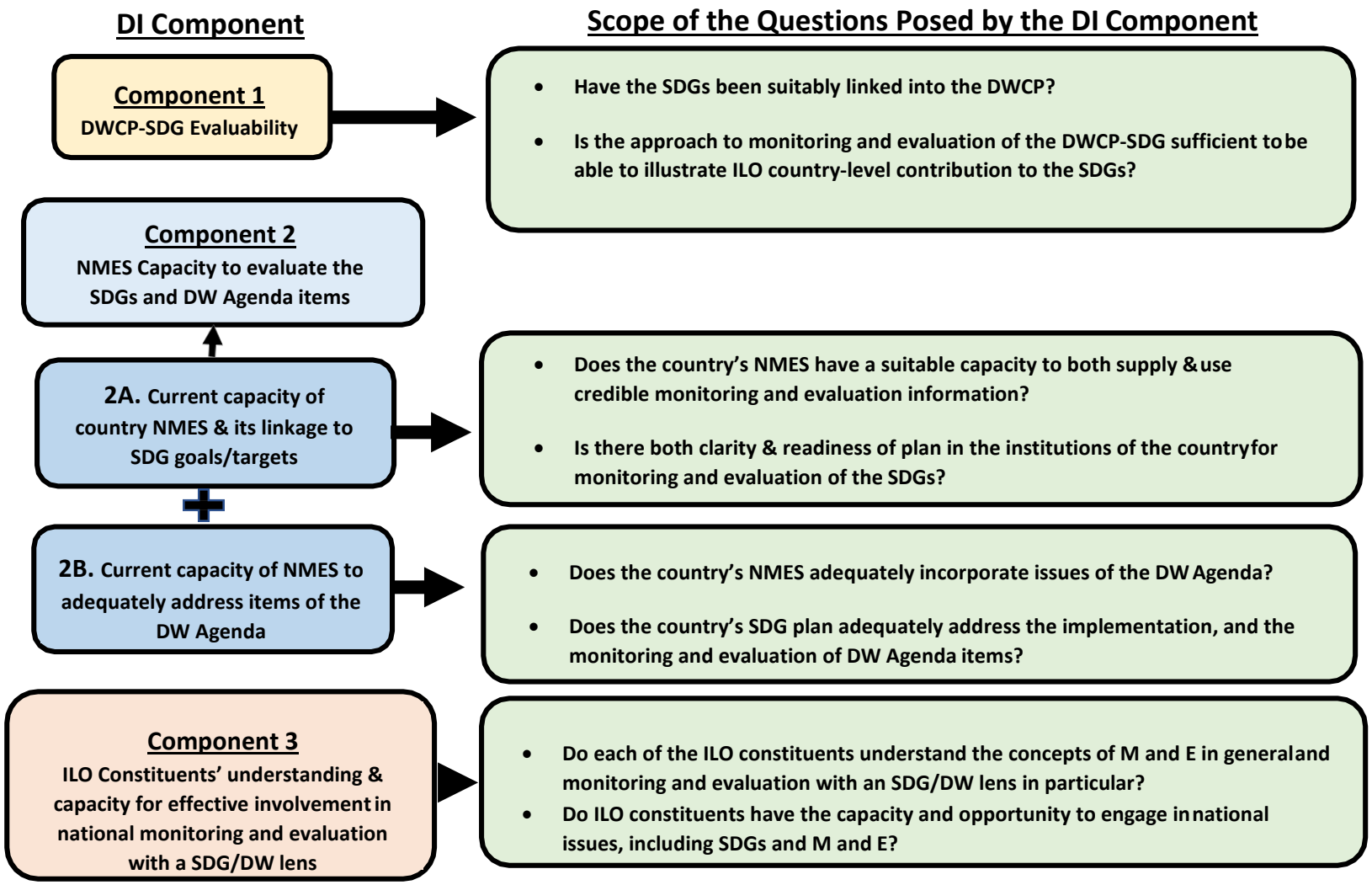
- Component 1 is likely of more immediate concern to the ILO Country Office (CO);
- The CO would have more control over the elements of Component 1 than elements that comprise Components 2 and 3;
- Because of the complexity of relationship between country-level factors linking a country's NMES, SDG plans and DW Agenda issues, Component 2 has been developed as two separate sub-components: component 2A assessing a country's NMES and its linkage to the SDGs; and, component 2B assessing the linkage of the country's NMES to DW Agenda issues;
- In applying the DI to a particular country, it may be that Component 2A need not be administered, given the increasing interest/incidence among international partners to work with countries to assess their NMES capacity. If current information on a country's NMES already exists, component 2A would then be used as a checklist in ensuring that the existing information was comprehensive and suitably adequate for ILO purposes. Component 2B would still be administered in all cases.

Regarding *use* of the DI:

- *Component 1* of the DI can be used as both a 'primer' to sensitize those developing a new DWCP, as well as an 'early warning mechanism' in drawing information from its application to a new or existing DWCP. It will in effect probe to identify the ILO's internal structure, processes and capacities to support the implementation, monitoring and evaluation of the ILO's DWCP contributions to the SDGs. Among other benefits, its application might point to a need for the ILO to enhance the guidance for DWCP-SDG development.
- For *Component 2*, given the role that country-led evaluation and review is expected to play in assessing SDG progress and performance, the intelligence from this component of the DI would be invaluable in pointing to priority areas for country-level NMES capacity building that could be supported by the ILO. An assessment of SDG M and E preparedness of a country, particularly with a DW lens, also provides an opportunity to influence the pace and direction of building country capacity for systematic monitoring and evaluation. Further, with the new 'horizontality' of the SDGs, information drawn from this component could potentially be used in partnering with other UN agencies/international partners to support SDG country-level implementation, monitoring, evaluation and reporting.
- DI *Component 3* places a focus on stakeholders and institutions that generally have not played a significant role in the past in the NMES of most countries. Administration of the DI thus has the potential to shed some light on the role and needs to be played by these stakeholders and, in the process, perhaps raise the profile of the DWCP insofar as SDG implementation, monitoring and evaluation

are concerned. Further, identifying constituent needs and capacity gaps could have a positive impact on furthering the DW Agenda through increased engagement with stakeholders via directed training. Follow-up action could potentially be identified at a number of levels – country, regional, global.

Box 3
Identifying the Three Components of the Diagnostic Instrument (DI) and Scope of their Questions



5. Key Components and Structure of the Diagnostic Instrument (DI)

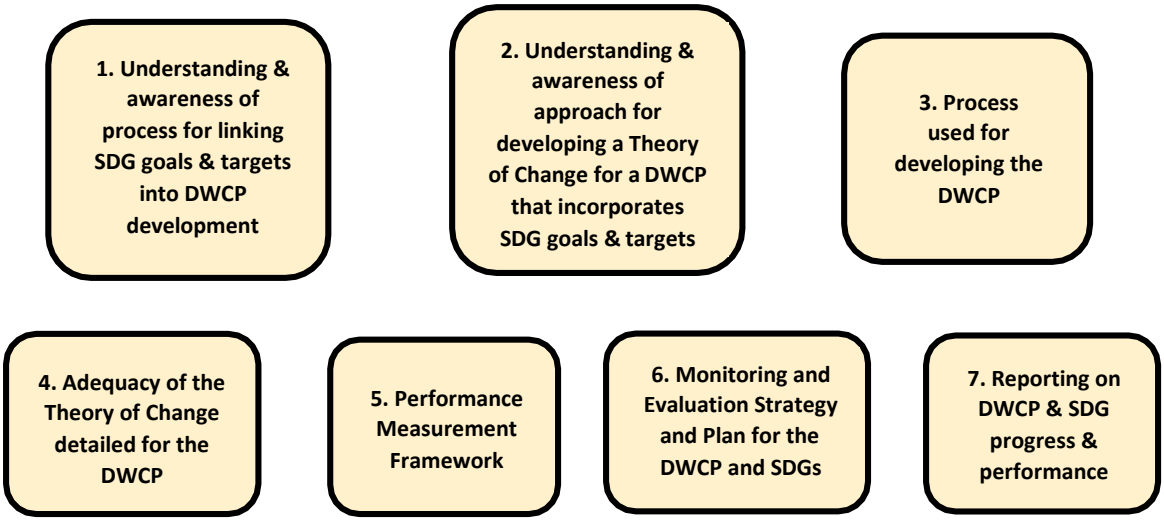
As noted above, there are three separate components to the DI, though Component 2 has been subdivided into two separate sub-components for ease of administration and clarity. Each component addresses one of the overall objectives for the Diagnostic. For each component, dimensions of 'readiness' are identified and, within each of these factors, is a set of key considerations to be used in assessing 'readiness'. The considerations are given in the form of questions, to be posed to relevant stakeholders during consultation as part of the administration of the Instrument. The dimensions of readiness and key considerations have been drawn from international good practices and expected behaviour regarding each of the broad areas.

Each of the three components of the Diagnostic Instrument is described in turn below.

5.1 Component 1: Diagnostic Instrument for Assessing DWCP-SDG Evaluability

Seven dimensions of 'readiness' for assessing DWCP-SDG evaluability at a country level have been identified. These are shown in **Box 4** below. For each, a set of questions that represent key considerations that should be taken into account in the DWCP development process is given in the description of the full Diagnostic Instrument for Assessing DWCP-SDG Evaluability, shown in **Appendix 1**.

Box 4
DI Component 1: Diagnostic Instrument for Assessing DWCP-SDG Evaluability
Dimensions of 'Readiness'



The factors included in this component represent a compilation of considerations drawn from a range of international sources[2]: ILO guidance for DWCP development; UNDAF guidance regarding the SDGs; ILO Evaluation Unit guidance for evaluability assessments; international good practices concerning RBM, theory of change and contribution analysis; and, recent ILO *i-eval* Think Pieces concerning: evaluability assessment experience in the ILO; SDG-DW Agenda integration; and, implications for development of the Theory of Change.

5.2 Component 2: Diagnostic Instrument for Assessing National Monitoring and Evaluation System (NMES) capacity and readiness for evaluating the SDGs and DW Agenda items

Component 2 of the Diagnostic Instrument, intended for assessing country readiness for monitoring and evaluating the SDGs and DW Agenda items, is based on a framework that consists of two sub components:

'2A' - A diagnostic that assesses the current capacity of the country NMES and its linkage to SDG goals and targets; and,

'2B' - A diagnostic that assesses current capacity of NMES to adequately address items of the Decent Work (DW) Agenda

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An examination of the status of a country's National Monitoring and Evaluation System (NMES) – component '2A' - is an important starting point, even before addressing the SDGs, DW agenda and their evaluability. NMES development has been ongoing in many countries for years, though experience has shown that there are likely far more examples of failures than successes. In the past, much of the M&E effort was led by international partners and was associated with requirements for funding. In recent years though, in the context of what the UN has described as 'the new paradigm', there has been more emphasis on development of country-owned NMES. While many countries in recent years have introduced some elements of an NMES and speak of their 'monitoring and evaluation' capability, more often than not there is little or no capacity for evaluation in the country. A critical appraisal of the NMES is thus important so as to highlight its strengths, weaknesses and capacity gaps.

The element in the Diagnostic Instrument to carry out the country's NMES appraisal and its link to the SDGs (element '2A' above) has been based on international good practice in assessing a country's national monitoring and evaluation capability. It underscores the importance of the capacity to both supply M and E information, as well as demand and use it in a country context. This frame of reference has been widely used in a number of countries and contexts and referenced in UNEG and World Bank publications.[3]

[2] See ILO (2016); UNDAF (2017) ILO-EVAL (2011; 2012; 2015); Mayne (2017); Lahey (2016a; 2016b).

[3] See UNEG (2012); Lahey (2006; 2007; 2011; 2013; 2013a; 2015; 2016)

Component '2A' of the Diagnostic identifies 7 dimensions of 'readiness', a combination of political, technical and institutional factors that combined all go towards determining the effectiveness of a country's NMES and its linkage to the SDGs.

