



# Better stewardship of evaluation capital can help deepen democracy

Dugan Fraser

AUSTRALASIAN EVALUATION SOCIETY

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# Key messages:

- **The investment made in evaluation seldom delivers a good return, mainly because it fails to connect adequately with the other elements needed for social and other kinds of change.**
- **To avoid obsolescence and extinction it needs to do better. Better stewardship of evaluation capital is a strategy that could help.**
- **Responsible investment means taking a systems view of the discipline by ensuring inclusion, dialogue and deliberation.**

On becoming an evaluator during SA's  
transition to democracy...







# What is evaluation capital?

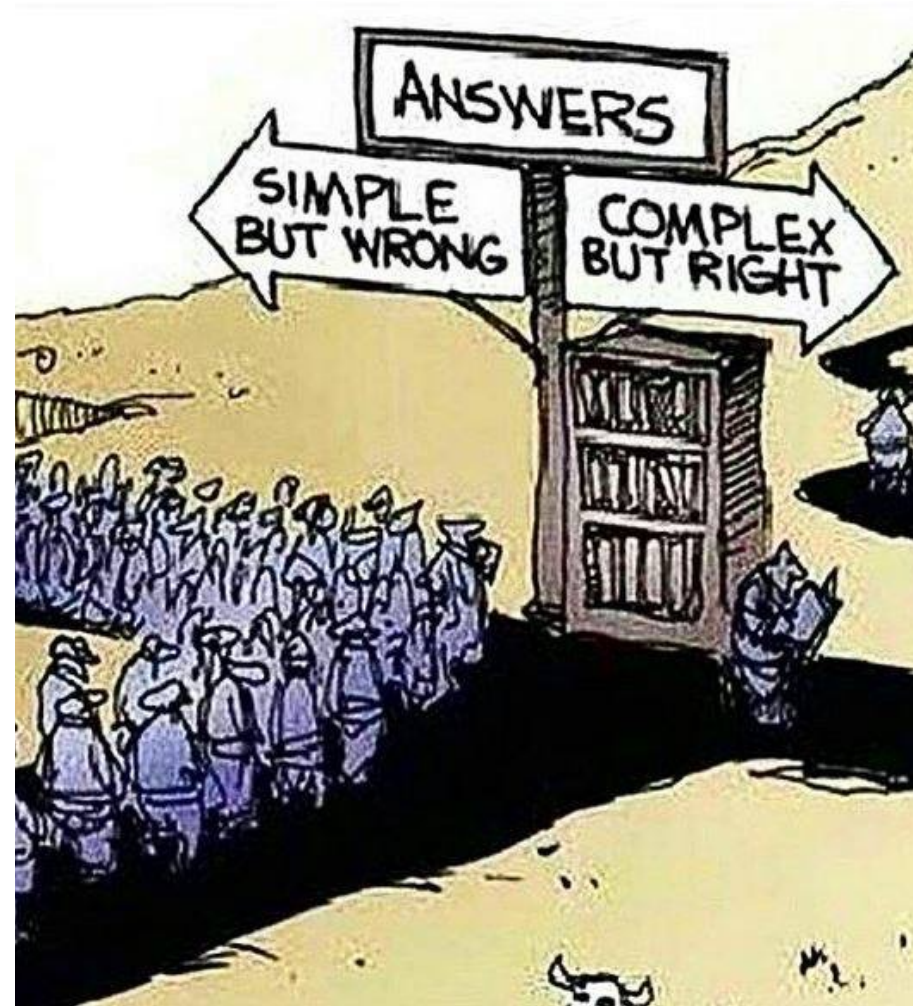




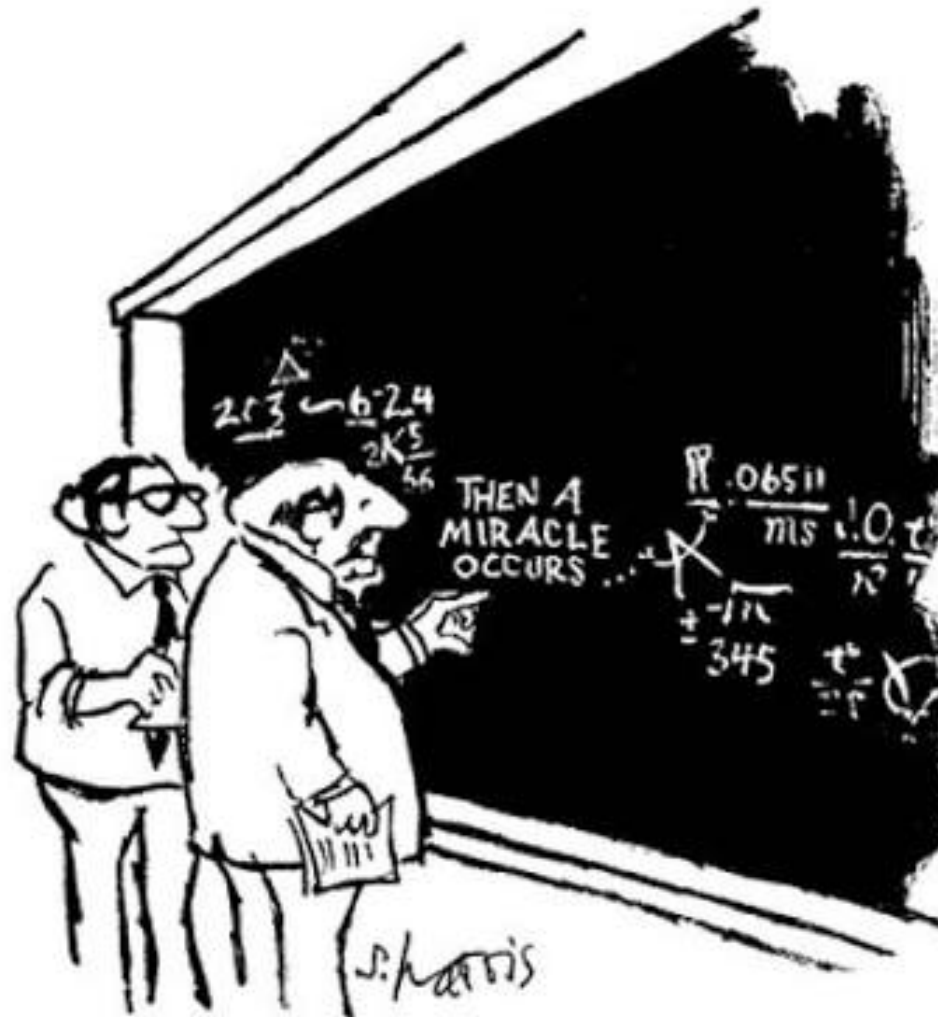
NIGEL PARRY FOR CNN



# The current global context ☹️



# What does evaluation REALLY do?



"I think you should be more explicit here in step two."

# Challenges for evaluation?



- Self-absorbed and self-referential
- Fetishising the technical
- Not acknowledging our real commitment to our value base
- Ignoring the big picture
- No facing our competitors.



# Responsible Investment

E

Environment

S

Society

G

Governance

# Stewardship



# UK Financial Council's Investment Stewardship Principles

An investor should:

- Publically disclose a policy on how it discharges stewardship principles
- Have a publicly disclosed policy on the management of conflicts of interest
- Monitor companies in which it is invested
