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Establishing and embedding evaluation as a central landmark on the organisational horizon



Objectives



- Background and overview of the NZDF Evaluation Capacity Building (ECB) Project Aims / Project Plan.
- Organisational culture and environmental implications.
- Why conduct an Organisational Readiness Assessment?
- How will this inform the ECB initiatives
- Challenges & Lessons identified
- Where to next?
- Questions



Background and Overview



Supporting the New Zealand Defence Force



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Organisational Landscape



“All evaluation occurs in contexts infused with culture; there is no such thing as culture-free evaluation” (Kirkhart, 2011, p. 74).



ECB Project Aims



- To build a culture of organisation-wide evaluation to map future direction
- Build capacity of the internal (P&E team) and external (stakeholders)
- To establish NZDC as a “learning” organisation focussed on continuous improvement
- To encourage evidence-based decision making
- To close the reporting loop for all aspects of evaluation across NZDF

Establishing ECB Initiatives

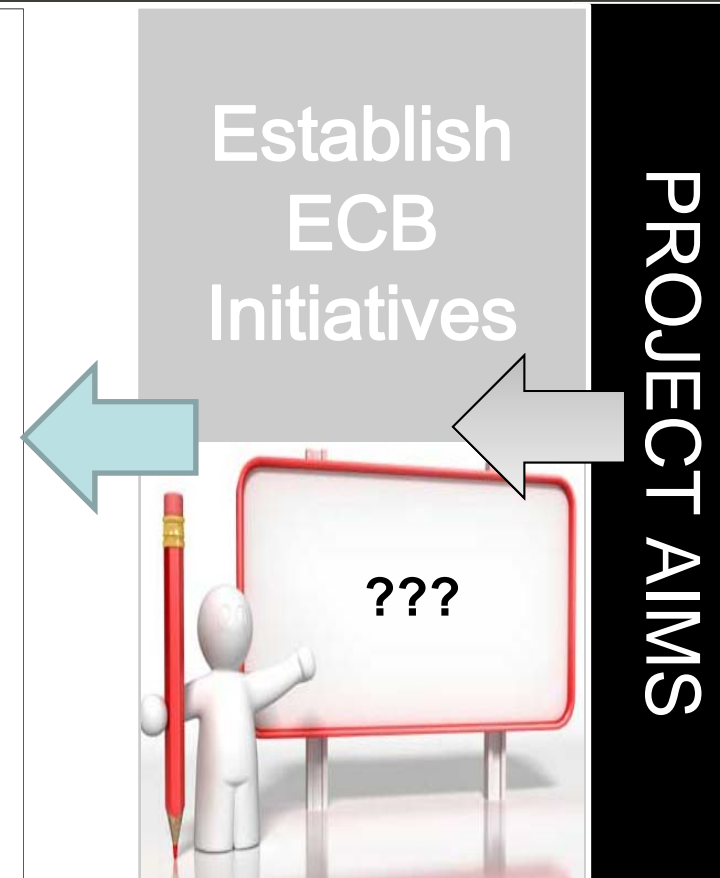
Establish ECB Initiatives



Evaluation Readiness

One of Cousin's ECB research assumptions states that;

“ECB knowledge and practice,... will benefit from well-developed, credible, research-based evidence”.



Readiness measures?

Organisational Readiness Dimensions

- Organisational Culture
- Leadership
- Systems and Structures
- Communication
- Teams
- Evaluation

Org.
Readiness
Assessment
Results

(provide evidence
for development
of ECB)

ECB
Initiatives



PROJECT AIMS

Diagnostic Assessment



- Adapted ROLE (Readiness for Organizational Learning & Evaluation instrument) & VERA Institute of Justice (evaluation capacity diagnostic tool)
- Sampling approach proposed across Learning Providers (Navy, Army, Air, & NZDF and College colleagues across the country).
- Results will feed into an organisational maturity matrix
- Once diagnostic results populated in the matrix, workshop may be held to triangulate the results.


The Matrix – Overview of results



Domain	Attributes	Not known or Not yet started	Significant Development required	Developing - need more capacity or resource	Well on our way but can still improve	Leading the way & sharing with others
Organisational Culture	1. NZDC's vision, mission and values are clear	70%				
Leadership	1. NZDC Leaders support and champion evaluation.	68%				
Systems and Structures	1. Strong NZDC collegial relationships	69%				
Communication	1. Information from stakeholders gauges how well evaluation services meet requirements	68%				
Teamwork	1. Different NZDC Teams work together to provide integrated services	77%				
Commitment & expertise to conduct Evaluation	1. NZDC conducts integrated evaluation	68%				

142 Surveyed – 49% response rate

The Matrix - detail

Domain	Attributes	Not known or Not yet started	Significant Development required	Developing - need more capacity or resource	Well on our way but can improve	Leading the way & sharing with others
Organisational Culture	<ol style="list-style-type: none"> 1. NZDC's vision, mission and values are clear 2. NZDC encourages evidence-based decision making 3. Evaluation & Monitoring (KPI's) is central to NZDC strategic planning 4. NZDC Culture encourages risk-taking and views mistakes as opportunities to learn. 					

Challenges & Lessons



- Complexity & culture of organisation
- Position of our evaluation team within the organisation
- Change of Command Team in NZDC
- Ensuring as representative a sample as possible
- Geographic locations
- Rank structured bureaucracy

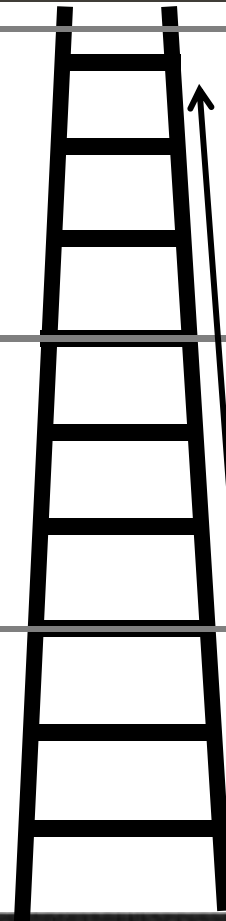
Direction from here



Long-Term ECB Initiatives

Medium-Term ECB Initiatives

Short-Term ECB Initiatives



P&E Team

Leaders &
Stakeholders



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Questions?



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