

i-eval Flash news

The ILO Evaluation Office is pleased to share the thirty-first edition of *i*-eval Flash news. Through this triannual electronic bulletin, we provide readers with updates, news and information on publications and upcoming events related to evaluation.



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Governing Body discusses all scheduled evaluation topics in its first ever fully virtual meeting and concurs that the challenges posed by the COVID-19 pandemic have further amplified the importance of evaluative evidence

 by Guy Thijs, Director

Despite the global repercussions of the COVID-19 pandemic, the ILO's Evaluation Office (EVAL) managed to keep its work on track by completing all planned Governing Body (GB) reports while continuing steady progress on the implementation of the evaluation strategy (2018-21). The 340th Session of the GB was therefore able to discuss, as scheduled, EVAL's Annual Evaluation Report 2019-20 (AER) and review three high-level evaluations (HLEs) covering: the ILO's research and knowledge management strategies; ILO's work regarding the promotion of sustainable enterprises; and Decent Work Country Programmes (DWCPs) in the Andean countries. The three HLEs provided concrete findings, lessons learned, good or bad practices and recommendations that have the potential to inform the ILO's future work. Reference was also made to evaluation reports in other GB documents and discussions (e.g. ILO's Strategic Plan for 2022-2025 and Programme and Budget for 2022-23) illustrating high-level and timely use of evaluation results.

With regard to the AER, the ILO's constituents recognized EVAL's pro-active approach towards the pandemic, including the rapid issuance of guidance on how to adapt the evaluation process to the situation and lessons learned to inform the response. Many stressed the importance of sound evaluations to help the ILO effectively address new challenges in the aftermath of the pandemic. They welcomed that the implementation of clustered evaluation continues to gain widespread support as a means to reduce the burden on constituents and conduct more strategic evaluations able to capture the ILO's specific normative and tripartite mandate. Constituents also noted from EVAL's overall effectiveness assessment that despite the pandemic, the sustainability, impact and effectiveness of ILO projects had shown positive developments, such as increased tripartite engagement, and implored that such positive trends need to continue during the recovery period.

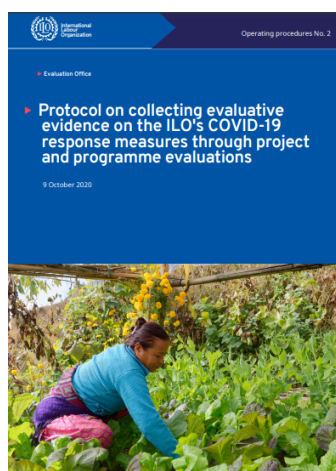
Furthermore, constituents encouraged EVAL to continue the work it had started on developing an evaluative framework for assessing the ILO's strategic response to mitigate the impact of the COVID-19 pandemic on the world of work. They also approved EVAL's rolling work plan by confirming three HLEs to be undertaken in 2021: ILO's gender equality and mainstreaming efforts (with a particular focus on the ILO's Action Plan for Gender Equality), Promoting fair and effective labour migration policies, and DWCPs in the Asia and Pacific region. In addition, a comprehensive evaluation of the ILO's response to the COVID-19 pandemic and the Independent evaluation of the evaluation function (managed external to EVAL) were endorsed for completion in 2022.



► Innovation & research

Completed studies

Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through decentralized evaluations and developing an evaluative framework for a strategic response



The challenges posed by the COVID-19 pandemic and its impact on the world of work have further amplified the need to make optimal use of evaluative evidence. While evaluations had to be adjusted to the new working scenario imposed by the pandemic, their role is more important than ever in documenting the effectiveness of the ILO's delivery. This includes the

relevance and value of the ILO's COVID-19 response as the organization moves forward. To further efforts in providing timely evaluative information and analysis, EVAL issued a [new Protocol](#) for project and programme evaluations to collect evaluative evidence on the ILO's COVID-19 response measures. This protocol, effective from October 2020, provides guidance to Regional Evaluation Officers (REOs) and Departmental Evaluation Focal Points (DEFPs) on including critical questions in evaluations to measure the ILO's delivery on mitigating the effects of the pandemic. The terms of reference of all mandatory evaluations are expected to include COVID-19 related questions to yield relevant findings and actionable recommendations. Findings will feed into ongoing synthesis reviews and will also contribute to the planned evaluation of the ILO's response to the COVID-19 pandemic in 2022. The protocol is a living document and will be subject to revisions as new developments unfold and new experiences are gained.



