



i-eval

Flash news



International
Labour
Organization

EVAL highlights

EVAL is pleased to share the **thirteenth** 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.

Governing Body discussions of ILO evaluation activities 2014

Annual Evaluation Report

During the 322nd session of the Governing Body last November, Members gave their feedback on EVAL's Annual Report. They congratulated the Evaluation Office for its impressive ranking in the United Nations Joint Inspection Unit (JIU) report on evaluation practices in the UN system, in which ILO ranked amongst the top performers. It was also positively noted that the external auditor had acknowledged the functioning of ILO's Evaluation Advisory Committee (EAC) as an example of good practice. Members of the Governing Body cited the progress achieved on the implementation of the 2010-15 evaluation strategy and stressed that evaluations were an important means of providing evidence of what worked and ensuring transparency and accountability. Strong support was given for the report's recommendation to step-up work on impact evaluations and the need for robust logical frameworks and monitoring mechanisms. The meeting concluded with the Governing Body taking note of the report and endorsing all its recommendations to be followed-up and reported on in the next annual evaluation report.

2014 High-level Evaluations

The three high-level evaluations undertaken during the reporting period were:

- [Independent evaluation of the ILO's Decent Work Country Programme Strategies and Activities in North Africa](#)
- [Independent evaluation of the ILO's strategies on Fundamental Principles and Rights at Work](#)
- [Independent evaluation of the ILO's strategy for coherent decent work policies](#)

Governing Body Members discussed findings related to the evaluated interventions and received clarifications from the concerned line managers on follow-up measures to the reports' recommendations. The resulting consensus was to adopt all recommendations put forward in the high-level evaluation reports.

Visit our website:

<http://www.ilo.org/eval/lang--en/index.htm>

Guy Thijs, Director
Evaluation Office

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Innovation & Research



Completed Studies

Think Piece No. 8 – [External quality assessment: Implications for evaluation quality and utilization.](#)



This report presents the findings of the external quality appraisal process being applied by the ILO Evaluation Office for independent project evaluations, covering the period 2012-2013. The Think Piece was aimed at facilitating a broader dissemination of the results as well as providing further analysis on evaluation quality, organizational capacity and appraisal issues. Recommendations cover ways in which EVAL can strengthen evaluation quality through improving guidelines, supporting and building internal capacity, better guidance and supervision of external consultants, as well as strengthening utilization and the evaluation culture in the ILO.

environment and sustainability issues in developing countries. Moving beyond projects and programmes, it considers aspects such as evaluating normative work on the environment and environmental consequences of economic and social development efforts. This should be of interest to scholars of environment studies, development studies, international relations, sustainable development and evaluation, as well as practitioners in international organizations and development and environmental NGOs.”

On-going and planned studies

Thematic evaluation on fragile states: In March 2014, during its 320th session, the Governing Body discussed ILO technical cooperation in response to conflicts, disasters and other crisis situations and requested the Office to make the necessary organizational arrangements to strengthen its capacity to deal with such situations. Soon after, the ILO’s Evaluation Advisory Committee held its 16th meeting and expressed its desire for EVAL to carry out a thematic evaluation of technical cooperation activities in fragile states in conflict and post conflict areas. (*Forthcoming 2015*)

Synthesis review of ILO interventions on labour protection 2004-2014: As in previous years, EVAL will manage a synthesis review focused on lessons learned as a companion piece to the Report for the recurrent discussion on social protection (labour protection) at the 104th Session (2015) of the International Labour Conference. (*Forthcoming 2015*)



[National evaluation policies for sustainable and equitable development: How to integrate gender equality and social equity in national evaluation policies and systems](#) (UN Women, IOCE and EvalPartners, 2014):

This book is a combined effort of EvalPartners, UN Women and IOCE, in partnership

with the Parliamentarian Forum for Development Evaluation and the United Nations Evaluation Group (UNEG). It is available as a free download. It will be a useful resource for Parliamentarians, Governments, Voluntary Organizations for Professional Evaluation and Civil Society to ensure that national evaluation policies and systems are not only developed and implemented but, even more importantly, they are gender-responsive and equity-focused, so that they can meaningfully contribute to achieving sustainable, gender-responsive and equitable development.