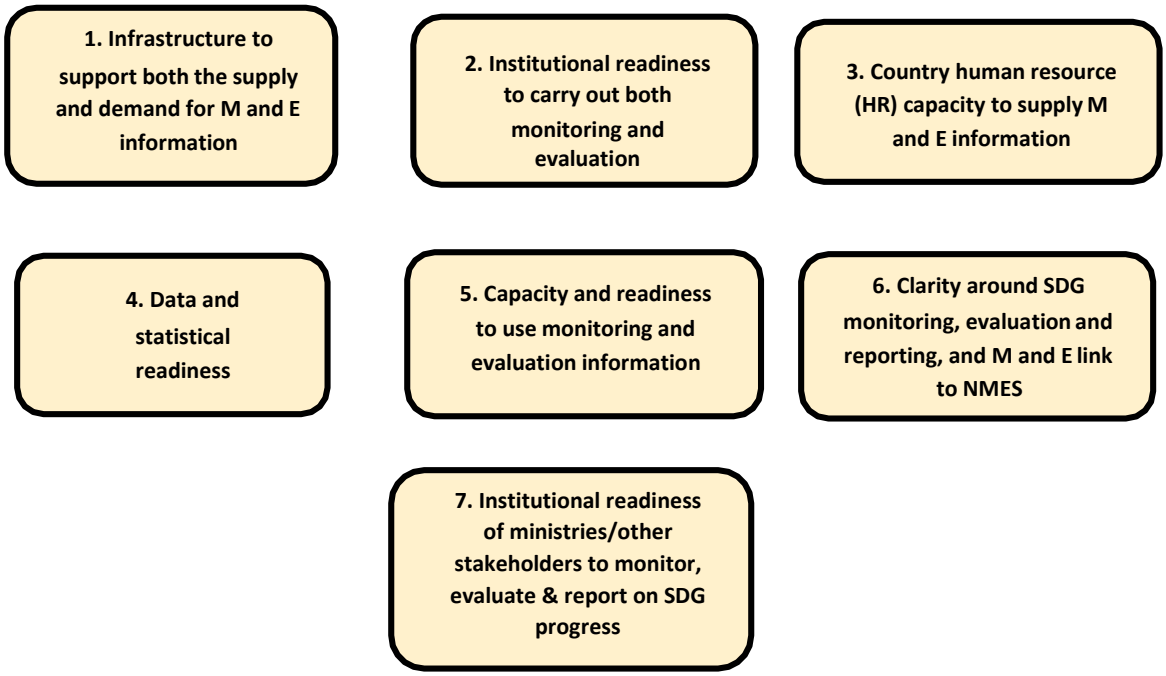
The second element of Component 2 going towards assessing country NMES is its linkage to the DW Agenda – Component '2B' of the DI. It incorporates 7 dimensions of 'readiness' as the basis for assessing the current capacity of the country's NMES to adequately address items of the DW Agenda.

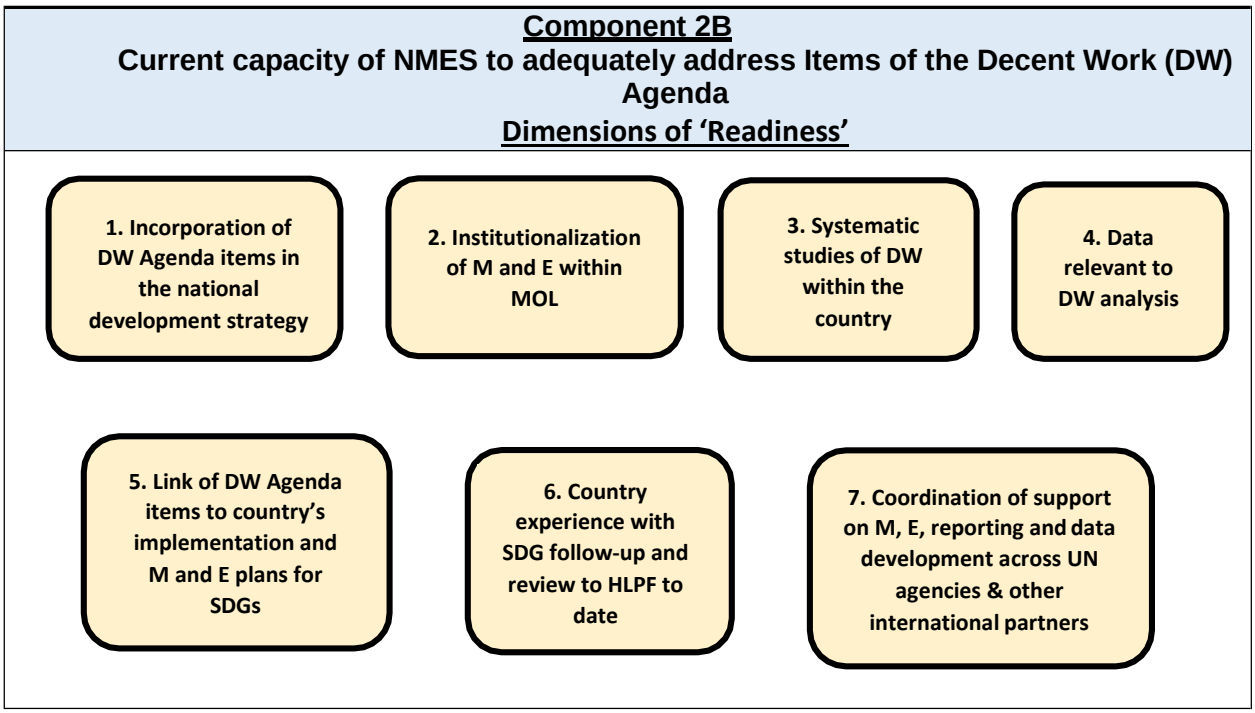
In total then, some 14 'readiness' factors have been identified for assessing the country's NMES and its readiness for SDG evaluation with a DW lens. These are shown for Components 2A and 2B in **Box 5** below. The full DI for assessing the country's NMES capacity and its readiness for SDG-DW evaluation is given as **Appendix 2**, where a set of questions/considerations is shown for each 'readiness' dimension.

Box 5

DI Component 2: Diagnostic Instruments for Assessing NMES Capacity & Readiness for Evaluating SDGs and Items relevant to DW Agenda (2A + 2B)

Component 2A
Current capacity of the country NMES and its linkage to SDG goals and targets
Dimensions of 'Readiness'





5.3 Component 3: Diagnostic Instrument for assessing ILO constituents' capacity and needs for effective involvement with country-level monitoring and evaluation of the DWCP and SDGs

Component 3 of the DI is a diagnostic that assesses ILO constituents' capacity and capacity needs for effective involvement with country-level monitoring and evaluation of the SDGs with a DW lens.

The notion of capacity/capacity needs of ILO constituents is likely very country-specific. Historically in most countries, Ministries of Labour have not been at the centre of NMES development, and often not very engaged in systematic monitoring and evaluation activities. Nor has civil society or the private sector generally, though there are exceptions where, for example, some countries have established consultative groups that include membership from all sectors. Even here though, the real drivers of NMES development tend to be the public sector, with the greatest influence coming from a particular central agency[4].

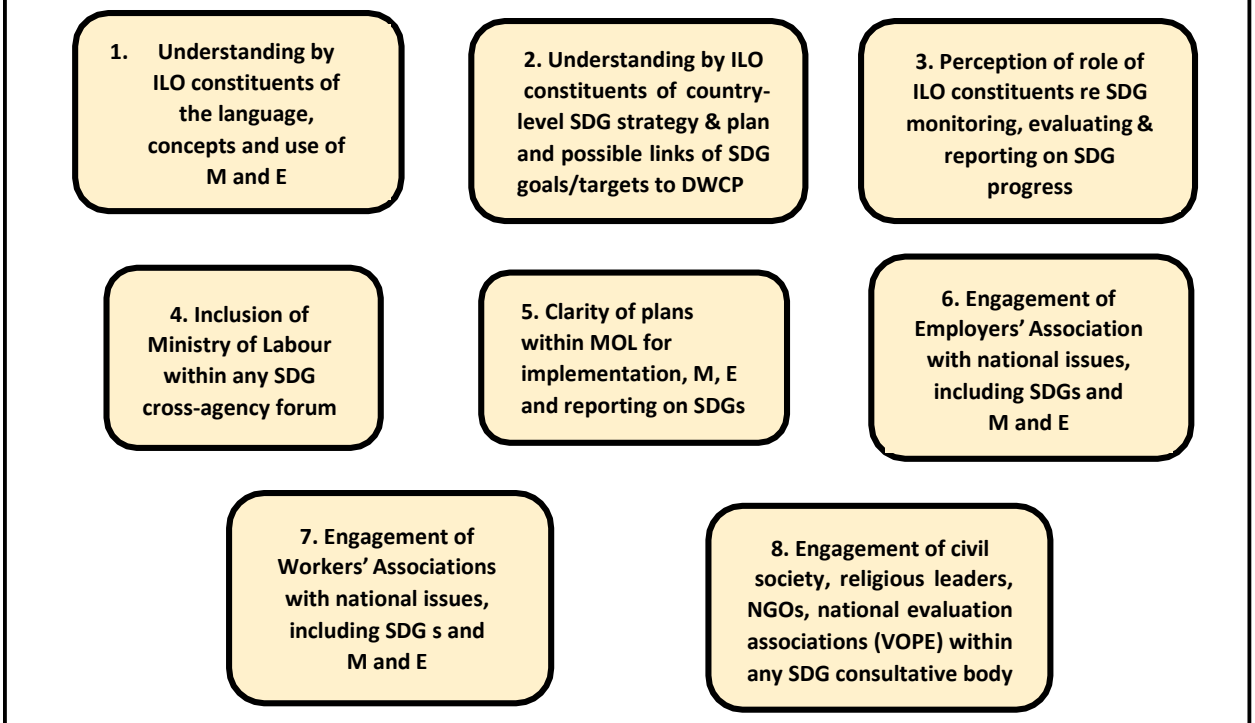
The introduction of the SDGs though - with the underpinning of greater equity and gender equality as well as a goal of decent work - offers the potential for greater engagement of groups, including ILO constituents, who may have in the past been marginalized insofar as M&E development, reporting and use is concerned.

[4] The driver of NMES development in a country is often one of: the Office of the President or the Prime Minister; the Ministry of Planning; or the Ministry of Finance.

Component 3 identifies 8 dimensions of 'readiness' as the basis for assessing the capacity/needs of ILO constituents insofar as effective involvement with SDG monitoring and evaluation. These are shown in **Box 6** below. They underscore the premise that engagement needs to start with 'awareness and understanding' and will be enabled through inclusion and participation in relevant forums such as SDG consultative bodies. Of course, a practical starting consideration is that DW Agenda items are considered priorities within the national development strategy and included within the country's SDG scope.

For each of the 8 dimensions of 'readiness', a set of questions is posed that are intended to gauge the extent that each readiness factor is being met. The full Diagnostic Instrument for assessing ILO constituents' capacity, needs and involvement in SDG monitoring and evaluation is given as **Appendix 3.**

Box 6
Diagnostic Instrument for assessing
ILO constituents' capacity/capacity needs for effective involvement with country-level monitoring and evaluation of the DWCP and SDGs
Dimensions of 'Readiness'



6. Guiding Principles and Approach to Administering the Diagnostic Instrument

The Diagnostic Instrument has been developed so as to be relatively easy to administer. There is a balance though in attempting to ensure that the process is not overly cumbersome or heavy versus aiming to maintain an Instrument and process that will yield reliable and useful information. The Guiding Principles and administration procedures are thus important considerations for all those implicated in the process, particularly the Regional and Country Offices of the ILO.

6.1 Guiding Principles for the Diagnostic Instrument

Guiding Principles, given in **Box 7** below, address the intent of the DI, content of the components of the Diagnostic Instrument, their administration and eventual use.

Box 7
Guiding Principles for the Diagnostic Instrument, Its Administration and Use

- The Diagnostic Instrument is intended as a mechanism for 'learning' as opposed to being an 'accountability' tool. Its objective has a utilization focus, with particular attention to the country level.
- The Diagnostic Instrument is not intended to provide a 'score' for a country. It relies on an analysis of both quantitative and qualitative information to identify country strengths, weaknesses, gaps and opportunities where the ILO could provide support and action to help improve the evaluability of DWCP-SDG through robust design, implementation, monitoring and evaluation.
- The process for gathering information to populate the Diagnostic Instrument is critical for the ultimate success of the exercise; that is *how* the Instrument gets applied will greatly impact the ultimate usefulness of the exercise.
- Good international practice on such exercises stresses the importance of stakeholder engagement from the beginning so as to build ownership and trust that will ultimately impact the usefulness of the exercise.
- The Diagnostic Instrument needs to be flexible in its application to ensure the appropriate focus on country context and not apply a 'one-size-fits-all' approach.
- The process of administering the DI ought to be one that facilitates learning for both country and ILO officials about the importance of evaluation and evaluative thinking.
- Each country is unique and so country context is critically important in terms of making judgements on capacity gaps and what may be considered as an appropriate follow-up action for the ILO to take. This is particularly important for country-level SDG/DW M&E readiness since different countries will be at different stages of NMES development.
- The concept of country readiness to monitor and evaluate the SDGs is within the context of the state of its NMES.

- The DI is intended to avoid being overly burdensome, including the amount of time required for the fieldwork in its administration. Two implications of this are: (i) limited emphasis and probing on sub-national M&E and data; and (ii) a requirement for some level of oversight in the application of the Diagnostic Instrument within countries.
- Partnering with other UN agencies and international partners in the country, particularly insofar as Component 2 of the DI, will benefit NMES capacity building, With other agencies likely addressing NMES capacity issues, a sharing of information, approaches, findings and 'lessons' would help avoid confusion at the country level.

