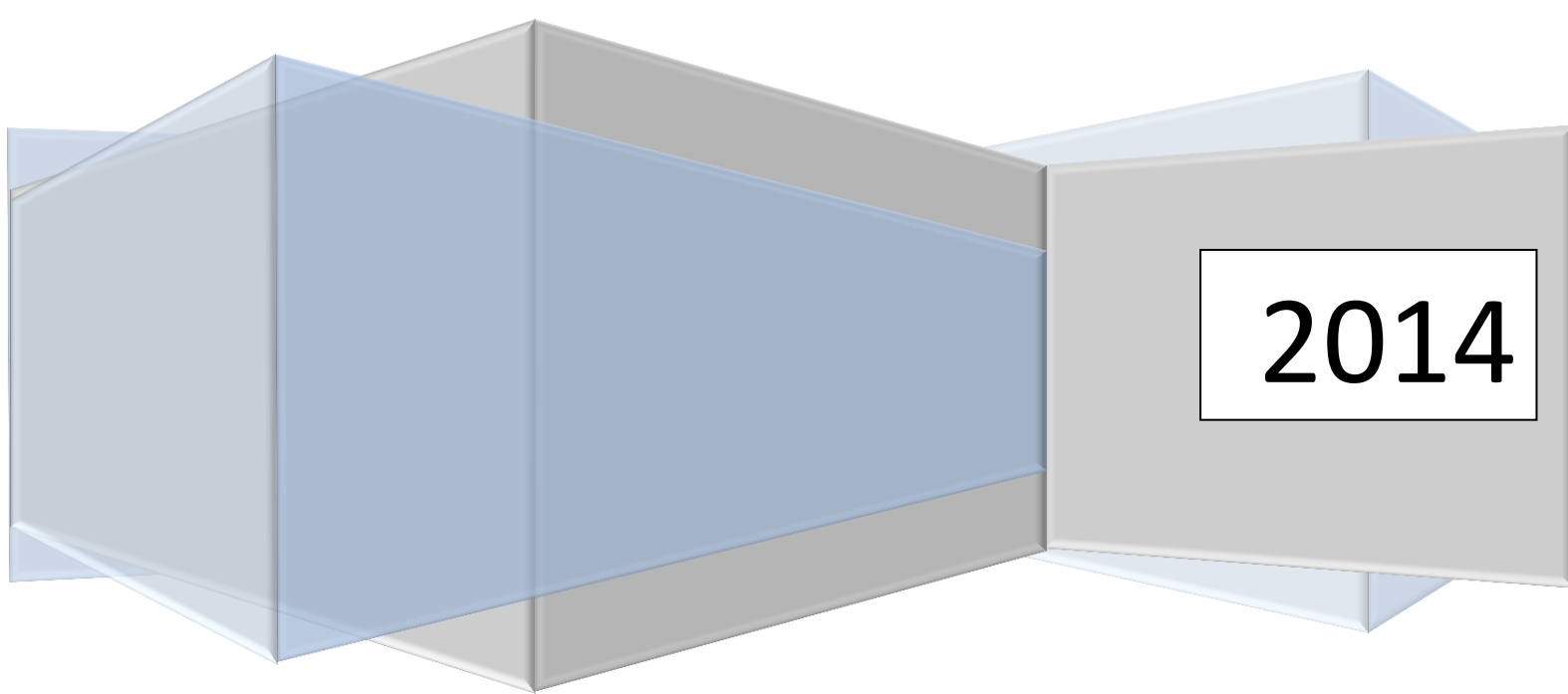


ILO Evaluation Unit

Evaluation Manager Certification Programme

2nd Quarterly Report

Craig Russon



2014

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 2014.

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 2014

During the second quarter of 2014, EVAL and its partner the ITC, with support from HRD, conducted a third EMCP workshop. The workshop was attended by sixteen ILO staff from Africa, Asia and the Pacific, Arab States and Europe.



Results of Training

The overall score given to the training, based on the question 21 **“are you satisfied with the overall quality of the training activity?”** is **91.4% (4.57)**. 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 19 and 20, it is deemed that participants will use the leanings for the benefits of their employer, the ILO. (see table on following page)

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?	4.57	91%	100%
How likely is it that you will apply some of what you have learned?	4.29	86%	93%
How like is it that your institutions/employer will benefit from your participation in this activity?	4.29	86%	93%

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

It appears that nothing can be clearly identified as the key “critical success factor”, its success is due to a combination of elements which were well evaluated and graded by participants.

