

Evaluation Capacity Building and Social Capital

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AES 2017 International Conference
Canberra ACT
4 September 2017

'Evaluation Capital'



Overview

Supply & Demand ECB Framework

Case example – Nonprofit organization

- ECB strategies
- Social capital strategies

Final thoughts

Evaluation Capacity Building

“Intentional work to continuously **create and sustain** overall organisational processes that make quality evaluation **routine.**”

Compton, Baizerman, Stockdill, 2002

“Incorporating evaluation as an essential **management function.**”

GAO 2003

Evaluation Capital

“How you judge worth”

Durable asset for sound governance

Adapted from AES 2017 conference theme

Human Capital

“What you learn”

Asset that enables evaluation capacity

Adapted from Ray Rist et al, 2011

Cultural Capital

“What you know”

Asset that enables social mobility

Adapted from Pierre Bourdieu, 1986

Social Capital

“Whom you know”

Asset that develops from social networks

Adapted from Pierre Bourdieu, 1986

Case example non-profit organization



ECB Framework

Evaluation Capacity

US General Accounting Office (GAO) 2003



Key dimensions

Evaluation culture

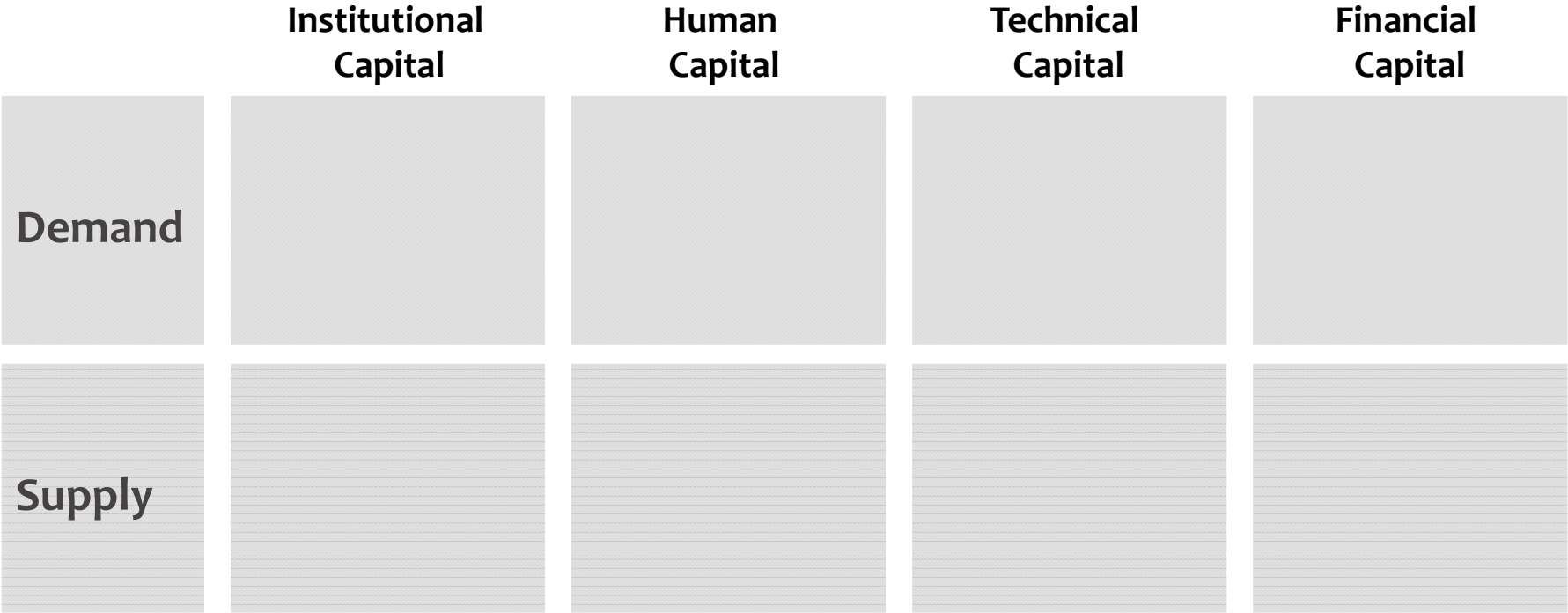
Data quality

Analytic expertise

Collaborative partnerships

ECB Framework Supply & Demand

World Bank M&E



Source: Rist et al 2011

ECB Framework Supply & Demand

World Bank M&E

	Institutional Capital	Human Capital	Technical Capital	Financial Capital
Demand	Information need assessment (NA) Accountability and policy requirements Governance	Leadership support of M&E Recruitment Succession	Monitoring & Evaluation (M&E) needs assessment IT infrastructure	Budget allocated to M&E Financial sustainability
Supply	Setup for - planning - coordinating - implementing - monitoring incentives	HR management Training, coaching, mentoring Community of practice	Information systems management Knowledge management Statistical capacity	Efficient use of resources