6.2 Approach to Administering the Diagnostic Instrument

1. Getting started – Training and Orientation on the Diagnostic Instrument

The Diagnostic Instrument is based on concepts underlying monitoring and evaluation that many country (and regional) officials may not have much working experience with – concepts such as evaluability assessment; theory of change; performance measurement strategy; monitoring and evaluation framework; indicator development; national monitoring and evaluation system development; etc. For this reason, it is suggested that an important starting point would be some level of training and orientation on three items: (i) the concepts underlying the DI; (ii) the approach for its administration; as well as (iii) the use of findings at both a country- and regional-level. Regional Evaluation Officers, oriented to the DI via 'Train the Trainer' briefings, will be well-positioned to provide needed training/orientation on the DI, its application and use to ILO Country Offices. This would help ensure a level of consistency in the administration of the Diagnostic, but more fundamentally, might help promote the follow-up use by Country and Regional Offices of any findings emanating from such exercises.

2. Who takes the lead in administering the Diagnostic Instrument?

The three components of the Diagnostic Instrument are each addressing a different set of issues and will involve consultation with somewhat different audiences: for Component 1, an audience largely internal to the domain of the ILO Country Office; for Component 2, a much broader set of consultations with stakeholders from all sectors in the country; and, for Component 3, an audience that lies somewhere in between the first two, in both size and scope. It is therefore suggested that the three components of the Diagnostic Instrument each be administered in somewhat different ways, as follows:

1) Component 1: the '*DWCP-SDG Evaluability Assessment'* diagnostic is somewhat more technical and therefore it is suggested that it be administered by the Regional Evaluation Officer or an external consultant. This also avoids the potential for a conflict of interest were the Country Office to administer this component of the Diagnostic itself, since the focus is on the DWCP of the ILO Country Office in question;

2) Component 2: the diagnostic assessing '*Country-level M&E Readiness for SDGs with a DW lens'* has two sub-components, one of which (Component '2A') may not need to be administered if a recent independent analysis of the country's NMES capacity and linkage to the SDGs has already been carried out (by say another UN agency or international partner) and the results are readily available. The Regional Evaluation Officer, in consultation with EVAL, should be well positioned to make this determination early on and in advance of administering the DI. In the case where information on the country's NMES capacity already exists, the Regional Evaluation Officer should still use Component 2A as a mechanism/lens to determine whether there are information gaps that would still need to be addressed to gain an adequate reading on the country's NMES and its linkage with the SDGs. Such missing information could be gathered/assessed during the process of administering Component 2B of the DI.

   Should Component 2A need to be administered, it is suggested that a regional or international consultant with experience with NMES capacity building take the lead, but work in concert with a senior officer of the relevant ILO Country Office.

   The focus of Component 2 of the DI is on country-level capacity to carry out monitoring and evaluation and readiness and capacity to incorporate the SDGs in general (Component 2A) and DW Agenda items in particular (Component 2B) within their NMES. Much of the information-gathering will thus come via consultations with country officials and so the Country Office (CO) will be well positioned for this. Indeed, for CO officials, working with an external consultant to administer Component 2, such consultations could serve as an important opportunity to not only gain country-level information, but also expand their network and potential ILO influence regarding DW priorities of country officials.

   It is advised that the Regional Evaluation Officer should also play two additional roles regarding the administration of Component 2: (i) providing the necessary support as needed in the administration of the Diagnostic; and (ii) reviewing the findings and report of Component 2 so as to provide a level of quality control and oversight, given the desire for consistency in administration of the DI across all offices in the Region.

3) Component 3: the *'ILO Constituent Capacity/Needs' diagnostic* could also be administered by an external consultant, working alongside a senior officer of the ILO Country Office, and likely in concert with administration of the second component above.

3. Administering the Diagnostic Instrument – Engaging Stakeholders in the Process

The process for gathering information to populate the Diagnostic Instrument is critical for the ultimate success of the exercise; that is *how* the Instrument gets applied will greatly impact the ultimate usefulness of the exercise.

Component 1 of the DI, the '*DWCP-SDG Evaluability Assessment*,' requires less advance preparation than the other two components, given its more internal ILO focus.

Component 2 though ('*Country-level M&E Readiness for SDGs with a DW lens'*), with its national focus involving broad stakeholder engagement, requires more planning and likely more time to administer. To be successful, this component with its focus on the NMES, needs government buy-in to the process. Moreover, stakeholders need to be made aware of the exercise, agree to participate and eventually participate in a timely way. Preceding the actual fieldwork therefore is a need to alert key stakeholders about the Diagnostic exercise, the importance of their participation, expected outputs and how the information may be used. Good international practice on such exercises stresses the importance of stakeholder engagement from the beginning so as to build ownership and trust that will ultimately impact whether or not and how well the findings of the exercise get used.

4. Administering the Diagnostic Instrument – Mechanisms for Gathering Data and Information

Each component of the Diagnostic Instrument includes a set of dimensions of 'readiness' and for each of these factors, a small number of questions that are intended to be the focus of the information being sought from stakeholders. There are three mechanisms suggested for gathering information to respond to the questions:

i. Desk/Document Review – The DI process should start with an identification and review of relevant documents. This could be particularly useful for both Components 1 and 2 of the DI. For Component 1, the '*DWCP-SDG Evaluability Assessment'*, relevant documents could include, among others, the most recent Country Programme Review (CPR), situation analysis, and theory of change and performance measurement framework elaborated for the DWCP. For Component 2, this would be the occasion to determine whether any current and credible assessments of the country's NMES and its arrangements for SDG M&E are readily available. Even if not, documents useful to the assessment of several readiness dimensions of Component 2 could be readily available within the ILO, from other UN or international agencies and/or from various sources within the country in question.

ii. Interviews with Key Informants – This will likely be the prime source for information for all three components of the DI. It will be important though that consultation is broad enough in scope so as to adequately capture information on all readiness

dimension factors, as well as take account of the range of perspectives that may exist about any one factor. **Box 8** below identifies the groups that represent the key stakeholders to interview.

iii. Group discussion sessions – This could be an efficient way of gathering information and/or gaining confirmation on various findings and would have application to all three components of the DI process. This could be a useful mechanism to use to bring together international partners and/or UN agencies playing a role in the country.

Each of the three components of the Diagnostic Instrument, as shown in Appendices 1, 2 and 3, represent a set of interview questions pertaining to the status within the country of particular dimensions of the relevant component. Clearly, not all dimensions nor all questions within any particular dimension would be posed to all interviewees. Box 8 provides a guide in aligning relevant questions to particular sets of interviewees.

Box 8
Aligning Relevant Questions of the Diagnostic to Relevant Key Informants

Key Informants to Interview	Relevant 'Readiness' Dimensions
Component 1: Assessing DWCP-SDG Evaluability	
ILO Country Office Officials	All
ILO Regional Office Officials	1, 2, 7
ILO Constituents	3, 4, 5, 6
International Partners/UNCT	3, 4, 6
National Statistical Agency	6
Component 2: NMES capacity/readiness for evaluation of SDGs and DW Agenda Items	
Component 2A: NMES capacity and its linkage to the SDGs	
ILO Country Office Officials	All
ILO Regional Office Officials	All
International Partners/UNCT	All
National Statistical Agency	4, 5, 6, 7
Public sector – responsible for NMES	All
Public sector – responsible for SDGs	3, 6, 7
Academic	All
Component 2B: NMES capacity/readiness to address DW Agenda Items	
ILO Country Office Officials	All
ILO Regional Office Officials	All
ILO Constituent – Ministry of Labour	1, 2, 3, 4, 5, 6
International Partners/UNCT	All
National Statistical Agency	3, 4
Public sector – responsible for NMES	All

Public sector – responsible for SDGs	5, 6
Component 3: ILO Constituent capacity/needs for M and E of the DWCP and SDGs	
ILO Country Office Officials	All
ILO Regional Office Officials	All
ILO Constituents	All
International Partners/UNCT	All
Academic	6, 7, 8

It should be noted that some degree of discretion will be required in determining whether some or all questions within a dimension need to be posed. This is particularly true for 'Component 2' of the DI where specific country circumstances may demand less (or more) probing of particular issues; for example, in countries with greater degrees of decentralization, subnational monitoring and evaluation systems and capacities would be explored in more detail. As such, some adaptation of the lines of questioning could be expected, particularly as the consultant administering the DI gains more insight through increased interviewing. Also, interviews should allow for open-ended questions/discussions that could be useful in gaining insight into strengths, weaknesses, challenges and opportunities associated with the particular item under discussion. Recording such elements will be important to not only serve to reinforce the rating analysis, but also to help pinpoint areas where follow-up capacity building could be important.

5. Administering the Diagnostic Instrument – Rating, Recording and Analyzing Information

It needs to be underscored that rating, recording and drawing information from administration of the DI is not an exact science and may be subjective in its interpretation. For this reason, the Instrument is intended to provide both quantitative and qualitative information related to each readiness factor, as well as narrative that identifies strengths, weaknesses, gaps and opportunities.

There may be differences in perceptions from stakeholders in responding to individual questions and, even without that, a need to make judgements about the appropriate rating to apply to any one question/sub-element of a 'readiness' dimension. For this reason, it is important to ensure that (i) as much local intelligence as possible is gathered via desk/document review in advance of the consultations; and (ii) a range of stakeholders is identified for the consultations (both individual interviews and group sessions).

A four-point 'readiness assessment' scale is being used for the Diagnostic Instrument, as shown in **Box 9** below. This will guide assessing the response to individual questions being posed that pertain to each Dimension.

Box 9 Rating Scale for DI*	
Rating Level*	**Code**
None/Low/Poor	**1**
Low, but some initiatives/Emerging	**2**
Moderate	**3**
Strong	**4**

***See Appendix 1, 2 and 3 for a definition of each level as it pertains to particular dimensions for each Component of the DI.

The interviewer will be expected to record the rating level to those questions being posed. While these would reflect the perceptions of the individual interviewee, it would also be expected that, as appropriate, specific narrative reinforcing the rating be recorded that would point to strengths, weaknesses, capacity gaps, opportunities and other considerations that ILO officials ought to be taking account of as they analyze and interpret the information – including a determination of whether and where follow-up action by the ILO to support capacity building may be needed/warranted.

Individual questions within each Dimension of 'readiness' are fairly straightforward and it should be readily apparent whether a question should be rated a '1' (None/Low/Poor) versus a '4' (Strong). Some level of subjectivity does enter in in distinguishing between a rating of '2' and '3', and this is where the narrative becomes important in reinforcing the recorded rating.

To assist in the interpretation of findings, a rating guide (where each level is defined) is given for each readiness dimension for each of the three components of the DI. These are found in Appendix 1, 2 and 3 for DI Components 1, 2 and 3 respectively.

Key Informant Interviews (and Group Sessions) will thus yield information that will allow for a judgement to be made about the appropriate rating for specific factors in the Diagnostic Instrument. While a preliminary rating could be assigned on the basis of each individual interview, in order to take account of all information sources, broader analysis will be required to ensure some level of 'triangulation' of the information; that is verifying that information from different sources coincides. This would give some level of certainty or reliability to the rating assigned[5].

[5] A lack of consistency from different information sources would also be useful intelligence and important to note.

Once the interviews have been completed, if a significant level of uncertainty exists surrounding some key readiness dimensions, a group session of relevant key stakeholders could be used to review and, in effect, validate the ratings being assigned to individual questions and dimensions of 'readiness'. This would also be an occasion to review the profile being generated by this research that identifies both strengths as well as particular areas where capacity building or some form of support may be needed.

7. Output of the Diagnostic Exercise – Format of the Country Report

The Diagnostic exercise will generate a readiness analysis for each of the three components of the DI and the Consultant/Administrator would be expected to produce overall findings using a standard format for reporting described below.

For each DI Component:

(i) a standard template for reporting on the findings of the readiness analysis, as illustrated in **Box 10**; followed by,

(ii) a narrative summary of findings that highlight '*strengths*' insofar as the relevant DI component are concerned;

(iii) a narrative summary of findings that highlight '*gaps-challenges'* insofar as the relevant DI component are concerned;

(iv) a narrative summary that highlights the '*Plan of Action'* proposed for the ILO insofar as this particular DI component is concerned. This in effect represents recommendations for suggested follow-up action that could be taken by ILO officials, at the level of the CO, RO and/or HQ. Section 8 below provides direction on how the recommendations can be formulated for each of the three DI components.

Results of the DI exercise will be contained within a Country Report that will include, in addition to the elements noted above that represent the essential body of the report, a lead section that summarizes 'country context' that includes information on the status of the DWCP, and general information on country experience with NMES and SDGs.

