



Professional Development Seminars

Session overview and agendas

29 January 2024

Host agencies: WIPO and UNODC, in partnership with CIFAL Málaga

Venues: Various locations in the historical centre of Málaga:

- [Antiguo Hospital Noble – UN House](#) (CIFAL-Málaga UNITAR, Building 1), Plaza del General Torrijos, 2- 29016 Málaga
- [Museo del Patrimonio Municipal \(MUPAM\), Paseo Reding, 1](#), 29016 [Málaga](#)
- [Ilustre Colegio de Abogados de Málaga](#), Paseo de la Farola 13, 29016 Málaga
- [Cofradía Sgdo Descendimiento y M^a Stma.](#) Angustias C/. Manuel Martín Estévez 6, 29016 Málaga

See map on last page

The purpose of the Professional Development Seminars (PDS) is to provide training on topics deemed highly useful in evaluation work and facilitate learning and exchange of experiences amongst UNEG members and invited partners.

The five PDS for UNEG EvalWeek 2024 are:

Session title	Organisers
<p>Leaving No One Behind in Evaluations: How to integrate Gender, Disability and Human Rights (and get better UN-SWAP and UNDIS ratings in the process!)</p> <ul style="list-style-type: none"> • Session Agenda • Watch the video 	Sabas Monroy and Tara Kaul, coordinators of the UNEG Gender Equality, Disability and Human Rights Working Group
<p>Assessing contributions to SDGs: navigating complexity through evaluations and syntheses</p> <ul style="list-style-type: none"> • Watch the video 	Olivier Cossée, Senior Evaluation Officer & Luisa Belli, Evaluation Officer, FAO Office of Evaluation; Ana Rosa Soares, Chief of Section for Syntheses and Lessons (UNDP Independent Evaluation Office) and Head of the Secretariat at the Global SDG Synthesis Coalition
<p>Readiness assessment: Its application in measuring organizational preparedness to implement a new policy or strategy</p> <ul style="list-style-type: none"> • Session Agenda 	Erica Mattellone, Senior Evaluation Specialist, UNICEF & Maria Pomes, Independent Consultant
<p>From Theory to Practice: Navigating Real-World Challenges in Impact Evaluation</p> <ul style="list-style-type: none"> • Session Agenda 	Zlata Bruckauf, Senior Evaluation Specialist UNICEF; Jonas Heirman, Senior Evaluation Officer WFP; Srilata Rao Chief & Hanife Cakici, Evaluation Officer, Peacekeeping Evaluation Section OIOS
<p>New Times, New Tools: Integrating Behavioral Science, Story Telling and Network Analysis in your Evaluation Function</p>	Julia Engelhardt, Evaluation Officer, Adán Ruiz-Villalba, Head of Evaluation Section, Martina Devries, Evaluation Specialist, WIPO & Veridiana Mansour, Evaluation Officer, IMO

Meeting point/ check in

All participants will meet at the **Antiguo Hospital Noble – UN House (CIFAL-Málaga UNITAR, Building 1), Plaza del General Torrijos, 2- 29016 Málaga** from **08h15 on Monday 29th January** to collect their welcome packs, including name badges, and be guided to the session venues.

Leaving No One Behind in Evaluations: How to integrate Gender, Disability and Human Rights (and get better UN-SWAP and UNDIS ratings in the process!)

