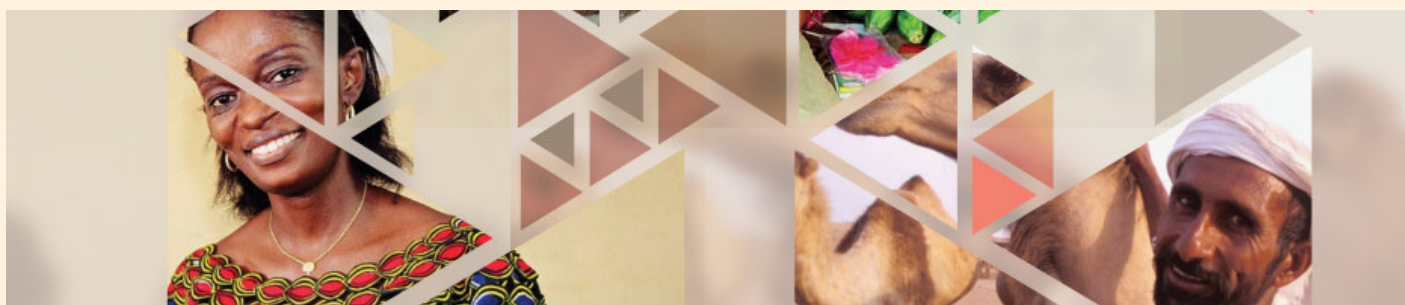




# *i*-eval Flash news

The ILO Evaluation Office is pleased to share the twenty-sixth edition of *i*-eval Flash news. Through this triannual electronic bulletin, we provide readers with updates, news and information on publications and upcoming events related to evaluation.



## Investing in knowledge management EVAL to launch its new Knowledge Sharing Platform: *i*-eval Connect

by Guy Thijs, Director

### IN THIS ISSUE

#### MESSAGE FROM THE DIRECTOR - 1

For many years, the ILO Evaluation Office (EVAL) has been actively promoting and investing in improving the quality and use of evaluation knowledge systems. This should not come as a surprise. Evaluation is, after all, a critical means to generate knowledge in the organization; the actual uptake of evaluation findings is the ultimate aim of the whole process. There are many critics of knowledge management. Often, it is described as overwhelmingly optimistic and unlikely to provide a return on investment.

#### INNOVATION & RESEARCH - 2

A few examples in EVAL show, however, that investing in knowledge management can be worthwhile in the short to long run. Take for example EVAL's dashboard, [i-eval Discovery](#) (launched in 2016), which has received widespread internal and external acknowledgement as an innovative vehicle for encouraging the uptake of evaluation results and recommendations; or the **Automated Management Response System (AMRS)** to evaluation recommendations (introduced in 2018) which, so far, has initiated over 60 online management responses, allowing EVAL to generate, compile data and keep track of management responses for independent evaluations in an efficient and transparent manner. Furthermore, the **Evaluation Document Library** (also introduced in 2018), which uses SharePoint technology, has led to a fully functional and well-structured electronic records management system for the whole Evaluation Office.

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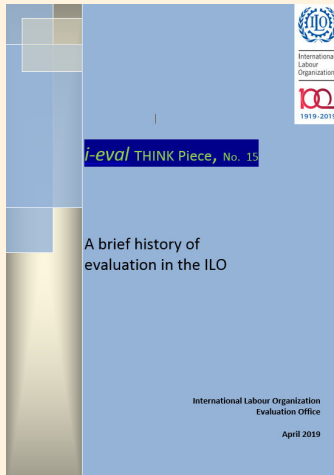
For EVAL, the next step in its knowledge management journey is to now formally launch its new knowledge sharing platform, called ***i*-eval Connect**. It provides a forum where all ILO officials in the field and at headquarters can share ideas and information through a large number of interactive modules. The platform contains an evaluation consultant roster, a mission report facility, a resource centre featuring EVAL products and services, an "ask a question" facility, a calendar of evaluation related events, a community of practice module and many more features. Initially aimed at providing a platform for ILO evaluation officers and the over 150 trained ILO evaluation managers and internal evaluators, the aim of the platform is to gradually involve all ILO colleagues and constituents interested in evaluation-related matters.