In analyzing each of the three DI components and writing the Country Report, the emphasis is to be placed on 'learning', and not 'accountability' (shame and blame). The intent is not to arrive at a final 'score' for each component, but to identify those areas where there are strengths and those areas where there are weaknesses and gaps that ought to be addressed, as well as potential opportunities for capacity building. The former can serve as 'lessons' and possible 'good practices' for Regional Offices to share with other Country Offices.

Box 10 **Standard Template for Reporting on DI Components – Illustration of Reporting for Each DI Component**		
Readiness Dimension **(colour coded to rating level determined by DI process)**	**Country Assessment** **(to include findings from the country application of relevant DI Component)**	**Follow-up Plan of Action** **(course of action to address gaps/challenges in order to reach level 4 in DI rating scale, identifying role of relevant ILO players – HQ, RO, CO)**
An Illustration of Reporting for Selected Dimensions of Component 1		
1. Understanding and awareness of process for linking SDG goal & targets into DWCP development	The understanding and awareness of a process to be used to operationally link SDG goals and targets into the DWCP development process was generally low – a '2' – and is based on feedback from CO officials, reinforced by feedback from officials in the Regional Office.	More specific guidance is needed from **ILO HQ** (PROGRAM) on how SDG goals and targets should be taken into account in the process of developing a new DWCP. The latest version of the DWCP guidance ('DWCP – A Practical Guidebook, version 4', 2016) is quite general in the way it discusses the inter-relation between the SDGs and development of the DWCP. The Quality Assurance Mechanism (QAM) Checklist (Annex 8 of the DWCP Guidebook) does not make any reference to alignment with the SDGs. The broader UNDAF Handbook (2017) that is referenced offers some discussion on the SDGs, but may not be sufficient for DWCP development purposes. The **RO** should consider technical workshops/training for **CO** officials on SDG-DWCP integration.
5. Performance Measurement Framework (PMF)	With the systematic approach to TOC development, the likelihood of developing an appropriate PMF improves, especially with the support of Regional Office. This has been an area though of some difficulty across many parts of the ILO. The most recent CPR of the DWCP concluded problems in this area.	**ILO CO**, with **Regional Office** support, needs to work (with **PROGRAM** and **EVAL** guidance) on performance measurement development, ensuring that both qualitative and quantitative indicators are being identified as measures of performance. Dimension # 5 is a useful guide in this respect. Post-development of the full DWCP, CO should use it as a checklist to identify where gaps may lie in terms of knowledge, understanding or planned implementation of a PMF for the current DWCP.

Readiness Dimension (colour coded to rating level determined by DI process)	Country Assessment (to include findings from the country application of DI Component 1)	Follow-up Plan of Action (course of action to reach level 4 in DI rating scale, identifying role of relevant ILO players – HQ, RO, CO)
An Illustration of Reporting for Selected Dimension of Component 2		
7. Institutional readiness of ministries/other stakeholders to monitor, evaluate and report on SDG progress	The major difficulty faced by the country in the context of evaluating the SDGs would appear to be that little time, planning and resources have to date been devoted to developing institutional readiness to eventually evaluate SDG progress and performance – and so, this readiness dimension (#7) has been rated a '1', and represents a key area in need of capacity building.	**ILO CO** should work towards helping build evaluation capacity, including a culture of evaluation, within MOL, but as part of a broader UNSDF initiative to support evaluation capacity building across government ministries, to help ensure the systematic evaluation of SDG goals and targets. The relevant government ministry supporting the NMES should be engaged with this, in addition to potentially other international partners.
An Illustration of Reporting for Selected Dimension of Component 3		
4. Inclusion of Ministry of Labour (MOL) within any SDG cross-agency forum	As of some four months ago, the government had its broad SDG strategy (though some confusion as to which Ministry is leading on this), and now line ministries have been tasked with developing their own strategies, but feedback from the MOL is that ministries are struggling with this, and others have indicated that there is little guidance on how to move forward.	Collective efforts of UNCT are needed to support operational challenges of SDG implementation by country. **ILO CO** should work with MOL reps on its DWCP Working Group to educate and help empower MOL so that DW is not absent from government-wide SDG discussions, strategies & plans.

8. What to Recommend when the DI Assessment Identifies Capacity Gaps/Weaknesses in the Country?

In terms of weaknesses and gaps that may be uncovered and opportunities identified, each of the three components of the Diagnostic process can help inform ILO officials of where capacity building is needed and the nature of the action needed to address gaps.

Each country is unique though, and so relevant follow-up action needed to address weaknesses or capacity gaps will be very much influenced by country context. The examples of 'Follow-up Plan of Action' shown in Box 10 (the right-hand column of the template) may resonate with one country, but perhaps less so with another. That said, a broad set of possible 'follow-up actions' that could form the basis for a plan of action to address deficiencies uncovered through the DI process has been identified and is included as **Appendix 4**. It provides, for all dimensions of readiness in all three DI components, the following:

- generic statements on potential courses of action (depending on the severity of the problem) to reach level 4 of the particular dimension;
- reference to the particular level of the ILO to take the initiative - country, region or HQ;
- current sources for information – which are essentially existing documents that in most cases ought to serve as the initial source of action, though, in many cases may not be sufficient to fully address the issue.

The material of Appendix 4 is to be used, post-analysis of the DI results and in consultation with CO officials, to identify appropriate actions to be taken after DI application in the country. Note that the listing of Appendix 4 is not comprehensive in terms of detail and the unique circumstances that could dictate some other follow-up. But these do suggest the nature of the follow-up actions that would need to be taken by ILO officials – at the country level, regional level and possibly even ILO HQ. A larger capacity gap, say a rating of '1' or '2' for a particular readiness dimension could imply that the most appropriate follow-up action to be taken by a CO would be in concert with UNCT colleagues as part of the UNSDF.

As stressed throughout, the DI process is intended to provide broad direction to ILO officials on areas where SDG linkage to the DW Agenda at a country level may need some support in order to ensure future evaluability of ILO contribution to the SDGs. The DI is a tool for learning, and so follow-up action should put a key focus on *capacity building* that may be needed to address deficiencies uncovered through the DI process.

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Appendix 1: DI Component 1: Diagnostic instrument for assessing DWCP-SDG evaluability

Diagnostic instrument for assessing DWCP-SDG evaluability		
Dimensions of Readiness*	**Key Considerations in Assessing Readiness (Questions for consultation)**	**Rating Guide** (1-4)**
1. Understanding and awareness of process for linking SDG goals & targets into DWCP development	• To what extent is there clarity in the understanding of the process that ILO Country Offices should use to go about linking SDGs into the country DWCP? • Does the DWCP Guidebook provide sufficient clarity on how to align the SDGs with the DWCP development process? • Does the Quality Assurance Mechanism (QAM) Checklist in the DWCP Guidebook provide an adequate 'checklist' of elements to consider regarding the SDGs in the process of developing the DWCP? • To what extent is/was the UNDAF Guidebook used by officials in developing the DWCP? If used, does this provide adequate guidance on how to go about linking the SDGs into the process of developing the DWCP? • Has there been adequate communication on the DWCP-SDG development process? Has it been clearly/well communicated in sufficient and useful detail from HQ to Regions? From Regions to Country Offices?	1 – Little or no understanding or awareness of the process that should be used for linking SDG goals & targets into DWCP development. 2 – Despite some level of understanding of the generic link between the SDGs and DW Agenda (for eg. Goal #8), there is limited guidance available on how to integrate SDGs into the DWCP development process. 3 – An uneven level of understanding across the ILO on the process that Country Offices should be using to link SDGs into DWCP development; though work is ongoing to provide operational-level clarity. 4 – There is generally a good and consistent understanding by officials in the country office and region about the process that should be followed to link SDGs into DWCP development.
2. Understanding and awareness of approach for developing a Theory of Change for a DWCP that incorporates SDG goals and targets	• To what extent is there clarity in the understanding of the approach that ILO Country Offices should use in developing a Theory of Change (TOC) for a DWCP that also reflects the inclusion of relevant SDG goals and targets? • To what extent are the instructions and communications on this adequate? Is there sufficient clarity in the DWCP Guidebook? • Have any Country Office staff responsible for DWCP development taken any training within the last two years related to developing a Theory of Change?	1 – Little or no understanding or awareness on the need to link SDGs into the TOC process for developing a DWCP. 2 –Some level of understanding and awareness of the importance of linking SDGs into the TOC process for DWCP development, but no clarity on how to do this. 3 – A general understanding and awareness of the importance of linking SDG goals and targets into the TOC process for DWCP development. Though there is still a lack of clarity for many people on the technical aspects of how to do this, work is ongoing to provide operational-level clarity.

		4 – There is generally a good understanding by officials of the need to link SDGs into the TOC process for DWCP development, as well as the technical details on to how to make this happen.
3. Process used for developing the DWCP	• To what extent is the process for developing the DWCP reflecting on where and how the SDGs might be impacting the business of the ILO and DW Agenda? • To what extent is there visioning about how the medium-term DWCP fits within the longer-term 2030 Agenda? • To what extent does the development of the DWCP involve discussion and analysis on the operational implications of integrating SDGs into the DWCP – in particular, implications for the design; delivery process; and intended reach to beneficiaries in the country? To what extent are conclusions from discussions captured in the design of the DWCP? • To what extent does the development of the DWCP involve discussion of how the measurement of 'success' might need to be altered, with the SDGs built into the DWCP? Has there been a follow-on discussion of implications for data – gaps and data development? To what extent are conclusions from discussions being captured in the DWCP? • To what extent is there an examination of the potential that the relevant SDGs being linked to the DWCP might be intended to reach beyond traditional ILO beneficiaries? • To what extent does the process include an examination of the potential for other UN agencies/new international partners now being implicated in the success of DWCP objectives, given the link to the SDGs? • To what extent does the process include an examination of the potential for new assumptions/risks regarding the 'enabling environment' for the DWCP	1 – The DWCP development process is not involving any discussion or analysis on how the SDGs might impact the DWCP, such as broadening the ILO's reach beyond traditional lines; linking the DWCP to the 2030 vision; examining new measures of 'success' and associated M, E and reporting needs; etc.. 2 –DWCP development is incorporating SDG #8 into DWCP development discussions, but still approaching the DWCP development process in traditional ways; i.e. generally not addressing the range of issues/considerations whereby the SDGs might alter the DWCP, including the measuring, monitoring and reporting on 'success'. 3 – DWCP development process is incorporating some innovative elements reflective of the SDGs (e.g. linking DWCP development within the longer frame of reference of the 2030 Agenda), but there is limited discussion and analysis on how the SDGs may be altering the underlying assumptions, risks and enabling environment within which the DWCP operates. 4 – The DWCP development process is breaking from the traditional approach by introducing discussion and analysis of key questions that underpin the linkage of the SDGs to the business of the DWCP, all of which is being reflected in the new DWCP.

	that may now be relevant for the success of the DWCP, given the link to the SDGs? • To what extent does the preparatory work for the DWCP include a 'needs analysis' associated with SDG implementation, monitoring, evaluation and reporting?	
4. Adequacy of the Theory of Change (TOC) detailed for the DWCP	• To what extent does the process for developing the DWCP include the detailing of a Theory of Change (TOC) for the DWCP? Does the TOC include a logic model that shows the linkages between the activities of the DWCP and the expected outputs and outcomes that will result over the short/immediate-, intermediate- and longer-term? • To what extent does this TOC include an articulation of key causal assumptions along the change pathway upon which the theory is based – i.e. events and conditions that would generally have to occur in order for the specific causal link to work? • To what extent does the TOC adequately capture/reflect SDG alignment with the DWCP, so as to allow for identification of ILO activities that for each CPO are intended to contribute to SDG performance? • To what extent does the TOC adequately align the mid-term timeframe of the DWCP with the long-term goals and targets of the SDGs? • To what extent does this TOC include an identification of other stakeholders and intervenors (including other UN agencies) that may now be implicated in the success of the DWCP, given the link to the SDGs. • In comparing to the previous DWCP, to what extent is the linking of the SDGs into the DWCP development process resulting in changes to ILO activities, beneficiaries and expectations as to outputs and outcomes? • To what extent is there consensus/agreement among stakeholders on the DWCP, as reflected in this TOC,	1 – The DWCP development process does not involve detailing of a TOC for the DWCP, nor even a logic model that links activities of the DWCP to expected outputs and outcomes. 2 –DWCP development is including identification of expected 'results' but falls far short of an adequate logic model or TOC (e.g. activities not linked to outputs and outcomes; critical assumptions/risks not identified). Also, not addressing in its development the issues whereby the SDGs might alter the DWCP, including M, E and performance reporting. 3 – DWCP development is including a logic model and TOC that links activities to 'results', as well as articulating key assumptions/risks. In its development, it does not though address the full range of issues or considerations of how the SDGs might impact the DWCP. 4 – The DWCP development process is including a results-oriented TOC, developed with key stakeholders and reflective of where and how SDGs align and impact the DWCP.