Think Piece, No. 18 - Drivers of decent work results and ILO effectiveness: A meta-analysis of ILO development cooperation interventions, 2013-2020

Since 2011, EVAL has conducted biennial meta-analyses of the effectiveness of ILO's work in advancing decent work, based on independent project evaluations. Comparable

approaches and methodologies have been used since 2017 to conduct these meta-analyses. This [Think Piece](#) presents key findings and trends that emerge from a review of three meta-analyses, covering 2013-2020. It focuses on learning opportunities and recommendations to enhance the effectiveness of ILO development cooperation interventions. Questions such as, "Are we doing the right things?" and "Are we doing things in the right way?" are explored, looking at how key stakeholders perceived interventions to respond to their needs and the extent to which interventions achieved satisfactory results in relation to their objectives. The study presents 10 key drivers, such as good value for money and responsiveness to constituent demands and national decent work priorities, that lead to strong performance. The Think Piece concludes by reflecting on areas for consideration to improve the effectiveness of ILO interventions.

Think Piece, No. 19 - Quality assessments of ILO decentralized evaluations: Key results of the quality appraisal 2019 and way forward for the integration of gender equality and empowerment of women considerations into evaluation



This [Think Piece](#) presents the results of the ILO's ex-post quality appraisal of independent project evaluations (2019-20) undertaken by an external firm. In addition to summarizing the results, the study takes a closer look at the QA's findings related to gender by assessing them against the UN System-wide Action Plan. This focus is relevant because it is the first

QA exercise to implement the recent 2018 changes made to the UN-SWAP-GEEW scorecard. The quality of appraised reports has reached satisfactory ratings over the last five years. In 2019, EVAL published a [new guidance note on ILO's tripartism and labour standards](#), designated as "cross-cutting policy drivers". According to this year's survey results, 95% of evaluation managers considered this guidance note to be helpful or extremely helpful.

Planned and ongoing studies

Meta-study on decent work results and effectiveness of ILO operations

In 2021, the annual Decent work results effectiveness analysis will be done on a rolling basis as evaluations are completed. Aggregated analysis and results will be included in the Annual Evaluation Report and Summary Report that are prepared per annum. This rolling approach will provide more ongoing and timely information on the ILO's effectiveness, including on its response to the COVID-19 pandemic.

High-level Policy Forum of the United Nations 2021: Review of SDG 8

The High-level Policy Forum of the United Nations will undertake an in-depth review of SDG 8, in addition to a number of other SDGs, with the theme “Sustainable and resilient recovery from the COVID-19 pandemic”. EVAL will undertake a synthesis review of SDG 8 results from evaluation reports, primarily from ILO evaluations and potentially those from other UN agencies. This would build on the inclusion of SDG 8 in EVAL’s evaluation guidance and SDG-related performance indicators in the DW results meta-study’s methodology for assessing the ILO’s overall development effectiveness.

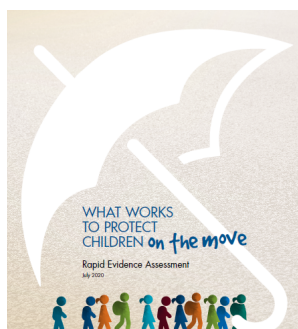
Synthesis review of ILO’s ongoing response to COVID-19

By using findings on the ILO’s response to COVID-19 (based on the [protocol](#) that requires evaluations questions to be incorporated in evaluations), EVAL is planning to conduct an initial synthesis review on the ILO’s response to the pandemic in order to provide regular feedback to the organization and as an input to the scheduled 2022 high-level evaluation of ILO’s COVID-19 response. A scoping exercise as an initial review of the degree to which COVID-19 evaluation questions are incorporated in evaluations will determine the exact nature and feasibility of this work.