## Innovation & Research

### Completed studies

#### A brief history of evaluation in the ILO



As the ILO celebrates its 100th anniversary this year, the Centenary is an opportunity to celebrate the ILO's achievements and to reaffirm the ILO's position as the authoritative global organization for the world of work. Formal evaluation in the ILO does not extend back one hundred years. Nonetheless, EVAL sees

the Centenary as an opportunity to reflect on the historical evolution of the ILO's evaluation function.

Historically, evaluation dates back to the 18th century. However, modern day evaluation is a relatively recent phenomena. It has taken place in various implicit forms throughout history, such as part of public administration, to investigate and evaluate educational and social programmes. In the 1940s and 1950s, international programmes in areas, such as in health and rural community development, involved substantial expenditures and there was a need for the documentation of results. Throughout the 1960s, evaluation was thus increasingly used in the US, Canada and Europe to assess such programmes.

The need for evaluation in the ILO goes back to the same period of time during which modern day evaluation began. In 1967, the third resolution adopted by the International Labour Conference at its 51st Session called for the selective evaluation of technical cooperation programmes with the participation of employers' and workers' organisations. One of the conclusions of the study is that many of the issues that were of concern to the ILO in the mid-1960s when the evaluation function began are still important today.



### Planned and ongoing studies

#### Synthesis review: Supply chains 2010-19

The 105th Session of the International Labour Conference (ILC) in 2016 noted that failures in global supply chains (GSC) contribute to decent work deficits, such as in wages, working time and occupational health and safety. The ILO Evaluation Office (EVAL), in collaboration with the Office of the Deputy Director-General for Policy are commissioning an independent strategic review of existing ILO development cooperation programmes in GSCs and related work. The strategic review, using EVAL's established methodology, will review evaluations and studies (both published and unpublished) related to GSCs from 2010-19. The results will serve as inputs into the Office's mid-term report to the Governing Body on the progress of the GSC programme of action, due in November 2019. The synthesis review will be available on EVAL's website later this year.

#### Synthesis review: ILO's social protection (social security) interventions 2012-2018

Since 2012, EVAL has been regularly contributing to the recurrent discussions by preparing companion pieces to recurrent reports to enhance organizational learning. To date, EVAL has produced synthesis reviews for recurrent discussions on Social Dialogue (2013 & 2017); Employment (2014); and Social Protection (Labour Protection) (2015). During the discussions on the follow-up to the resolution on *Advancing social justice through Decent Work: Framework for recurrent discussions*, this was recognized as a good practice and formalized as part of the drafting process for recurrent discussion reports (GB.331/INS/3, para 7).

This year, EVAL is supporting the *Recurrent Discussions on Social Protection (Social Security) 2020* by providing a synthesis report which reviews lessons learned from ILO interventions in social protection. The purpose is to contribute to organizational learning and to provide effective guidance to constituents of the Office on their future work on social protection by bringing together lessons from past interventions. The synthesis review will build and expand upon an available synthesis review (2012-16) that was conducted as part of the high-level evaluation of ILO's strategy and actions for creating and extending social protection floors (2012-17). The findings from the synthesis review will be used by the working group that is drafting the recurrent

discussion report for discussions during the 109th Session of the International Labour Conference in 2020. It will also be published in the form of a working paper later this year.

**Rolling quality appraisals of project evaluations**

The ILO’s new evaluation policy and strategy identify quality control as a continued important task for EVAL to undertake. The ILO uses a layered approval process in which EVAL assures the quality of independent project evaluations. This process is complemented by ex-post quality appraisals (QA) mechanisms that are conducted by external appraisers. Since 2008, a total of eight quality appraisals have been conducted of independent evaluation reports that have been submitted to EVAL.

The results of the last QA (2017) found that more than 90% of the reports assessed met the minimum level of overall quality. Despite the positive results described above, analysis showed that, with regard to evaluation methodology and efforts to mainstream gender into evaluations, there is ample scope for improvement. EVAL has evolved its QA process and has engaged a firm to conduct QAs on a rolling basis.

The contractor will use the rating protocols to obtain a QA score for each report. The QA will, essentially, validate EVAL’s review of project evaluation reports. In addition, the consultants will send a short questionnaire to the concerned evaluation manager to determine compliance with evaluation policy guidelines. Such an approach would enable EVAL to detect quality issues quickly and to take immediate action to address them.

The quality appraisal will be completed by the end of the year.

