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International  
Labour  
Organization

# *i-eval*

## *Flash news*

### *EVAL highlights*

*EVAL is pleased to share the **eleventh** 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).*

#### ***The development of EVAL's first communication strategy: Our clients have spoken***

In spring 2014, EVAL embarked on developing its first communication strategy in order to better serve its clients and to strengthen its role as an independent, substantial and effective evaluation function. The communication strategy comes at a significant time. Having published new products, such as the streamlined policy guidelines ([i-eval Resource Kit](#)), a newsletter ([i-eval Flash news](#)), [i-eval Think Pieces](#) and [meta-studies](#), EVAL now needs a systematic communication strategy that would disseminate the knowledge and activities that these products represent. EVAL is also taking action on the 2013 Biennial Evaluation Workshop's suggestion to establish a communication strategy that would: deepen the evaluation culture in the ILO; better address dissemination of evaluation findings; answer constituents' needs for more synthesized information on lessons learned; and incorporate more focus on development effectiveness in evaluation work.

Therefore, as part of EVAL's first step to develop a communication strategy, EVAL designed a survey which determined the current level of use, effectiveness and awareness of evaluation in the ILO. The results of the survey are highlighted [here](#) and we encourage you to review the findings. The survey was sent out to more than three hundred individuals and it received a 28% response rate. We would like to extend a sincere thanks to everyone who participated. The survey's results will inform EVAL's official communication strategy which will be launched in the fall and outlined in our next newsletter in August.

The survey's findings provided insights on what our clients are looking for, what they need from us and how we can best deliver. The communication strategy will initially be a one-year project. After one year, a follow-up survey will be sent out to establish how far EVAL's strategy met client needs and achieved its objectives. We look forward to working with you as we continue our efforts at implementing an effective communication strategy.

Guy Thijs, Director  
Evaluation Office

*QUICK* navigation

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## Innovation & Research

### **EVAL's communication needs survey: Results**

In May 2014, EVAL sent a communication needs survey to 347 of its internal clients in order to inform the design of its first communication strategy. EVAL's aim is that clients not only read, but use its products. The survey specifically was designed to gauge the degree of use; which tools and media are optimal for communicating information on evaluation; the level of awareness of evaluation in the ILO; and highlight ways that EVAL can improve client service. The survey's main findings are presented below and are followed by some emerging priorities that the communication strategy could adopt. The final communication strategy will be launched in autumn 2014. The August newsletter will share the strategy and outline its implementation. For a full report of the survey's results, please contact [EVAL@ilo.org](mailto:EVAL@ilo.org).

#### **Demographics**

The survey received responses from 96 out of 347 clients, equating to a 28% response rate from almost an equal proportion of female (48%) and male (52%) respondents. A close proportion of respondents came from ILO Headquarters (55%) and the Country and Regional Offices (42% combined) and 3% identified themselves as being in "other" locations. A total of 55% of respondents identified themselves as being one of EVAL's key clients (i.e. Regional, Country, Departmental Directors, Chiefs, etc.) while 45% selected "other".

#### **Frequency of use**

EVAL asked respondents to identify how often they use twelve of its products, resources and interactions. The results show that the ones that were the most frequently used, when combining the "often" and "always" categories, were the newsletter (38%), evaluation reports (34%), resource kit (30%) and the Annual Evaluation Report (28%). The majority of respondents are aware of EVAL's communication tools and all respondents are aware of evaluation reports. However, there is room for improvement in terms of increasing use of Think Pieces, meta-studies and synthesis reports.

#### **Effectiveness of communication tools**

All tools are very effective for communicating EVAL's work and evaluation. The most effective were its newsletter (66% stated "good" to "very good"), followed by evaluation reports (65%), intranet (60%) and the internet (58%).