Venue: Sala de Actos, MUPAM

Facilitators	<p>Coordinators of the UNEG Gender, Disability and Human Rights working group</p> <ul style="list-style-type: none"> • Tara Kaul (UN Women) tara.kaul@unwomen.org • Sabas Monroy (OHCHR) sabas.monroy@un.org
Other facilitators	<ul style="list-style-type: none"> • Agnes Nyaga (OHCHR) • Nicholas Kowbel (OIOS) • Michele Tarsilla (UNICEF)
Summary	<p>Evaluation should be relevant for the Agenda 2030 and the principle of Leaving No One Behind (LNOB). This implies the integration of gender equality, disability and human rights (GEDHR) with a practical and concrete approach, easy to implement by evaluation practitioners. Recent developments in the area to be addressed include the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP) 2.0, the UN Disability Inclusion Strategy (UN DIS) accountability framework, and the revised UNEG guidance on the integration of human rights and gender. Participants will obtain the most recent knowledge, guidance, examples and good practices on the subject, as well as the opportunity to put this in practice through hands-on exercises.</p>
Learning objectives	<p>Participants will acquire the most recent knowledge on the integration of gender, disability and human rights, and the respective reporting on the accountability frameworks of the UN SWAP and UNDIS, with practical examples, good practices and exercises.</p>
Format and methods	<p>Brief presentations of the topics related to the integration of Gender Equality, Disability Inclusion and LNOB; UNEG guidance, and the respective reporting for the UN SWAP and UNDIS will be joined by practical examples and good practices presented by UN agencies.</p> <p>The session will also provide space for participants to conduct hands-on real-life exercises, undertaking the peer-review of key evaluation documents and exchange/propose innovative approaches.</p>
Additional learning resources	<p>Revised UNEG Guidance "Integrating Human Rights and Gender Equality in Evaluation"</p> <ul style="list-style-type: none"> • UN-SWAP Evaluation Performance Indicator Technical Note • UNEG Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator

Session agenda

Time	Session Description	Activities
9:00-9:15	¡Bienvenidos! What are we doing here? (Welcome and Introduction to morning session)	Ice-breaker, introduction of participants, assessment of their expectations and overview of seminar
9:15-10:15	Session 1: What is all this GEDHR buzz about? (UNEG HR and GE guidance update, Overview of UNSWAP 2.0 and UNDIS frameworks and guidance)	Presentations highlighting importance/impact of frameworks and guidance, examples, short exercises, Q&A, poll or question using Menti
10:15-10:45	It's coffee time! (Coffee Break)	
10:45-12:00	Session 2: They have done it and will show you how! (Experience sharing session on integrating GEDHR in evaluations: OIOS Mainstreaming Guidance, UNICEF Methods to engage children with disabilities, OHCHR Meta-analysis on disability)	Short case study/scenario with gaps on GEDHR as introduction. Presentation and discussion of good practices from UN agencies
12:00-14:00	Are you hungry? (Lunch Break, network and relax!)	
14:00-14:15	Wake up! The afternoon adventure begins. (Introduction to afternoon working session)	Presentation of the methodology for the breakout groups
14:15-15:30	Break out session: Let's see if we can do it as well. (peer review from UNSWAP/UNDIS perspective)	Participants will work in four groups to peer review key evaluation documents (ToRs/Concept notes/Briefs) from GEDHR perspective
15:30-16:00	Un café por favor (Coffee Break)	
16:00-17:00	Of course, we can do it! (Wrap-up and presentation from groups: Challenges, Good practices, Solutions)	Presentations by groups in plenary

Logistics:

- Participants will work in four groups: ideal group size would be 5 members
- Participants will be requested to submit/nominate in advance, if possible, evaluation documents for the peer review. Print outs and/or online links to these will be provided.

Assessing contributions to SDGs: navigating complexity through evaluations and syntheses