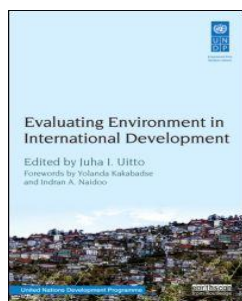
[Creating jobs in small businesses: Evidence from a systematic review](#),

Michael Grimm and Anna Luisa Paffhausen, *OECD Evaluation Insights, No. 9*, (OECD, 2014): With the trend to conduct rigorous impact evaluations of development interventions, many researchers have started to look more closely at programmes and policies that either directly intend to create jobs or that generate jobs indirectly. This OECD brief summarises the main lessons that can be drawn from a systematic review of these studies and was commissioned by the evaluation unit of KfW Development Bank. The review revealed several factors and design features likely to make job creation interventions successful. First and foremost, the review underlines how little evidence is available about how to create jobs. This stands in sharp contrast to the high number of programmes and projects that claim to know – and on which considerable funds are being spent.

New Books and Articles on Evaluation

[Evaluating environment in international development](#)

Juha Uitto, ed. (Routledge, 2014): “The book focuses on the approaches and experiences of leading international organizations, not-for-profits, and multi-lateral and bilateral aid agencies to illustrate how systematic evaluation is an essential tool for providing evidence for decision-makers. It provides novel and in-depth perspectives on evaluating



News from the Departments

Independent evaluation of the ILO's Strategies on Fundamental Principles and Rights at Work ([full report](#))

This evaluation, covering the period from 2008 to 2014, reviews the degree to which the Fundamental Principles and Rights at Work (FPRW) strategic objectives have been achieved, namely: (a) the right to freedom of association and collective bargaining is widely known and exercised (Outcome 14); (b) forced labour is eliminated (Outcome 15); (c) child labour is eliminated, with priority given to the worst forms (Outcome 16); and (d) discrimination in employment and occupation is eliminated (Outcome 17).

Countries included in the evaluation - **Asia:** The People's Republic of China, *India*, *Indonesia*, the Philippines, Sri Lanka; **Arab States:** Jordan; **Africa:** Egypt, *Senegal*, South Africa, *Zambia*; **Europe:** Armenia, Azerbaijan, Georgia; **Latin America:** *Brazil*, El Salvador, and Guatemala. Only the countries in italics were visited; the remaining reviews were desk-based.

Six evaluation questions guided the analysis:

1. To what extent is ILO strategy and action **relevant** to global and national policy dialogue addressing FPRW?
2. How **effective** is ILO strategy and action in helping member States' realize FPRW?
3. To what extent does ILO strategy and action as operationalized lend itself to **efficient** implementation?
4. To what extent is ILO strategy and action **coherent** and complementary, and does it promote synergies with other strategic outcomes, national constituents' and partners' priorities, to support realisation of FPRW?
5. What **impact** has ILO strategy and action had on policy, legal frameworks, and awareness regarding FPRW?
6. To what extent is ILO strategy and action designed and implemented to maximize the **sustainability** of their results?

The evaluation draws on the findings of 16 case studies, which enable a more in-depth analysis at the country level; particular attention is given to the achievement of country programme outcomes and the creation of global products to determine how they have contributed to the realization of FPRW. A survey soliciting quantitative and qualitative assessments was sent out to national constituents in selected countries as well

as to relevant ILO headquarters staff, decent work teams, country office programmes and project staff.

