

ILO Evaluation Office

Evaluation Manager Certification Programme

2nd Quarterly Report

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2015

Introduction

In 2011, the Governing Body approved a results-based strategy for 2011-15 to strengthen the use of evaluations. The strategy contains three outcomes, the third of which is “Evaluation capability expanded in the form of knowledge, skills and tools.”

This outcome is supported by two priorities. The first is to further institutionalize evaluation in the ILO. The second is to support the evaluation capacity development of constituents. In order to address these priorities, EVAL adopted a strategy with three components.

The first two components deal with evaluation training for ILO tripartite constituents and for staff, respectively. The third component, a collaboration between EVAL, HRD and the ITC, is an Evaluation Manager Certification Programme (EMCP).

Reports are submitted to the Director of Evaluation on a quarterly basis. This report provides an update on the EMCP results that were achieved during the second quarter (Apr – Jun) of 2015.

Background and Context

The competencies required to manage an evaluations were identified by conducting an extensive review of the professional literature. Afterward, analyses were conducted to determine the content, concurrent and convergent validity of the identified competencies.

Once the validity of the competencies was established, training objectives were identified for each competency. The training objectives that were developed provided a sound basis for the selection and design of instructional content and procedures.

The instructional content and procedures were piloted in ILO headquarters in February 2013 and revisions were made based on feedback that was obtained by the trainees.

Format

The evaluation manager certification programme is composed of two stages;

- a 3-day workshop during which trainees are exposed to the technical requirements and the tools and techniques required to successfully manage an evaluation.
- a guided practice in which trainees will be required to return to their posts and manage an evaluation under supervision using the acquired know-how and the management tools and techniques provided during the workshop.

Second Quarter 2015

During the second quarter of 2015, EVAL and its partner the ITC, with support from HRD, conducted a fifth EMCP workshop. The workshop was attended by twelve ILO staff from Africa, Asia and the Pacific and Europe.



Results of Training

The overall score given to the training, based on the question 19 “**are you satisfied with the overall quality of the training activity?**” is **88% (4.40)**. 100% of the participants responded with the rank of 4 or 5 indicating that participants are satisfied with the workshop. In adult-learning, satisfaction is usually correlated to usefulness, in that sense, through questions 17 and 18, it is deemed that participants will use the leanings for the benefit of their employer, the ILO.

Usefulness of the training and global satisfaction

Questions and answers	Average	%	% of answers between 4 - 5
Are you satisfied with the overall quality of the activity?	4.40	88%	100%
How likely is it that you will apply some of what you have learned?	4.60	92%	100%
How like is it that your institutions/employer will benefit from your participation in this activity?	4.40	88%	100%

In general the workshop has been highly evaluated. As presented in Annex 1-3, the results of the evaluation show that this workshop received higher scores on most of the assessed criteria as compared to the ITC-ILO’s benchmark levels.

The trainees identified two key “critical success factors”. The first factor was the mix between lecture and activities. In response to a question about the most useful aspects of the training, one trainee wrote “Mix between theory and practical activities.” Another trainee wrote “the combination of presentations and group work was very good, it kept the interest of participants alive.”

A second factor that was identified was the delivery of the curriculum. In response to a question about the quality of the contribution made by the resource persons, one trainee wrote “The delivery of the training was very good, and both resource persons are very knowledgeable of the subject matter and complement each other very well.”

Poor time management, an issue that challenged some of the early workshops, was not mentioned by the trainees as being a problem. A review of the trainee ratings showed two areas that have scope for improvement: preliminary information and gender dimensions in the training.

With regard to preliminary information, one trainee suggested that “The evaluation manager's manual needs to be updated to include recent links and delete old ones.” Another trainee suggested that “Information on the donor’s dashboard and I-track should be included.” Such suggestions can be easily implemented by the capable staff of the ITC.

The gender issue may be a bit more challenging to address. Gender is currently included in a module on coherence with the UN System. The module also includes the topics of Results-Based Management, the Human Rights-Based Approach, evaluation capacity development and environmental sustainability.

