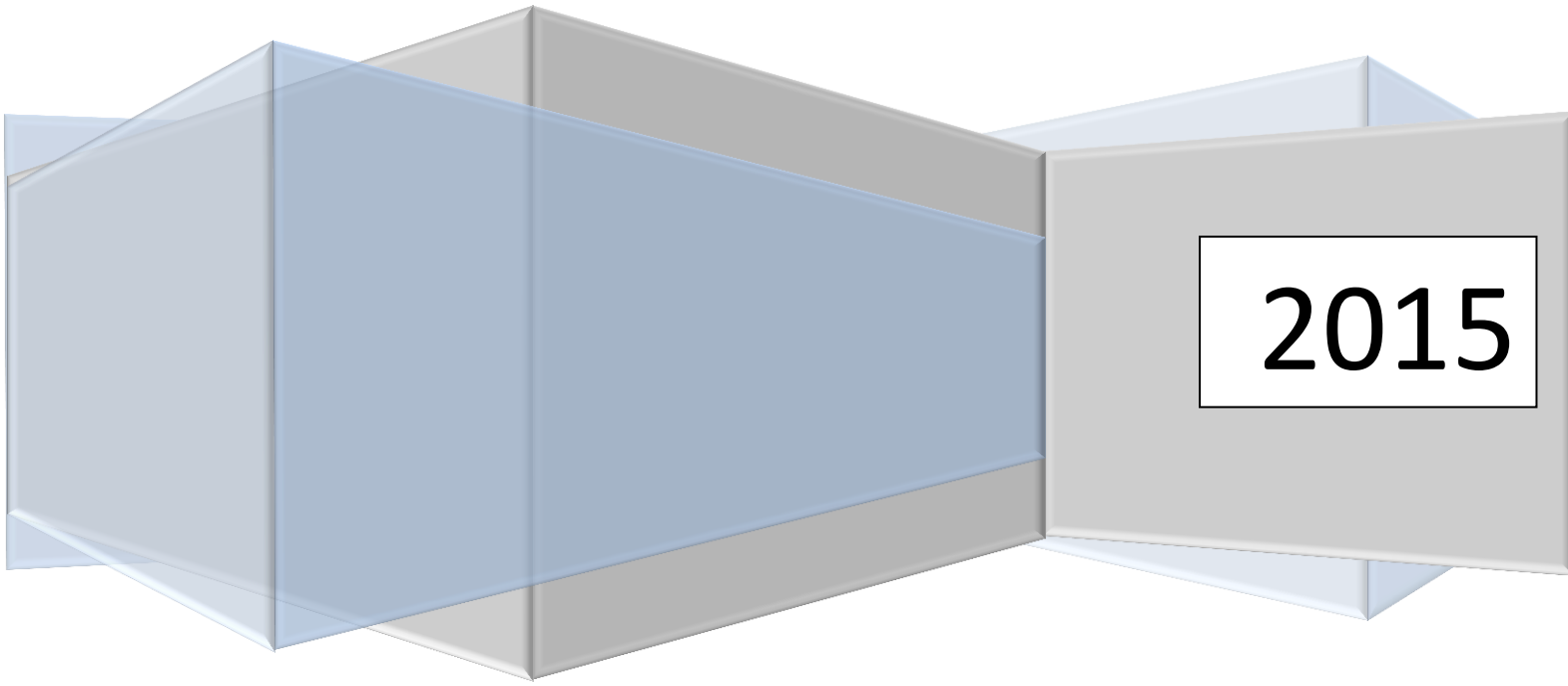
ILO Evaluation Office

Evaluation Manager Certification Programme

Training Strategy

Craig Russon



2015

EVALUATION MANAGER TRAINING STRATEGY

Certification for Evaluation Managers has been designed in order to help the participants to develop required capabilities to deliver organizational objectives.

A wider range of activities has been included within the framework of the five key stages identified to cover duties and responsibilities of evaluation managers in the ILO. The summary of the key stages can be reviewed at Annex 1.

These more detailed processes for each stage of the evaluation management have been accurately selected by means of an extensive literature review based on the ILO policy guidelines for results-based evaluation, its main references, references from other agencies at the U.N System and experts references associated with evaluation, evaluation management and project management. Annex 2 includes the list of the used references to identify key stages for evaluation management, core competencies and training objectives.