Operational approach

For this evaluation, two aspects of the 1998 Declaration (quoted herein) are particularly significant. The first is its statement that all ILO member States "have an obligation ... to respect, to promote and to realize, in good faith and in accordance with the Constitution, the principles concerning the fundamental rights". The second is the 1998 Declaration's recognition of "the obligation for the Organization to assist its Members, in response to their established and expressed needs, in order to attain these objectives. Although this evaluation does not cover the 2008 Declaration on Social Justice for a Fair Globalization, two aspects of the later Declaration are significant in evaluating ILO strategies and action for the realization of FPRW. The first is its statement that the four strategic objectives of employment, rights, protection and social dialogue are "inseparable, interrelated and mutually supportive". The interrelationship of these objectives is repeatedly referred to in the 2008 Declaration. The second is that the 2008 Declaration reiterates the relevance of the 1998 Declaration and states that FPRW are "both rights and enabling conditions" and that freedom of association and the right to bargain collectively are "particularly important to enable the attainment of the four strategic objectives".



Summary of findings

Relevance

The strategies and actions reviewed are largely relevant to the global needs articulated in the annual reviews and global reports, as well as to the national needs expressed in Decent Work Country Programmes (DWCPs). This is in spite of some inconsistencies in high-level strategy statements orienting action towards the gaps identified through supervisory mechanisms. The assessment of relevance focused on a comparison of strategies and actions on the one hand with constituents' global and national needs on the other.

The evaluation found that not all global outcome strategies are oriented to the needs expressed by constituents globally or to the gaps identified through supervisory mechanisms. However, some alignment with these mechanisms does occur, although it is neither automatic nor comprehensive. The tripartite dialogue component of the Decent Work Country programming process provides greater relevance because it enables FPRW-related needs to be voiced. Where this does not occur, the relevance of the DWCP could be compromised. However, broad descriptions of non-FPRW priorities could give the Office an opportunity to fill gaps in order to mainstream FPRW as pivotal elements for realizing decent work.

Fundamental Principles and Rights at Work (cont'd)

The country case studies show that:

- a) The technical assistance and technical cooperation needs identified by the annual report appear generally to be met;
- b) Technical assistance and technical cooperation are relevant to the global priorities set by the 2012 resolution of the ILC and in the pre-2012 plans of action;
- c) Gaps in FPRW identified by the Committee of Experts on the Application of Conventions and Recommendations are addressed by technical cooperation activities, although the linkage appears not to be entirely causal, and the outcome-related results reported in the implementation reports only sometimes correlate with the level of satisfaction recorded by the Committee; and
- d) Office support is relevant in responding to the gaps identified in FPRW categories where realization is inherently progressive. These include principles and rights dealing with child labour and discrimination.

Effectiveness

The Committee of Experts on the Application of Conventions and Recommendations has noted cases where progress has been made in closing gaps in the realization of FPRW as a result of the Office's support to constituents. Case studies conducted by the evaluation suggest, however, that the supervisory body's ability to capture all this information is limited. Positive developments reflecting the Office's support for improvements in the realization of FPRW may well occur at a level that is not adequately shown by monitoring of ratified Conventions alone. A review of project evaluations reveals generally satisfactory levels of effectiveness. However, ratings in the evaluation's survey of office directors and constituents are more mixed, with some unsatisfactory levels.



Some factors reflect organizational effectiveness, others operational effectiveness. They include having locally based staff that are aware of constituents' needs and perspectives on the realization of FPRW, which enables the results to be embedded in those countries' institutions. It is not possible to measure the effectiveness of the annual review mechanism in channelling technical assistance and technical cooperation because there are no strategic indicators that measure their delivery against requests for annual reviews.

Efficiency

The Office's system of outcome-based workplanning is intended to enable field units to provide constituents with support from throughout the Office. Efforts have also been made to delink the management and reporting of results from organizational units through the creation of outcome coordinators, who are responsible for results and not

necessarily organizational units. These efforts are constrained where programme and budget outcomes and the regular-budget resources that flow with them correspond to organizational units. Since the realization of FPRW is closely connected to the supervision of the application of the fundamental Conventions, the Director-General's decision in 2013 to create the Fundamental Principles and Rights at Work Branch with responsibility for coordinating FPRW outcomes is fitting, provided that close substantive collaboration continues with other units. It may be better practice to align country programme outcomes to several programme and budget outcomes, but this needs to be done with caution to avoid a proliferation of country programme outcomes, which has efficiency implications.