The use of mixed learning approaches has been mentioned as an important success factor. Both facilitators have experience in the two main technical fields of the workshop; the field of evaluation and the field of education. Their combination and complementarity have been underlined as a favourable condition in the delivery of the workshop.

It was noted that the facilitators has well managed the time for the delivery of that third edition. However as for the second and third editions, some group works could not have been realised fully because of the time constraint. Time has been somehow, an issue in the delivery of the workshop even though it was well managed this time.

Some participants have expressed the need to be trained not only in management of evaluations but on conducting evaluation exercises. This was said to be an important set of competencies to acquire for implementing internal evaluations and for better supervising external consultants who are conducting independent project evaluations.

The structure and content of the workshop organized around the core-competencies for an evaluation manager seems in general an excellent approach. This approach articulated around twelve short modules fits well the short duration of the workshop. However, the need to implement small improvements has already been identified by both the facilitators and participants which are going to be addressed in the next edition of the course in particular at the level of some case studies. This is particularly true for the exercise of module 1 (ILO Structure) and module 3 (RBM/GENDER).

It was also suggested to adopt a "carry-through" case study of an evaluation to cover the modules for the area of core-competencies on technical and professional skills. The pre-training phase could also be improved. Information sent prior to the commencement of the face-to-face training course could be enhanced and shared with participants at an earlier stage from the workshop, enabling participants to better prepare themselves.”

Certifications Awarded

Ten trainees have completed all of the requirements for certification. Below is a list of Certified Evaluation Managers by cohort. Not counting the June 2014 workshop, the overall EMCP completion rate is 26 per cent.

Pilot (50% completion rate)

Anne Schalper

July 2013 workshop (47% completion rate)

Rose Anang

Maria Borsos

Matthieu Cognac

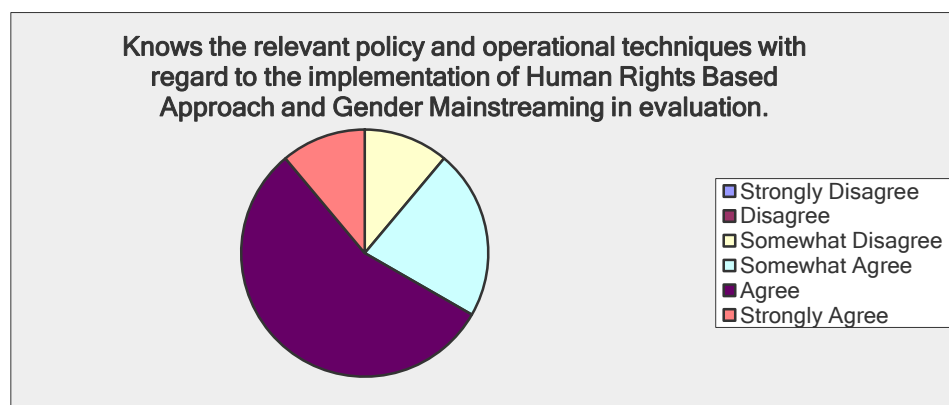
Richard Howard

Sergio Iriarte
Oktav Pasaribu
Eszter Szabo
Andres Yuren

December 2013 workshop (5% completion rate)
Darryl Crossman

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 one exception, the supervisors agreed, to a greater or lesser extent, that the ten trainees had acquired ALL of the 44 competencies (see Annex 3). As can be seen below, one supervisor somewhat disagreed that the trainee he or she supervised knew the relevant policy and operational techniques for HRBA and gender mainstreaming



Guided Practice

The Guided Practice component appears to be making good progress. Twenty-five trainees have been assigned or are in the process of managing an evaluation. Two trainees have not accepted to manage an evaluation and two trainees left the employment of the ILO before managing an evaluation.