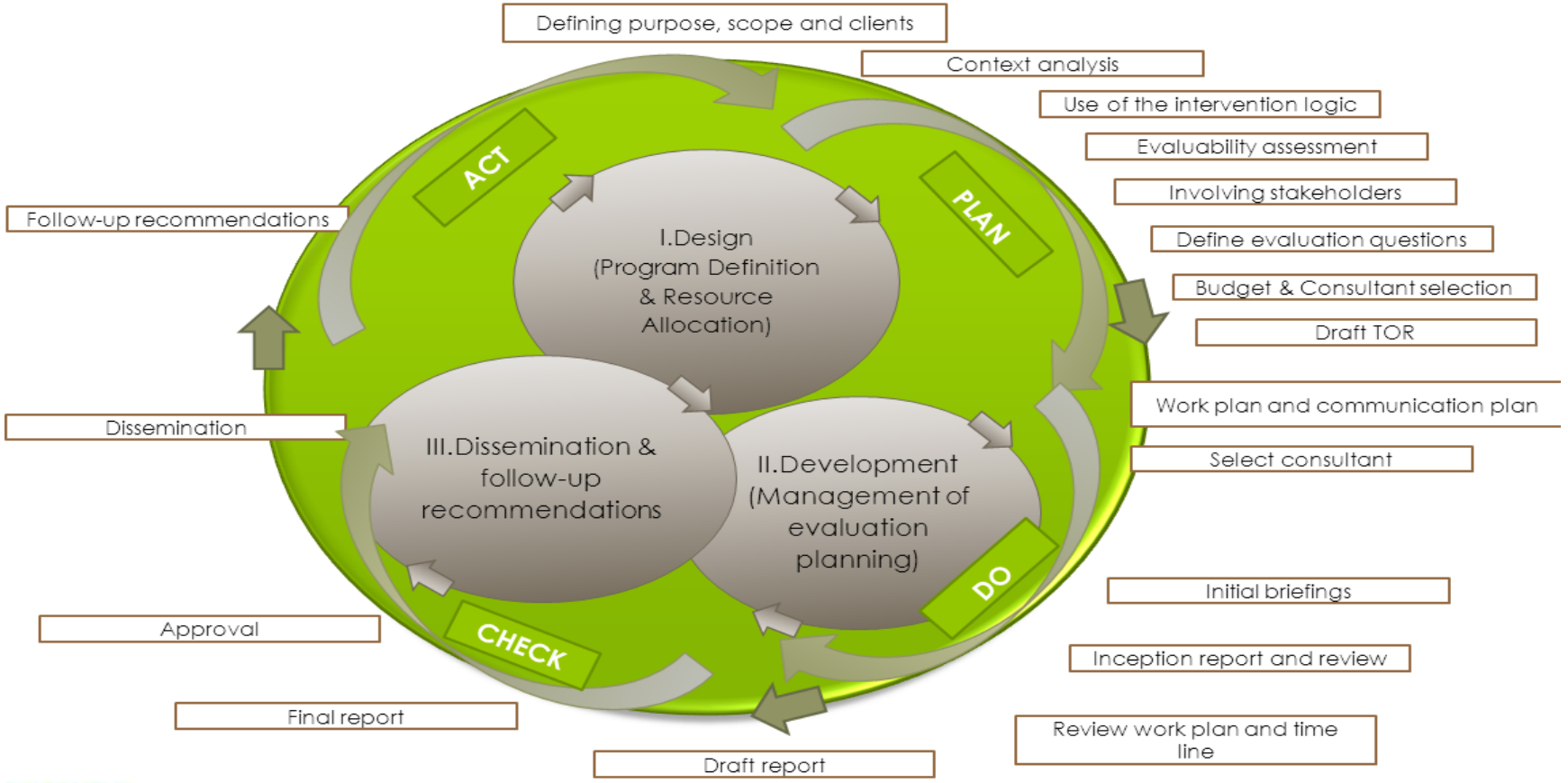
Core competencies were identified to create professional coherence with the above-mentioned management evaluation stages. For each of the core competences, training objectives were selected to achieve successful job performance. This work has been done within the guidelines of the Evaluation Manager Guidance Note.