	being: understandable? Logical? Well-defined? Comprehensive? Unambiguous? • To what extent is there consensus/agreement among stakeholders that the activities and outputs of the DWCP are commensurate with the expected results, as reflected in the TOC? • To what extent is there consensus/agreement among stakeholders that delivery on SDG commitments, as reflected in the TOC, is plausible?	
5. Performance Measurement Framework	• Is the TOC clearly illustrating the expected linkage of DWCP-CPO activities to specific SDG goals/targets, as reflected in expected outcomes of the DWCP? • To what extent is there agreement on which 'results' (i.e. outputs and outcomes) to measure? How is it being determined which 'outcomes' to measure? • Are indicators being defined that would be used in the measurement of SDG progress and performance? • Is there agreement that the indicators being used to measure performance and 'success' of the DWCP are appropriate? • To what extent is the appropriate level of disaggregation being identified for the measurement of indicators that are relevant to both DWCP and SDG reporting? • Are both qualitative and quantitative indicators being identified as measures of performance? • To what extent are the indicators SMART?[6]	1 – No or, at best, an ill-conceived Performance Measurement Framework (PMF) has been developed for the DWCP. 2 – While a number of indicators have been identified within a PMF, there is confusion with the PMF in terms of outputs and outcomes, many of the indicators are problematic (not SMART), and reference to SDGs is generally absent. 3 – Results-oriented measures of performance are identified, with an expectation of ongoing monitoring. But, there is limited integration of the SDGs and an ability to measure and monitor SDG progress and ILO contribution to SDG performance. 4 – The PMF is reflective of measurement and reporting needs of both the DWCP and SDGs, and includes a range of feasible quantitative and qualitative indicators.
6. Monitoring and Evaluation Strategy and Plan for the DWCP and SDGs	• To what extent is there data available (or that needs to be collected) to populate the indicators that being defined through the TOC process? Data available to establish suitable baselines? • To what extent is the introduction of the SDGs into the DWCP process resulting in the need for new data/information collection? How readily is this being dealt with? ILO role, if any?	1 – No Performance Measurement Strategy (PMS) articulated nor a Monitoring and Evaluation (M&E) Plan for the DWCP that identify key milestones, roles, responsibilities and accountabilities for measuring and reporting. 2 – A PMS has been identified, but it does not adequately incorporate the monitoring, and evaluation requirements for a DWCP, nor does it address M, E and reporting requirements for the SDGs.

[6] ILO –EVAL, 'Using the Evaluability Assessment Tool', Guidance Note 11, December 20, 2011.

	• To what extent is the data to be used to populate the indicators seen to be valid? Reliable? Consistent in quality and accessibility at sub-national levels across the country (Can it be rolled up into credible national figures)? • To what extent is a Performance Measurement Strategy being defined that articulates, for each indicator: data sources, frequency of data collection; methods; data storage and accessibility; data reporting points; and, relevant roles, responsibilities and accountabilities? • To what extent is a Performance Measurement Strategy relevant to SDG goals/targets/indicators being detailed, either on its own or within an overall DWCP Measurement Strategy? If so, is accountability being assigned within the CO to ensure timely measurement and reporting on the SDGs? • Where other UN agencies or international partners are being identified to be implicated in SDGs within the ILO scope, to what extent has there been consultation to gain agreement on issues of data, monitoring and evaluation? • To what extent does the M&E Plan for the DWCP include milestones for regular reporting on the progress of SDG implementation within the DWCP? Are resources and accountabilities within the CO being assigned for this? • To what extent does the M&E Plan for the DWCP include an evaluability assessment? A formative evaluation, addressing management issues of ILO implementation and contribution to SDG progress and performance? Has a timeframe been identified? Are resources being identified to carry this out? • To what extent does the M&E Plan for the DWCP include summative evaluation, addressing effectiveness/results achieved and impact issues of ILO contribution to SDG progress and performance? Has a timeframe been identified? Are resources being identified to carry this out?	3 – A PMS for the DWCP has been articulated that identifies monitoring, evaluation and reporting traditionally used for the DWCP, along with clarity on roles, responsibilities and accountabilities for ensuring its execution. But, there is little or no clear reference to how the SDGs will be monitored or evaluated, nor resources identified for ensuring an assessment of ILO contribution to SDG progress. 4 – A well-articulated PMS and detailed M&E Plan for the DWCP that integrates monitoring, evaluation and reporting requirements related to both the DWCP and the SDGs.

	• Does the M&E Plan link the monitoring of SDG indicators and the evaluation of issues of ILO contribution to the SDGs with the requirements for Country Program Reviews? With eventual DWCP evaluation?	
7. Reporting on DWCP and SDG progress and performance	• To what extent is there clarity around the reporting that will be required on the SDGs – e.g. scope & frequency of ILO reporting; UNDAF required reporting - and what this will mean for the COs in reporting on the DWCPs? • Is/will there be annual reporting by the CO on ILO country-level contributions to the SDGs, identifying key ILO-driven activities and, in both quantitative and qualitative terms, 'results' achieved to date? • Is/will there be any joint reporting on SDGs with other UN agencies implicated in those SDGs included in the country DWCP? • Are there plans for early reporting on SDG implementation by the ILO CO, say in Year 2 – lessons learned to date; adequacy of the PM framework & system; etc. – to be shared with the Regional Office? • Is the M&E Plan including reporting on the effectiveness of ILO contributions to the SDGs in the report of the Country Program Review (CPR)? If so, are additional resources being assigned to the CPR exercise?	1 – Little or no clarity around the reporting to take place on DWCP and SDG progress and performance. 2 – While regular reporting on DWCP will be taking place, there remains uncertainty around what are the requirements/approach to reporting on SDG progress and performance. 3 – There is a recognition that reporting on both DWCP and SDG progress and performance will be required, but also a lack of clarity around the latter. As such, guidance is being developed to clarify the nature of the reporting that will be expected from country offices on SDGs. 4 – A plan for reporting on both DWCP and SDG progress and performance, including ILO contribution to the SDGs, has been or is being developed. This will be coordinated with M&E plans and arrangements with other UN agencies, as appropriate.

*Based on international 'good practices'

**Rating scale: 1 = none/poor; 2 = low, but some initiatives/emerging; 3 = moderate; 4 = strong

Appendix 2
Diagnostic instrument (NOTE: A+B) to assess:

National Monitoring and Evaluation System (NMES) capacity and readiness for evaluating SDGs and items relevant to the DW Agenda

Appendix 2A **Diagnostic Instrument to assess:** **DI Component 2A: Current capacity of the country NMES and its linkage to SDG goals and targets**		
Dimensions of Readiness*	**Key Considerations in Assessing Readiness (Questions for consultation)**	**Rating Guide** (1-4)**
1. Infrastructure to support both the demand and supply of Monitoring (M) and Evaluation (E) information	• Does the country have a formal M&E/Evaluation Policy? If so, since when? • Is there a central government body or ministry responsible for Monitoring and Evaluation (M and E)? M and E capacity building and oversight? • Is there a requirement for some/all ministries to monitor and report on their programs? • Is systematic evaluation a part of the NMES? • Is senior and political leadership supportive and appreciative of the role of M and E in public sector governance? • Are there factors in the country that will favour or limit NMES development?	1 – No NMES exists or is currently being planned for. 2 – Some central requirement for monitoring, national & sectoral indicators. Only internationally-driven E is conducted. 3 – M&E Policy developed, but little or no E to date, in part due to lack of $ & HR. Monitoring being linked to national planning. M&E training ongoing or planned for. 4 – M&E Policy with strong central direction, and both M and E being conducted & used nationally and in sectors and ministries.
2. Institutional readiness to carry out Monitoring and Evaluation	• To what extent do any/many ministries have dedicated M&E units? • To what extent are there resources within ministries to carry out evaluation? • To what extent are evaluations of projects, programs or policies ever conducted in the country? If so, who actually carries out the evaluation?	1 – Evaluations are never carried out nationally or within ministries. No M&E units within ministries. 2 – Some key ministries (e.g. Health, Education) have M&E units but little/no resources or expertise for evaluation. Only internationally-driven E is conducted. 3 – Most major ministries have M&E units and there is an expectation for ongoing monitoring. M&E Policy expected to result

		in increased resources for both M and E, but still limited evaluation capacity in the country. M&E training ongoing or planned for. 4 – All major ministries have sufficiently-resourced M&E units that conduct ongoing M and carry out or support systematic E of their projects & programmes.
3. Country human resource (HR) capacity to supply Monitoring and Evaluation information	• To what extent is there sufficient analytical capacity centrally located in the country? • What is the current capacity of evaluators in the country – within government? Private consultants? Within academic institutions? Within the region? Is this sufficient to meet the needs of SDG monitoring and evaluation? • Is there an active professional network to promote/support training on M&E methods & practice? • Is training for skills needed by Evaluators or M&E experts available in the country? The region?	1 – Few if any practicing evaluators and little or no M&E training available in the country. Limited or poor analytical capacity within the national statistical agency (NSA). 2 – Some pockets of analytical capacity in the country (NSA, academic-based, other institutions). But few officials trained on M and E concepts and practice. M&E professional network exists and is promoting M&E training, though local trainers are few & resources for training are limited 3 – M&E expertise exists centrally & in major ministries, though insufficient analytical and evaluation expertise. Some experienced evaluators and active professional network. Government supporting plans for M&E training. Local & regional institutions planning for M&E training. 4 – Strong complement of evaluation capacity in both public & private sectors. Strong & active professional network supporting ongoing M&E training & development. National & regional capacity to provide M&E training.
4. Data and statistical readiness	• Is there a national statistical agency? Well resourced? • Does the country have a national data development strategy? • To what extent is the current quantity and quality of data deemed to be sufficiently acceptable for populating key indicators? • Is sub-national data collected on a regular basis? Quantity, quality and usefulness of this data? • To what extent is data adequately analyzed and publicly reported?	1 – Data generally considered poor quality and incomplete. Agency responsible for data poorly resourced and lacking sufficient skills. 2 – National statistical agency (NSA) carries out regular surveys. But, limited analytical capacity and reporting not timely. Sub-national data incomplete and of poor quality. Recognition of a need for investing in data development. 3 – NSA experienced with national surveys and reporting, though sub-national data is considered of poor quality. Data is analyzed and reported, though not always comprehensive or timely. Insufficient HR analytical capacity. Ongoing data development efforts.

		4 – NSA expertise and data quality generally considered strong by international community.
5. Capacity and readiness to use Monitoring and Evaluation information	• To what extent is there a formal and regular monitoring and reporting on key government indicators? How does this information get used? • To what extent does government performance reporting include reporting on 'results'? • To what extent is there a requirement/expectation for M&E information being used to inform planning, project, program or policy development at the ministry level? At the national level? • To what extent are civil society and media adequately informed about M and E concepts and the role they can play? • Is there a formal 'access to information' law that increases transparency and accessibility of M&E information to the media, civil society, etc.	1 – Little or no government reporting on performance indicators or results. No apparent use of M&E information. Little/no availability of M&E information to general public (media, civil society). No 'access to information' laws/rules. 2 – Limited formal reporting of M&E information to general public, though M&E information is alleged to be used within government. No 'access to information' laws. 3 – Some formal reporting (e.g. national indicators) and apparent use in the context of national or sectoral planning. But, no external verification/oversight. And, no 'access to information' laws. 4 – Performance information regularly reported to general public and used within all sectors as needed. 'Access to information' law exists and can be exercised without undue cost or threat.
6. Clarity around SDG Monitoring, Evaluation and reporting, and M and E link to NMES	• Does the country have a formal plan to monitor SDG progress and performance? To report on it? • Currently, to what extent are there formal information/communication channels for SDG reporting? • Is there a formal plan to evaluate SDG performance? If so, who/what are the drivers that are creating a demand for evaluating the SDGs? • Does the country intend to monitor, evaluate and report at a sub-national level? • How frequently will the country report on SDG progress and performance? • To what extent is the monitoring and evaluating the SDGs built within the structures and processes of the NMES?	1 – Little or no communication, understanding or decisions on SDG M, E and reporting. 2 – Some discussions about SDG implementation, monitoring, evaluation and reporting, but no consensus yet, nor SDG coordinating committee nor implementation plan. No real focus on SDG M and E, nor clarification of roles and responsibilities for SDG M, E and reporting. 3 – SDG Coordinating committee created and SDG implementation plan developed. Still some confusion though among implementing ministries as to what this might mean operationally. Lack of clarity on roles, responsibilities and roll-out of operational aspects of monitoring and evaluation of SDGs. 4 – SDG Implementation Plan as well as a strategy and plan for SDG monitoring and evaluation developed. SDG M&E built within the NMES.
7. Institutional readiness of ministries/other	• Is there a formal country-level SDG implementation plan with key milestones?	1 – There is little or no understanding or planning around how to monitor, evaluate and report on SDG progress and performance. Also, limited M and E skills to carry this out, even if a plan existed.

stakeholders to monitor, evaluate and report on SDG progress	• Do the 'lead' and key ministries associated with SDG implementation have the necessary evaluation skills/capacity or resources for evaluation? Do such skills, capacity and resources reside elsewhere, for example in research institutes or universities? • Has any evaluation of specific SDG goals/targets been initiated or planned? • Is there a plan to link evaluation with the SDG 'Follow-up and Review' exercise? If so, which agency would coordinate or take the lead? • Have ministries been given extra resources/support to ensure capacity for SDG monitoring, evaluation and reporting? • What, if any, efforts have been taken to develop evaluation capacity at sub-national levels related to the principle of localization of the SDGs? • What, if any efforts, have been taken to develop SDG monitoring and reporting capacity at sub-national levels related to the principle of localization of the SDGs?	2 – Some planning for the future M, E and reporting on SDGs exists, but little or no M and E capacity within relevant institutions to carry this out, both centrally & within ministries. Limited attention to data and reporting at sub-national levels. And, no plans to include systematic evaluation in the country's Voluntary National Review (VNR). 3 – An SDG Implementation Plan exists and consideration is being given as to how best to monitor, evaluate and report on SDG progress. There is recognition of the importance of evaluation as part of this and the possible need to build evaluation capacity to do so – as well as to address data issues at the sub-national level. 4 – A plan for SDG monitoring, evaluation and reporting exists, including measuring and reporting at sub-national levels. The plan has been resourced and lead agencies identified. This will be coordinated within the country's VNR.