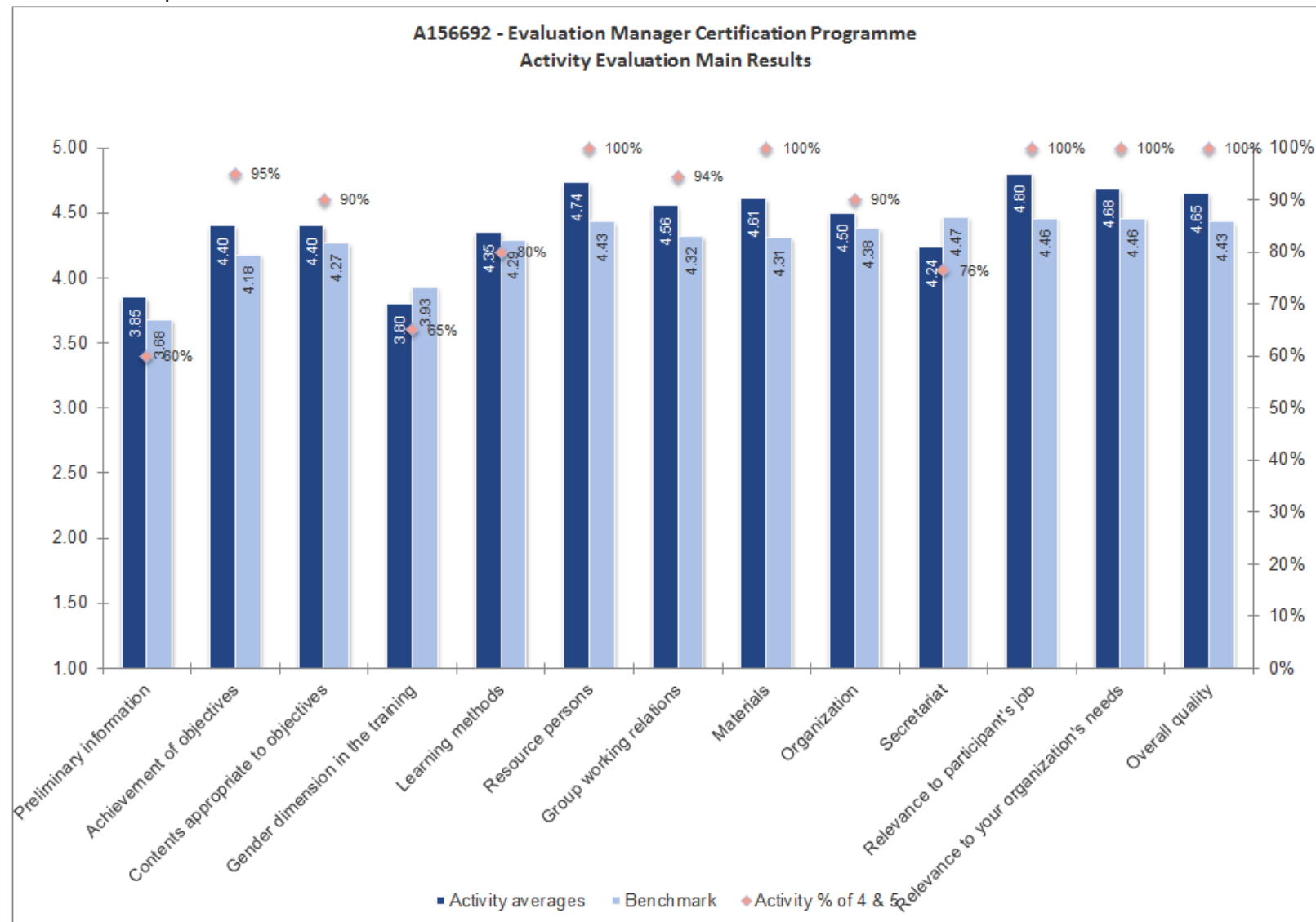
Preparations for Asia Pacific Regional Workshop

EVAL and the ITC are negotiating with the Regional Office for Asia and the Pacific to conduct an EMCP workshop in Bangkok. Tentative dates are 29 September to 1st October, 2014. Advertising will begin before the August vacation. EVAL and the ITC will update the training materials with new examples and slides, based on the feedback that was received from the June 2014 workshop.