Impact

The ILO's actions have contributed to constituents' efforts to reduce gaps in realizing FPRW. For freedom of association and the effective recognition of the right to collective bargaining and for the elimination of forced labour, actions may be real but, particularly where gaps need to be remedied by legislative changes, their impact as shown in results can be slow or blocked as a result of the politics inherent in national legislative processes. Measuring the longer term, ultimate impact of the ILO's support for constituents' realization of FPRW presents a challenge, which has been met directly by the International Programme on the Elimination of Child Labour. Its efforts and results are admirable and should be examined and validated for use in the other three categories. This would be consistent with the strategy of building the knowledge base for each of the FPRW.

Sustainability

The development of adequate legal frameworks and institutional capacities for implementing FPRW is critically important for sustainability. It is broadly recognized that both have to be in place if there is to be any hope of sustaining the results. However, the fact that elements are developed individually to comply with monitoring requirements does not necessarily respond to this prerequisite, as it does not transmit the deeper understanding needed to strengthen sustainability.

Overall performance

The evaluation found that overall performance has been satisfactory, albeit with some variances in each of the four separate outcomes. The evaluation revealed that the 1998 Declaration is not well understood, even among the partners. This issue might be better addressed by an all-encompassing FPRW strategy that includes all four categories as the basis for the Decent Work Agenda (DWA). Such a strategy would serve two purposes: (i) help brand FPRW to ensure easier and wider recognition; and (ii) provide a framework for constructing interrelated and complementary operational strategies for each of its four principles.

See the [full report](#) for recommendations and lessons learned.

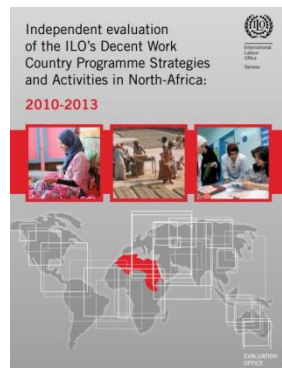
Project evaluations from FPRW <i>(summaries are available through the hyperlink, full reports from EVAL@ilo.org)</i>	
EGY/07/03/USA	Promoting Fundamental Principles and Rights at Work and Social Dialogue – External Evaluation
GLO/12/59/NOR	Freedom of association and collective bargaining rights in the export, rural and domestic sectors - Final evaluation
JOR/07/03/SPA	Promoting fundamental principles and rights at work in Jordan - Final evaluation
RBSA funded	Apoyo al combate al trabajo forzoso en Brasil y Perú (RBSA) - Resumen de evaluación final
INT/06/62/NET	Strengthening the capacity of employers' and workers' organizations to be effective partners in social dialogue - Final Evaluation
GLO/09/60/SID	Promoting freedom of association and collective bargaining rights in the rural and export processing sectors - Final evaluation
RER/08/02/EEC	Strengthening of comprehensive anti-trafficking responses in Armenia, Azerbaijan and Georgia - Final evaluation
INS/03/01/USA	ILO Declaration Project on Promoting and Realizing Fundamental Principles and Rights at Work to the Indonesian National Police - Final Evaluation
UKR/01/51/USA	Ukraine: Promoting fundamental principles and rights at work - Final Evaluation
GLO/06/59/NET	A global programme to combat forced labour, Phase II (SAP-FL) - Final Evaluation
MMR/13/06/NOR	Promoting freedom of association and social dialogue in Myanmar - Final Evaluation (Forthcoming 2015)

Regional News

Independent evaluation of the ILO's Decent Work Country Programme Strategies and Activities in North Africa 2010-2013 ([full report](#))

Purpose of the evaluation

This is the first cluster evaluation of the ILO's decent work strategies and activities in the North African subregion. The evaluation assessed the Office's support to the governments and social partners in Algeria, Egypt, Eritrea, Libya, Morocco, South Sudan, Sudan and Tunisia in their efforts to address decent work deficits. The overarching evaluation question was: *To what extent did ILO strategies and actions effectively support national constituents' priorities and efforts to fill decent work gaps?*