Facilitators	<ul style="list-style-type: none"> • Olivier Cossée, Senior Evaluation Officer FAO Office of Evaluation, Olivier.cossee@fao.org • Luisa Belli, Evaluation Officer, FAO Office of Evaluation Luisa.Belli@fao.org • Ana Rosa Soares, Chief of Section for Syntheses and Lessons (UNDP Independent Evaluation Office) and Head of the Secretariat at the Global SDG Synthesis Coalition ana.soares@undp.org
Other facilitators	<ul style="list-style-type: none"> • Emilia Bretan, Evaluation Specialist, FAO Office of Evaluation Emilia.Bretan@fao.org • Renata Mirulla, Lead of the EvalForward Community of Practice Renata.Mirulla@fao.org
Summary	<p>Assessing contributions to SDGs can be a challenging endeavor, but they can also be transformative, and a powerful instrument to raise the ambitions of agencies and governments towards the 2030 Agenda. The seminar will provide participants with a comprehensive understanding of what works well and what are key-points to be considered when conducting evaluations of contribution to SDGs.</p> <p>On design, participants will learn what to take into account when defining the scope for SDG evaluations, syntheses and mappings. This includes utility, users, and uses; challenges of portfolio analysis (such as co-benefits and trade-offs). Theory of Change (ToC) will focus on how indicators and targets are expressed in SDGs; how to decode and translate the SDG framework into a ToC, and organizational strategies and frameworks. We will discuss how to measure contribution (and attribution?), and how to measure contribution to the SDGs at country and at local levels.</p> <p>We will present and discuss methodologies tested in SDG evaluations, and evaluation syntheses and evidence mappings.</p> <p>Lessons learned for effectively managing SDG evaluations will cover topics such as managing expectations and engaging stakeholders through process change.</p>
Learning objectives	<p>Participants will be engaged to actively learn about:</p> <ul style="list-style-type: none"> • types of challenges to evaluate contributions to the SDGs; • key-elements that bring complexity to the assessments of SDGs, from scoping to methods and management challenges; • how theory-based approaches, evaluation syntheses and mapping, and other methods can support different types of assessments of contributions to SDGs • how to leverage the visibility of the SDGs to promote change, including through process use (change as a result of an evaluation being conducted, in addition to the potential utility of its findings).
Preferred format/s and method/s	<p>The training session will mix brief presentations, case studies based on evaluations of SDGs and syntheses, and discussions in groups or plenary. The presenters will draw from participants' experiences and practices.</p> <p>For the preparation, the workshop will benefit from inputs from the evaluation community and other stakeholders (such as governments that are engaged in evaluation of SDGs), which will be obtained through consultations.</p> <p>The participants will be contacted in advance to identify profile, key-questions and expectations for the workshop. The participants will be contacted in advance to identify profile, key-questions and expectations for the workshop.</p>

Session agenda

Time	Session Description	Activities
9:00-9:15	Welcome and Introduction to the PDS	Ice-breaker, introduction of participants, and presentation of Seminar agenda. Expectations and questions.
9:15-10:15	Session 1: A brief history of SDGs. Designing evaluations of contributions to SDGs (uses and users, scoping, ToC and more): lessons learned.	Following an introduction on key-complexities of SDGs, participants will be exposed to lessons (from evaluations and syntheses) on how to design such studies. The session will be interactive and request participants' inputs through questions/problems, to spark reflections and discussions regarding the design of such studies.
10:15-10:45	Coffee Break	
10:45-12:00	Session 2: Evaluation questions and methods: what can we, realistically, assess – and how? Synthesis and mapping: approach and lessons.	Discussions on evaluation questions and methods for SDG evaluations will start with the review of a real case. The approach of synthesis and mapping will be presented. Participants will discuss opportunities and challenges on methods for SDG evaluations and syntheses.
12:00-13:30	Lunch Break	
13:30-13:45	Q&A and recap from the morning	After an energizer, participants can clarify/discuss any outstanding points from the morning.
14:-15:30	Session 3: Group work: designing SDG evaluations, syntheses and studies	Divided in groups, participants will work on real cases* to design an evaluation, synthesis or study of contribution to SDG. A framework and questions will guide the work.
15:30-16:00	Coffee Break	
16:00-17:00	Wrap-up and presentation from groups. Key takeaways from the PDS.	Presentations by groups in plenary and discussion of key-takeaways

* The cases will be submitted by participants beforehand and prepared to be used during the PDS.

Readiness assessment: its application in measuring organizational preparedness to implement a new policy or strategy