Review of pilot clustered evaluations

Clustered evaluations are increasingly becoming more institutionalized in the ILO as part of the implementation of the organization’s [results-based evaluation strategy](#). A review of the experience with clustered evaluations will be carried out in 2021 to determine their strategic value and the gains that they present to the ILO in terms of effectiveness. This will include looking at the specific identified pilots based on a typology of projects.

New publications on evaluation and use of evaluations



What works to protect children on the move report: Rapid evidence assessment

By Rachel Marcus, Amina Khan, Carmen Leon-Himmelstine and Jenny Rivett

In partnership with the Evaluation Offices of the ILO, IOM, UNHCR and UNICEF, a rapid evidence assessment was released in July 2020 to analyse

are among the most vulnerable groups of migrant and displaced populations, facing risks to their survival, health and education, and more likely to experience violence, exploitation or abuse. ...Evidence on what works and what does not work in protecting children on the move, and why, has not been synthesized across a range of groups (refugees, internally displaced children, migrant children, returnees, children moving with and without families, and in different settings). To fill the evidence gap, this rapid assessment (REA) aimed to answer three questions:

- What interventions have been effective in ensuring the protection of children on the move?
- What are the implementation factors that make these interventions effective or that hamper effectiveness?
- What kinds of social welfare and child protection systems are linked to effective interventions?

The report provides an assessment of the reviewed literature and its key findings, and identifies gaps.”

News from the Departments

► Enterprises Department

High-level independent evaluation of ILO’s strategy and action for promoting sustainable enterprises, 2014–19



In 2020, EVAL conducted an [independent high-level evaluation](#) of ILO’s [strategy and action for promoting sustainable enterprises, 2014-19](#). The evaluation assessed the relevance, coherence, effectiveness, efficiency, impact and sustainability of ILO’s work from 2014 to 2019 through a participatory process,

which included the ILO’s tripartite constituents, staff and other partners. The evaluation is also forward looking: it identifies lessons learned that might inform the ongoing development of the organization’s strategy and approach, especially in the wake of the COVID-19 pandemic. Overall, the evaluation covered the following 12 countries (all remotely due to international health regulations during the pandemic): Tunisia, Egypt, Ghana, Viet Nam, Myanmar, Thailand, Peru, Bolivia (Plurinational State of), Mexico, Lebanon, China and Cote d’Ivoire. The evaluation benefited from inputs collected through 131 interviews (43% women) and surveys to constituents and ILO staff (response rate of 29%).

Key findings:

- Demand from member States for ILO support remains strong across all units and programmes within the Enterprises Department. Support offered aligns with national priorities and the Sustainable Development Goals.
- The best results against P&B targets are related to the implementation of entrepreneurship programmes. Overall, results suggest that the ILO meets or exceeds targets against indicators that relate to direct assistance to enterprises.
- Survey results suggest that both constituents and staff perceive the ILO to have improved local capacity to sustain its work without further support or funding.
- There is no current overarching strategy to provide a coherent framework for the ILO's sustainable enterprises activities as a whole.
- Measuring the long-term impact of the ILO's enterprise work remains a weakness, resulting in restrictive assessments on efficiency, especially cost benefit analysis.
- Entrepreneurship can be an effective means to empower women and create employment, but women continue to face gender-based barriers to starting and growing their business.

Key recommendations:

- Develop a strategic framework for the ILO's work in promoting sustainable enterprises that builds on and updates the 2010 framework and repositions this work to respond to the challenges of the post-COVID-19 world.
- Establish a more effective mechanism at the operational level to get the input of the Bureau for Employers' Activities (ACT/EMP) and the Bureau for Workers' Activities (ACTRAV) to improve programme design and implementation and to resolve any concerns.
- Undertake longitudinal assessments of impact and sustainability for more projects and do so one year after and three years after the end of projects, based on impact and sustainability indicators agreed during the design stage.

- Actively encourage and support innovation in sustainable enterprises work that directly responds to the circumstances of Member States as they rapidly change.
- Ensure that proposals for policy reform consider ways in which governments can build resilience into their economies; review and amend capacity building programmes to reflect the need for businesses to take positive action to become more resilient.