Operational approach

In the context of the Arab Spring, ILO was strategically positioned with a mandate and services that were expected to be in high demand. This, in turn, required the Decent Work Team/Country Office and Country Office (DWT/CO-Cairo) and the Country Office in Algeria (CO-Algiers) to be adequately resourced and flexible, and the Regional Office-Africa and HQ to be sufficiently responsive to resource gaps emerging during the exponential growth of opportunities and operations. These could not be met effectively with the same level of resources available to these offices before the uprisings. It also demanded agility and flexibility at both COs and other operational levels. Unfortunately, the subregion's demands exceeded most efforts, but ILO strategies and activities in the subregion remained highly relevant.

SUMMARY OF FINDINGS

Relevance

In the absence of fully-fledged Decent Work Country Programmes (DWCPs)—which in some cases were stalled at the draft stage just before the dramatic political unrest—the ILO developed nonbinding roadmaps. These provided strategic direction and ensured the relevance and coherence of programme and project activities, and corresponding CPOs that had emerged since 2011. The evaluation team found these activities eminently relevant to national priorities - despite the subregion's high political and institutional instability, the Programme and Budget

DWCP Strategies and Activities in North Africa (cont'd)

Outcomes and the [ILO Strategy for North Africa, 2011–2015](#). Despite ILO's efforts to develop timely strategies/roadmaps for countries undergoing transition, some of the stakeholders interviewed had not heard of them, e.g. UN country team (UNCT) members, important donors, United Nations (UN) partners, and a few ILO staff. This stemmed in part from the fact that these strategies served an immediate and interim need in transitional countries without full DWCPs, and that partner institutions experienced high turnover during the period. Two issues were cited as needing immediate attention: (i) more tripartite participation in the development of existing strategies/roadmaps; and (ii) the importance of internal and external communication.

Coherence and value added

The evaluation recommended that two of ILO's comparative advantages – the tripartite approach and providing a normative ILS framework – should be more vigorously and publicly promoted, especially in light of increased synergies with other UN agencies and joint programmes. Findings revealed a need for more systematic design and implementation approaches based on country situation analysis, risk assessments and baselines. Greater coherence was the subject of considerable deliberation at a subregional retreat in February 2014 which resulted in a commitment to more effectively address this issue.

Effectiveness

The effectiveness of ILO interventions was weakened by the tenuous political atmosphere within the countries which resulted in low tripartite involvement, lack of capacity in national labour administrations, internal resource limitations and inefficiencies in financial and administrative support at headquarters, and security concerns. Moreover, the effectiveness of the Office's interventions was hindered by diminished representation at the UNCT level, which subsequently caused ILO to miss out on important opportunities, i.e. employment projects being carried out by other multi-agency development programmes. The evaluation noted that Office personnel and project staff displayed tremendous energy, competence and selfless dedication to their jobs. Nonetheless, it was found that there were cases of expertise being underutilized, particularly where technical specialists could have been more involved in programming to ensure that standards work, social dialogue and gender issues were integrated across all projects.

Efficiency

DWT/CO-Cairo demonstrated tremendous efficiency, especially in light of administrative understaffing. The sudden growth in programmes and many political and socioeconomic shifts, called for agile and resourceful management, which engendered mutual appreciation and organizational solidarity among ILO colleagues across the

region. Despite the shortage of capacity, ILO was able to make significant contributions in policy and legislative reform. The signing of the [Social Contract in Tunisia](#) and the design of comprehensive national employment policies (NEPs) in Morocco, Sudan and Tunisia, are good examples of effective ILO technical advisory services. Also noteworthy are studies commissioned by the CO-Algiers: [Jobs and growth – Challenges, perspectives and policies](#), and [L'économie informelle en Algérie - estimations, tendances, politiques](#).