*Based on international 'good practices'

**Rating scale: 1 = none/poor; 2 = low, but some initiatives/emerging; 3 = moderate; 4 = strong

Appendix 2B **Diagnostic Instrument to assess:** **DI Component 2B: Current capacity of NMES to adequately address Items of the Decent Work (DW) Agenda**		
Dimensions of Readiness*	**Key Considerations in Assessing Readiness (Questions for consultation)**	**Rating Guide** (1-4)**
1. Incorporation of DW Agenda items in the national development strategy	• Are DW Agenda items incorporated into the country's national development strategy/plan? • Are any aspects of the DW Agenda deemed to be priorities of the national development strategy? • Are DW Agenda items regularly reported on by any of the central ministries, such as planning or finance ministry? • To what extent does the ILO CO liaise with central agencies of the country (Ministry of Planning, Finance, etc.) on issues of the DW Agenda?	1 – DW Agenda items are essentially absent from the government's national development strategy or plan. 2 – Reference is made to some aspects of the DW Agenda in the national plan, but it is generally not given high priority, 3 – DW Agenda items would appear to be built into the national strategy and plan, though there is a lack of clarity as to their priority and resourcing. 4 – DW Agenda items are incorporated and given suitable priority within the country's national development plan.
2. Institutionalization of Monitoring and Evaluation within Ministry of Labour (MOL)	• To what extent does the Ministry of Labour (MOL) get linked into any monitoring and evaluation efforts of the NMES? • To what extent does MOL have a unit for performance monitoring (M) and evaluation (E)? • To what extent does MOL have dedicated resources to carry out evaluation? • Have any evaluations been conducted by MOL within the past three years? If so, how was the information used?	1 – No M&E Unit exists within Ministry of Labour (MOL). 2 – An M&E Unit exists within MOL, but there is limited M&E expertise and no evaluation carried out. 3 – An M&E Unit within MOL carries out ongoing monitoring, but limited/no evaluations planned for or carried out. Some interest in building evaluation capacity within MOL. 4 – An adequately resourced M&E Unit exists within MOL, carries out ongoing monitoring and periodic evaluation, either using internal or external expertise.
3. Systematic studies of DW within the country	• Has there ever been evaluation addressing issues of 'decent work', 'equity' or 'gender inequality' in the country? • To what extent are there feedback mechanisms in the country where the views and status of ILO constituents (workers, organized labour, employer associations, civil society in general) have in the past been systematically captured by officials?	1 – No formal studies or systematic feedback mechanisms to inform on issues of DW currently exist in the country. 2 – Some studies or surveys have been carried out that provide some information on DW issues, but the reliability of data and analysis is low, and information is generally not used.

		3 –Regular surveys include DW issues and some studies have been carried out. Plans in place to carry out more systematic and regular surveys and studies that would include issues relevant to DW. 4 – Systematic information on DW Agenda items, including feedback from ILO constituents, is captured on an ongoing basis and analyzed and reported on via formal studies, research and evaluation.
4. Data relevant to DW analysis	• To what extent does the country's National Statistical Agency currently collect data related to 'Decent work'? 'Reduced inequalities'? 'Gender equality'? ☐ Are there plans to enhance existing data systems associated with decent work reporting and/or introduce new systems to capture better data related to these variables, for example, data at a more disaggregated or local level? • To what extent does country-level data exist to populate the relevant SDG indicators for which ILO is 'custodian'? Is the right data being collected? Is the data reliable, disaggregated, timely, accessible? ☐ Does any data development strategy (existing or planned) take account of SDG monitoring, evaluation and reporting needs? For example, the need to monitor and evaluate SDG progress on decent work, equity and gender equality? ☐ To what extent does the National Statistical Agency ever analyze and report on issues of decent work, equity or gender?	1 – Limited or no data on DW issues collected on a regular basis within the country. 2 – Some surveys that have included DW issues have been carried out, but the reliability of data systems is questionable. Also, limited quantity and low quality sub-national data limits availability of SDG-related associated with ILO. No detailed plans yet for improving data capture and sub-national data development. 3 –National Statistical Agency regularly collects data related to DW issues. Recognition of data problems, particularly associated with SDGs, but a data development plan exists, and work is ongoing to improve data quality and develop sub-national data. 4 – Systematic and regular data on DW items is collected by a credible National Statistical Agency, which analyzes and reports on findings.
5. Link of DW Agenda items to country's implementation and M and E plans for SDGs	• Have DW Agenda items been officially recognized by the country senior officials as linking to specific SDG goals and targets that the country is focusing on? • Have DW Agenda items been built into the country's strategy and plans for SDG implementation? • Have DW Agenda items been built into the country's strategy and plans for SDG monitoring and evaluation?	1 – No apparent linkage of the DW Agenda into any plans country has for SDG implementation, monitoring, evaluation or reporting. 2 – DW Agenda items appear to be built into country strategy and plans for SDG implementation, but SDG monitoring and evaluation of these areas is uncertain. Nor is there clarity of whether and how DW items related to SDGs might get reported. Role that ILO constituents could play on SDGs generally not discussed.

	• To what extent are the lead SDG reporting agencies aware of the role/potential role to be played by ILO constituents in M, E and reporting on SDG progress?	3 – DW Agenda items are clearly built into an SDG Implementation Plan. Efforts are underway to ensure that monitoring of relevant areas will be developed, but there is limited discussion of whether these areas will be systematically evaluated. 4 –DW Agenda items are formally recognized as a part of country's SDG strategy and plans for implementation, monitoring and evaluation. To help put this into effect, ILO constituents have been identified for a role to support implementation M and E of DW-related SDG goals and targets.
6. Country experience with SDG follow-up and review to HLPF to date	• Has the country engaged in a formal follow-up, review and reporting to the HLPF to date? • If so, did this include systematic analysis/evaluation? • Did ILO constituents participate in any meaningful way? • If the country has engaged in a Voluntary National Review (VNR) for the SDGs, did it report back on any SDG goals/targets related to the DW Agenda?	1 – The country has not to date engaged in a VNR, nor has plans to at this point. 2 – Any VNR that included reporting back on SDG progress, failed to make reference to SDG goals/targets related to DW. 3 – Any VNR that included reporting back on SDG progress, did make reference to SDG goals/targets related to DW, but it was not based on any evaluation, nor did it involve participation of ILO constituents in any meaningful way. 4 – A VNR was reported to the HLPF that included reference to evaluation (carried out or to be carried out), SDG goals/targets related to the DW Agenda and the involvement of ILO constituents.
7. Coordination of support on M, E, reporting and data development across UN agencies and other international partners	• Is data development and M and E capacity development a priority for the UNSDF? • To what extent is there coordination in the country on data development, monitoring, evaluation and reporting matters between the ILO CO and other UN agencies where implicated in comparable SDG goals and targets? • Is ILO CO actively engaged in the UNCT insofar as SDG monitoring and evaluation capacity building and country data development is concerned? Championing DW-related issues?	1 – There is little or no coordination across UN agencies and international partners in the country on data development, M and E. 2 – The UNCT provides a network for sharing information, but there is limited coordination, and data development and M and E have not been identified as priorities within the UNSDF. 3 – The UNCT provides a network for sharing information, and, while limited coordination to date, the UNSDF has identified data development and M and E as priorities. 4 –ILO is actively engaged in UNCT, promoting DW agenda and coordinating with UNCT colleagues on M and E capacity building, a priority area, along with data development, of the UNSDF.

*Based on international 'good practices'

**Rating scale: 1 = none/poor; 2 = low, but some initiatives/emerging; 3 = moderate; 4 = strong

Appendix 3

DI Component 3: Diagnostic instrument for assessing ILO constituents' capacity and capacity needs for effective involvement with country-level monitoring and evaluation of the SDGs

Diagnostic Instrument to assess: **ILO constituents' capacity and capacity needs for effective involvement with country-level M and E of the DWCP and SDGs**		
Dimensions of Readiness*	**Key Considerations in Assessing Readiness (Questions for consultation)**	**Rating Guide** (1-4)**
1. Understanding by ILO constituents of the language, concepts and use of Monitoring (M) and Evaluation (E)	• To what extent do Workers' Associations understand the language, concepts and potential uses and benefits of monitoring and evaluation information? • To what extent do Employers' Associations understand the language, concepts and potential uses and benefits of monitoring and evaluation information? • To what extent do officials of the Ministry of Labour (MOL) understand the language, concepts and potential uses and benefits of monitoring and evaluation information? • Has there been any formal training or orientation on M and E provided to ILO constituents over the past two years?	1 – Little or no understanding by ILO constituents of the language, concepts and potential uses of monitoring and evaluation. 2 – Some familiarity with the language of M and E, but limited real understanding by ILO constituents of how M and E gets carried out and used. 3 – An uneven understanding of M and E across ILO constituents, some much more familiar with the concepts than others. Some formal training planned. 4 – A good understanding by ILO constituents generally of the concepts, benefits and uses of M and E.
2. Understanding by ILO constituents of country-level SDG strategy and plan and possible links of SDG goals/targets to DWCP	• To what extent do ILO constituents in the country have an awareness and understanding of Agenda 2030, SDG goals and targets and the country's plan for SDG implementation? • To what extent do ILO constituents have an awareness and understanding that the country's SDG progress and performance are intended to be monitored, evaluated and reported on publicly? Do they have an appreciation of the importance of M and E to SDG implementation? • To what extent do ILO constituents have an understanding of where and how the SDG goals and targets might be linked to the DWCP?	1 – Little or no understanding by ILO constituents of the country's plans for the SDGs, the importance of M and E to SDG implementation, and any SDG linkage to the DWCP. 2 – Some familiarity by ILO constituents with the language of the SDGs (for eg. Goal #8), but limited understanding of how the SDGs might rely on M and E, or get linked to the DWCP. 3 – An uneven understanding across ILO constituents of the SDG implementation plan, the role and importance of M and E to the SDGs and how all of this might link to the DWCP – some much more aware than others.