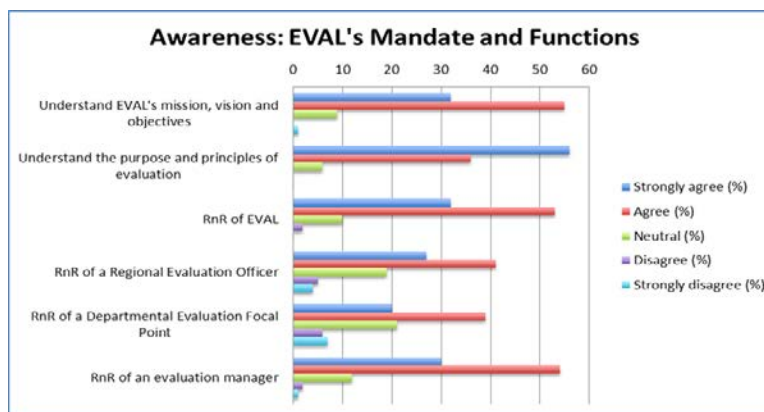


#### **Awareness of mandate and functions**

EVAL asked six questions to gauge awareness of its mandate and functions. The results were overwhelmingly positive. On average, 78% "agree" and "strongly agree" to their understanding of: EVAL's mission, vision and objectives; purpose and principles of evaluation; roles and responsibilities (RnR) of EVAL; RnR of a Regional Evaluation Officer; RnR of a Departmental Evaluation Focal Point; and RnR of an evaluation manager (see graph below).

#### **Use and usefulness of evaluation**

When combining the "agree" and "strongly agree" categories, respondents most notably use evaluations to inform their work (82%) and encourage colleagues to read evaluation (78%). Very marginal results were seen in the "disagree", "strongly disagree" and "N/A" categories. There is also a need to increase the use of *i-Track* and use of EVAL's communications tools since only 51% used one in the past six months.



#### **Means of communication**

The results show that certain forms of media are more favourable than others for communicating information on evaluation. For instance, 87% of respondents stated that the intranet was "important" and "very important", followed by the internet (78%), formal and informal meetings (each with 73%) and evaluation reports (72%). The least important were webinars and shared drives.

#### **Priorities**

Based on the results, the survey revealed nine top priorities to be considered for the communication strategy. These include: offer more and continuous training; streamline EVAL guidance; maintain and improve knowledge management; continue to maintain key products and resources; strengthen follow-up to recommendations; enhance sharing of lessons learned and good practices; recommend quality consultants; extend scope of workshops; and consider new forms of media.

**Stay tuned for the launch of the Evaluation Unit Communication Strategy in autumn 2014.**

## Completed Studies

### [Decent work results of ILO employment promotion interventions: Lessons learned from evaluations, 2003-2013](#)

This synthesis review examines a range of ILO project and programme evaluations, as well as evidence-based studies from external institutions to highlight decent work results of ILO interventions in the promotion of employment. It is available in English, French and Spanish. The full report will be shortly available on our website.

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

- This is a meta-analysis of fifteen of the most recent CPRs undertaken by EVAL, presenting a synthesis of lessons learned and good practices. The study identifies strengths and weaknesses in EVAL's approach to conducting country programme reviews among different national contexts and complexities, including an analysis of the relevance and effectiveness of constituent participation, and challenges faced when conducting such reviews. Forthcoming, July 2014. Contact [EVAL@ilo.org](mailto:EVAL@ilo.org) for a copy.

## On-going Studies

- **Meta-analysis of decent work results from independent project evaluations 2012-13:** This annual study will use the scoring instrument as in previous years. It will review a sample of ILO-managed, independent project evaluations from the reporting period and will be completed in August 2014.
- **Performance appraisal of IPEC's delegated authority for decentralized evaluations** is now being finalized. The report is a performance appraisal of the implementation of the delegated authority for conducting evaluation by the internal unit **Evaluation and Impact Assessment (EIA)** within the International Programme on the Elimination of Child Labour (IPEC). The main aim is to assess the performance of the delegated authority based on a performance framework development by EVAL in collaboration with EIA. (forthcoming August 2014)
- **EVAL is undertaking a stock-taking study on impact evaluation** to lay the groundwork for its future involvement in this area. The study will provide an overview of past and existing impact evaluation experiments in the ILO and address some of the following questions:
  1. What methodologies are being used?
  2. Are these methodologies appropriate for measuring impact?
  3. What is the nature of the impact being assessed?
  4. Are solid findings available for the studies that have been conducted?
  5. Is the investment made in the exercise commensurate with the value of the findings?
  6. What are some of the common constraints experienced by existing ILO impact evaluations?