Impact

The results and impacts of ILO actions were, however, difficult to gauge due to a lack of monitoring and evaluation data at project and programme levels, both within the ILO and among national implementation partners. Evaluation findings triangulated from a range of sources attributed these gaps to: (i) low evaluability of projects' logical frameworks; and (ii) inappropriate or non-existent M&E frameworks at project, country and subregional levels. However, this has been remedied for projects executed in the second biennium under review.

Sustainability

Finally, the low capacity of many government institutions, the high staff turnover, insufficient political will and commitment by governments, and the need for greater ownership of results by the social partners ultimately hamper sustainability. Moreover, the short-term duration of some projects and the limited focus and capacity of the ILO and governments for programming, follow-up and consolidation of results may undermine the prospect of sustainability. The high-level evaluation did not find explicit sustainability strategies in most of the operations it reviewed. In some cases, tactical decisions were made to produce results and ensure their sustainability. This is particularly common in capacity-building activities geared toward permanent staff of ministries, apparently in order to ensure continuity despite continuous government reshuffles and to ensure the sustainability of inputs.



Overall performance

The overall assessment of the evaluation criteria shows that relevance, coherence, effectiveness and efficiency all rated close to or in the higher end of 'somewhat satisfactory' range. Impact and sustainability did not fare as well and scored closer to the range of 'somewhat unsatisfactory'. The overall composite falls close to 'somewhat satisfactory'. This score is qualified within the context of the numerous constraints cited above.

DWCP Strategies and Activities in North Africa (cont'd)

Through its desk reviews, field verification missions, interviews and online surveys, the HLE team found a high degree of relevance of ILO operations, as well as internal and wider coherence with the national contexts and UNCT partners. ILO interventions were not as effective as envisioned at project inception, largely because of circumstantial issues such as the structure of labour administration, administrative procedures affecting timely access to resources, budget constraints, inefficiencies in HQ administration, weaknesses in government capacity and the tenuous political atmosphere. Findings note that the ILO is aware of the capacity gaps and has planned measures such as focused workshops to address them. Greater coherence was the subject of considerable deliberation within ILO North Africa, and decisions taken at its February 2014 retreat indicate a commitment to involve the DWTs more in programming and regular staff meetings.

Lessons learned

- The [ILO Strategy for North Africa](#) needs to address the finding that all countries need support to improve social protection as an integral and indispensable part of ILO technical assistance.
- Regional and subregional initiatives need to undertake periodic reviews in order to ensure continued relevance to country-specific needs and risk analysis.
- ILO training and knowledge products in the subregion are popular and effective and therefore it would be judicious to invest in further sustaining their usefulness. These should be made available in Arabic.
- Clarification of roles and functions of staff – at administrative and political levels - at CO-Cairo and CO-Algiers should be undertaken, with a view to improving operational outcomes.
- ILO's rapid response to the subregional crisis created new opportunities, accompanied by a need for stronger administrative and programming capacities. This sudden increase in the volume of operations also signalled additional CO-level needs for programme support resources commensurate with the volume of the Office's TC portfolio for the North Africa subregion.

- Better communications with the UNCT, national constituents, social partners and selected media would raise the profile of ILO's work and enhance its relevance at country level.

Project evaluations from North Africa 2012-14 <i>(summaries are available through the hyperlink, full reports from EVAL@ilo.org)</i>	
RBSA Funded evaluation –	Independent Evaluation of African Country Programme Outcomes (CPOs) Funded from RBSA in the Thematic Area of Social Dialogue <i>(Included Tunisia and Sudan)</i>
RAF/10/58/FRA	Projet d'appui à la promotion de l'emploi et réduction de la pauvreté (APERP II) - Évaluation mi-parcours <i>(included: Algeria, Morocco and Tunisia)</i>
GLO/12/59/NOR	Freedom of association and collective bargaining rights in the export, rural and domestic sectors - Final evaluation <i>(Included Morocco)</i>
GLO/09/60/SID	Promoting freedom of association and collective bargaining rights in the rural and export processing sectors - Final evaluation <i>(Included Morocco)</i>
TUN/11/02/EEC	Création d'emplois et accompagnement à la réinsertion en complétant les dispositifs de l'Etat en Tunisie - Évaluation mi-parcours
GLO/11/01/MCF	Work for Youth (W4Y) - Midterm Evaluation <i>(Included Egypt and Tunisia)</i>
EGY/07/03/USA	Promoting Fundamental Principles and Rights at Work and Social Dialogue – External Evaluation
SUD/08/50/UND	Creating opportunities for youth employment in South Sudan - Final Joint Evaluation
EGY/11/50/UND	Pro-poor horticulture value chains in Upper Egypt - Final Joint Evaluation
ALG/09/50/UND	Programme pour l'égalité entre les genres et l'autonomisation des femmes en Algérie 2009-2011 - Evaluation final