► News from the Regions

Latin America and the Caribbean

High-level independent evaluation of ILO's Decent Work Programme in the Andean Countries of The Plurinational State of Bolivia, Colombia, Ecuador, Peru and the Bolivarian Republic of Venezuela, 2016-19



Each region is the subject of a high-level evaluation of DWCPs on a rotating basis. This year the Americas was due and EVAL examined the ILO's programme of work in the Andean countries of the Plurinational State of Bolivia, Colombia, Ecuador, Peru and the Bolivarian Republic of Venezuela. The purpose of this high-

level evaluation is to determine how well the Andean countries achieved the planned outcomes laid out in their respective action programmes, how they achieved them, and under what conditions. The evaluation also seeks to contribute to organizational learning by identifying lessons learned and emerging good practices to inform future ILO strategy. The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings. Data derived from various methods: Comprehensive document review, 114 interviews with stakeholders, 2 surveys administered to constituents and ILO staff, and 4 case studies.

Key findings:

- ILO support was considered to have been positive and relevant by the constituents.
- ILO programming was aligned with national, regional and international development strategies, as well as with the results of the ILO's Programme & Budget.
- While the United Nations Sustainable Development Cooperation Framework (UNSDCF) may provide opportunities to integrate ILO cross-cutting issues into the work of different UN organizations, it also creates important challenges.
- UN Resident Coordinators often lack understanding of ILO's tripartite structure and the importance of social dialogue.
- There are example of productive collaborations with partners but limited fostering of teamwork and learning culture due to ILO's compartmentalized and risk-averse dynamics.
- Tripartism and social dialogue are not functioning optimally. Most ILO actions were coordinated with constituents on a bilateral basis.
- With regard to gender equality and non-discrimination, in general, much remains to be done. The integration of environmental sustainability is basically absent in all countries.
- Constituents ranked the quality of the technical capacity of the project offices as being very high. However, better representation of, and coordination with, tripartite constituents was required.
- The project offices faced challenges due to the rigidity of programming procedures, delays in response from DWT/ CO-Lima and budget limitations. In the short term, the COVID-19 pandemic has had serious impacts on fundamental global issues and national priorities that have serious implications for immediate needs of constituents.

Key recommendations:

- Strengthen tripartite structures, social dialogue and response to the needs of constituents.
- Continue work with a focus on the sustainability of results.
- Define a Strategic Programming Framework for the Andean subregion (grounded in results-based management), to be accompanied by an adequate budget and a resource mobilization plan.
- Review configuration of the field structure using established models.
- Improve the positioning of the ILO in the framework of UN reform in the countries.
- In a post-pandemic scenario, continue contributing to the strengthening of the social protection systems and active.

► Institutional evaluation

High-level independent evaluation of ILO's research and knowledge management strategies and approaches, 2010–19



Institutional evaluations provide the ILO with the opportunity to examine topics that are of an enabling nature and across the organization. This is the first [independent evaluation to examine the ILO's Research and Knowledge Management \(RS&KM\) Strategies and Approaches](#). It complements a number of internal and more management and audit-

oriented reviews of research carried out in the period 2010-2018. The evaluation used a mixed-methods approach to ensure the validity and reliability of the findings, including case-studies by typology of approaches to RS&KM and a synthesis review of some 40 related project evaluations. In the absence of a theory of change, one was reconstructed for this evaluation.

The evaluation identified the harnessing of the ILO's internal collaboration and teamwork using online collaboration and virtual tools as well as ILO's research and knowledge development during and on the COVID-19 pandemic as a good practice. The main focus of the GB discussions in November on the evaluation was to inform the RS&KM agenda, namely its strategic coordination and governance structures and overarching coordination, prioritization and

operationalization of knowledge management. The GB members stressed that the implementation of the recommendations should lead to a constituents' oriented, transparent and inclusive RS&KM culture; with a knowledge sharing culture based on inter-disciplinary and collaborative efforts that incorporate constituents' specific needs, priorities, challenges into appropriate RS&KM responses and processes. This should ensure that the ILO is indeed the global centre of excellence for research and knowledge on the world of work to inform policy.