Source: Rist et al 2011

ECB Framework Supply & Demand

World Bank M&E



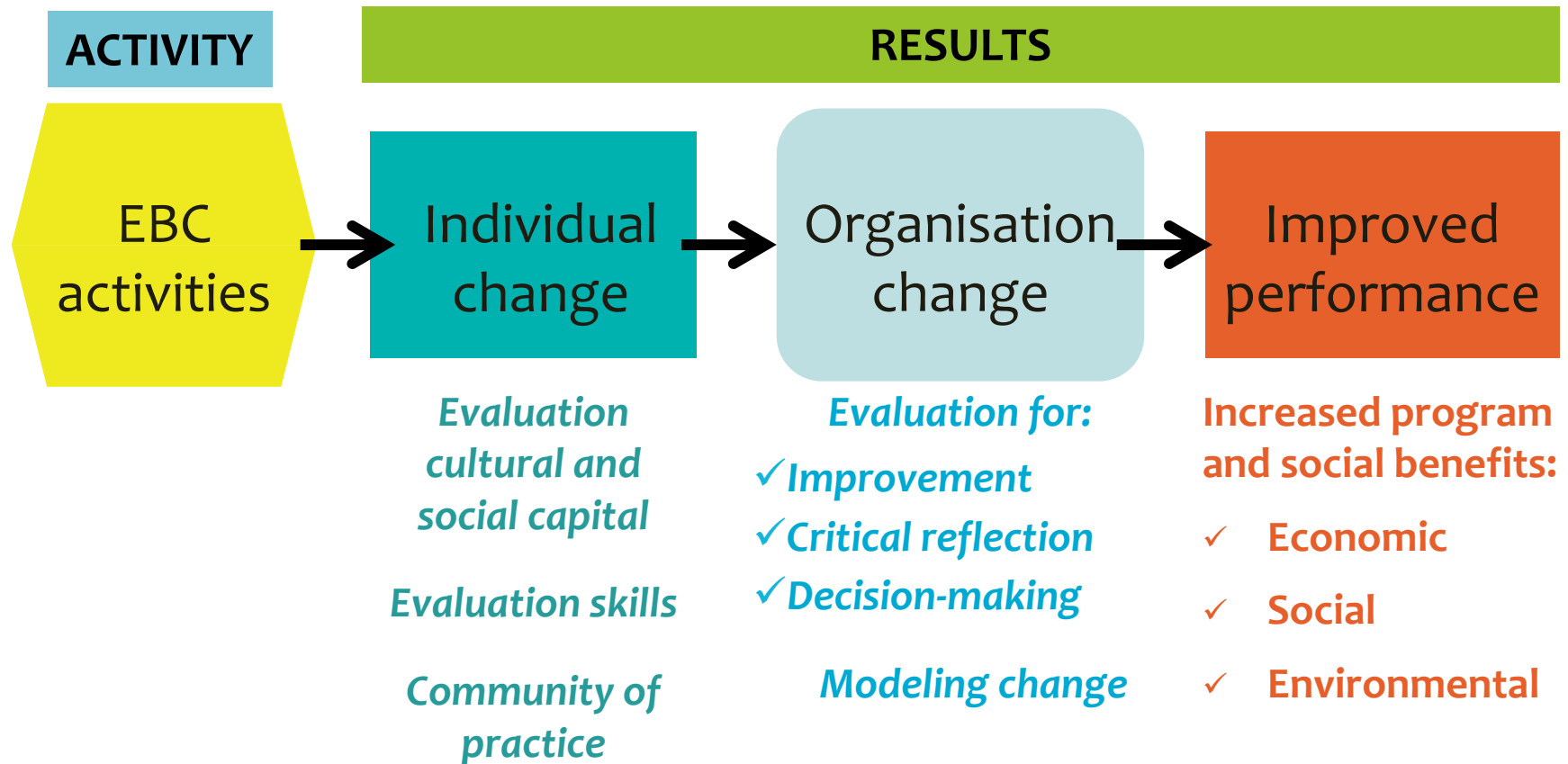
Source: Rist et al 2011

Capacity building, for what?