Apparently, it is not possible to adequately cover all of these topics in one 90-minute module. Therefore, it may be necessary reduce the number of topics covered in the module. This would allow for more in-depth coverage of a smaller number of topics.

Certifications Awarded

The number of trainees who have completed all of the requirements for certification continues to grow. Currently, a grand total of twenty-two trainees have been certified. Below is a list of Certified Evaluation Managers by cohort. Not counting the June 2015 workshop, the overall EMCP completion rate is 26 per cent—down 16 per cent from the second quarter of 2014.

Pilot (2 trainees 50% completion rate)
Anne Schalper

July 2013 workshop (15 trainees 67% completion rate)
Rose Anang
Maria Borsos
Matthieu Cognac
Richard Howard
Sergio Iriarte
Thomsa Kring
Natanael Lopes
Oktav Pasaribu
Eszter Szabo
Andres Yuren

December 2013 workshop (21 trainees 29% completion rate)

Redha Ameur

Darryl Crossman

Arwa Khadr Elboraei

Kavunga Kambale

Paul Ningini

Sipho Ndlovu

June 2014 Workshop (12 trainees 25% completion rate)

Saloman Rajbanshi

Emil Krstanovski

Hezron Njuguna

September 2014 Workshop (23 trainees 9% completion rate)

Surkafa Katafono

Schackel, Torsten

June 2015 Workshop (11 trainees 0% completion rate)

Competencies

When all of the requirements for certification have been completed, supervisors (i.e. Senior Evaluation Officers, Regional M&E Officers and Departmental Evaluation Focal Points) are asked to rate how well the trainees whom they supervised displayed the competencies that the programme seeks to develop.

With five exceptions, the supervisors agreed, to a greater or lesser extent, that the twenty-three trainees had acquired ALL of the 44 competencies (see Annex 3). One supervisor somewhat disagreed that the trainee he or she supervised knew the relevant policy and operational techniques for HRBA and gender mainstreaming.

A second supervisor somewhat disagreed that the trainee he or she supervised was capable of judging the key evaluation questions, knew the most efficient and effective methods, had expertise in identifying the main documents and contributed to the development of evaluation reports that meet UNEG reporting standards.