Key findings:

- RS&KM is relevant and often integrated in the design of the ILO's results framework, but there is inconsistent use of KM, and inconsistent quality of RS&KM across the Office. The understanding of RS&KM varies across the Office, compromising coherence in ILO's guidance at all levels.
- ILO developed highly utilized quality and perceived relevant research, knowledge-sharing instruments and practical KM processes.
- There is a gap between the ILO's expectations on knowledge management and the resources committed to it, as well as a lack of strategic coordination, prioritisation and internal coherence in the structure and governance. Many RS&KM initiatives do not have a proper business case with dissemination plans and instruments to assess performance and use; or fully mainstreamed in the results framework.
- There are selected examples of productive collaborations with partners but there is limited fostering of teamwork and of a learning culture due to the ILO's compartmentalized and risk-averse dynamics.
- RS&KM outputs inform and influence international debates, global agendas and policy recommendations. They also inform Member States' national strategies, policies, agendas and collective agreements. Outputs are used by workers' organizations for advocacy, promotion of decent work, and by the Employers' organizations for learning and to inform technical studies.
- There are stronger prospects for sustainability when RS&KM contributes to capacity development and when outcomes have influenced national agendas and policies. There are continued funding and institutional challenges, with unclear sustainability prospects.

Key recommendations:

- ILO needs a long-term vision for RS&KM that is supported by a theory of change and a results-based framework.
- Adequate leadership is required to set strategic priorities based on knowledge needs that reflects Constituents' demands which includes a governance structure and staffing capacity to support this work.
- Knowledge management should be mainstreamed and operationalized throughout the Organization, building a safe and open learning culture.
- Global Technical Teams should pool expertise to address constituents' most pressing challenges.
- Develop a technology and information management infrastructure that facilitates knowledge-sharing and collaboration.
- The Research Department should contribute more systemic knowledge to the rest of the ILO and constituents.
- ILO should leverage its tripartite structure and international presence to tailor its RS&KM efforts to specific stakeholder groups.

► EVAL Highlights

Annual Evaluation Report 2019-20



This year's [Annual Evaluation Report](#) (AER) reflects on progress made in implementing the ILO's 2018-21 evaluation strategy. The report also provides its regular assessment of the organization's overall effectiveness.

It concludes by outlining the broad contours of a draft evaluative framework that is designed to assess the ILO's performance in responding to the COVID-19 pandemic and to inform future decision-making and crisis responses. The COVID-19 crisis continues to pose significant challenges for the world of work. Evaluation can play a major role in identifying lessons and good practices to ensure continued accountability and learning. The AER was discussed and its recommendations were approved during the 340th Session of the Governing Body in November 2020.

Recommendations:

1. Endorse the topics for high-level evaluations in 2021 and 2022 identified in the rolling work plan, including the postponement to 2022 of the five-yearly independent evaluation of the evaluation function.
2. Together with relevant stakeholders, develop an evaluative framework for the ILO strategic response to mitigate the impact of the COVID-19 pandemic on the world of work.

Policy guidelines for results-based evaluation, 4th edition (2020)



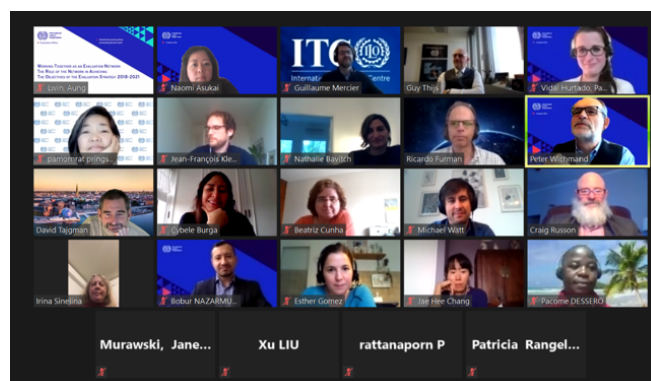
EVAL is pleased to release its completely revamped 4th edition of the [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations](#). The policy guidelines intend to provide a complete package of guidance for ILO staff, whom are tasked with planning, managing, overseeing, and/or following up on an evaluation's recommendations. As part of the *i-eval* Resource Kit, the guidelines provide ILO managers and practitioners with a gateway into the ILO's expertise and knowledge on evaluation.

