



# *i*-eval Flash news

## *EVAL highlights*

EVAL is pleased to share the **tenth** edition of *i-eval Flash news* with you. Through this quarterly electronic bulletin we provide readers with updates, news and information on publications and upcoming events related to evaluation. You are invited to alert us about any news item that you wish to include in the next issue at [EVAL@ilo.org](mailto:EVAL@ilo.org).

### ***ILO's certification programme for evaluation managers turns out its first graduates***

The large number of project evaluations (annual averages are between 70 and 80) precludes the staff of the ILO's Evaluation Unit (EVAL) from managing all of them at central level. ILO's evaluation policy and system, therefore, relies on an evaluation network that embeds some of the functions in regions and departments using full time Regional Evaluation Officers, Departmental Evaluation Focal Points and Voluntary Evaluation Managers. Final accountability and approval of all evaluation reports, including decentralized project evaluations rest with the central evaluation unit, EVAL.

To upgrade the quality of evaluation management and recognize the important contribution voluntary evaluation managers make to evaluation in the ILO, EVAL designed and introduced an ILO's Evaluation managers Certification Programme (EMCP) in 2013. Readers of *i-eval Flash news* may recall we first introduced the new programme in the [Jan/Feb 2013 newsletter](#) (page 8). Since that announcement, a partnership between EVAL and the International Training centre in Turin, with strong support from HRD/Talent, has grown from strength to strength. After an initial pilot, two workshops have already been conducted: one in Turin and one in Dakar, with a total of 40 trainees. The average level of satisfaction with the overall quality of the training was 96 per cent.

Given the high responsibilities associated with the task of evaluation manager, the training part of the certification is only the first leg of the process. A practicum involving supervised and successful management of an actual evaluation is required to reach the level of certified ILO evaluation manager. Eight trainees have so far completed the guided practice and have been awarded a certificate signed by the Director General. Another four trainees are in the process of completing their practicum and are soon expected to join the growing network of evaluation enthusiasts. This new community of trained evaluation managers will not only strengthen ILO's evaluation culture and organizational capacity, but it will improve the overall quality of evaluations and therefore, improve ILO's results-based management.

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## Innovation & Research



### Completed Studies –



#### [i-eval Think Piece No. 4, 2014 – Leveraging appraisal findings to improve evaluation](#)

**quality:** Kelly Robertson and Dr. Daniela Schröter from the Evaluation Center of Western Michigan University address the conclusions of two external quality appraisals of the ILO's independent project evaluation reports. Citing room for improvement, the authors make key recommendations for improving the Evaluation Unit's training materials and guidance documents by asking, "What proportion of evaluation reports addressed key reporting components and related items required by ILO policy?" and "How well are the key reporting components and related items addressed with the evaluation reports?"

#### [i-eval Think Piece No. 5, 2014 – Improving results-based management in the ILO: Challenges and Opportunities:](#)

Osvaldo Feinstein builds on a 2013 report regarding the evaluability of the ILO's Country Programme outcomes by expanding on its key findings, conclusions and recommendations in an effort to suggest improvements on the organization's Results-Based Management (RBM) system. The author, therefore, highlights key conclusions and recommendations that are intended to improve the evaluability of the Office's strategic framework, including Country Programme outcomes (CPOs), Areas of Critical Importance (ACIs) and Decent Work Country Programmes (DWCPs) as a means to strengthen RBM.



### Upcoming Studies –

#### [Delivering Better DWCP Outcomes: A Meta-Analysis of 15 Internal Decent Work Country Programme Reviews](#)

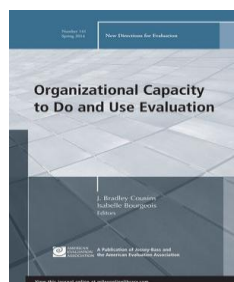
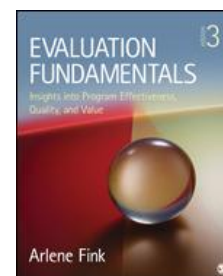
**(CPRs):** This study is a meta-analysis of CPRs aimed at synthesising the findings from a selection of fifteen of the most recent undertaken by EVAL and to draw out lessons learned and good practices. The study will identify strengths and weaknesses in EVAL's approach to conducting country programme reviews amongst the different national contexts and complexities, including an analysis of the relevance and effectiveness of the participation of constituents, and challenges faced when conducting these reviews. The report should be finalized in May. To request a copy of this report, contact [EVAL@ilo.org](mailto:EVAL@ilo.org).