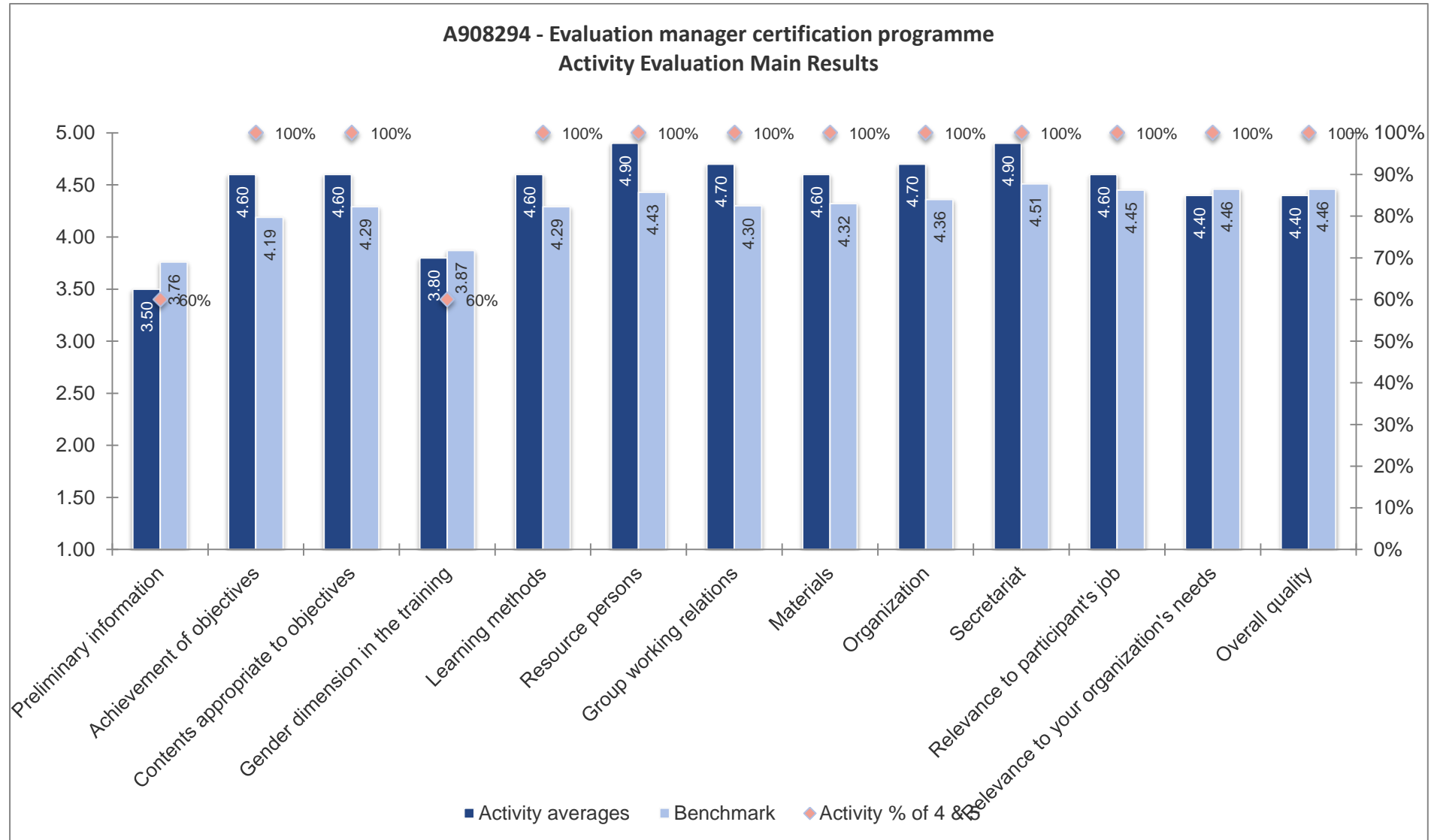
Guided Practice

The Guided Practice component appears to be making good progress. Forty trainees have been assigned or are in the process of managing an evaluation. The eligibility of three trainees appears to have expired and two trainees left the employment of the ILO before managing an evaluation.