**Decent work results and effectiveness of ILO operations: Meta-analysis of development cooperation evaluations on an ongoing basis**

EVAL will soon launch a rolling schedule for analyzing evaluation reports to provide up-to-date decent work results assessments of development cooperation activities. This will allow us to provide timely information in each Annual Evaluation Report. The current study will carry out a one-off analysis of project evaluations for 2017-18 and then institute a rolling schedule of analysis of project evaluations as and when completed.

**Transformative approach to evaluations in ILO**

Work on a transformative approach to evaluations is progressing. Based on the first phase which resulted in [Think Piece No. 14](#), a new guidance note is being prepared on how to align evaluation frameworks, methods and processes to the ILO’s normative standards and social dialogue mandate and context. The new guidance note will also reflect on the [implications of the SDGs](#) as well as the desire of the ILO to undertake more strategic cluster evaluations. The internal study on the principles, processes and practices of cluster evaluations have been completed. Pilots for testing are currently being identified under the typologies given in Table 1, using information from the study, the evaluation planning module in *i-eval* Discovery and recent consultation with regions and departments on integrated evaluation planning.

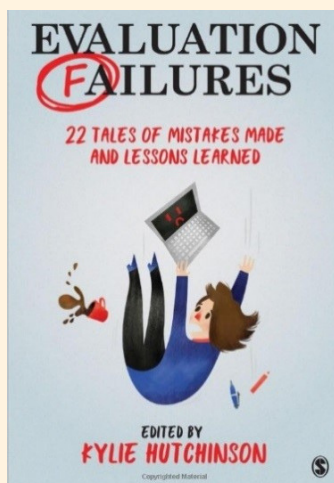
**Table 1. Possible typologies for clustered evaluations**

<b>DWCP (Decent Work Country Programme Evaluation)</b>	All projects in given country in given period, contributing to DWCPs and CPOs
<b>Sectoral</b>	All projects within given sector in one country, operating under some common explicit (implicit) strategic/programme framework
<b>Outcome-based</b>	Similar overarching objectives/outcomes
<b>Wider/cross cutting ILO interventions</b>	Projects implementing complementing wider ILO interventions
<b>Global Programme (Flagship)</b>	Clustered evaluation as integral part of global programme
<b>One-ILO</b>	Projects coordinated as one approach

## Impact evaluation – Review facility and community of practice

EVAL continues to offer support to technical departments, regions, countries and projects in the ILO to carry out evaluations and assessments that focus on the level of impact. Departments and regions can voluntarily submit evaluation proposals, designs and reports for EVAL's technical experts to review through its Impact Evaluation Review Facility. Please contact [EVAL\\_IMPACT@ilo.org](mailto:EVAL_IMPACT@ilo.org) if interested in using the facility. Communities of practice sessions provide another form for review as part of the ongoing experience sharing in ILO on impact evaluation. EVAL organizes these to the extent that departments are interested in such sessions. The ex-post quality analysis of a sample of impact studies and evaluations will soon be launched. As part of updating the guidance notes and tools within the ILO EVAL Policy guidelines for evaluation, the guidance note on impact evaluation will be updated and enriched with the outcomes of the ex-post quality analysis.

## New Books and Articles on Evaluation



### Evaluation Failures: 22 Tales of Mistakes Made and Lessons Learned

edited by Kylie Hutchinson

Summary from Sage Publishing, "*Evaluation Failures: 22 Tales of Mistakes Made and Lessons Learned* is a candid collection of stories from seasoned evaluators

from a variety of sectors sharing professional mistakes they have made in the past, and what they learned moving forward. As the only book of its kind, editor Kylie Hutchinson has collected a series of engaging, real-life examples that are both entertaining and informative. Each story offers universal lessons as takeaways, and discussion questions for reflective practice. The book is the perfect companion to anyone working in the evaluation field, and to instructors of program evaluation courses who want to bring the real world into their classroom."