### Books on Evaluation –

#### [Evaluation Fundamentals: Insights into Program Effectiveness, Quality, and Value](#)

Third Edition -- By Arlene Fink, Sage, March 2014

Arlene Fink "teaches the basic concepts and vocabulary necessary to do program evaluations and review the quality of evaluation research to make informed decisions about methods and outcomes to meet scientific and community needs. Dr. Fink thoroughly examines such issues as how to justify evaluation questions and set standards of effectiveness, design studies, identify best practices, and conduct ethical research. The book contains numerous examples of evaluation methods, as well as evaluation reports. It also includes practice exercises and suggested readings in print and online."



#### [Organizational Capacity to Do and Use Evaluation](#), Edited by J. Bradley Cousins and Isabelle Bourgeois - 141 issue of the *New Directions for Evaluation* series from Jossey-Bass, American Evaluation Association, 2014

"Gain a greater understanding of organizational capacity to do and use evaluation and implications for evaluation capacity building (ECB). This volume is unique in that it represents a multiple case study of eight organizations that were committed to ECB."

## Evaluation News from the Departments

### Findings from the first generation of “Outcome-Based Partnership Funding” evaluations

#### **A new funding modality**

Outcome-Based Partnership Funding (OBPF), is a new funding modality that allows donors to ‘lightly earmark’ their funding by specifying one or more of the 19 global Programme and Budget outcomes (P&B) of the ILO. At the country level, this type of funding requires alignment with priority Country Programme Outcomes (CPOs) identified through ILO’s Outcome-based Work Planning (OBW) mechanism. OBPF interventions are expected to undergo the same scrutiny, appraisal and evaluation procedures as traditional technical cooperation projects funded from extra-budgetary resources. Funding through OBPF has so far been provided to a wide array of ILO outcomes and priorities: combatting child labour, discrimination with focus on disability, forced labour, building employers’ and workers’ capacities, strengthening labour administration, promoting sustainable enterprises with a focus on women, gender mainstreaming and integrated approaches to decent work. Independent evaluations for Irish funded activities have already been completed and are advancing quickly on Norwegian and Swedish funded activities.

#### **Findings regarding substance**

The midterm evaluations devoted considerable attention to the issue of relevance, coherence and alignment with ILO policy and programming frameworks, with international standards and core ILO principles. The four reports concluded that the thematic components met the criteria of relevance, and that the objectives of the interventions were consistent with ILO objectives, beneficiaries’ requirements, country needs and donor requirements.

An interesting finding of the evaluations is that some programmes have taken a strategic approach to ensure sustainability by strengthening and building systems and their actors rather than focusing on the ultimate beneficiaries at the grass roots level. The revisions of laws and policies; ensuring the viability of implementation structures and the capacity of stakeholders, including the constituents; the introduction of new curricula in universities and vocational training centres; and the sensitization and capacity building of the media to project positive views all lead to the likelihood that long-term change will be achieved.

#### **Findings regarding logical coherence and implementation**

Earlier evaluations had raised concerns about design issues and the evaluators specifically examined to what extent these had been addressed. Considerable progress was noted for some of the programmes with improved causal links from outputs to objectives to outcomes representing a good strategic fit. Likewise prioritization and focus on impact had improved with fewer countries, better monitoring tools and an increased emphasis on policy development. Some of the programmes had faced a number of difficulties, due to the many units involved and a lack of coordinated efforts between responsible units.

A common concern that resurfaces in many evaluations throughout the ILO is the question whether the resources available to the projects (financial and staff) were adequate for what was termed “ambitious” objectives and for implementing a results measurement system. While there had been some delays, on the whole the programmes had been effective and delivered satisfactorily.

#### **Lessons learned from the evaluation processes**

Aside from the delayed start-up of these evaluations, there have been other challenges with regards to the clarity of the TORs, methodological approaches, and effectiveness of the evaluations.

- Clear office procedures on OBPF evaluations would facilitate the evaluation process and optimize evaluation results.
- EVAL needs to provide specific guidance focused on the role of the various stakeholders in the process for OBPF, XBTC and Regular Budget Supplementary Account (RBSA) evaluations.
- Finally more methodological guidance on outcome-based evaluations of CPOs linking to P&B outcomes would complement EVAL’s already extensive guidance on results-based evaluation in the ILO.