Facilitator	Erica Mattellone, Senior Evaluation Specialist, UNICEF emattellone@unicef.org
Other facilitator	Maria Pomes, Founder and Director, Public Policy Studio
Summary	<p>Organizations can better understand their preparedness level to implement a new policy or strategy using a readiness assessment. This is highly relevant to organizations operating in times of multiple crises to minimise risks and better prepare themselves to improve their ability to work and deliver on their mandate.</p> <p>In assessing organizational effectiveness, UNICEF has employed readiness assessment in multiple evaluations of policies and strategies, applying various approaches to determining institutional readiness, with the most salient likely to be those around the enabling environment.</p> <p>In this seminar, participants will be exposed to the theory behind readiness assessment and some practical case studies building on UNICEF and other agencies' experience in carrying out readiness assessment. These include the <i>Evaluability Assessment and Formative Evaluation of UNICEF's Positioning to Achieve the Goals of the Strategic Plan</i>, which used a readiness assessment framework to measure UNICEF's ability to achieve desired outcomes and implement its new Strategic Plan. Other examples include the <i>Joint Evaluability Assessment of the Global Action Plan for Healthy Lives and Well-being for All</i>, the <i>Readiness Assessment Climate and Environment</i>, the <i>Readiness Assessment Business for Results</i>, the <i>Evaluability Assessment and Formative Evaluation of UNICEF's Approaches to Advocacy</i>, and the <i>Baseline Assessment of UNICEF's Environmental and Social Safeguards (ESS) Implementation</i>. After exploring the opportunities and challenges of analysing organizational preparedness, the seminar participants will construct a firsthand readiness assessment to assess the preparedness level of two fictitious agencies to implement their strategic plan.</p>
Learning objectives	At the end of the seminar, participants will (1) understand the theory behind readiness assessment and its practical application in the UN system and (2) experience firsthand how to design a readiness assessment.
Format and methods	The seminar will use a mix of theory-based approaches complemented by practical case studies and group discussions. Participants will also actively engage in group work to design and develop a readiness assessment framework.
Additional learning resources	<p>Background (optional) readings include:</p> <ul style="list-style-type: none"> • Weiner, B.J. A theory of organizational readiness for change. Implementation Sci 4, 67 (2009) • UNICEF (2019), Readiness Assessment Climate and Environment, UNICEF Evaluation Office • WHO (2020), Joint Evaluability Assessment of the Global Action Plan for Healthy Lives and Well-being for All • UNICEF (2020), Readiness Assessment Business for Results, UNICEF Evaluation Office • UNICEF (2022), Evaluation of UNICEF's Positioning for the Strategic Plan, UNICEF Evaluation Office • UNICEF (2023), Evaluability assessment and formative evaluation of UNICEF's approaches to advocacy, UNICEF Evaluation Office • UNICEF (2023), Baseline Assessment of UNICEF's Environmental and Social Safeguards (ESS) Implementation, UNICEF Evaluation Office

Session agenda

Time	Session Description	Activities
9:00-9:15	Are you ready? Welcome and introduction to the morning session	Icebreaker, introduction of participants, assessment of their expectations and overview of the seminar
9:15-10:15	Part 1: What is readiness assessment about? Overview of readiness assessment theory and its relevance to our work	Presentations highlighting the theory behind readiness assessment and its importance in the UN system
10:15-10:45	Ready for café? (Coffee Break)	
10:45-12:00	Part 2: Moving from theory to practice Experience integrating readiness assessment in evaluation	Presentation of three case studies of the integration of readiness assessment in the review of policies and strategies, group discussion on opportunities and challenges
12:00-14:00	Lunch Break and network	
14:00-14:15	Part 3: Ready, Steady, Go! Introduction to the afternoon working session	Presentation of the methodology for the working groups to experience readiness assessment firsthand
14:15-15:45	Break-out groups: Let's experience readiness assessment firsthand Participants are divided into three groups for some fun group work	Participants will work in three groups to design and develop a readiness assessment framework of two fictitious strategies and present the outcome in plenary
15:45-16:15	Ready for more café? (Coffee Break)	
16:15-17:00	Recap and takeaways Wrapping up: lessons learned and good practices	Closing and session evaluation