## Books on Evaluation

### [Feminist Evaluation and Research: Theory and Practice](#)

- Sharon Brisolará, Denise Seigart and Saumitra Sen Gupta, eds., Guilford Press, April 2014.

*"This thought-provoking book explores the 'whats,' 'whys,' and 'hows' of integrating feminist theory and methods into applied research and evaluation practice. Illustrative cases drawn from U.S. and international studies address a range of social and health issues. With a focus on social justice models, the book covers ways to conduct feminist research and evaluation in effective, innovative, and culturally competent ways in diverse social and cultural contexts".*

### [Advocating for Evaluation: A toolkit to develop advocacy strategies to strengthen an enabling environment for evaluation](#)

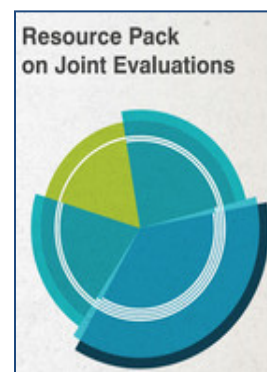
- By Neha Karkara and edited by Marco Segone, Tessie Catsambas and Jim Rugh, UNICEF, 2014.

*"The toolkit contains guidance and tools on how to plan, design, implement, monitor and evaluate advocacy strategies to promote national evaluation policies and systems that are equity-focused and gender-responsive. This toolkit helps users understand the role of advocacy in increasing demand for evaluation, and develop operational strategies to promote demand for evaluation services."*



### [Resource Pack on Joint Evaluations](#)

- This UNEG interactive resource kit contains both a guidance note and a practitioner's toolkit. It covers joint evaluation management and governance structures, and outlines recommended steps for undertaking joint evaluation, including consideration of gender and human rights issues.



## Articles of interest

### ➤ [Do we really need training in evaluation?](#)

Article on training from the World Bank Independent Evaluation Group, June 2014.

➤ [Detailed findings about stakeholder involvement](#)  
Appendix to: *The State of the Empirical Research Literature on Stakeholder Involvement in Program Evaluation*, American Journal of Evaluation, (35: 26-44) March 2014.

## News from the Departments

### Employment Department

Employment policies for sustainable recovery and development was the theme for the Recurrent Discussion on Employment<sup>1</sup> during the 2014 International Labour Conference (ILC) from May 28 to June 12. A synthesis review was commissioned with the aim of contributing to this discussion by synthesising results and lessons learned from various sources of ILO evidence in order to shed light on what works and why with regard to employment promotion and Decent Work. The dimensions of Decent Work taken into consideration in the review are workers' rights, social protection, social dialogue, gender, and vulnerable groups. More specifically, the aim of the review was to document:

1. Outcomes and changes observed at country level: demonstrating effective attention towards the goal of more and better jobs as reflected in labour market-policies, institutions and regulations; and
2. The mechanisms by which ILO technical interventions contributed to outcomes and changes at country level.

The Summary document of findings is available on [EVAL's website](#) and the final report will be posted in July.



The synthesis report examined 44 final evaluations from 2003-2013 regarding employment promotion interventions by reviewing outcomes related to the broader Decent Work Agenda.<sup>2</sup> In addition, five thematic evaluations of ILO's strategies and eight ILO studies that address linkages between employment promotion and dimensions of the Decent Work

Agenda have also been incorporated in the research material. These review perspectives have been refined into a number of sub-questions, with a particular focus on the changes observed, the mechanisms used, the sustainability of the interventions, and drawing out specific lessons learned for the ILO interventions around those themes.