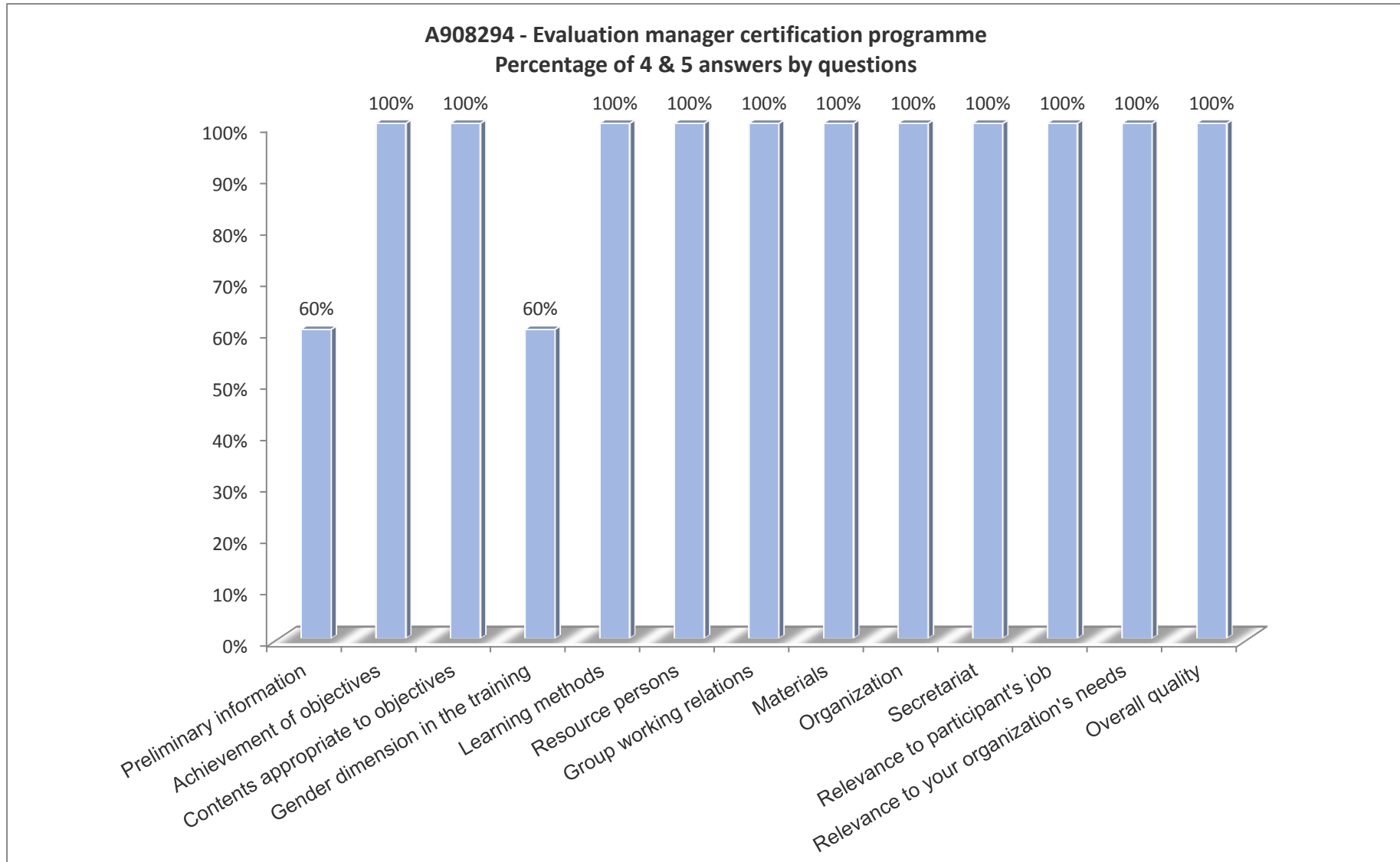
Impact Assessment

Sufficient time has passed that it is now possible for EVAL to conduct an impact assessment of the programme. This will be included as part of the quality appraisal of the independent evaluation reports that have been submitted to EVAL from 2014-15. It is proposed to use a Static-Group comparison quasi-experimental research design. In this design, an analysis of variance will be conducted to compare the quality of reports managed by graduates of the programme with the quality of those managed by non-graduates.