## News from the Departments Enterprises Department

### Improving learning and knowledge generation through evaluations



(photo credit: AMA Innovation Lab, University of California, Davis)

The ILO Enterprises Department seeks to promote sustainable enterprises for innovation, growth, more and better jobs. To achieve this mission, its efforts focus on strategic areas of work: from business development services, to cooperatives and creating enabling environments for sustainable enterprises, to name a few. Evaluation supports the department by providing insight into what works and what does not in order to continuously improve projects and programming. For instance, evaluation results, such as findings and good practices, have informed future project design, in addition to their implementation and monitoring of activities. During 2018, over 10 enterprise-related evaluations were conducted in accordance with ILO's evaluation policy. More opportunities for learning are expected as there are more than 20 planned evaluations in the pipeline for 2019.

One notable evaluation featured in this article that provided learning opportunities was the [independent final evaluation of the project "A Global Action Network \(GAN\) to advance agricultural insurance"](#) that was completed in 2018.

### The project purpose

Agricultural development is one of the most powerful tools to end extreme poverty, boost shared prosperity and feed a projected 9.7 billion people by 2050. In 2016, 65% of poor adults worked in the agricultural sector, accounting for one-third of global gross-domestic product (GDP). While there have been many initiatives in developing countries to support inclusive growth to pull the rural poor out of poverty, challenges remain to curb farmers' exposure to risks, such as drought and flooding. Small-scale farmers have limited access to

financial services and are thus unable to secure funds to take advantage of new technologies and market opportunities due to financial institutions' resistance to agricultural lending.

The project, awarded by the United States Agency for International Development (USAID), sought to respond to such challenges for a four year period, beginning in 2014. The project's objective was to address gaps in agriculture insurance in order to advance practitioner knowledge on how to better provide agriculture insurance solutions.

### Evaluation findings

The project successfully brought together leaders in agriculture insurance, academicians and practitioners with diverse backgrounds and affiliations to discuss key issues focused on agriculture insurance. The knowledge that was generated through these discussions was transferred into knowledge products, including publications. Lessons learned and good practices developed under various work streams were disseminated to the broader insurance community. The Global Action Network (GAN) responded to the need for strengthening coordination and collaboration among the agriculture insurance community and advancing global knowledge on the topic.

Project stakeholders noted that additional key players would need to be involved in the network's Working Group Meetings in the future to better enable governments to scale up agriculture insurance. The feedback also raised the importance of further strengthening collaboration with local initiatives, the importance of pilot tests, integrating quality standards, tools, methodologies, guidelines and emerging good practices that have been developed or identified by the GAN. Identifying this gap and using it as an opportunity, stimulated the creation of a Peer Learning Platform (PLP) for policy makers on agriculture insurance.

Learning opportunities related to future project design showed the importance of providing technical assistance to countries through a holistic approach. This includes not only capacity building activities, but also strengthening local coordination with key stakeholders and local initiatives. The evaluation also called attention to the need for closer association among stakeholders and the monitoring of outcomes.

Moreover, stakeholders suggested that it would have been useful to involve aggregators representing employers and workers, such as the farmers' unions or farmers' associations. This could reinforce future tripartite dialogue on key agriculture insurance issues and would contribute to accelerating the adoption of better agriculture practices supported by the GAN. Strengthening local coordination with existing initiatives and key stakeholders, including tripartite stakeholders, is essential to create relevant synergies and to better utilize locally available funds.

The evaluation's lessons learned have assisted in fine-tuning project based activities which can contribute to the sustainability of project activities and results. These include: assistance and coordination in defining agriculture insurance quality standards and other key issues to be integrated in specific development/country programmes, and; the provision of technical assistance and coordination for their implementation through improved design, delivery and distribution models.

### Recommendations

The evaluation recommends that the GAN meetings and activities continue and reinforce activities in focus countries while exploiting synergies for a comprehensive knowledge management process and sustainability plan. This would allow to further develop global innovative knowledge and to test and apply it into local practice and policy. The evaluation also suggested that future projects of this nature should have solid project management tools, methodologies and results-based management (RBM) guidelines. This would encompass regular outputs and outcomes monitoring and a stronger reporting mechanism between project donors, ILO and focus countries.

To view the full report, please see [i-eval Discovery](#).