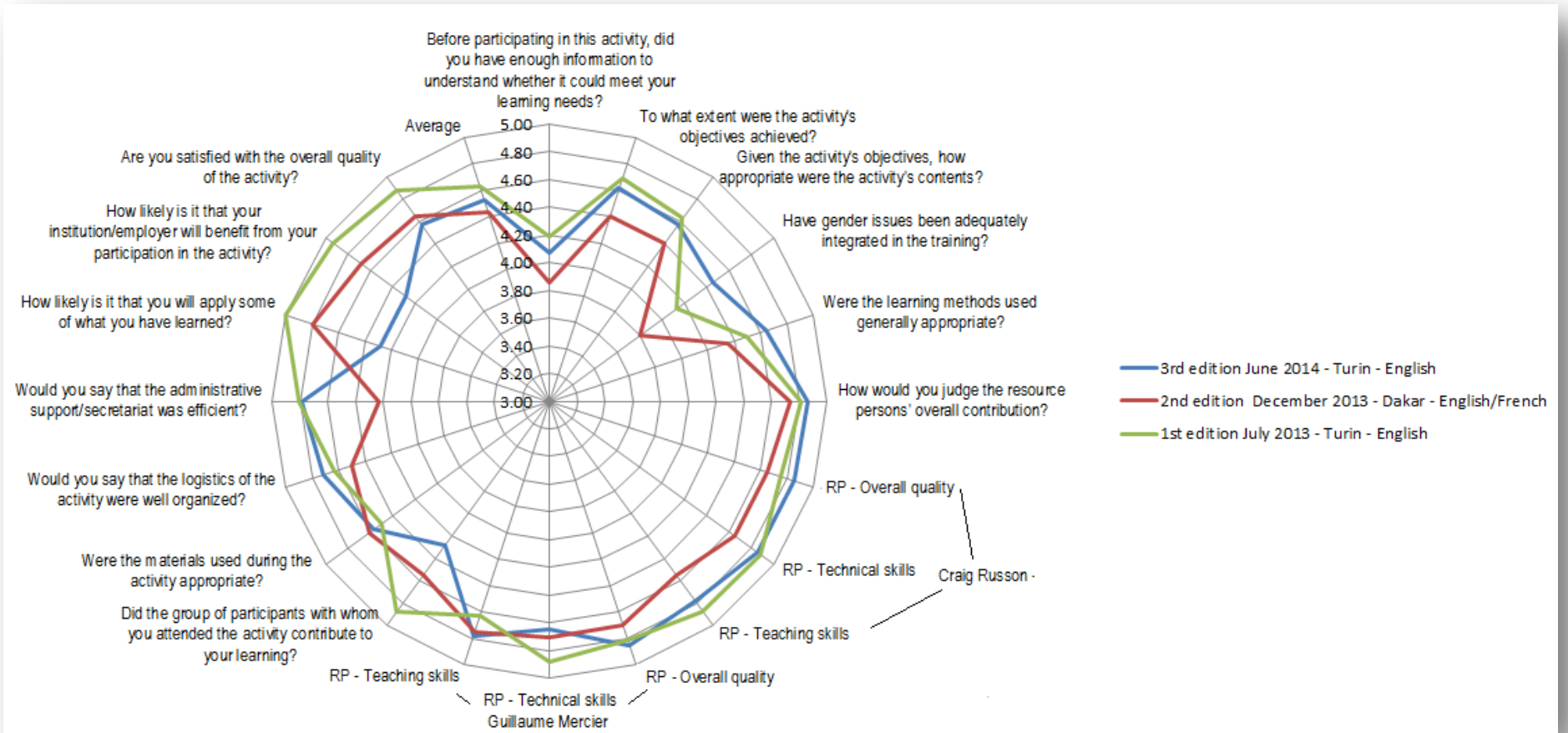
Next Steps

In the future, EVAL proposes to conduct an impact assessment of the programme using 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



Annex 2: Comparison of the evaluation results between the first three editions



Annex 3

2. 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	20.0%	2
Strongly Agree	80.0%	8
<i>answered question</i>		10
<i>skipped question</i>		0

4. 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	11.1%	1
Agree	55.6%	5
Strongly Agree	33.3%	3
<i>answered question</i>		9
<i>skipped question</i>		1

6. 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	10.0%	1
Agree	60.0%	6
Strongly Agree	30.0%	3
<i>answered question</i>		10
<i>skipped question</i>		0

8. 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	20.0%	2
Agree	80.0%	8
Strongly Agree	0.0%	0
<i>answered question</i>		10

[Type text]

<i>skipped question</i>	0
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10. 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	20.0%	2
Agree	70.0%	7
Strongly Agree	10.0%	1
<i>answered question</i>		10
<i>skipped question</i>		0

12. 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	0.0%	0
Agree	90.0%	9
Strongly Agree	10.0%	1
<i>answered question</i>		10
<i>skipped question</i>		0

14. 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	0.0%	0
Agree	80.0%	8
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

16. 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	11.1%	1
Somewhat Agree	22.2%	2
Agree	55.6%	5
Strongly Agree	11.1%	1

[Type text]

<i>answered question</i>	9
<i>skipped question</i>	1

18. 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	10.0%	1
Agree	70.0%	7
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

20. 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	20.0%	2
Agree	60.0%	6
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

22. 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	60.0%	6
Strongly Agree	40.0%	4
<i>answered question</i>		10
<i>skipped question</i>		0

24. 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	20.0%	2
Agree	30.0%	3
Strongly Agree	50.0%	5

[Type text]

<i>answered question</i>	10
<i>skipped question</i>	0

26. 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	10.0%	1
Agree	40.0%	4
Strongly Agree	50.0%	5
<i>answered question</i>		10
<i>skipped question</i>		0