*Conversation
about intentionality and
strategy*

Capacity building, for what?



Source: Adapted from Taylor-Powell 2008

Capacity building, and social capital

“What should an evaluation culture look like?”



The Evaluation Strategic Plan articulated a vision of evaluation aspirations

Buying into Social Capital



“We already know that camps are amazing!”

But how do we really know camps are successful?

What does success mean?

“What are some fantastic outcomes that we all talk about?”

Camps are not just fun, but have many other objectives.

Our focus is to find answers to some of these big questions through our feedback process.

Buying into Social Capital

Annual General Meeting

All members, volunteers and supports are invited to our AGM. The AGM is a fun night to celebrate the current year and look forwards to the future. This year we say goodbye to some Board members, induct two people with Life Membership and present the Annual Report.

It's a great opportunity to catchup with young and old.

The Annual General Meeting will

be held on

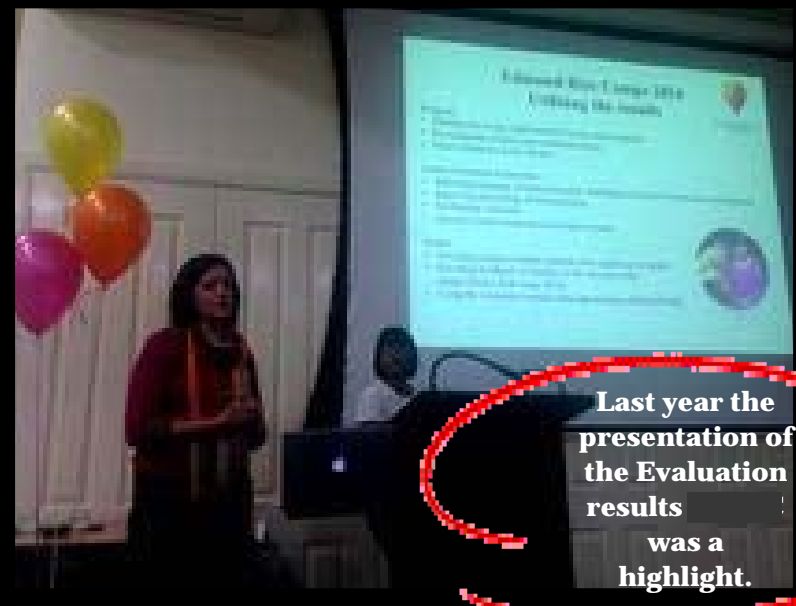
Tuesday 26 April

7:00pm (Drinks from 6pm)

126 The Avenue Parkville

RSVP to:

adrian@event.com



Source: *Rice Grains*, Number 99 Summer

Buying into Evaluation

- Ways the (volunteer) committee ran with evaluation
 - Providing results to leaders with reflection questions
 - Feedback to leader formation training
 - In depth projects
 - Updating survey items and thinking about outcomes
- Skills development of (volunteer) committee
 - Sharing tasks
 - Handbook with procedures and evaluation principles
- Time dedication by the (volunteer) committee
 - Workshop results 2-3 hours in the evening every 6 weeks

Capacity Building Steps (over 18 months ...)

- Securing budget for evaluation
- Purchasing statistical software
- Recruiting a paid survey resource
- Delivering an Evaluation Strategic Plan
- Planning succession
- Updating the 5-year Plan with references to evaluation
- Board endorsing AES Standards and Ethical Guidelines

Capacity Building Sustainability (ongoing ...)

- Annual review of Evaluation Standards
- Annual update of Terms of Reference for
 - Evaluation Chair, Committee, and Board representative
- Oversight of Survey paid resource
- Regular reporting to the Board by the Evaluation Committee
- Updating Board information needs

Final thoughts

‘Evaluation Capital’

**Building a sustainable evaluation function
is so much more than developing
expertise.**

**Evaluation must *buy-into the culture
and social capital***

Final thoughts

‘Evaluation Capital’

**The volunteer and NFP context highlights
the importance of
*evaluation engagement with
social capital***

Building Evaluation Capital

How hard could it be? !!

Questions?

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Evaluation | Strategy | Governance