## News from the Regions

### Africa

#### Renewed drive to build evaluation capacity and support organizational learning



The Africa region has one of the largest development cooperation portfolios in the ILO. This is reflected by the high number of evaluations that are undertaken each year: over one hundred evaluations were conducted in the past five years. Many interventions are related to youth employment, skills development, enterprise development and gender equality, to name a few. This year promises to be a busy one for the region: over 40 evaluations are scheduled in 2019 alone although that number is expected to drop because of carry-over to 2020. Nevertheless, all these evaluations present a promising period ahead with important learning opportunities. In mid-November 2018, a new Regional Evaluation Officer (REO) took post in the regional office for Africa (ROAF). The REO is responsible for reinforcing the work of evaluation in the region, in addition to overseeing the regular management and oversight of all self, internal and independent decentralized evaluations. This article summarizes some of the more salient evaluation-related activities that are upcoming in the region.

In November 2018, the ILO's Governing Body approved EVAL's rolling work plan for 2019 which included an independent evaluation of a cluster of ILO Decent Work Country Programmes (DWCP) that have been supported by the ROAF. This high-level evaluation (HLE) will offer an opportunity to assess the ILO's performance in delivering decent work results in one of the more dynamic sub-regions. The HLE will be presented to the ILO's Governing Body during its last Session of 2019. In consultation with the Regional Office, it was decided that the main focus of the

evaluation would be the ILO's programme of support for the Southern African Development Community (SADC) and to selected SADC member-countries of Lesotho, South Africa, Tanzania and Madagascar from 2014-2019. The HLE will offer an opportunity to develop evaluation capacity in the region while, at the same time, examine the results of the ILO's renewed evaluation capacity building activities to support constituents and organizational learning.

Several lines of action are being implemented in the region to strengthen evaluation capacities. First, the ROAF, in collaboration with EVAL and ITC-ILO, is hosting its 10th edition of the Evaluation Manager Certification Programme (EMCP), which will take place in northern Africa in October 2019. The EMCP was launched in 2013 to upgrade the quality of evaluation management and to expand the pool of qualified candidates. Over the years, 51 colleagues from the Africa region have participated in the EMCP training and 38 have been certified as ILO evaluation managers. Expanding the pool of ILO certified evaluation managers will support the region to undertake its substantial evaluation-related work. The ROAF also promotes the exchange of evaluation managers with other regions, such as Asia & the Pacific and headquarters to encourage further opportunities for mutual learning.

In developing the new DWCP for Burundi, the ROAF and EVAL are currently implementing the new [evaluability diagnostic instrument](#) that supports the ILO in analyzing the linkages between Decent Work Country Programmes (DWCPs), the Sustainable Development Goals (SDGs), and their monitoring and reporting capacity. The instrument is pivotal for supporting the ILO's work by enhancing the design of DWCPs and to ensure robust monitoring and evaluation to report on results. To date, the instrument has been pilot tested in Argentina, Suriname, Iraq and Sri Lanka with the help of concerned regional and country offices. With the ILO's ongoing initiative to support the development of a new generation of DWCPs that reflect the aspiration of ILO constituents to achieve social justice through decent work, and position them as effective vehicles for implementing the 2030 Agenda, the instrument is to support the formulation of a theory of change and M&E plan in a manner that illustrates ILO country-level contribution to the SDGs.

The use of evaluation by constituents is an area of special attention in the context of the SDGs, not only as a tool to track indicators, but also as a mechanism to

reflect on the “how” and “why” that attempt to explain the achievements and pitfalls of policies in reducing inequalities. The involvement of ILO’s tripartite constituents in the national reviews is critical to ensure that sufficient attention is paid to Decent Work in reporting on the SDGs (e.g. SDG 8 and other relevant SDGs).

In an effort to strengthen the monitoring and evaluation (M&E) of projects and programmes to demonstrate decent work results, the ROAF is working on reinforcing capacities as a key basis for more relevant independent evaluations that inform planning and implementation of evidence-based policies. The development of guidelines and conducting trainings for programme officers and constituents on evaluating the Decent Work Agenda in the SDG era, in addition to generating technical advice on the implementation of Comprehensive M&E Strategies (CMESs) will also be mainstreamed to foster the use of evaluation results by constituents.