27. 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	20.0%	2
Agree	40.0%	4
Strongly Agree	40.0%	4
<i>answered question</i>		10
<i>skipped question</i>		0

28. 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	30.0%	3
Agree	40.0%	4
Strongly Agree	30.0%	3
<i>answered question</i>		10
<i>skipped question</i>		0

30. 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	0.0%	0
Somewhat Agree	40.0%	4
Agree	40.0%	4
Strongly Agree	20.0%	2

[Type text]

<i>answered question</i>	10
<i>skipped question</i>	0

32. 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	0.0%	0
Somewhat Agree	40.0%	4
Agree	50.0%	5
Strongly Agree	10.0%	1
<i>answered question</i>		10
<i>skipped question</i>		0

34. 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	11.1%	1
Agree	55.6%	5
Strongly Agree	33.3%	3
<i>answered question</i>		9
<i>skipped question</i>		1

36. 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	10.0%	1
Agree	70.0%	7
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

38. 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

[Type text]

Somewhat Agree	10.0%	1
Agree	60.0%	6
Strongly Agree	30.0%	3
answered question		10
skipped question		0

40. 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	30.0%	3
Agree	40.0%	4
Strongly Agree	30.0%	3
answered question		10
skipped question		0

42. 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	20.0%	2
Agree	60.0%	6
Strongly Agree	20.0%	2
answered question		10
skipped question		0

44. 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	0.0%	0
Somewhat Agree	10.0%	1
Agree	70.0%	7
Strongly Agree	20.0%	2
answered question		10
skipped question		0

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

[Type text]

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	10.0%	1
Agree	60.0%	6
Strongly Agree	30.0%	3
answered question		10
skipped question		0

48. 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	30.0%	3
Agree	60.0%	6
Strongly Agree	10.0%	1
answered question		10
skipped question		0

50. 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	0.0%	0
Agree	70.0%	7
Strongly Agree	30.0%	3
answered question		10
skipped question		0

52. 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	11.1%	1
Agree	55.6%	5
Strongly Agree	33.3%	3
answered question		9
skipped question		1

[Type text]

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

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	20.0%	2
Agree	70.0%	7
Strongly Agree	10.0%	1
<i>answered question</i>		10
<i>skipped question</i>		0

56. 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	30.0%	3
Agree	50.0%	5
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

58. 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	0.0%	0
Somewhat Agree	0.0%	0
Agree	80.0%	8
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

60. 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	50.0%	5
Agree	40.0%	4
Strongly Agree	10.0%	1
<i>answered question</i>		10
<i>skipped question</i>		0

[Type text]

62. Encourages the development of accurate mechanisms to disseminate reports.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	60.0%	6
Agree	10.0%	1
Strongly Agree	30.0%	3
<i>answered question</i>		10
<i>skipped question</i>		0

64. 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	40.0%	4
Agree	50.0%	5
Strongly Agree	10.0%	1
<i>answered question</i>		10
<i>skipped question</i>		0

66. 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	50.0%	4
Agree	12.5%	1
Strongly Agree	37.5%	3
<i>answered question</i>		8
<i>skipped question</i>		2

68. 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	22.2%	2
Agree	55.6%	5
Strongly Agree	22.2%	2
<i>answered question</i>		9
<i>skipped question</i>		1

[Type text]

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

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	10.0%	1
Agree	60.0%	6
Strongly Agree	30.0%	3
answered question		10
skipped question		0

72. 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	10.0%	1
Agree	50.0%	5
Strongly Agree	40.0%	4
answered question		10
skipped question		0

74. 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	22.2%	2
Agree	33.3%	3
Strongly Agree	44.4%	4
answered question		9
skipped question		1

76. 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	10.0%	1
Agree	60.0%	6
Strongly Agree	30.0%	3
answered question		10
skipped question		0

[Type text]

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

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Somewhat Disagree	0.0%	0
Somewhat Agree	22.2%	2
Agree	44.4%	4
Strongly Agree	33.3%	3
<i>answered question</i>		9
<i>skipped question</i>		1

80. 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	0.0%	0
Agree	80.0%	8
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

82. 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	80.0%	8
Strongly Agree	20.0%	2
<i>answered question</i>		10
<i>skipped question</i>		0

84. 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	20.0%	2
Agree	80.0%	8
Strongly Agree	0.0%	0
<i>answered question</i>		10
<i>skipped question</i>		0

[Type text]

86. Knows the policy standards on receiving and giving gifts, conflicting financial interests, outside employment and activities, misuse of position, and impartiality in 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	12.5%	1
Agree	50.0%	4
Strongly Agree	37.5%	3
<i>answered question</i>		8
<i>skipped question</i>		2