ILO Evaluation Guidance

i-eval Resource Kit - ILO policy guidelines, 2nd ed. 2013

Revision plans: Following input from ILO's evaluation network and inputs on studies conducted on the evaluability of Decent Work Country Programmes and **internal Country Programme Reviews (CPRs)**, EVAL will start drafting new guidance on how to conduct the internal CPRs. EVAL invites your input for this guidance note. Please send any comments or suggestions to EVAL@ilo.org.



Evaluation Learning Activities & Events



ILO Evaluation Learning Activities in Turin

Training course to certify evaluation managers - The fifth training session for EVAL's **Evaluation Manager Certification** is planned for 2015. Both the Asia and the Africa regional training sessions which took place, in addition to the Turin trainings, were considered successful events and EVAL will continue to offer these courses to build the skills of evaluation managers. Once an official completes the course, then a guided practice experience (practicum) is undertaken. After this has been successfully completed, the official will then be considered for certification as a recognized ILO Evaluation Manager. Registration information can be found [here](#).

EVAL would like to *congratulate* the newly certified evaluation managers:

For a full list of all certified evaluation managers, please contact EVAL@ilo.org

Redha AMEUR

Cybele BURGA

Arwa Khadr ELBORAEI

Kavunga KAMBALE

Thomas KRING

Emil KRSTANOVSKI

Natanael LOPES

Paul NINGINI

Pamornrat PRINGSULAKA

Saloman RAJBANSHI

External Knowledge Sharing, Courses and Webinars

- **Impact Evaluation Design** – Hosted by the Institute of Development Studies, Brighton, United Kingdom – **Mon-Fri, 20 to 24 April, 2015** - This 5-day course will provide researchers, managers and practitioners with the necessary methodology and practical knowledge to meet the growing demand for rigorous impact evaluation.
- **Claremont Graduate University Partners with UNICEF and the Rockefeller Foundation** in partnership with IOCE and DevInfo, offer a series of live webinars on "Emerging Practices in Development Evaluation". This includes a range of guest speakers with experience in development evaluation. Please see the full program [here](#). These webcasts are free and open to the general public.
- **2015 Year of Evaluation** – Please see all the events and activities on the [EvalPartners website](#)



Blogs on evaluation

[World Bank Blog on Impact Evaluation](#)
[Evidence matters blog – Impact 3IE \(new\)](#)
[Better Evaluation Blog](#)
[John Gargani's EVAL Blog](#)
[Genuine Evaluation](#)
[Evaluation Capacity Development Group](#)

[American Evaluation Association Blog](#)
[Foundation Strategy Group \(FSG\) Blog](#)
[Intelligent measurement](#)
[Design, Monitoring and Evaluation \(new\)](#)
[IDB Development effectiveness blog \(new\)](#)
[African Development Bank eval- blog \(new\)](#)

Other evaluation newsletters

- [OIOS Inspection & Evaluation](#)
- [Center for Evaluation Innovation](#)
- [UN Women Newsletter](#)
- [IFAD Evaluation News](#)
- [EVAL Partners Newsletter](#)
- [OECD/DAC Evaluation News](#)
- [European Evaluation Society – Connections](#)
- [UNDP Independent Evaluation Office Newsletter](#)

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*The ILO Evaluation Office
wishes you all the best
for the New Year !*