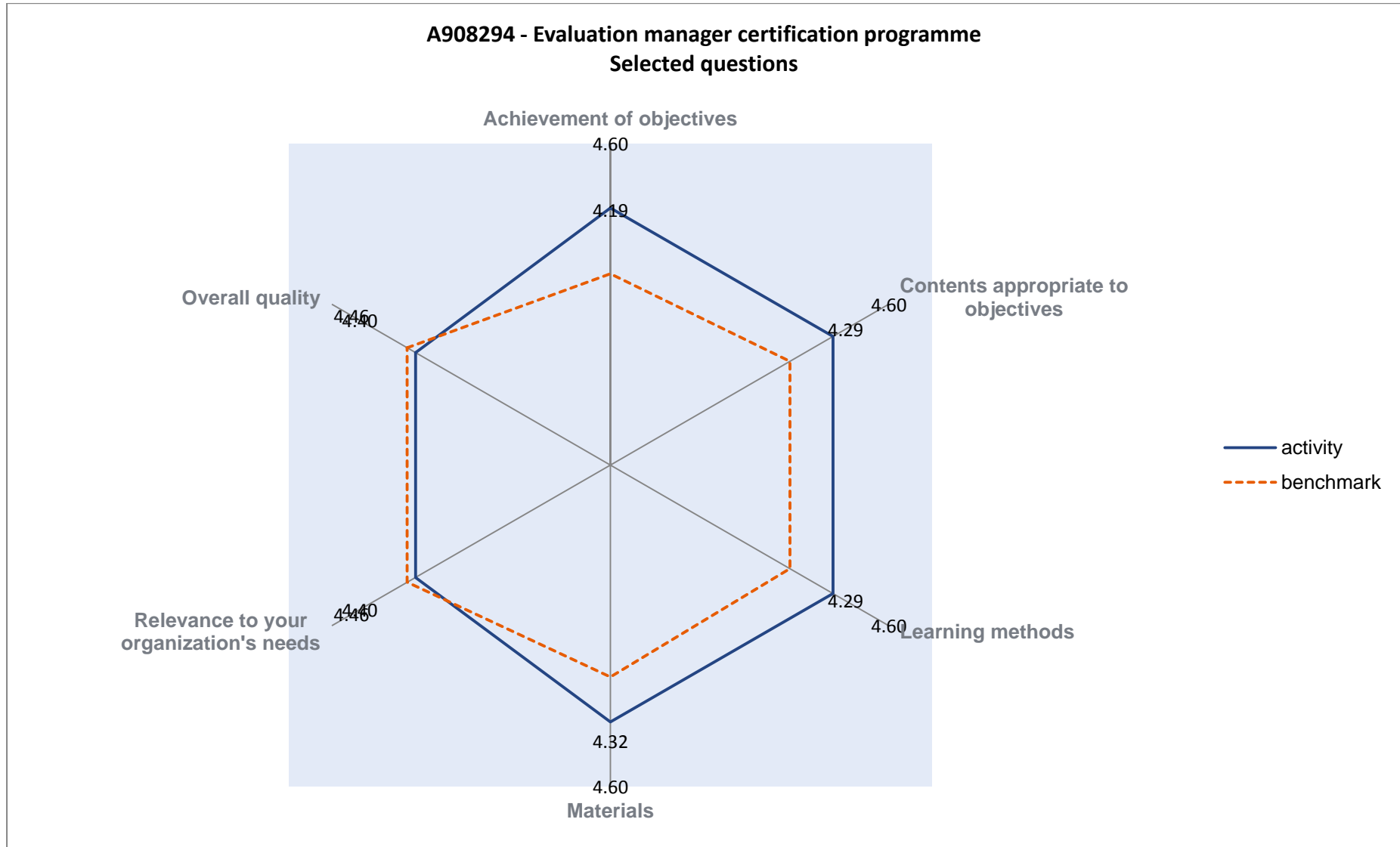
Annex 1: Comparison of the EMCP results to the ITC Benchmarks and Per Cent 4 & 5



Annex 1: Comparison of the EMCP results to the ITC Benchmarks



Annex 3: Comparison of the evaluation results with benchmarks



Annex 4

The candidate has a basic knowledge of the ILO Agency, main objectives, programmes and projects.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	0.0%	0
Agree	33.3%	7
Strongly Agree	66.7%	14
<i>answered question</i>		21
<i>skipped question</i>		0

He/she has a basic understanding of the ILO normative framework.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	10.0%	2
Agree	45.0%	9
Strongly Agree	45.0%	9
<i>answered question</i>		20
<i>skipped question</i>		1

He/she has a basic knowledge of the ILO strategic budget.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	19.0%	4
Agree	42.9%	9
Strongly Agree	38.1%	8
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the various levels and types of evaluation and their inter-relations and contribution to the ILO System.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	10.0%	2
Agree	75.0%	15
Strongly Agree	15.0%	3

[Type text]

<i>answered question</i>	20
<i>skipped question</i>	1

Knows the ILO Evaluation Policy and the UNEG Standards for evaluation in the UN System.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	14.3%	3
Agree	66.7%	14
Strongly Agree	19.0%	4
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the OECD DAC Criteria used within UNEG that guide the definition of the evaluation questions.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	71.4%	15
Strongly Agree	23.8%	5
<i>answered question</i>		21
<i>skipped question</i>		0

Knows about the ILO approach concerning the Results Based Management.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	66.7%	14
Strongly Agree	28.6%	6
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the relevant policy and operational techniques with regard to the implementation of Human Rights Based Approach and Gender Mainstreaming in evaluation.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	5.0%	1
Somewhat Agree	15.0%	3
Agree	75.0%	15

[Type text]