For those who require more information, the policy guidelines provide hyperlinks to updated or completely

new related guidance notes, tools, checklists, templates, protocols and workflows that are organized into five thematic pillars:

1. [Enabling conditions for good evaluation](#)
2. [Types of evaluation](#)
3. [Planning & designing evaluations](#)
4. [Managing & conducting evaluations](#)
5. [Use & dissemination of evaluation findings](#)

EVAL's biennial virtual workshop



Over a period of four days in November 2020, EVAL held its 6th biennial workshop to review progress made in implementing the [evaluation strategy 2018-2021](#), and to reflect on the path ahead after the COVID-19 pandemic. The workshop was held virtually due to restrictions imposed by the pandemic. It brought together almost 30 members of the ILO's evaluation function, including REOs and DEFPs, to address pertinent issues and to implement solutions. EVAL is preparing a workshop report that consolidates key actions that will inform the work of the evaluation network in 2021 and the updated evaluation strategy for 2022-25.

Update on the inventory of impact evaluations

The [ILO evaluation policy](#) and the [results-based evaluation strategy](#) call for credible impact evaluations to demonstrate the impact of the ILO's work. EVAL provides technical support on how to conduct this type of evaluation through a recently updated [guidance note](#).

An *Impact Evaluation Inventory* lists all impact evaluation initiatives that have been carried out in the ILO. It is the basis for identifying technical support and conducting ex-post quality analyses to demonstrate the quality and credibility of ILO evaluations. EVAL is updating the inventory through a collaborative process on [i-eval Cloud](#) (accessible only to ILO staff). ILO colleagues are invited to review the list and submit any updates and questions to EVAL_IMPACT@ilo.org.

An updated inventory will be the basis for the ex-post quality analysis of a sample of impact evaluations that will be completed in 2021. Requests for reviews can also be sent to the above-mentioned email, as part of the [Impact Evaluation Review Facility](#).

Communication products

Eval developed two-page Quick Facts to visually summarize the findings and recommendations of the following three 2020 high-level evaluation reports and the Annual Evaluation Report:



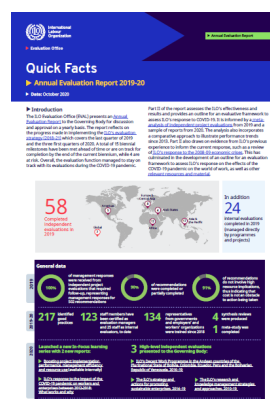
ILO's strategy and action for promoting sustainable enterprises



ILO's research and knowledge management strategies and approaches



ILO's Decent Work Programme in the Andean countries



Annual Evaluation Report 2019-20

Dissemination & discussion events

Learning opportunities from a high-level evaluation of ILO's Decent Work Programme in the Andean Countries

In October 2020, senior management, project officers and monitoring and evaluation officers held a dissemination event to share and discuss the findings of the [high-level evaluation of ILO's Decent Work Programme in the Andean Countries of the Plurinational State of Bolivia, Colombia, Ecuador, Peru and the](#)

[Bolivarian Republic of Venezuela, 2016-19](#). The uniqueness of this evaluation is driven by the fact that in the Americas region, very few countries have an approved Decent Work Country Programmes (DWCPs) and none of them are in the subregion that is covered by this evaluation. As a result, the evaluation is based on an analysis of the Country Programme Outcomes (CPOs) and other programme frameworks to assess whether the ILO programmes are effective instruments for achieving the goals of the Decent Work Agenda in the Andean subregion and to derive from it lessons learned and recommendations. The evaluation's results and recommendations were approved by the Governing Body in November 2020.

Additional dissemination events are planned in January 2021 on the recently completed HLEs on sustainable enterprises and research and knowledge management.

Adaptive evaluations for a timely crisis response and beyond - How to integrate big data for effective crisis response

A learning event was organized in December as part of EVAL's 6th biennial workshop. The event featured Dr Bamberger, a specialist in development evaluation, with more than 40 years of experience working with UN agencies, the World Bank and NGOs. He discussed the complexity of evaluations now and in the future; and how to integrate big data into evaluation to inform decision-making for effective crisis response and recovery strategies in the context of the current and post challenging circumstances of the COVID-19 pandemic. The event was open to all ILO officials to give them the opportunity to stay abreast of the most recent and cutting-edge developments in the evaluation community.

