Evaluation Manager
Certification Programme
Training Strategy
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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.
KEY STEPS IN PLANNING AND MANAGING EVALUATIONS

I. Design (Program Definition & Resource Allocation)
- Defining purpose, scope and clients
- Context analysis
- Use of the intervention logic
- Evaluability assessment
- Involving stakeholders
- Define evaluation questions
- Budget & Consultant selection
- Draft TOR
- Work plan and communication plan
- Select consultant
- Initial briefings
- Inception report and review
- Review work plan and timeline

II. Development (Management of evaluation planning)
- Approval
- Final report
- Draft report

III. Dissemination & follow-up recommendations
- Dissemination
- Follow-up recommendations

CHECK

PLAN

ACT
STAGE II
Development of the evaluation

1. Initial briefings with the consultant and Committee Group; provision of the documents
2. Review inception report
3. Discussion and adjustment of methods and techniques
4. Review and modification of consultant plan and timeline
5. Workshops to present draft report
6. Establish communication strategies within the stakeholders
7. Circulate draft report to stakeholders
8. Consolidate stakeholders comments
9. Title page, summary and final draft report
10. Coordinate corrections (if needed) & report’s approval
11. Development of the consultant work plan
12. Management of the consultant work plan
STAGE III
Dissemination and follow-up recommendations

9
Dissemination and new action to follow-up recommendations

Disseminate report to PARDEV

Disseminate final report to all stakeholders

Extend actions to follow-up recommendations

Arrange consultant’s payment
ANNEX 2 REFERENCES

ILO References


References from other agencies

- United Nations Evaluation Group, 2007, Core competences for evaluators of the UN System, New York: UNEG.
- United Nations Evaluation Group, 2008, UNEG Job Description for Evaluators in the UN System. Associate Evaluation Officer, P1-P2, New York, UNEG.
- United Nations Evaluation Group, 2008, UNEG Job Description for Evaluators in the UN System. Senior Evaluation Officer, P5, New York, UNEG.

Other references

- Wholey, Joseph s., 2001, Managing for results: roles for Evaluators in a New Management Era, USA: AEA, No. 22