From Theory to Practice: Navigating Real-World Challenges in Impact Evaluation

Facilitators	<ul style="list-style-type: none"> • Zlata Bruckauf, Senior Evaluation Specialist (Impact and Methods), UNICEF, Zbruckauf@unicef.org ; • Jonas Heirman, Senior Evaluation Officer (Head of Impact Evaluation Unit), WFP, jonas.heirman@wfp.org; • Srilata Rao, Chief of Peacekeeping Evaluation Section United Nations <i>Office of Internal Oversight Services</i> (OIOS), rao3@un.org • Hanife Cakici, Evaluation Officer Peacekeeping Evaluation Section United Nations <i>Office of Internal Oversight Services</i> (OIOS), cakici@un.org
Summary	<p>The seminar will present key concepts, definitions, guiding principles and operational modalities of Impact Evaluations (requiring a credible counterfactual) and ‘evaluations of impact’ (theory-based causal methods). It will aim to unpack and discuss common ‘myths’ associated with rigorous methodologies such as RCTs, while also highlighting a range of methodological options available today to evaluate impact- and outcome-level change. This includes examples of innovative approaches to evaluate impact in humanitarian context, peace-keeping programming, climate change and others. Discussions on the utilization of secondary data sources (admin, household, and monitoring data), application of machine learning and novel use of data. The seminar also aims to stimulate discussion on operational, technical, contextual and other challenges that often become an obstacle for the implementation of impact evaluations or theory- based approaches. Those will be drawn upon concrete examples from the field. Some ‘lessons learned’ and practical solutions will be suggested ranging from system strengthening to practical tips and tools. A concluding brainstorming /open exchange session that will try to find synergies and practical mechanisms for joint work and wider collaboration of UN agencies on rigorous impact evaluations and theory-based evaluations of impact.</p>
Learning objectives	<p>The participants will learn and clarify core terminology and practical design elements of the impact evaluation – e.g. experimental (RCT) and quasi-experimental and distinguish them from ‘evaluation of impact’ (theory-based); Participants will acquire better understanding of the IE requirements in real life scenarios and a range of methodological options available to them.</p>
Preferred format/s and method/s	<p>The seminar will be conducted through a mix of short presentations, facilitated discussions and group-work (on designated topics) using selected case-studies to choose the appropriate designs based on programmatic parameters following two streams (IE and evaluation of impact). The emphasis will be placed on sharing experiences between UN evaluation practitioners and learning from each other.</p>

Session agenda

Time	Session Description	Activities
9:00-10:15	<p>Introduction to the objectives of the seminar and its structure</p> <p>Rigorous Impact Evaluation myth busters – prevailing myths and evidence-based facts</p> <p>Are we talking about the same thing? Overview of definitions, guiding principles and operational modalities of IEs (RCT, quasi-experimental and natural experiment) and ‘evaluations of impact’ (qualitative approaches to causal analysis).</p>	Intro panel /presentation by the organizers followed by a discussion, sharing experiences from other UN agencies and Q&A
10:15-10:30	Coffee time!	
10:30-12:00	<p>Methodological approaches and Innovations in Impact Evaluation and causal (theory-based) analysis for evaluation</p> <p>Presentations on the range of designs and methodological approaches from the point of rigour, appropriateness and context. Examples of innovative approaches of evaluating impact in humanitarian context, peace-keeping programming, climate change and others. Discussions on the utilization of secondary data sources (admin, household and monitoring data), application of machine learning and novel use of data</p> <ul style="list-style-type: none"> - A) RCTs in humanitarian setting (WFP) - B) Using secondary data to evaluate outcomes in humanitarian evaluation (UNICEF) - C) Theory-based approaches to establish causality to outcomes (OIOS) 	PDS organizers will kick start the session with examples of methodological solutions in challenging contexts and then open the floor to participants to share and discuss
12:00-13:30	Lunch Break	
13:30-15:00	<p>Group work based on the selected case studies to choose the appropriate evaluation design based on programmatic parameters and context. Two sub-groups will be formed: IE (working on designs with credible counterfactual) and evaluation of impact (theory-based).</p> <p>Possible themes (TBD based on participants interests and focus but might include as an example):</p> <p>Impact evaluation (with counterfactual)</p> <p>Humanitarian intervention (can also be refugees, IDPs focus, climate adaptations etc).</p> <ul style="list-style-type: none"> • Human development programme (education, health, etc.) • Improving infrastructure/climate resilience (WASH etc.) 	Hands-on discussion in small groups on the possible evaluation design to meet context and topic. Volunteers from each group present a proposal to the whole group

