Making Evaluation at Home in Organisations

John Owen and Rick Cummings

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How can evaluators enhance evaluative capacity within organisations?

Some literature on evaluative capacity, sparse literature on evaluator/organisational linkage.

This presentation:
Evaluation research on evaluation/organisational linkage.

Findings organised around concept of Strategic Interactivity

Strategic Interactivity (SI) involves evaluators in the use of socially interactive and methodological strategies over time, and over a series of evaluative activities to meet the information need of an organisational client with a view to engendering evaluation capacity in that organisation.

(Cummings and Owen, 2010)

Two key elements

Sustained interactivity (Huberman and Cox, 1990)

Strategic focus (Owen and Lambert, 1998)

Evaluation Research Issues

What are the key elements of SI?

What factors encourage SI?

Does SI lead to organisational evaluation capacity?

Factors
Influencing SI → SI
Implementation → Evaluation
Capacity

Factors Leading to Strategic Interaction

	Owen			Cummings	
	Emergency Management Australia	Asia Education Foundation	Independent Schools Victoria	Office of Crime Prevention	Fire and Emergency Services Authority
Initiation of Middle Level Management (ML)	* * *	* * *	* * *	* * *	* * *
ML Managers Access to Evaluators (Cosmopolites)	* * *	* * *	* * *	* * * *	* * *
Support (not Involvement) of Senior Management: Funds	* * *	* *	*	*	* *
Internal Education about Evaluation Benefits	* *	*	*	* *	* *
Internal Committee or Group to Liaise with Evaluators	* * *	* * *	* *	* *	*
First Evaluation Processes and Findings Publicised Internally	* *	* * *	* *	* * * *	* *
Visits of Evaluators Visible within the Organisation	* * *	* *	* * *	* * *	* * *
Evaluators Empathetic to Organisational Mission	* *	* * *	* *	* *	* * *
Evaluator Commitment to Evaluation Negotiation	* * *	* * *	* * *	* * *	* * *
Involvement of Internal Staff in Evaluation	* *			* *	*

Characteristics of Social Interaction

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Findings from Sequential Evaluation Projects Builds Evaluation Commitment across Organisation	* *	* *	* *	* * *	
Internal Staff Involved Cooperatively in Evaluations	* *			*	*
Personal and Professional Rapport between Evaluators and Middle Management	* * *	* *	* * *	* * *	* * *
Use of Evaluation to Question Organisational Structures and Culture	*	*	* *	* * * *	* * *
Managers Surer about Evaluation Needs	* *	* * *	* * *	* *	* * *
Evaluation History Celebrated in Terms of Organisational Improvement	* *	* * *	* * *	*	* * *
Enhanced Understanding of what Evaluation Can and Cannot Achieve	* *	* * *	* *	* *	* * *
Expansion of Organisational Evaluation Budget	* *	*	* * *	* *	* * *

Capacity: Ability of people, organisations and societies as a whole to manage their affairs successfully (OECD DAP 2006)

Evaluation Capacity: Ability of an organisation to successfully manage the conduct of the evaluative process.

Achieving Evaluation Capacity

	Owen			Cummings	
	Emergency Management Australia	Asia Education Foundation	Independent Schools Victoria	Office of Crime Prevention	Fire and Emergency Services Authority
Organisations Undertake Evaluations without External Assistance	*			*	
Organisation promotes (used as a leader) strategic approach to evaluation				*	
Organisation publishes results of specific evaluations				*	

Findings suggest

a. organisational evaluation benefits if SI continues, but

b. does not lead to evaluative capacity

Role for Evaluation Capacity Building to achieve (b)?

Evaluation Capacity Building is intentional work to continuously create and sustain overall organisational processes to make quality evaluation and its uses routine. (Stockdil, Baizerman et al., 2002)

Issues: Do we encourage organisations to create ECB positions? In addition to, or instead of, SI evaluators?

References

Huberman, M. and P. Cox (1990). "Evaluation Utilization: Building Links between Action and Reflection." Studies in Educational Evaluation **16**(1): 157-179.

Owen, J. M. and F. C. Lambert (1998). "Evaluation and the Information Needs of Organisational Leaders." American Journal of Evaluation **19**(3): 355-365.

Stockdil, S., H, M. Baizerman, et al. (2002). "Towards a Definition of the ECB Process: A Conversation with the ECB Literature." New DIrections for Evaluation **93**(Spring 2002): 7-26.