		4 – A good understanding by ILO constituents generally of the SDG implementation plan, and the importance to this of both M and E and the linkage to the DWCP.
3. Perception of role of ILO constituents re SDG monitoring, evaluating and reporting on SDG progress	• To what extent do each of the three ILO constituents currently play a role in evaluating and/or reporting SDG progress? • To what extent do the lead SDG reporting authorities expect each of the ILO constituents to play a role in evaluating and/or reporting SDG progress? • To what extent do SDG country leads view the ILO tripartite forum as a mechanism to support SDG implementation and accountability? • What role do ILO constituents see themselves playing re evaluating and/or reporting on SDG progress? Do they feel adequately equipped for this role?	1 – Little or no role currently being played by ILO constituents in evaluating and/or reporting SDG progress, with no expectation of this to change in the next 2 to 3 years. 2 – Little or no role currently being played by ILO constituents in evaluating and/or reporting SDG progress, but with some expectation that at least one, if not more (e.g. MOL) could potentially be supporting M, E and reporting efforts of SDG progress. 3 – Limited role currently being played by some ILO constituents in evaluating and/or reporting SDG progress, but expectation among all constituents that this will grow with guidance, training and/or experience with the SDGs. 4 – Well-defined current or planned roles for all ILO constituents in evaluating and/or reporting SDG progress, with good and common understanding across constituents and country officials leading SDG implementation alike.
4. Inclusion of Ministry of Labour (MOL) within any SDG cross-agency forum	• Is the Ministry of Labour (MOL) included in any cross-agency forum that might exist for information exchange and possible coordination of SDG implementation efforts? • Is MOL included in any committee or body that serves to guide, implement or oversee the monitoring, evaluation and reporting on the SDGs?	1 – MOL not included in any cross-agency committee that might be coordinating, implementing or overseeing the monitoring, evaluating or reporting on the SDGs. 2 – MOL not included in any cross-agency committee related to SDGs, but receives updates from those committees that exist. 3 – MOL can seek representation on select SDG cross-agency committees on an ad hoc basis, but is not a regular nor leading member of such committees. 4 – MOL is an active participant on key SDG cross-agency committees.

5. Clarity of plans within MOL for implementation, M, E, and reporting on SDGs	• To what extent are there formalized plans within MOL for the monitoring and evaluation of relevant SDGs? • To what extent does the M and E relate to DW Agenda items? • Has MOL been given extra resources/support to ensure capacity for SDG monitoring, evaluation and reporting? Is this needed to ensure effective M and E?	1 – MOL currently does not have any formal plans for the monitoring, evaluation or reporting on relevant SDGs. None are in the offing. 2 – MOL has interest in M, E and reporting on the SDGs, but has insufficient expertise and no expectation of resources or training to support needed capacity building. 3 – MOL has plans for M, E and reporting on relevant SDGs, but insufficient capacity ($ and HR). Additional resources for needed training and support have been identified. 4 – MOL has a formalized plan and the necessary resources and expertise for monitoring, evaluating and reporting on SDGs relevant to the DW Agenda.
6. Engagement of Employers' Association with national issues, including SDGs, and M and E	• To what extent is the employers' association actively engaged with the development of the DWCP? • To what extent have employers' associations/the private sector been (or will in the future be) included in any consultative bodies established for SDG implementation in the country? • Has the employers' association come forward to the government, ILO or others (e.g. international partners) with a formal position paper/viewpoint on the SDGs and their implementation? • Do employers' associations get actively engaged with agencies responsible for national data collection, monitoring or evaluation? • Does the employers' association meet regularly (say, once a year) with government officials on areas of mutual concern? If so, which ministries – MOL? Planning? Finance? Other?	1 – No employers' association is pro-actively engaged on national issues such as the SDGs in general or DW Agenda in particular. 2 – An employers' association does participate in DWCP development, but has generally not been inclined or come forward with any position associated with SDG implementation, nor the monitoring or evaluation of SDGs. 3 – An employers' association is active in DWCP development, and periodically releases statements or positions on various broad issues, including the SDGs, but there is limited depth in terms of content or analysis and generally little or no reference to M and E. 4 – There is an active association representative of employers in the country that meets regularly with government officials, is an active participant in DWCP development, and has developed and adopted a position paper addressing SDG implementation and the monitoring, evaluation and reporting on progress.
7. Engagement of Workers' Association with national issues, including SDGs, and M and E	• To what extent are the workers' associations actively engaged with the development of the DWCP? All or some of them? • To what extent have workers' associations been (or will in the future be) included in any consultative bodies established for SDG implementation in the country?	1 – No association of workers is pro-actively engaged on national issues such as the SDGs in general or DW Agenda in particular. 2 – Key workers' associations do participate in DWCP development, but have generally not been inclined or come forward with any position associated with SDG implementation, nor the monitoring or evaluation of SDGs. Additionally, a common

	• Have any workers' associations come forward to the government, ILO or others (e.g. international partners) with a formal position paper/viewpoint on the SDGs and their implementation? • Do workers' associations get actively engaged with agencies responsible for national data collection, monitoring or evaluation? All or some of them? • Do any of the workers' associations meet regularly (say, once a year) with government officials on areas of mutual concern? If so, which ministries – MOL? Planning? Finance? Other?	voice across the different workers' association is not always apparent. 3 – Key workers' association are active in DWCP development, and periodically releases statements or positions on various broad issues, including the SDGs, but there is limited depth in terms of content or analysis and generally little or no reference to M and E. There does tend to be though a common voice across the different workers' association. 4 – There are active workers' associations in the country that meet regularly with government officials, are active participants in DWCP development, and have developed and adopted position papers addressing SDG implementation and the monitoring, evaluation and reporting on progress.
8. Engagement of civil society, religious leaders, NGOs or national evaluation association (VOPE) within any SDG consultative body	• To what extent has civil society in general been (or will in the future be) included in any consultative bodies established for SDG implementation, M or E in the country? • Is there a Voluntary Organization of Professional Evaluators (VOPE) in the country? If so, are they actively engaged with SDG implementation, M and E? • Is/has the country been identified as a 'Spotlight' country by EVALSDGs/EvalPartners?	1 – No apparent representation by spokespersons for 'civil society' in any consultative body put in place for SDG planning or implementation. And, little or no consultation with civil society in general. 2 – Civil society and spokespersons who speak on behalf of civil society are being consulted on SDG implementation, but do not have a formal seat on any consultative, planning or decision-making committees related to the SDGs. 3 – Civil society and spokespersons who speak on behalf of civil society are being consulted on SDG implementation. Though they do not have a formal seat on any consultative body, through the country's VOPE, there have been formal discussions on issues of monitoring and evaluation of SDG progress. 4 – Representatives of civil society are actively engaged on consultative bodies associated with SDG planning, implementation, M, E and reporting on progress and performance.

*Based on international 'good practices'

**Rating scale: 1 = none/poor; 2 = low, but some initiatives/emerging; 3 = moderate; 4 = strong

Appendix 4
Using DI Country Results – Possible Follow-up Actions to be taken by ILO Officials

For DI Component 1 – Assessment of DWCP-SDG evaluability

Dimensions of Readiness	Possible Follow-up Actions to be taken by ILO Officials to address weakness/capacity gaps
1. Understanding and awareness of process for linking SDGs into DWCP development	• ILO CO to consult existing documents – ILO SDG Implementation Plan; DWCP Guidance; EVAL Think Pieces; UNDAF guidance; other. • ILO CO to consult Regional Office (RO) for information & guidance on expected linkages at a country level and appropriate process for linking SDGs into DWCP development • Training/workshop for CO on process for operationally linking SDGs into DWCP development • As needed, RO to consult ILO HQ for specific guidance on how to link SDGs into DWCP development process • As needed, ILO HQ to develop and communicate guidance about appropriate process for linking SDGs into DWCP development
2. Understanding and awareness of approach for developing a Theory of Change for a DWCP that incorporates SDG goals and targets	• ILO CO to consult existing documents – DWCP Guidance; EVAL guidance and Think Pieces; ILO TOC training materials; UNDAF guidance; other. • ILO CO to consult RO for guidance on linking SDGs into the TOC process for developing a DWCP • Training/workshop for CO on process for linking SDGs into the TOC process for developing a DWCP • As needed, RO to consult ILO HQ for specific guidance on linking SDGs into the TOC process for developing a DWCP • As needed, ILO HQ to develop and communicate technical guidance on linking SDGs into the TOC process for developing a DWCP • CO to hire technical specialist in evaluation, TOC, logic models and SDGs to support DWCP development process.
3. Process used for developing the DWCP	• ILO CO to consult existing documents – DWCP Guidance; ILO SDG Implementation Plan; EVAL guidance and Think Pieces; ILO TOC training materials; UNDAF guidance; other. • ILO CO to consult RO for guidance on appropriate process for linking SDGs into DWCP development • Training/workshop for CO on process for linking SDGs into the DWCP development • As needed, RO to consult ILO HQ for specific guidance on linking SDGs into the process for developing a DWCP • As needed, ILO HQ to develop and communicate technical guidance on linking SDGs into process for developing DWCP • CO to hire technical specialist familiar with RBM, evaluation, TOC, SDGs and DWCP development process • CO to include in Situational Analysis consultation across a broad spectrum of stakeholders (incl. other UN agencies and international partners) in assessing how DW Agenda in country may be impacted by SDGs • CO to engage ILO constituents in a visioning exercise to position DW Agenda and DWCP within the broader timeline of Agenda 2030.

Dimensions of Readiness	Possible Follow-up Actions to be taken by ILO Officials to address weakness/capacity gaps
4. Adequacy of the Theory of Change (TOC) detailed for the DWCP	• ILO CO to review existing guidelines on DWCP development (ILO, 2016); ILO PROGRAM training and guidance materials on TOC; ILO EVAL guidance notes and think pieces (ILO-EVAL 2011; Lahey, 2016b) • CO to seek support of Regional Evaluation Officer for logic model and TOC development. • CO to consult with UNCT to identify potential areas of SDG impact on the new DWCP. • CO to hire technical specialist familiar with evaluation, TOC, logic models and SDGs to support DWCP development • CO to identify a small working group (ILO constituent reps) and facilitator to lead TOC development exercise. • Post-development of the full DWCP, CO should use Dimension # 4 as a checklist to identify gaps in knowledge or understanding of the TOC underlying the DWCP, potentially identifying areas for follow-up research in advance of the development of the *next* DWCP.
5. Performance Measurement Framework (PMF)	• ILO CO to review existing guidelines on DWCP development; ILO PROGRAM training and guidance materials on TOC, RBM; ILO EVAL guidance notes and think pieces on evaluability, M&E and RBM. • **CO** to consult with RO (Regional Evaluation Officer) – seek to ensure that both qualitative and quantitative indicators are being identified as measures of performance and can address SDG reporting • If CO has hired a technical specialist for TOC development, PMF would be derived through TOC exercise. • Post development of the full DWCP, CO should use Dimension # 5 as a checklist to identify where gaps may lie in terms of clarity, relevance and completeness of the PMF to both DWCP and SDG measurement and reporting.
6. Monitoring and Evaluation Strategy and Plan for the DWCP and SDGs	☐ ILO CO to review existing guidelines on DWCP development; ILO PROGRAM training and guidance materials on TOC, RBM; ILO EVAL guidance notes on Country Programme Reviews (ILO-EVAL, 2015) and think pieces on evaluability, M&E and RBM; external briefings on the use of M and E with SDGs (for eg. IIED 2016). • CO to seek from RO (& EVAL) 'good practice' examples for M&E planning/implementation of other COs/UN agencies. ☐ CO to consult with UNCT re M&E strategies and plans of other agencies that may implicate DW-SDGs. ☐ CO to use Dimension # 6 post development of the full DWCP as a checklist to identify gaps in the M&E strategy and plan for the current DWCP (e.g. inclusion & resourcing of evaluation of issues of ILO contribution to SDGs). ☐ ILO HQ to address aspects of current RBM system where measurement & reporting on elements of DWCP are overlooked.
7. Reporting on DWCP and SDG progress and performance	• ILO CO to review ILO guidelines on DWCP development, UN guidelines on reporting (UNDG 2017a). • CO to consult RO on expectations and 'good practice' examples of SDG reporting at a country level. • CO to consult UNCT on expectations and 'good practice' examples of SDG reporting by other agencies. • ILO-EVAL to consult with UNEG partners on UN approach to measuring/reporting on agency 'contribution' to SDGs. • ILO HQ to develop and communicate guidance on SDG-related reporting to serve both global and country needs. • ILO HQ to address the alignment of RBM system reporting with DWCP reporting.

Appendix 4 (cont.)
Using DI Country Results – Possible Follow-up Actions to be taken by ILO Officials

For DI Component 2A – Assessment of NMES Capacity and Linkage to SDGs

Dimensions of Readiness	Possible Follow-up Actions to be taken by ILO Officials to address weakness/capacity gaps
1. Infrastructure to support both the demand and supply of Monitoring (M) and Evaluation (E) information	• ILO CO to work with UNCT to focus on strategy for capacity building for the conduct and use of systematic M&E in government. A key element – Does senior leadership in the country need some level of understanding of the importance and role of M and E information in order to fully provide their political support behind NMES development? • CO to engage with ministry responsible for national M&E to advocate for building the needed capacity for ongoing monitoring and evaluation of DW items. • ILO-EVAL, through its UNEG network, determine an appropriate level of support for needed evaluation/M&E capacity building in the country.
2. Institutional readiness to carry out Monitoring and Evaluation	• ILO CO to work with UNCT to focus on M&E capacity building in government, with a key area institutionalizing evaluation in ministries. • A particular priority of the CO would be to address gaps in the Ministry of Labour (MOL) and DW data needed for monitoring. • CO to seek from ILO-EVAL information on good practices of other countries re NMES capacity building – drawn from UNEG network and documents (for example, UNEG, 2012). • CO to work towards helping build evaluation capacity, including a culture of evaluation, within MOL, but as part of a broader UNSDF initiative to support evaluation capacity building across government ministries, to help ensure the systematic evaluation of SDG goals and targets. • CO to ensure that ministry responsible for national M&E should is engaged with any country-level M&E initiatives, in addition to potentially other international partners.
3. Country human resource (HR) capacity to supply Monitoring and Evaluation information	• ILO CO to work with RO and ILO-EVAL to gain an appreciation for evaluation capacity in the region – possible sources for country-level M&E support in the short-term; i.e. academic-based; research institutes; private consultants • CO, working with UNCT colleagues, to establish relations with any professional M&E country-level and regional-level networks for alignment of future M&E training and development initiatives. • CO, working with UNCT colleagues, to consult with country academic and training institutions about the potential for future M&E capacity building. • CO, working with UNCT colleagues, to consult with the regional CLEAR M&E center on possible HR capacity building initiatives. • ILO-EVAL, working with UNEG colleagues, to provide country- or regional-level support for evaluation capacity building.