	Theory-based: protection of civilians, rule of law, peace and security, women's political participation.	
15:00-15:15	Coffee Break	
15:15-17:00	<p>Real life problems and their solutions (open exchange)</p> <p>The session will discuss operational, technical, contextual, and other issues that often become an obstacle for the implementation of impact evaluations and evaluations of impact. Those will be drawn upon concrete examples from the field. Some 'lessons learned' and practical solutions will be suggested ranging from system strengthening to practical tips and tools.</p>	<p>Short presentation by organizers with some real-life case challenges and their solutions. This will be followed by open exchange, which we will aim to capture in an outcome document of 'problems and potential solutions'</p>
17:00-17h30	<p>How can we work better together?</p> <p>A concluding brainstorming /open exchange session that will try to find synergies and practical mechanisms for joint work, wider collaboration of UN agencies on impact evaluations as well as wider and continuous learning (with concrete recommendation to UNEG chairs).</p>	

New Times, New Tools; Integrating Behavioral Science, Story Telling and Network Analysis in your Evaluation Function

Primary Facilitator	Julia Engelhardt, Evaluation Officer, WIPO, julia.engelhardt@wipo.int
Other facilitators	<ul style="list-style-type: none"> Adán Ruiz Villalba, Head of Evaluation Section, WIPO Veridiana Mansour, Evaluation Officer, IMO Martina Devries, Evaluation Specialist, WIPO
Summary	<p>The assumption in a rationalistic organizational model is that the organization as a system always acts rationally to evaluation feedback. These rational behaviors would use evidence from evaluations to maximize the benefit for the organization, with individuals making rational decisions on its behalf.</p> <p>If this is the case, why are managers, stakeholders are not rationally using hard-earned evaluative evidence and recommendations? From a new branch of behavioral economics (BE) developed by Nobel Prize Daniel Kahneman and Richard Thaler. The main assumption of BE is that our rationality is bounded, with reasoning in human judgment constrained and moderated by the cognitive limitations and finite amount of time and information available when making decisions. It is well-documented that individuals use typical heuristics “rules-of-thumb” full of cognitive biases to make decisions whether professional or personal. It is hard to recognize that human brains do not equal to perfect rational economic behavior.</p> <p>While not all problems affecting evaluation use arise from the failure of human behavior, it is acknowledged that individuals with different behaviors drive interventions and participate in evaluations. Managers and decision makers accept findings and recommendations from evaluations but on most occasions do not act rationally on them. Sometimes they use instead other heuristics and come back to what they already knew or were doing before the evaluation was conducted despite evidence showing the opposite.</p> <p>The goal of this PDS seminar is to recognize, identify and address human bias when engaging in evaluation by using the knowledge produced by behavioral insights and “nudges” to increase the usefulness and impact of evaluations (WIPO’s Behavioral Evaluation Framework). In addition, the seminar will cover complementary emerging qualitative communication and social networks tools, such as storytelling and social network analysis for understanding and optimizing collective action through impact. As such, network analysis can be used at micro-level (e.g. women’s networks), meso (e.g. program elements) and macro (e.g. SDG17 Partnerships). We will introduce Kumu platform to present and analyze networking visualizations.</p>
Learning objectives	<p>Participants will learn:</p> <ul style="list-style-type: none"> How to integrate behavioral science within the evaluation process; and How to increase the evaluation’s comprehensive analysis and social lens to better capture changes in people’s lives by embedding qualitative well-recognized methods based on networking analysis and storytelling.
Format/s and method/s	Participants will work on case studies and examples with interactive role-plays discussions. Ad hoc working groups will go through real examples, with insights and learning being discussed in plenary as recap.
Additional learning resources	<ul style="list-style-type: none"> https://www.wipo.int/export/sites/www/about-wipo/en/oversight/docs/iaod/evaluation/210910-evaluation-of-use-and-impact-o-iod-es-recommendations.pdf



Engelhardt, and A. Ruiz Villalba, ENABLE behavioral evaluation framework, Internal Evaluation Section, WIPO, Geneva Switzerland

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