How do organizations learn? African Development Bank hosts virtual Evaluation Week

The Independent Evaluation Office at the African Development Bank hosted a virtual Evaluation Week in from 2-4 December under the theme "From Learning to Transformational Change in Africa: Accelerating Africa's delivery of the Sustainable Development Goals in the Decade of Action." Various topics were discussed, such as "What will it take to quickly and effectively learn from evaluation during and after the COVID-19 crisis?" and "of what value is an evidence learning culture for sustainable development in Africa?" The keynote address was made by Mr Peter Van Rooij, ILO's Deputy Regional Director for Africa who discussed "How do organizations learn" which drew on the ILO's history of evaluation results as a means for organizational learning, including the results from the Decent Work meta-studies on ILO's development effectiveness.

► UNEG developments

Evaluation of UN COVID-19 Response and Recovery-Multi-Partner Trust Fund

Upon invitation of the UN Designate for UN COVID-19, the Director of EVAL participated in the 20th advance advisory committee meeting on December 2020 with the ILO Deputy Director General for Management and Reform for a session dedicated to evaluation matters. The Directors of evaluation offices of ILO, UNDP and WFP stressed the keen interest of the evaluation functions of key UN entities to engage with the SGs office on the assessment of UN agency actions in response to COVID-19. Full UNEG participation will solidify the evaluation approach and ensure that this effort is well harmonized with other COVID-19 response evaluations now in the planning stages. The Director of EVAL stated that UNEG standards are the benchmark for an independent evaluation as acknowledged in the MPTF MOU and that the governance structure of the proposed evaluation should meet that requirement. Alternatively, the exercise could be organized as an internal evaluability exercise with lessons learned review as more feasible given the short timeframe and equally valuable. The UN Designate acknowledged that the unprecedented situation requires new ways of learning fast with effective feedback loops while also maintaining good principles for independent evaluation to ensure accountability.

COVID-19 Global Evaluation Coalition

The COVID-19 Global Evaluation Coalition is an independent collaboration made up of evaluation units from bilateral development co-operation providers, multilateral institutions, United Nations agencies and partner countries. The ILO is an active participant since the beginning of the COVID-19 pandemic, [sharing EVAL's early experience with preparing guidance on the evaluation process](#) during COVID-19 in one of the first meetings in March 2020 that led to the coalition. EVAL's [i-eval IN-FOCUS learning series on ILO's response to the impact of the COVID-19 pandemic on workers and enterprises](#) is part of the coalitions references. The members of the Coalition are discussing and coordinating plans to evaluate the effectiveness and results of COVID-19 response a recovery efforts. This is complementing the coordination of evaluations of COVID-19 response at global and country level that UNEG is undertaking.

The Evaluation Office wishes
you a pleasant holiday season
and best wishes for
the New Year

► Learning activities & events

Calling all evaluation consultants: Complete the self-induction programme

Evaluation consultants interested in conducting evaluations for the ILO are encouraged to undertake the self-induction programme. Participation will help to boost their familiarity with the unique aspects of the ILO's mandate, its evaluation policy (2017) and evaluation strategy (2018). Almost 100 evaluators have already completed the programme and submitted their attestation of completion to eval@ilo.org.

2020 ILO Evaluation Champion

Ms Maria Borsos

The Evaluation Office annually recognizes one colleague which has made an extraordinary contribution to ILO's evaluation work.

Ms Maria Borsos has been selected as the Evaluation Champion for 2020. Maria is a certified evaluation manager and has managed several independent evaluations, including recently a Policy Outcome based evaluation, a multi-country global initiative, and a challenging evaluation on a global Standards project. She volunteered as an evaluation manager on various occasions and has completed them under tight time frames. This, combined with the good cooperation she fosters with Departmental Evaluation Focal Points and Senior Evaluation Officers in EVAL, makes Maria a valuable and reliable member of the evaluation network.

All Departmental Evaluation Focal Points, Certified Evaluation Managers and Internal Evaluators are eligible.

Read the latest edition
of EVAL's
comic/animation series
on its 6th biennial
virtual
workshop



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