### Findings

The following six categories summarise some of the specific findings of the synthesis review.

**1. Employment creation:** Support to the creation of employment through policy measures or technical interventions is an unpredictable venture, hard to achieve in the time span of a project cycle, difficult to verify and at all times challenging when it comes to attributing results to the efforts made. The most common strategies centred on:

- skills development
- labour-intensive programmes
- entrepreneurship promotion
- social economy promotion
- active labour market policies
- facilitating local stakeholder dialogue
- policy design support

The study showed that **skills development** is particularly useful as an accompanying measure together with active labour market policies or combined with facilitating local dialogue between social partners and/or other actors. The study showed that skills development is particularly useful as an accompanying measure together with active labour market policies or combined with facilitating local dialogue between social partners and/or other key actors. Interventions that were focused on **labour-intensive** public works had immediate effects on employment (often expressed in a number of working days), but prospects for continued employment were often undocumented. **Entrepreneurship promotion** usually requires an extended time-frame before the employment creation effects become apparent. Projects that promoted **active labour market policies** as a strategy to create jobs resulted in tangible employment outcomes, particularly in middle-income countries. Political stability and reasonable absorption capacity of the formal economy are believed to be important elements for achieving this outcome. Facilitating for a **local stakeholder dialogue**, at times a successful employment strategy, could take the form of local economic development. However, it can also emerge from social dialogue between local tripartite partners, whereby skills, job counselling and employment creation are included in negotiations aimed at preventing industrial action.

**2. Social protection:** The ILO's technical interventions addressed social protection through three main strategies: awareness raising, capacity building, and strengthening/expansion of existing nation-wide social protection initiatives. There are strong indications that for policy support in the field of social protection to be effective, it requires the full support of national policy makers and has to be aligned with the development priorities of a country. In terms of building that support base, ILO interventions assisted national ILO constituents to revisit the links between employment, social protection and poverty

<sup>1</sup> ILO. [Employment policies for sustainable recovery and employment, Recurrent discussion under the ILO Declaration on Social Justice for a Fair Globalization, Report VI](#), International Labour Conference, 103rd Session, 2014.

<sup>2</sup> The review looks specifically at *workers' rights*, *social protection*, and *social dialogue* as core-components of the Decent Work Agenda, together with two cross-cutting themes related to equal opportunities.



reduction. This approach is particularly relevant in contexts where existing social security systems are no longer able to respond to current socio-economic realities and where other schemes (often donor-driven) are operating in silos and without any coordination at the national level.

**3. Gender equity:** Adequate and meaningful integration of gender issues requires policies to be internalized by the government, the ILO, and other development partners over sustained periods of time. In addition, the evaluation reports illustrated that gender mainstreaming in employment promotion interventions require appropriate methodologies and explicit strategies. The mere presence of tools is not sufficient: having access to project staff with previous experience on gender mainstreaming, as well as to specialized agencies and ensuring sufficient time and resources, are key conditions for its success.

**4. Vulnerable groups:** The review demonstrated that effectiveness in addressing employment-related needs of vulnerable groups depends on the ownership of policy-makers and the capacity of implementing partners. Targeting beneficiaries from well-defined vulnerable groups has the best chance to produce sustainable results when this goes hand in hand with i) policy-making authored and owned by the government; and/or ii) capacity building of institutions which brings the policy into practice.

**5. Workers' rights:** Different mechanisms to address workers' rights were identified, with the majority focusing on improvements at the policy, meso- and, to a lesser extent, the micro-levels. The review found that interventions on employment promotion had substantial impact on workers' rights when labour clauses are structurally integrated. This was particularly the case in sub-contracts for labour-intensive public works and when projects mobilised or built capacity amongst social partners on the issue of workers' rights. It was observed that the creation of new jobs does not automatically lead to more permanent decent work, particularly when the employment is created in labour-intensive public works or in the informal economy. Findings pointed to the relatively high success of ILO's policy-level work and its expertise in formulating norms and guidelines. Several examples were identified where ILO projects contributed to reforms of labour law and regulations, strengthened the enforcement of labour law, and built the capacity of social partners to work on decent work issues.