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#### **Recent Outcome Based Funding Evaluations ....**

[Promoting rights and opportunities for People with disabilities in employment through legislation - PROPEL](#)

[Women's entrepreneurship development and economic empowerment - Irish Aid Partnership Programme 2011/2013 \(WED-EE\)](#)

## Evaluation News from the Regions - Africa

### Lessons from RBSA Supported Project Evaluations in Africa

During the 2012-13 biennium, the Africa region conducted four thematic evaluations on country programme outcomes (CPOs) supported by RBSA funds using the RBSA monitoring and evaluation reserve. These include thematic evaluations on employment promotion, social dialogue, social protection and on international labour standards. In addition, the region has evaluated two projects fully funded by the RBSA and one project partially funded by RBSA. These evaluations have revealed a number of notable and useful lessons which foster organizational learning on factors for success. These lessons inform on-going RBSA planning and implementation processes across the region.

**Flexibility of RBSA:** The majority of the evaluations indicated that flexibility of RBSA funding has enabled the ILO to respond quickly and effectively to urgent and emerging needs and priorities. For example, in a newly independent nation, South Sudan, the flexibility and timely RBSA funding has been instrumental in building capacity for addressing DWCP priorities and responding to urgent national needs such as the facilitation of operational capacity of both federal and newly established state ministries for labour administration. In Zambia, two parallel projects on human trafficking were brought together through RBSA funds to produce greater synergies and effectiveness. In Ethiopia, RBSA funds helped strengthen, and make more effective, ILO's support to government initiatives to address discrimination in the work place affecting people with disabilities.

**RBSA use as “trigger” and/or “catalyst” of resources:** Limited RBSA funding, when used strategically as “trigger” or “catalyst” resources, can have much bigger results by way of leveraging additional resources from external sources, as in the case of bridging funds or “seed” resources. For instance, the following external resources/supports were leveraged through RBSA funding:

- the UNESCO funded pilot study aimed at integrating climate change in school lessons in Mauritius;
- the EU support of about 1 million Euro for Gender and Economic Empowerment Project and the EU and DFID support of US\$ 5.4 million for Galkayo Project in Somalia;

- the Japanese Government support of US\$2.5 million for the Youth for Change project as well as the DFID, Danida, Norway, Switzerland and EU support of US\$ 1.2-1.7 million per year for the Joint Programme for Local Government and Decentralized Services Delivery in Somalia;
- the Flanders Government support of US\$ 840,000 for the Public Procurement and Social Economy (PPSE) project in South Africa; and
- the UN-Private Sector Development (PSD) Joint Programme on improved livelihoods with a total budget of US\$ 1.3 million from five UN agencies in Zambia.

**Use of RBSA for filling funding gaps:** The RBSA fund was used to fill the resource gap for many CPOs and projects. The CPOs selected were strategically aligned to relevant Programme and Budget Indicators for the biennium. The strategic choice of the RBSA supported Outcomes was also relevant to the DWCPs in the selected countries, e.g. Ethiopia, Zimbabwe and Uganda. The RBSA fund has played a very crucial role in the attainment and even surpassing of project targets particularly in relation to the “green jobs creation” component in the YES JUMP Project. In general, the gap-filling objective of RBSA funding has proved to be most valuable in assuring programme continuity, delivering results, while supporting the foundation for a bigger project.

**CPOs and projects supported by RBSA:** Most of the evaluations found that the selected CPOs/projects for RBSA funding were largely appropriate based on a number of pertinent criteria, including CPO identification and planning processes; extent of stakeholder consultations; and plausibility of causal linkages between activities/outputs and anticipated outcomes. However, concerns were noted regarding the long and bureaucratic procedures involved in the identification stage to the approval/funds release stage, resulting in delays in the commencement of implementing activities.

*The Evaluation Advisory Committee had a special session on the 21<sup>st</sup> of March to discuss regional evaluation priorities. High volume workloads were discussed for the larger regions. It was also noted that for Regional Evaluation Officers there should be some prioritizing of evaluation work over programming work and EVAL should contribute to the technical component of their performance appraisal.*



## *African Evaluation Networks*

Africa is emerging with a wealth of evaluation associations, conferences and training opportunities. Please visit the links below for more information.