EVAL has been advocating for the development of better theories of change in an effort to improve projects and programmes for many years. For instance, a recommendation put forth in the Annual Evaluation Report (AER) 2014-15 stated, “Given the importance that the ILO places on results-based management, greater focus should be placed at the project design phase on ‘getting it right’ insofar as development of the theory of change, log frame, performance indicators, measurement strategies and M&E plans are concerned. The ILO should require ‘hands-on’ support from relevant technical experts (either internal or external) for all high-value project proposals and reject those that are not up to standard.”[1] The AER for 2015-16 raised the same issues, but in the context of the contribution to the SDGs, “ILO will need to review its theories of change and develop new theories where none exist. It will then be necessary to review measures of success against the revised/updated theories of change so as to ensure alignment with the SDGs and the Decent Work Agenda. “Alignment” means that the SDGs will be incorporated into all aspects of major ILO interventions, at both global and national levels.”[2]

[1] ILO. Annual Evaluation Report 2015-16, p. 18. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_532853.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_532853.pdf)

[2] ILO. Annual Evaluation Report 2014-15, p. 22. [https://www.ilo.org/global/docs/WCMS\\_415198/lang-en/index.htm](https://www.ilo.org/global/docs/WCMS_415198/lang-en/index.htm)

The ROAF remains committed to supporting results-based management through evaluation. By building organizational capacity to conduct and manage evaluations, applying theories of change to interventions and by using EVAL’s evaluability diagnostic instrument to support the ILO’s new generation of DWCPs, will all help pave the way for stronger learning opportunities in order to deliver maximum results to the people the organization serves.

## EVAL Highlights

### Launch of a new knowledge management system: i-eval Connect

EVAL is pleased announce the forthcoming launch (May 2019) of its new knowledge sharing platform, called *i-eval Connect*, in an effort to build a community of evaluation professionals. Accessible to ILO staff the world over, and later to external members, *i-eval Connect* serves as unique space for current and prospective evaluation practitioners to share experience, information, and to find solutions to common evaluation-related challenges. *i-eval Connect* hosts various interactive facilities that encourages exchanges between members:

- **Capacity development:** Hosts information on future training sessions, material, online forums and more for ILO staff, constituents and consultants.
- **Consultant roster:** Enables members to access over 300 evaluation consultants (and prospective) whom have conducted one or more evaluations for the ILO.
- **Calendar of events:** Features evaluation-related workshops, meetings, conferences, etc., that occur in the field and at headquarters.
- **Mission reports:** Provides access to a dynamic list of mission reports that are key to unlocking organizational memory.

- **Communities of practice:** Designed to host moderated discussions on a variety of topics. A report will be created to summarize discussions once they close.
- **Ask a question:** Colleagues are encouraged to send questions and comments to EVAL officials based on their areas of expertise.

*i-eval* Connect, together with *i-eval* Discovery and the Automated management response system, represent new efforts to help bring the knowledge management of evaluation results into the next century.

## Streamlined cooperation for decentralized evaluations

Over the years, EVAL and the Department for Partnerships and Field Support (PARDEV) have collaborated on delineating responsibilities and coordination of ILO evaluations. An operating workflow for decentralized evaluations has been revised to reflect procedural changes that emerged from the new evaluation policy and strategy (such as clustering evaluations and their earmarked resources) and in PARDEV's business processes. In light of the GB approval of procedural modifications in the reporting of self-evaluations for projects with a value below USD 500,000, EVAL and PARDEV have jointly released a new Final Progress Report template that now includes a mandatory section on self-evaluation results for such projects.

## Supporting the SDGs through an evaluability diagnostic instrument

As reported in our previous newsletter, EVAL developed an **evaluability diagnostic instrument (EDI)** to support enhanced planning for the implementation, monitoring and evaluation of the objectives put forth in the Sustainable Development Goals (SDGs). The EDI has already been implemented in Sri Lanka, Suriname, Argentina and Iraq with the support of concerned regional and country offices.

The EDI provided recommendations to these offices on particular strengths, gaps or challenges that are related to the planning, monitoring, evaluation and reporting on Decent Work Country Programmes (DWCPs) in sync with the SDGs. Some examples of concrete follow-up actions to country offices relate to: developing a participatory planning strategy for a DWCP theory of change that is reflective of the SDGs; nominating an internal lead to facilitate discussions to refine the Theory of Change; developing indicator frameworks that include intermediate progress milestones and impact indicators for Country Programme Outcomes

(CPOs) and relevant SDGs; conducting training activities for employers' and workers' organizations in monitoring, evaluation and reporting on SDGs; and enhancing coordination with national counterparts and United Nations Coordination Teams (UNCTs) to develop clearer linkages from immediate needs-based interventions to support longer-term SDG goals.