Strongly Agree	5.0%	1
<i>answered question</i>		20
<i>skipped question</i>		1

Is able to identify the relevant staff in charge for the delivery of outputs of the evaluation process.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	66.7%	14
Strongly Agree	28.6%	6
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the various roles and responsibilities of the main staff of an evaluation within the ILO.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	9.5%	2
Agree	66.7%	14
Strongly Agree	23.8%	5
<i>answered question</i>		21
<i>skipped question</i>		0

Is able to identify the different stakeholders concerning an evaluation.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agreed	0.0%	0
Agree	57.1%	12
Strongly Agree	42.9%	9
<i>answered question</i>		21
<i>skipped question</i>		0

Is capable to engage stakeholders into the evaluation and to identify and address their information needs.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	9.5%	2
Agree	33.3%	7

[Type text]

Strongly Agree	57.1%	12
<i>answered question</i>		21
<i>skipped question</i>		0

Is able to identify each of the stages to prepare and approve an evaluation Terms of Reference.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	38.1%	8
Strongly Agree	57.1%	12
<i>answered question</i>		21
<i>skipped question</i>		0

Is able to define the main elements of ToR and review its quality.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	14.3%	3
Agree	47.6%	10
Strongly Agree	38.1%	8
<i>answered question</i>		21
<i>skipped question</i>		0

Is capable of identifying the purpose and scope of the evaluation, defined by e.g. time, space, and project phase or project elements.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	14.3%	3
Agree	57.1%	12
Strongly Agree	28.6%	6
<i>answered question</i>		21
<i>skipped question</i>		0

Is capable of judging the key evaluation questions to best address the evaluation's purpose.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	4.8%	1
Somewhat Agree	23.8%	5
Agree	47.6%	10

[Type text]

Strongly Agree	23.8%	5
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the most efficient and effective methodology to address the purpose of the evaluation.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	4.8%	1
Somewhat Agree	23.8%	5
Agree	66.7%	14
Strongly Agree	4.8%	1
<i>answered question</i>		21
<i>skipped question</i>		0

Is able to identify needed resources for evaluation, such as information, expertise, personnel and instruments.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	15.0%	3
Agree	45.0%	9
Strongly Agree	40.0%	8
<i>answered question</i>		20
<i>skipped question</i>		1

Has gained expertise in developing evaluation work plans towards the correct purpose of the evaluation, ensuring that project's costs are within the approved budget.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	57.1%	12
Strongly Agree	38.1%	8
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the process of selecting the appropriate consultant as well as the contents for calls of consultants.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	9.5%	2

[Type text]

Agree	52.4%	11
Strongly Agree	38.1%	8
<i>answered question</i>		21
<i>skipped question</i>		0

Is able to identify the main consultant's skills for each of the ILO types of evaluation.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	19.0%	4
Agree	61.9%	13
Strongly Agree	19.0%	4
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the various contracts to hire a consultant.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	28.6%	6
Agree	38.1%	8
Strongly Agree	33.3%	7
<i>answered question</i>		21
<i>skipped question</i>		0

Has expertise in identifying the main documents consultants need at the initial briefing.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	4.8%	1
Somewhat Agree	9.5%	2
Agree	61.9%	13
Strongly Agree	23.8%	5
<i>answered question</i>		21
<i>skipped question</i>		0

Has expertise in guiding consultants on preparing the evaluation report in order to follow the ILO specific criteria.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0

[Type text]

Somewhat Disagree	0.0%	0
Somewhat Agree	14.3%	3
Agree	57.1%	12
Strongly Agree	28.6%	6
<i>answered question</i>		21
<i>skipped question</i>		0

Has expertise in conducting realistic evaluation work plans and schedule (plan for data analysis, plan for critical reflection processes and quality communication and reporting).