**6. Social Dialogue:** Almost all projects reviewed included a social dialogue component in the sense that social partners are in most cases at least part of the steering groups of projects. Only one of the selected projects (in Liberia) had

social dialogue as its main objective. ILO employment promotion interventions are strengthening social dialogue through two main strategies: the involvement of social partners in consultative or decision-making processes/structures and capacity building strategies, particularly on emerging themes or innovative approaches which are implemented in response to contemporary employment challenges.

#### **Lessons learned**

The review formulated two principle lessons learned:

- Capacity building is an essential component of strategies targeted at strengthening social dialogue, and should be adapted to the specific needs and interests of different partners.
- Employment promotion interventions can actively contribute to the revival of existing social dialogue structures which need to be strengthened in terms of their ability to address or influence labour market issues and policies.

. . . - . . .

<b>Recent evaluations on employment</b> <i>(summaries are available through the hyperlink, full reports from <a href="mailto:EVAL@ilo.org">EVAL@ilo.org</a>)</i>	
<a href="#">RER/09/05/FIN</a>	From the crisis towards decent and safe jobs in Central Asia - Final
<a href="#">GLO/11/01/MCF</a>	Work for Youth (W4Y) – Midterm
<a href="#">INT/07/14/EEC</a>	Assessing and addressing the effects of trade on employment – Final
<a href="#">RAF/10/58/FRA</a>	Projet d'appui à la promotion de l'emploi et réduction de la pauvreté – Mi-parcours
<a href="#">INT/09/06/EEC</a>	Improving social protection and promoting employment – Final
<a href="#">PAK/09/03/CAN</a>	Promoting gender equality for decent employment – Midterm
<a href="#">ALB/11/01/EEC</a>	Human resources development in Albania – Final
<a href="#">Partnership Evaluation</a>	Promoting rights and opportunities for people with disabilities through legislation (PROPEL) Midterm
<a href="#">PAK/10/03/OUF</a>	Empowering Vulnerable Groups through Education, Employment and Training (EET) – Final
<a href="#">SAF/10/02/MUL</a>	Promotion of decent work in the South African transport sector (phase I) - Final
<a href="#">RAF/12/50/IRL</a>	Women's entrepreneurship development and economic empowerment - Midterm

## **Regional News - Arab States**

### **Synthesis of Lessons Learned and Identified Good Practices in Youth and Women Employment Promotion and Empowerment in the Middle East and North Africa (MENA) Region**

#### **Context**

The report of the 101st session of the International Labour Conference describes the youth employment crisis as having reached unprecedented proportions. The global youth unemployment rate in 2013 was 12.6% - and rates are expected to increase at least until 2018. Youth unemployment rates in MENA are 23% higher than any other region, a large portion of which is explained by the very high unemployment rates for young women in the region.

The 2012 ILO/UNDP study and publication [\*“Rethinking Economic Growth: Towards Productive and Inclusive Arab Societies”\*](#) makes the case for a re-examination of the development paradigm in the Arab Region, particularly in the light of growing unemployment and disaffection with the political system in many countries. The need to identify means for supporting employment in the region is even more compelling in the light of the Arab Spring and the continuing consequences.

To further strengthen its capacity to address the challenges of youth and women’s employment in MENA, the ILO has undertaken a synthesis review of recent ILO regional experience. The synthesis review is intended to be forward looking. Rather than re-evaluating the performance of completed projects, the review endeavours to identify practices and strategies from completed initiatives that demonstrate potential for improving employment outcomes for young men and women and document them in a format that informs ILO’s on-going programme development and contributes to the wider discussion on youth employment within the ILO and with regional stakeholders.