Whether evaluation manager core competencies are tied to credibility and quality criteria depends on the assessment of validity standards. To this end, internal validity is going to be measured through various processes. As for content validity, the estimation of how much the training objectives represent every single element of the core competencies will be assessed by consultations with ILO internal evaluation managers in order to receive validation and modification to the suggested core competencies from qualified personnel within the ILO. Accurate online questionnaires will be included to validate the contents and to develop specifications for a second draft based on their critiques. Concurrent validity will be assessed by means of the benchmark test with the Spanish evaluation management guidelines from the General Direction of Planning and Development Policy Evaluation (DGPOLDE) of the Foreign Affairs and Cooperation Ministry. Appraisals for convergent validity will be conducted through consultations to managers from similar training programs, as in the case of the Evaluation Management program organized by Channel Research. Further assessments for both predictive validity and construct validity would be developed within the pilot experience by means of pre-test and post-test comparison and baseline data.

Once the core competencies are validated, a training material will be design within the framework of the evaluation training for ILO tripartite constituents.

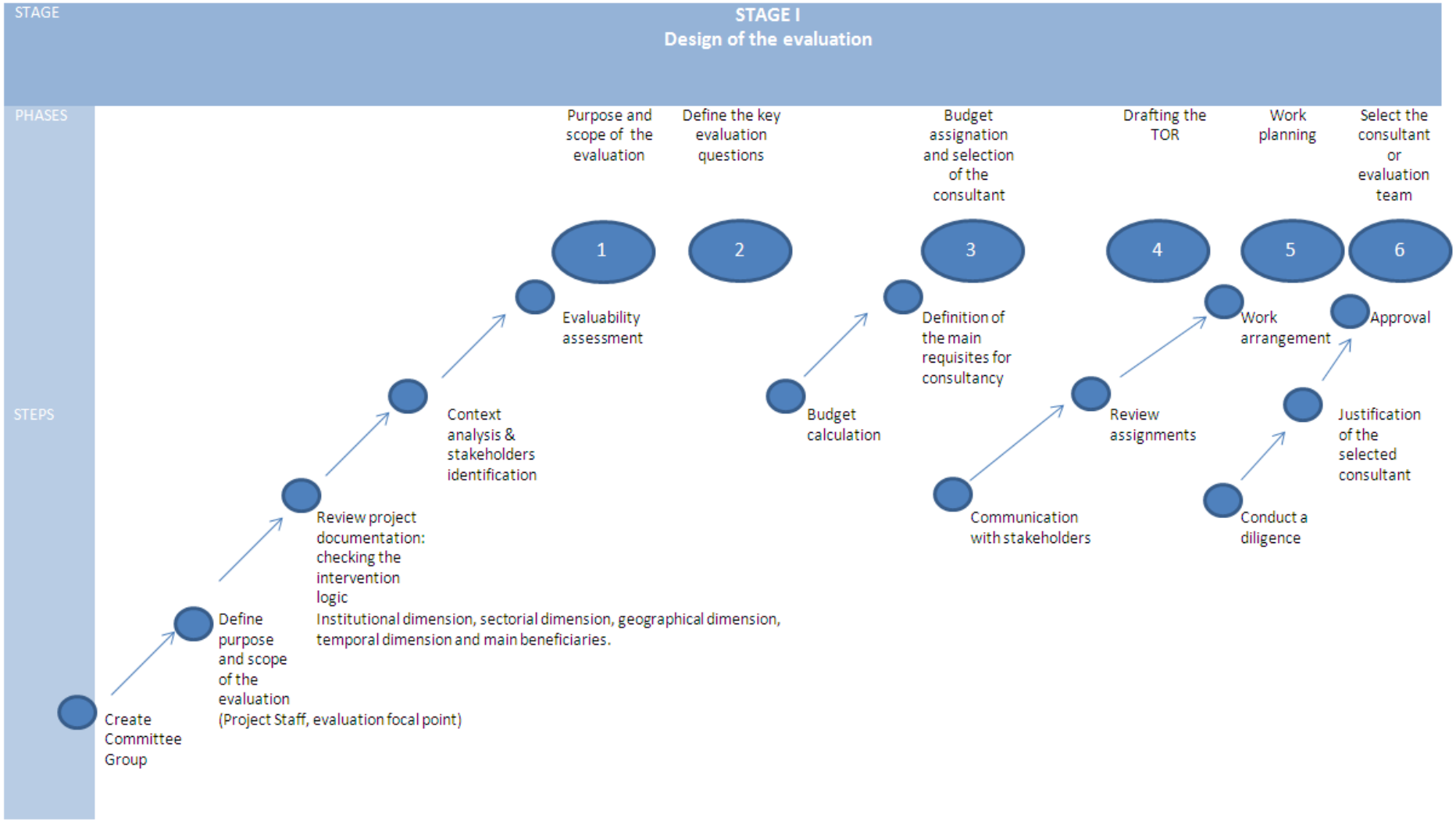
Annex 1

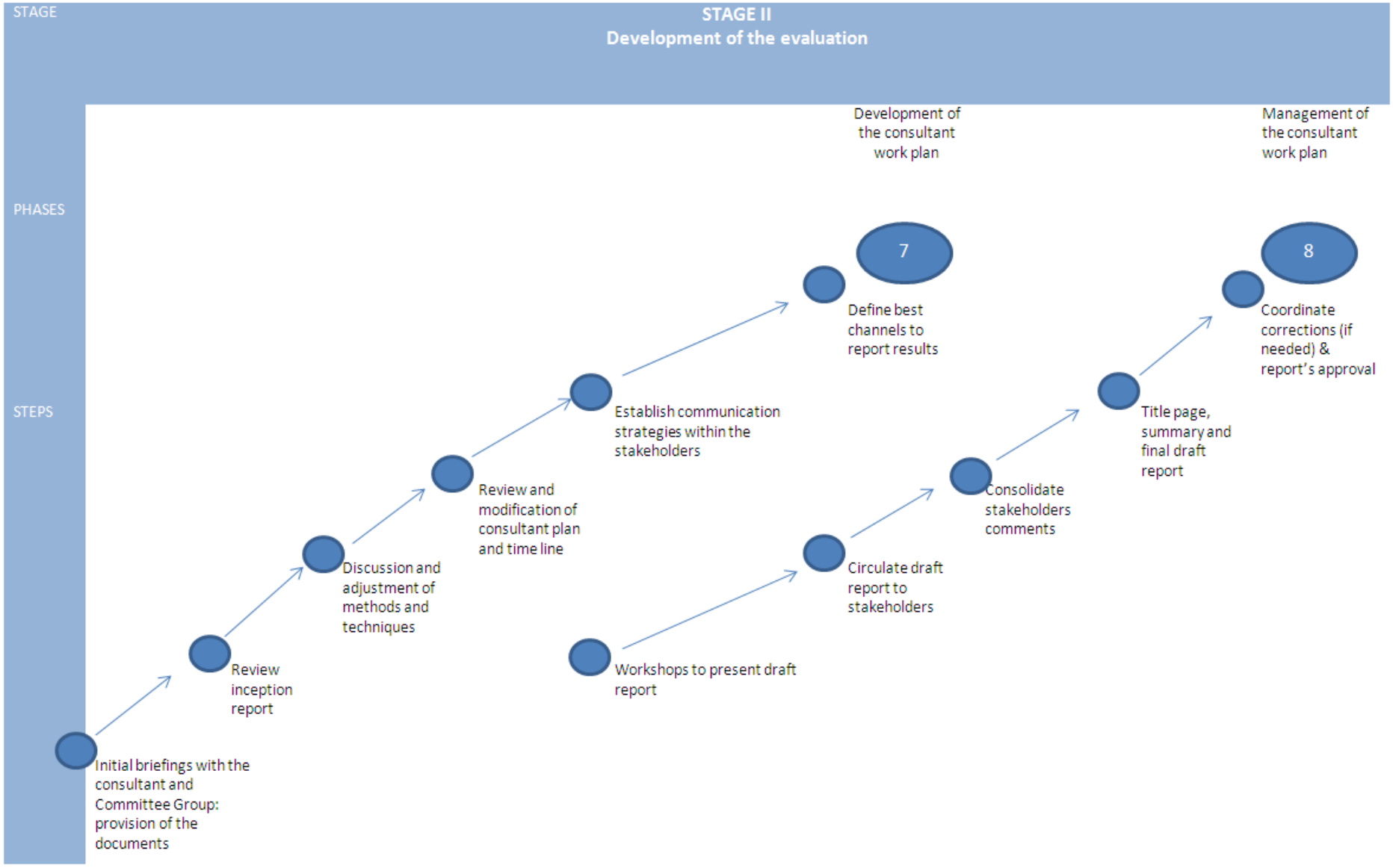
KEY STEPS IN PLANNING AND MANAGING EVALUATIONS

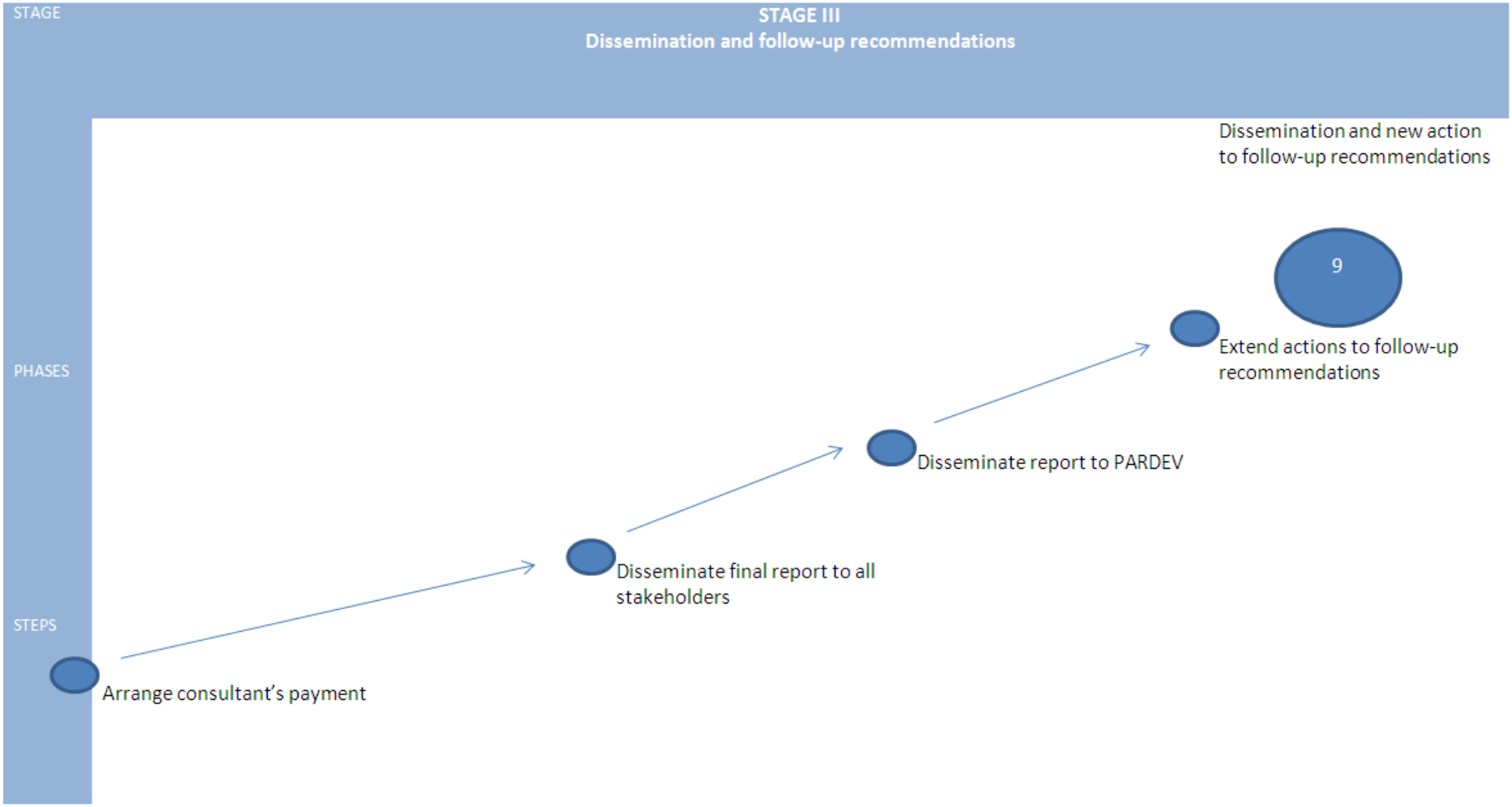


International Labour Organization

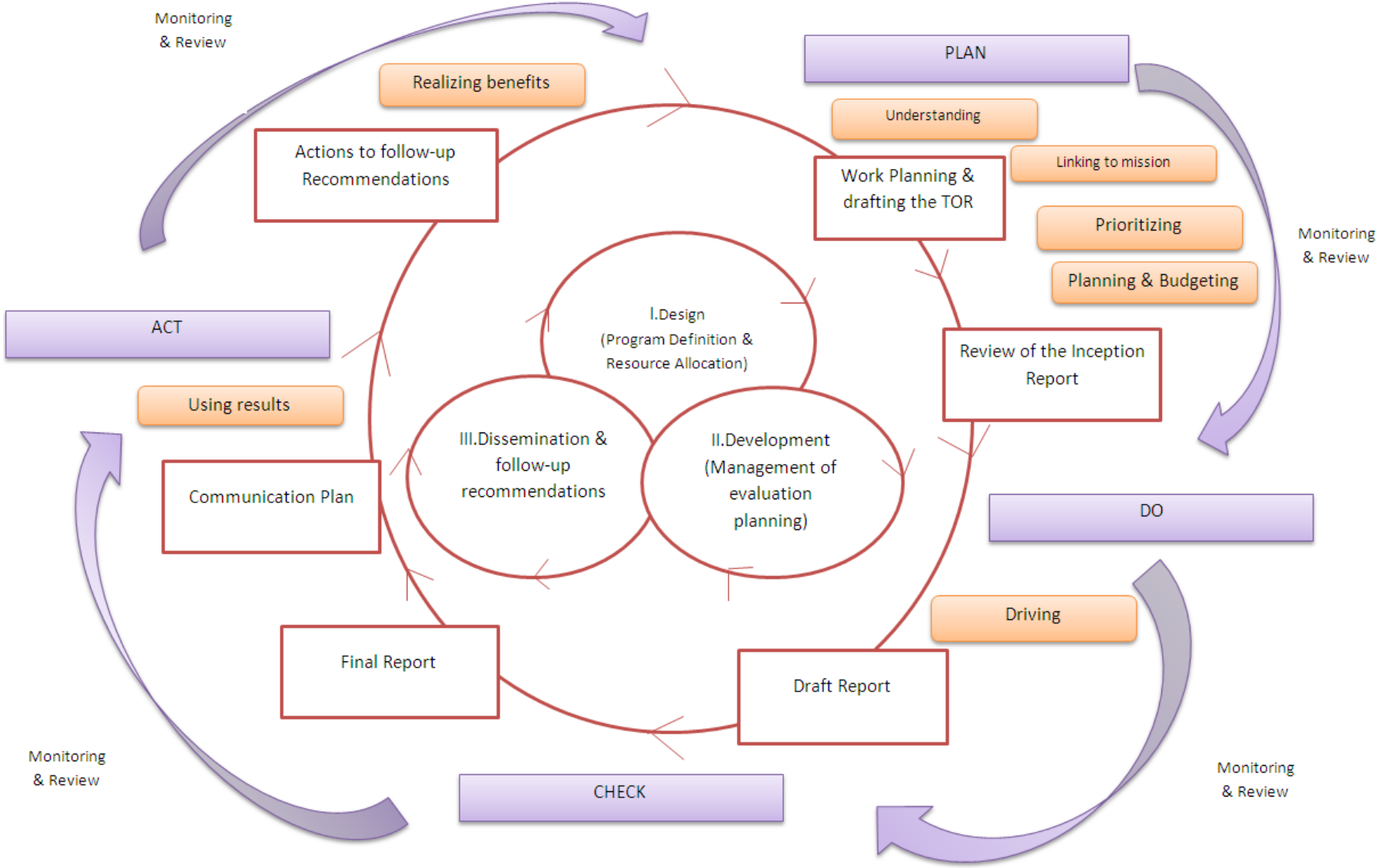
EVALUATION MANAGEMENT STAGES




STAGE
STAGE II
Development of the evaluation
PHASES
Development of the consultant work plan
Management of the consultant work plan
STEPS
7
8
Initial briefings with the consultant and Committee Group: provision of the documents
Review inception report
Discussion and adjustment of methods and techniques
Review and modification of consultant plan and time line
Establish communication strategies within the stakeholders
Define best channels to report results
Workshops to present draft report
Circulate draft report to stakeholders
Consolidate stakeholders comments
Title page, summary and final draft report
Coordinate corrections (if needed) & report's approval


STAGE
STAGE III
Dissemination and follow-up recommendations
Dissemination and new action to follow-up recommendations
9
PHASES
Extend actions to follow-up recommendations
Disseminate report to PARDEV
Disseminate final report to all stakeholders
STEPS
Arrange consultant's payment

EVALUATION MANAGEMENT ITINERARY



ANNEX 2 REFERENCES

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