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	15.0%	3
Agree	70.0%	14
Strongly Agree	15.0%	3
<i>answered question</i>		20
<i>skipped question</i>		1

Promotes credibility and transparency of the evaluation process.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	57.1%	12
Strongly Agree	38.1%	8
<i>answered question</i>		21
<i>skipped question</i>		0

Conceptualizes ideas and issues during the evaluation reporting process, with significant guidance.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	10.0%	2
Agree	55.0%	11
Strongly Agree	35.0%	7
<i>answered question</i>		20
<i>skipped question</i>		1

Contributes to the development of evaluation reports that are appropriate and sufficient rigorous.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0

[Type text]

Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	14.3%	3
Agree	71.4%	15
Strongly Agree	14.3%	3
<i>answered question</i>		21
<i>skipped question</i>		0

Contributes to judge if the evaluation findings are the result of a complete, fair and unbiased assessment.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	14.3%	3
Agree	66.7%	14
Strongly Agree	19.0%	4
<i>answered question</i>		21
<i>skipped question</i>		0

Contributes to the development of evaluation reports that meet UNEG reporting standards (i.e. title page and summary).

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	4.8%	1
Somewhat Agree	0.0%	0
Agree	76.2%	16
Strongly Agree	19.0%	4
<i>answered question</i>		21
<i>skipped question</i>		0

Masters the process of developing an effective dissemination and outreach strategy for the evaluation report.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	28.6%	6
Agree	57.1%	12
Strongly Agree	14.3%	3
<i>answered question</i>		21
<i>skipped question</i>		0

Encourages the development of accurate mechanisms to disseminate reports.

[Type text]

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	30.0%	6
Agree	50.0%	10
Strongly Agree	20.0%	4
<i>answered question</i>		20
<i>skipped question</i>		1

Encourages the best methods to make aims, objectives and purposes of the evaluation clear to all members of the institution.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	28.6%	6
Agree	57.1%	12
Strongly Agree	14.3%	3
<i>answered question</i>		21
<i>skipped question</i>		0

Encourages the development of formal presentations such as briefings, review team meetings and professional conferences, with some guidance.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	26.3%	5
Agree	47.4%	9
Strongly Agree	26.3%	5
<i>answered question</i>		19
<i>skipped question</i>		2

Is aware of the basic procedures and responsible staff for following up recommendations of the evaluations.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	20.0%	4
Agree	65.0%	13
Strongly Agree	15.0%	3
<i>answered question</i>		20
<i>skipped question</i>		1

Encourages participatory and inclusive processes for all the stakeholders during the different stages of the evaluation.

[Type text]

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	9.5%	2
Agree	42.9%	9
Strongly Agree	47.6%	10
<i>answered question</i>		21
<i>skipped question</i>		0

Communicates effectively with others within the team as well as clients throughout the evaluation process.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	38.1%	8
Strongly Agree	57.1%	12
<i>answered question</i>		21
<i>skipped question</i>		0

Develops effective motivation within the team.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	15.0%	3
Agree	45.0%	9
Strongly Agree	40.0%	8
<i>answered question</i>		20
<i>skipped question</i>		1

Articulates and takes into account the diversity of interests and values while a conflict has been identified.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	57.1%	12
Strongly Agree	38.1%	8
<i>answered question</i>		21
<i>skipped question</i>		0

Has gained expertise in the supervision of others involved in conducting the evaluation

[Type text]

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	20.0%	4
Agree	45.0%	9
Strongly Agree	35.0%	7
<i>answered question</i>		20
<i>skipped question</i>		1

Has a comprehensive understanding of international values regarding ethics in evaluation.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	4.8%	1
Agree	85.7%	18
Strongly Agree	9.5%	2
<i>answered question</i>		21
<i>skipped question</i>		0

Encourages independent and impartial evaluation processes by ensuring that the evaluation function is independent from other management functions.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	0.0%	0
Agree	71.4%	15
Strongly Agree	28.6%	6
<i>answered question</i>		21
<i>skipped question</i>		0

Is aware of how ethical conflicts are reflected in different codes of professional conduct.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	14.3%	3
Agree	66.7%	14
Strongly Agree	19.0%	4
<i>answered question</i>		21
<i>skipped question</i>		0

Knows the policy standards on receiving and giving gifts, conflicting financial interests, outside employment and activities, misuse of position, and impartiality in

[Type text]

performing official duties.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	10.5%	2
Agree	47.4%	9
Strongly Agree	42.1%	8
	<i>answered question</i>	19
	<i>skipped question</i>	2