#### **Methodological approach**

The review included technical cooperation and regular budget funded projects implemented since 2003 in both the Arab States and North Africa regions. The emphasis of the synthesis review was to analyse initiatives that have been completed before the review activity since, in the majority of cases, the most complete view of a practice was provided by the midterm and/or final evaluations. The desk review was complemented by discussions with persons involved with implementation, including relevant technical backstopping departments.

The reliance on existing documentation presented some limitations and constraints. These were mainly caused by the kind of information available in evaluations which differed according to donor requirements, whether or not an initiative is part of a larger program, and the purpose of the evaluation.



#### **Preliminary findings**

The 2012 [\*Youth Employment Crisis: Call for Action\*](#) directed the ILO to strengthen its global leadership in youth employment by enhancing its capacity in five strategic areas. In order to contribute to this capacity development, the synthesis review was organized using these areas as a framework for organizing the review and describing the good practices and lessons learned:

- Employment and economic policies for youth
- Employability – Education, training and skills, and the school-to-work transition
- Labour market policies
- Youth entrepreneurship and self-employment
- Rights for young people

Overall, ILO’s support to the region was found to be strategic and consistent with priorities for the transformation of the development model from the old state-led model to one of broad equity-based growth. Preliminary findings from the synthesis review related to the ILO contribution and impact are summarized below:

1. Competency Based Training (CBT) and upgrading informal apprenticeship initiatives demonstrate effective mechanisms for improving the relevance and quality of skills development opportunities through enhanced links with private sector enterprises.
2. The CBT and upgrading informal apprenticeship initiatives promote a regionalization of skills training and recognition of skills, enhance the efficiency of the regional labour market, and foster a positive migration dynamic.
3. CBT short courses and upgraded apprenticeship are a cost effective strategy for expanding opportunities for poor, marginalized youth to gain valuable in demand skills.
4. The transition from the old state-led growth model to an equity-based model of inclusive growth requires significant strengthening of the small- and medium enterprise (SME) sectors. Assessments within the region and globally have demonstrated that the SME

programmes are effective in improving awareness, knowledge and skills.

5. Investments in entrepreneurship and business development skills can only be realized if the programs are implemented over a prolonged period and imbedded in local institutions. Too much emphasis on short-term employment gains can work against long term returns by targeting participants where quick impact is small and unsustainable and resources are diverted away from capacity development and sustainability.
6. Public employment services (PES) shift support for youth employment from strategies of targeted relief to sustainable partnership between the public and private sector.
7. PES can promote a wider discussion and greater collaboration in support of employment for disadvantaged groups (including youth).
8. PES demonstrates potential to be an effective means of improving the participation of women in the labour market by promoting transparency and raising awareness of employers about the untapped skills of women and the conditions necessary to enable their participation.
9. An effective partnership in PES between job seekers, the public sector and private employers depends on timely, accessible, reliable and relevant information. This importance is not always reflected in project budgets and activities.

The review has also found that the tension between executing projects dependent on short-term funding – which often have immediate crisis recovery objectives – and the longer term regional strategic goals present considerable challenges. Regional and country offices have responded to this by purposefully linking short-term projects with divergent funding sources to provide ongoing and consistent support advocating a coherent set of strategies in skills development, entrepreneurship, and enterprise promotion. However, project evaluations, which only address the project time period, can only provide limited programme learning opportunities concerning the important questions of impact and the effectiveness of strategies for institutionalization and sustainability.

See also: ILO. 2014. [Evidence Symposium: Increasing Youth Productivity in the Middle East and North Africa](#).