EVAL and the ILO Regional Evaluation Officer (REO) in the Arab Region participated as speakers in the ILO Workshop on South-South and Triangular cooperation on Mainstreaming SDGs in the Arab Region held in Beirut from 3-4 April, 2019. It aimed to foster information and good practice sharing among countries in preparation for the 2019 Voluntary National Reports. EVAL provided an overview office's efforts in mainstreaming SDGs into evaluations of decent work (including through the evaluability diagnostic instrument and training programme for Constituents on evaluation and the SDGs), and showcased how this information could be used by constituents in preparing annual country reporting on SDG progress relevant to decent work. A summary of the main findings from the recent implementation of the EDI in Iraq was presented, together with an outline of future initiatives in the region on evaluation and the SDGs.



*EVAL presenting at the South-South and Triangular Cooperation on Mainstreaming DW in the SDGs in Beirut*

## New service: Making sense of evaluation results through NVivo

EVAL welcomes all ILO officials to access NVivo software to undertake qualitative analyses of evaluation reports. NVivo supports researchers to synthesize rich and complex qualitative information. Its results can be used to inform evaluations, meta-studies and other research reports, as already practiced by EVAL. Colleagues are welcome to use this software in EVAL's multi-purpose room 7-118, at ILO headquarters in Geneva. Contact [eval@ilo.org](mailto:eval@ilo.org) for more information.



## Communication plan to guide EVAL into the centenary: Maximizing engagement

EVAL created a communication plan for 2018-21 in an effort to deepen the evaluation in the ILO. The communication plan is designed to better target evaluation findings to management, constituents and other users, in accordance with the [ILO evaluation strategy 2018-21](#).



The new plan also comes at an opportune time: since 2016, EVAL expanded the number of communication products and services which require a communication plan that best targets and serves the needs of stakeholders. The communication plan introduces three outcomes which support the evaluation strategy 2018-21: (1) Enhanced outreach and visibility of communication products; (2) More targeted communication products; and (3) Improved usefulness of communication products. The implementation of these outcomes are described in a theory of change and a detailed results-based framework that is equipped with outputs, activities, indicators, baselines and annual targets. Reporting on progress made in implementing the communication plan will be made on a regular basis to the ILO's Governing Body via the Annual Evaluation Report. To request a copy of EVAL's new communication plan, please contact [eval@ilo.org](mailto:eval@ilo.org).

## Learning activities and events

### Bangkok hosts the latest Evaluation Manager Certification Programme

EVAL, the department from Human Resources Development (HRD) and the International Training Centre in Turin (ITC-ILO) hosted the [Evaluation Manager Certification Programme \(EMCP\)](#) workshop from 13-15 Feb 2019 in Bangkok. The workshop was attended by 18 ILO staff from South East Asia, South Asia and the Arab States. The overall score given to the training, based on the question, "Are you satisfied with the overall quality of the training activity?" is 96%. All of the participants provided a rank of 4 or 5 -indicating that participants are fully satisfied with the workshop. One

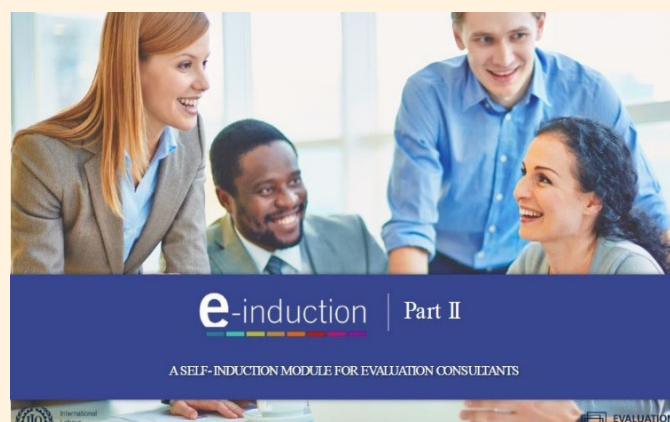
participant made the following comment: "The course really was very well done. I feel like my confidence and capacity regarding evaluations has increased a lot. I appreciated that there was not too much PowerPoint and we did a lot of practical activities as well as had time for discussion. The other participants were very knowledgeable and committed." A [video](#) of the workshop is also available. Please contact [eval@ilo.org](mailto:eval@ilo.org) if you would like to attend the next training.