- Adopt clear guidelines on when and how stewardship activities will be escalated
- Indicate a clear willingness to act collectively with other investors when appropriate
- Adopt a clear policy on voting and disclosure of voting activity
- Report periodically on stewardship and voting activities.

# Evaluation: Go beyond evidence!

- Enabling citizens to think evaluatively (as a form of process use) is far more durable than “findings” and “recommendations” and can help address democratic deficits arising from the representative system.
- As RI focuses on “ESG”, responsible evaluation should promote:
  - Inclusion
  - Dialogue and
  - Deliberation.

# Types of use

**Instrumental Use:** Evaluation findings inform, decision making and lead to changes in the intervention. Direct action is taken as a result of an evaluation

**Conceptual Use:** The evaluation results in an improved understanding of an intervention. Something new is learned about of the intervention and its context

**Enlightenment Use:** The evaluation adds knowledge to a field beyond the programme

**Symbolic Use:** Evaluations are done to justify an already existing position and to legitimise decisions that have already been taken.

**Process Use:** The value derived through stakeholders participating in the planning and implementation of evaluations



[illegible]

# Dialogue



# Deliberation



"What he lacks in slow deliberation he makes up for with quick opinions."



Taking a systems view: evaluators,  
evaluands and commissioners...



# Conclusion:

## Evaluation stewardship as improv...