### *African Partner Organizations in Evaluation*

[African Development Bank – Evaluation](#)  
[African Evaluation Association](#) (many other African links are listed on Afrea website)  
[African Impact Evaluation Network](#)  
[African Gender and Development Evaluators Network](#)  
[Niger Network of Monitoring and Evaluation](#)  
[Ugandan Evaluation Association](#)  
[South African Monitoring and Evaluation Association](#)  
[CLEAR \(Regional Centres for Learning on Evaluation and Results\)](#) for Anglo- and Francophone Africa  
[Côte d’Ivoire: Réseau Ivoirien de Suivi et d’Evaluation \(RISE\)](#)  
[Burundi Evaluation Network](#)

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## *Independent ILO-Managed and Joint Evaluations from Africa – 2013*

<b>Title</b>	<b>TC Symbol</b>
Programme pour l'égalité entre les genres et l'autonomisation des femmes en Algérie 2009-2011 - Evaluation final conjointe	<a href="#">ALG/09/50/UND</a>
Pro-poor horticulture value chains in Upper Egypt - Final Joint Evaluation	<a href="#">EGY/11/50/UND</a>
Edible oil value chain enhancement in Ethiopia (Umbrella: INT/10/01/UND) - Final Joint Evaluation	<a href="#">ETH/10/50/UND</a>
Technical assistance for capacity building support to the Ghana Social Opportunities Project (GSOP) - Final evaluation	<a href="#">GHA/11/01/IBR</a>
Independent Evaluation of African Country Programme Outcomes (CPOs) Funded from RBSA in the Thematic Area of Social Dialogue	<a href="#">RBSA-Africa</a>
Promoting and application of indigenous peoples' rights: San peoples of Namibia - Final Evaluation	<a href="#">NAM/08/50/SPA</a>
Gobernanza de la migración laboral en Mali, Mauritania y Senegal - Evaluación Final	<a href="#">RAF/09/01/SPA</a>
The law growth nexus: Labour law and the enabling business environment for SMEs in Kenya, South Africa and Zambia (Phase 2) - Final Evaluation	<a href="#">RAF/10/09/NAD</a>
Projet CEJEDRAO: Renforcement des compétences pour l'emploi des jeunes et le développement rural en Afrique de l'Ouest Bénin et Burkina Faso (phase I) - Evaluation Final	<a href="#">RAF/10/52/DAN</a>
Women's entrepreneurship and economic empowerment (Irish Aid/PROPEL) - Midterm Evaluation	<a href="#">RAF/12/50/IRL</a>
Promotion of decent work in the South African transport sector (Phase I) - Final Evaluation	<a href="#">SAF/10/02/MUL</a>
Programme d'insertion des sortants de la formation professionnelle - Évaluation Final	<a href="#">SEN/07/01/LUX</a>
Sustained peace for development: Conflict prevention and peace-building in Sudan through targeted interventions - Final Joint evaluation	<a href="#">SUD/10/50/UND</a>
Impliquer la jeunesse tunisienne pour atteindre les Objectifs du Millénaire pour le Développement - Evaluation final conjoint	<a href="#">TUN/09/50/UND</a>
Skills for youth employment and rural development in Western and Southern Africa: Zimbabwe Component - Midterm evaluation	<a href="#">ZIM/10/01/DAN</a>

## *ILO Evaluation guidance – a living document*

Evaluation Guidance and Checklists are being revised regularly. The latest updates are based on the findings of the Biennial Evaluation Workshop which took place last November. Links to the revised items are given below. Guidance Note 16 is a new document intended to layout the appraisal process required for projects over US\$5 million. As other items are revised, the evaluation community will be informed through the newsletter. The latest revised guidance documents are:

[Checklist 4 : Validating methodologies](#)

[Checklist 5: Preparing the evaluation report](#)

[Checklist 6: Rating the quality of evaluation reports](#)

[Guidance Note 16: Procedure and tools for evaluability review of ILO projects over US\\$5 million](#)



## *Evaluation Learning Activities & Events*

### *ILO Evaluation Learning Activities in Turin*

#### [Monitoring and evaluation of development projects and programmes -](#)

September 15-Sept 26, 2014 – **Target Group:** Monitoring and evaluation specialists; project coordinators; programme managers; independent evaluators; donor staff appraising and evaluating projects and programmes; non-government organization officials involved in monitoring and evaluating. **Description:** Imparts the technical and managerial competencies needed for monitoring performance and for evaluating the efficiency, effectiveness, relevance and sustainability of development programmes and projects. Participants learn to use management tools and techniques for project monitoring/control and reporting.