Dimensions of Readiness	Possible Follow-up Actions to be taken by ILO Officials to address weakness/capacity gaps
4. Data and statistical readiness	• ILO CO to engage with its UNCT colleagues to address issues of data development, particularly at sub-national levels. This could be incorporated into the UNSDF and serve to put focus on the ability to measure and report on SDG horizontal issues of decent work, equity, and gender inequality in the country.
5. Capacity and readiness to *use* Monitoring and Evaluation information	• **CO** to advocate with national officials on the 'use' of M&E information in support of SDG implementation; i.e. more than simply a focus on 'reporting'. • Building capacity to demand and use evaluation requires an understanding of the various ways evaluation information can be used, as well as the mechanisms in place to institutionalize the use of evaluation information. CO to work with UNCT to build this into UNSDF strategy. • CO to consult with RO and ILO-EVAL to seek examples of other countries reflective of good practices in building capacity to 'use' M&E information as a normal course of doing business in government.
6. Clarity around SDG Monitoring, Evaluation and reporting, and M and E link to NMES	• ILO CO to consult with UNCT to stay abreast of developments and country planning for SDGs. • CO to engage with national planning ministry and country agency responsible for SDG planning to help ensure a higher profile for DW Agenda items. • CO to develop a strategy of broadening its network beyond traditional lines to help ensure that relevant DW-related SDG goals and targets are considered priorities and built within the framework of the national development plan. • CO to engage with ministry responsible for national M&E to advocate for building the needed capacity for ongoing monitoring and evaluation of DW items. • CO to seek from RO (& EVAL) examples of NMES linkage to SDGs from other countries reflective of 'good practice' for measuring and reporting on the SDGs. • CO and RO to review international briefings on evaluation and SDGs (IIED, 2016, 2016a, 2016b, 2016c, 2017).
7. Institutional readiness of ministries/other stakeholders to monitor, evaluate and report on SDG progress	• ILO CO to consult with UNCT to stay abreast of developments re country-level planning and M&E of SDGs. • CO to outreach to government ministries and departments beyond the traditional constituents so as to help build capacity within Ministry of Labour (MOL) to plan for and execute monitoring of DW-related SDGs – with special focus on the ILO 'custodian' indicators. • One goal here may be to identify and support institutional 'champions' in relation to evaluation of the SDGs.

Appendix 4 (cont.)

Using DI Country Results – Possible Follow-up Actions to be taken by ILO Officials

For DI Component 2B – Assessment of NMES Linkage to DW Agenda/DWCP

Dimensions of Readiness	Possible Follow-up Actions to be taken by ILO Officials to address weakness/capacity gaps
1. Incorporation of DW Agenda items in the national development strategy	• ILO CO to establish closer direct links with the country agency responsible for national planning, as well as other central agencies of the country, to help ensure DW initiatives are adequately linked into the country's national plan. • CO to work with UNCT to ensure that DW Agenda items are adequately in the national development strategy. • CO to work with MOL reps on the DWCP Working Group to advise on positioning DW within national planning.
2. Institutionalization of Monitoring and Evaluation within Ministry of Labour (MOL)	• ILO CO to work with UNCT to focus on institutionalizing systematic evaluation in ministries, with a particular priority for the CO to address gaps in the Ministry of Labour (MOL) and DW data needed for monitoring. • CO to work towards helping build evaluation capacity, including a culture of evaluation, within MOL. This may be a part of a broader UNCT initiative towards evaluation/M&E capacity building within government ministries in general. • Co to ensure that ministry responsible for national M&E is engaged with this, in addition to potentially other international partners. • CO to seek from RO and ILO-EVAL information on good practices/experience of other countries re institutionalizing evaluation within a MOL – information to share with MOL.
3. Systematic studies of DW within the country	• ILO CO to consult with the national statistical agency, country research institutes, academic researchers, the country professional evaluation association, civil society organizations and EvalPartners to determine the potential for future systematic studies of DW, equity or gender inequality in the country. • CO to work with UNCT to give priority to supporting a systematic study of the thematic SDG issues related to decent work, gender and equity. • CO to work with UNCT to help build analytical capacity within the national statistical agency. • CO to consult CLEAR regional M&E center about future possible support for analytical capacity building within the country.
4. Data relevant to DW analysis	• ILO CO to work with UNCT to help country further its national statistical system's data development strategy. • CO, with support from the RO and HQ (STATISTICS) to put crisper definition around 'data development strategy' for the country, with a focus on DW-related data and ILO 'custodian' indicators. • In so doing, CO to put focus on known data deficiencies with regard to SDG horizontal/thematic issues and ensure that MOL is engaged with government-wide data exercise. • ILO RO to support national data development initiatives through collaborative efforts with UN colleagues.

Dimensions of Readiness	Possible Follow-up Actions to be taken by ILO Officials to address weakness/capacity gaps
5. Link of DW Agenda items to country's implementation and M and E plans for SDGs	• ILO CO to establish closer direct links to ministry responsible for national planning to help ensure DW initiatives are adequately linked to not only country's national plan as well as SDG implementation strategy and M&E plan. • CO to work closely with the representatives of its ILO constituents to enhance their understanding and role regarding the relationship between the SDGs, DW Agenda and the importance of M and E. • CO to work with UNCT to help ensure that the UN collective voice places priority on issues of decent work, equity and gender.
6. Country experience with SDG Voluntary National Review (VNR)/follow-up and review to HLPF to date	• ILO CO to clarify the timing and expectations about any upcoming VNR, with the intention of gaining inclusion of DW-related goals and targets in the review process. • CO to work with UNCT in support of international efforts to include systematic analysis/evaluation in VNRs. Local or regional representatives of EVALSDGs, EvalPartners and the country's VOPE can serve as local 'champions'. • CO to advocate for an eventual 'follow-up and review' methodology that includes the monitoring and reporting on ILO 'custodian' indicators, as well as the use of systematic evaluation of DW items linked to the SDGs. • CO to review international source materials on VNR. See for example EVALSDGs and EvalPartners - http://pubs.iied.org/17423IIED; Effective evaluation for the Sustainable Development Goals
7. Coordination of support on M, E, reporting and data development across UN agencies and other international partners	• ILO CO to play a pro-active role on any UNCT Working Groups on data development and M and E so as to identify early on areas of alignment and coordination across UN agencies. The importance of this is that the UNSDF provides the vehicle for coordinating across relevant UN agencies. • ILO RO to provide support to such initiatives through collaboration with UN colleagues. • RO to consult ILO-EVAL to advise on UNEG-related activities reinforcing coordination across UN agencies.

Appendix 4 (cont.)

Using DI Country Results – Possible Follow-up Actions to be taken by ILO Officials

For DI Component 3 – Assessment of ILO Constituent Capacity/Needs re M&E of DWCP-SDGs

Dimensions of Readiness	Possible Follow-up Actions to be taken by ILO Officials to address weakness/capacity gaps
1. Understanding by ILO constituents of the language, concepts and use of Monitoring (M) and Evaluation (E)	• ILO CO, in collaboration with RO and, as needed ILO HQ (EVAL), to identify possible training/orientation options and existing source materials for ILO constituents to gain a basic understanding of monitoring and evaluation. • CO to offer technical orientation course on M and E in a DW context to ILO constituents. • CO to work with ILO constituent representatives in context of DWCP Working Group to build knowledge/understanding of M and E concepts and uses.
2. Understanding by ILO constituents of country-level SDG strategy and plan and possible links of SDG goals/targets to DWCP	• ILO CO, with support from RO and EVAL, to provide training/orientation sessions to major associations of Workers and Employers on: (i) SDG goals, targets, indicators, linkage to DWCP and relevance in the country, as well as (ii) an orientation to monitoring and evaluation & its application to the SDGs in the country. • CO to review and provide source materials to ILO constituents, such as: http://pubs.iied.org/17423IIED; Effective evaluation for the Sustainable Development Goals • CO to work with ILO constituent reps on DWCP Working Group to increase understanding of SDG-DWCP-M and E linkages. • As appropriate, CO to address gaps in SDG and M&E understanding by ILO constituents as part of a broader UNCT-led capacity building initiative.
3. Perception of role of ILO constituents re SDG monitoring, evaluating and reporting on SDG progress	• ILO CO to consult with RO and ILO HQ (PROGRAM, EVAL) on source materials to use to explain specific (not general) roles that ILO constituents can and should be engaging in regarding M&E of SDGs through a DW lens. • CO to provide formal training/orientation to ILO constituents on M&E, SDGs and the linkage to DWCP, with an emphasis on their potential roles and ways to engage within the country. • CO to engage with ministries/agencies responsible for national planning and SDG implementation and M and E so as to heighten the priority given to DW agenda in the context of the SDGs as well as help ensure that ILO constituents, including the ILO tripartite forum, are recognized as having an important role to play in supporting SDG implementation and accountability. • CO to engage with UNCT colleagues to help reinforce the view that ILO constituents, including the ILO tripartite forum, are recognized as having an important role to play in supporting SDG implementation and accountability.
4. Inclusion of Ministry of Labour (MOL) within any SDG cross-agency forum	• ILO CO to work with MOL reps on its DWCP Working Group to educate and help empower MOL so that DW is not absent from government-wide SDG discussions, strategies & plans.

	• CO to proactively make closer direct links with the country agency responsible for national planning, as well as other central agencies of the country, to help ensure MOL/DW initiatives are adequately linked into the country's SDG planning and implementation process. • CO to use the collective efforts of the UNCT to encourage/lobby decision-makers on MOL participation in a cross-agency SDG forum.
5. Clarity of plans within MOL for implementation, M, E, and reporting on SDGs	• ILO CO to consult with RO and, as needed, EVAL to gain insight on 'good practices' regarding M and E within a country's MOL in general and the formalized planning within MOL in particular for implementation, monitoring, evaluation and reporting on DW-related SDGs. • CO to advise MOL officials on international 'good practices' regarding the implementation of M and E of the SDGs. • CO to work with UNCT on an M&E capacity building initiative aimed at key government ministries, including MOL, with a focus on ensuring that the broad SDG thematic issues such as decent work, equity and gender will get evaluated and reported on in the future.
6. Engagement of Employers' Association with national issues, including SDGs, and M and E	• ILO CO to establish an ILO Constituents Working Group in support of DWCP development, so as to provide opportunities to work closely with representatives of employers' association on DW-SDG matters. • CO to encourage and guide the Employers' Association to become an important agent in helping drive the DW-SDG agenda in the country, using the Employers' reps on the DWCP Working Group as a sounding board.
7. Engagement of Workers' Association with national issues, including SDGs, and M and E	• ILO CO to establish an ILO Constituents Working Group in support of DWCP development, so as to provide opportunities to work closely with representatives of labour unions on DW-SDG matters. • CO to encourage and guide the Workers' Association to become an important agent in helping drive the DW-SDG agenda in the country, using the Workers' reps on the DWCP Working Group as a sounding board.
8. Engagement of civil society, religious leaders, NGOs or national evaluation association (VOPE) within any SDG consultative body	• ILO CO to determine if there are advocates/'champions' for SDG monitoring and evaluation within the country – such as a Voluntary Organization of Professional Evaluators (VOPE) or representatives of the international EvalPartners. ☐ CO to work with UNCT colleagues in the context of a UNSDF initiative to support broadening the exposure of the importance of the systematic monitoring, evaluation and reporting on the SDGs. ☐ **CO,** in working with its UNCT colleagues, to identify where and how key stakeholders in the country (with special emphasis on its three constituent groups) need to be supported to help ensure effective monitoring and evaluation of the SDGs. • One goal here may be to identify and support institutional 'champions' in relation to evaluation of the SDGs.