### Participate in the next Internal Evaluation Certification Programme

Back by popular demand, the [Internal Evaluation Certification Programme \(IECP\)](#) will be held the week of 24 June 2019 in Turin, at the ILO's International Training Centre. In addition to the workshop, there is a distance learning phase and a practicum phase to the IECP. This certification programme is intended for staff who will be called upon to conduct internal evaluations of ILO projects and programmes. The overall objective of the IECP is to increase the frequency and enhance the quality of internal evaluations, improve their utility, and contribute to organizational learning.

This training is intended for national and international ILO professional staff who have interest and aptitude for conducting internal evaluations of ILO projects and programmes. Participants should seek approval from their directors, and are advised to consult with Regional Evaluation Officers and Departmental Evaluation Focal Points before applying.

### Launch of the consultants' self-induction programme



EVAL created a [self-induction programme for evaluation consultants](#) to increase their familiarity with the unique aspects of the ILO and its evaluation policy and practice. This one-hour self-induction programme is structured in two parts. Evaluation consultants interested to work with the ILO are requested to complete the self-induction

programme and include the attestation of completion in future expression of interest for ILO evaluation assignments (send to [eval@ilo.org](mailto:eval@ilo.org)).

## UNEG developments

### Strengthening the role of evaluation in SDG progress review processes

It is widely recognized by development partners that the SDGs presents evaluation opportunities and challenges that require the involvement of UN evaluation offices and UNEG to ensure progress. EVAL, as the co-convenor of the UNEG task force on the SDGs, has been actively involved in a study that will prepare an inventory of existing guidelines and tools that Evaluation Offices in the UN have developed to assess evaluability issues related to the SDGs and their programmatic work. This exercise will be conducted alongside a stocktaking of existing training initiatives and materials developed to support countries in the building of national monitoring and evaluation capacity in the context of the national sustainable development strategies.

### Rethinking the DAC/OECD Development Evaluation Criteria

The advent of the SDGs and other developments have challenged the continued relevance of the standard OECD/DAC Evaluation Criteria. A summary of the response to the consultation process launched by OECD/DAC has been published and draft revised criteria proposed is currently being further discussed, including through further consultation by OECD/DAC with selected stakeholders such as UNEG, with a view to adopt at some point. EVAL, as the co-convenor of the UNEG task force on the DAC criteria, has worked on providing the consolidated UNEG commentary to the draft revised criterion. The five original criterion remains - relevance, effectiveness, efficiency, sustainability with the impact criteria being proposed as “long term” or “transformative change” – and one additional criteria on coherence or synergies is being proposed.

### Advancing the professionalization of evaluation

The Professionalization Working Group (PWG) seeks to advance the professionalization of evaluation within the UN system. Recently, the working group organized a Round Table and a Panel on Professionalization in the AFREA conference. Through its work on the UNEG Evaluation Competencies Framework, the PWG is

positioning itself as one of the interlocutors in a conversation on desirability and feasibility of a global competency framework. Such a framework could a) facilitate recruitment of evaluators across the globe; 2) facilitate the construction of frameworks for evaluation associations that do not have one already; and 3) form the base for the establishment of global professional recognition schemes.

### External knowledge sharing, conferences, courses and webinars

The **United Nations Evaluation Group (UNEG)** will be hosting the 2019 UNEG Evaluation Week in Nairobi from 14-17 May 2019. Evaluation practitioners from across the UN family will come together to participate in the evaluation practice exchange seminars and the Annual General Meeting to discuss the future of evaluation, including the new UNEG Strategy 2020-25 to reflect evaluation in the new context of SDGs and UN development system reform.

The **Canadian Evaluation Society** is hosting its 40th annual conference in Halifax, Nova Scotia, from 26-29 May 2019. This year's theme is "Bridges".

**gLocal Evaluation Week** – A platform for evaluation knowledge-sharing and networking events takes place around the world from 3-7 June 2019.



### Blogs on evaluation

- [World Bank Blog on Impact Evaluation](#)
- [African Development Bank eval-blog](#)
- [Evaluation Capacity Development Group](#)

### Other evaluation newsletters

- [United Nations Evaluation Group](#)
- [EVAL Partners Newsletter OIOS](#)
- [Inspection & Evaluation](#)

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