[Training course to certify evaluation managers](#) - The third training session for **Evaluation Manager Certification** is foreseen to take place in Turin in June (dates to be announced). The Africa regional training session which took place last November was considered a very successful event and a regional training course for Asia will take place in the fall of this year. Once an official completes the course, then a pilot evaluation experience (practicum) is undertaken. After this has been successfully completed, the official will then be considered for certification as a recognized ILO evaluation manager. EVAL is negotiating with HRD to have these duties built into current job descriptions and performance evaluation criteria. A certificate for this achievement is signed by the Director General.

### *External Knowledge Sharing, Courses and Webinars –*

- [American Evaluation Association Summer Evaluation Institute: Atlanta, United States, June 1-4](#)  
This year's Summer Evaluation Institute offers over a dozen workshops and training courses on a range of topics, including project management, quantitative and qualitative analyses, and how to develop logic models and actionable recommendations. Its aim is to improve evaluation knowledge and skills for evaluators, researchers, students and others. The Summer Evaluation Institute will also benefit from keynote addresses, networking opportunities and experts.
- [Canadian Evaluation Society Annual Conference: Ottawa, Canada, June 15-18](#) – Celebrating its thirty-fifth conference, this year's theme will explore contributions to Canadian evaluation by discussing: Canadian contributions to evaluation research and theory; interdisciplinary and international evaluation methods and; learning from each other – evaluation practice across sectors and regions. With prominent keynote speakers, such as Dr. Patricia Rogers from the Melbourne Institute of Technology University, author and columnist Dan Gardner, and Dr. Melvin M. Mark from the Pennsylvania State University and former president of the American Evaluation Association, this conference will again undoubtedly attract scores of professionals, evaluation practitioners, students and curious knowledge-seekers.

- [Monitoring and Evaluation: Applying Human Rights Based Approaches: Maynooth, Ireland, June 16-20](#)  
Delivered by the International Human Rights Network, the objective of the training programme is to enhance participants' practical skills and knowledge about how to apply human rights based approaches to monitoring and evaluation by using a variety of pedagogical techniques, including discussions, presentations, role-playing, case studies and group work.
- [Australasian Evaluation Society International Evaluation Conference: Darwin, Australia, September 8-12](#)  
The Australasian Evaluation Society invites participants to take part in this year's conference to discuss theme of "unleashing the power of evaluation". It intends to specifically explore the competencies and challenges of transformative evaluation, reassess theoretical frameworks, how to extend evaluative knowledge, among others. September 8-9 will offer workshops while the remaining days are dedicated to the conference.
- [European Evaluation Society Biennial Conference: Dublin, Ireland, October 1-3](#) – The 11th Biennial Conference entitled, "Evaluation for an Equitable Society: Independence, Partnership, Participation" will reflect upon, and debate the role of evaluation in the changing global context. Questions such as, "Is the evaluation community equipped to take on diverse, unprecedented and interconnected challenges of economic disparities, social unrest and governance dysfunctions?" will be explored through panel debates, paper presentations and keynote speeches. Preconference workshops will be held on September 29-30.
- [American Evaluation Association Annual Conference: Denver, United States, October 13-19](#)  
This year's annual conference is expected to draw 3,000 participants who will collaborate, connect, learn and discuss this year's theme of "visionary evaluation for a sustainable, equitable future", in addition any aspect that relates to evaluation theory, management, practice and consulting.
- [The 1<sup>st</sup> International Conference on Realist Approaches to Evaluation: Liverpool, UK, October 27-30](#)  
The Centre for Advancement in Realist Evaluation and Synthesis (CARES) at the University of Liverpool is hosting its first conference on realist approaches to evaluation and synthesis. Its theme, "successes, challenges and the road ahead", explores realist methodology and the need to advance its application in a variety of research areas. It will also provide training on realist methodology for evaluation and synthesis, in addition to providing a forum to discuss successes, challenges and to share knowledge.

### ***Blogs on evaluation -***

[World Bank Blog on Impact Evaluation](#)  
[John Gargani's EVAL Blog](#)  
[Genuine Evaluation](#)  
[Evaluation Capacity Development](#)  
[Group blog](#)

[American Evaluation Association Blog](#)  
[Foundation Strategy Group \(FSG\) Blog](#)  
[Intelligent measurement](#)  
[Better Evaluation Blog](#)