<b>Project evaluations completed in 2012-13</b> <i>(summaries are available through the hyperlink, full reports from <a href="mailto:EVAL@ilo.org">EVAL@ilo.org</a>)</i>	
Palestinian Women's Economic Empowerment Project – Final Evaluation	<a href="#">LEB/10/03/SDC</a>
Conflict prevention and peace building in North Lebanon – Final Joint Evaluation	<a href="#">LEB/09/50/UND</a>
Action programme for protecting the rights of women migrant domestic workers (PROWD) in Lebanon – Midterm evaluation	<a href="#">LEB/10/04/EEC</a>
Enhancing the vocational rehabilitation and employment services for people with disabilities in Oman – Final evaluation	<a href="#">OMA/06/01/AGF</a>
Gender equality and women's empowerment joint programme in Palestine – Final Joint Evaluation	<a href="#">PAL/09/50/UND</a>
Skills Development and employment services for the construction sector in the Gaza Strip – Final Evaluation	<a href="#">PAL/10/01/SDC</a>
Entrepreneurship education: Introduction of Know About Business (KAB) in vocational and technical training in Palestine – Final Evaluation	<a href="#">PAL/08/01/UND</a>
<b>Recent Decent Work Country Programme Cluster Evaluation</b>	
Independent evaluation of the ILO's strategy to promote decent work in the Arab region (Jordan, Lebanon and the Occupied Palestinian Territory)	<a href="#">ILO Decent Work Cluster Evaluation</a>

## *ILO Evaluation Guidance – 2nd Edition: a living document*



Suggestions put forward through EVAL's experience with its Evaluation Manager Certification training indicate further guidance is needed for large projects which require recruitment of a consultant team or company. These usually involve different procurement practices and EVAL is now working on a set of steps to appear as an annex to the evaluation managers' guidance note. Other recently updated guidance notes are:

[Guidance Note 4: Integrating gender in monitoring and evaluation of projects](#)

[Guidance Note 7: Stakeholder participation](#)

[Guidance Note 8: Ratings in evaluation](#)

## *Evaluation Learning Activities & Events*

### *ILO Evaluation Learning Activities in Turin*



International Training Centre

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

September 15-26, 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.

[Training course to certify evaluation managers](#) - The third training session for EVAL's **Evaluation Manager Certification** took place in Turin from June 23-25. The Africa regional training session which took place last November was considered a very successful event and a regional training course for Asia is being considered for autumn 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 congratulates the newly certified Evaluation Managers***

Rose Anang  
Maria Borsos  
Matthieu Cognac  
Darryl Crossman

Gugsa Farice  
Sergio Iriarte  
Oktav Pasaribu  
Anne Schalper

Eszter Szabo  
Andrés Yuren



**UNEG has published a new [Handbook for Conducting Evaluations of Normative Work in the UN System](#).** Feb 2014: Its

objectives are to: 1) Provide an integrated approach to the evaluation of normative work in the UN; 2) Provide hands-on methodological guidance, concise practical examples and tools for conducting evaluations of normative work; and 3) Highlight relevant lessons and

best-fit practices of the evaluation of normative work inside and outside the UN system. The handbook is intended primarily for evaluation professionals in the UN. It may also be useful to UN staff responsible for designing, managing and monitoring programmes and projects that integrate the norms, standards and codes of practice; and to the UN's partners in its normative work, particularly to governments and civil society organizations (CSOs). The handbook might also be applied when evaluating the internal performance of UN organizations with respect to standards for gender equality, human rights, ethics, conduct of humanitarian assistance and environmental sustainability.

**See also -** [UNEG's new Resource Kit on Joint Evaluation](#)

[UNEG's work on strategic contributions to the Fourth Development Cooperation Forum \(DCF\) on empowering countries through evaluation.](#) Please check [the UNEG website](#) for details.



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

- [\*\*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.
- [\*\*Eval Partners\*\*](#) promotes knowledge sharing and networking among evaluators all over the world. There are communities of practice, a newsletter, exchanges of practical knowledge, job vacancies and a full range of interesting links, e-learning opportunities aimed at development evaluation professionals.

## **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](#)

## **Other evaluation newsletters**

[OECD DAC Evaluation News](#)  
[OIOS Inspection and Evaluation](#)

[UN Women Newsletter](#)  
[IFAD Evaluation News](#)

