



# Not champions, advocates!

## Supporting evaluation in non-profit organisations

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Rogers, A. (2019) *Not champions, advocates!* - Supporting evaluation in non-profit organisations, Australian Evaluation Society Conference, Sydney.

# “Holey moley! No idea!”

- I don't think I've got any. [laughs]
- That's a hard question.
- Beside talking? [laughs]
- Ooh, my skills? From evaluation...?
- Could I say jack-of-all and expert at nothing?
- Um, I suppose I don't have any formal skills.
- What are my skills? I think.....my skills...?

# Research Question

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What are the characteristics of evaluation champions working in culturally diverse not-for-profit organisations?

# Methods

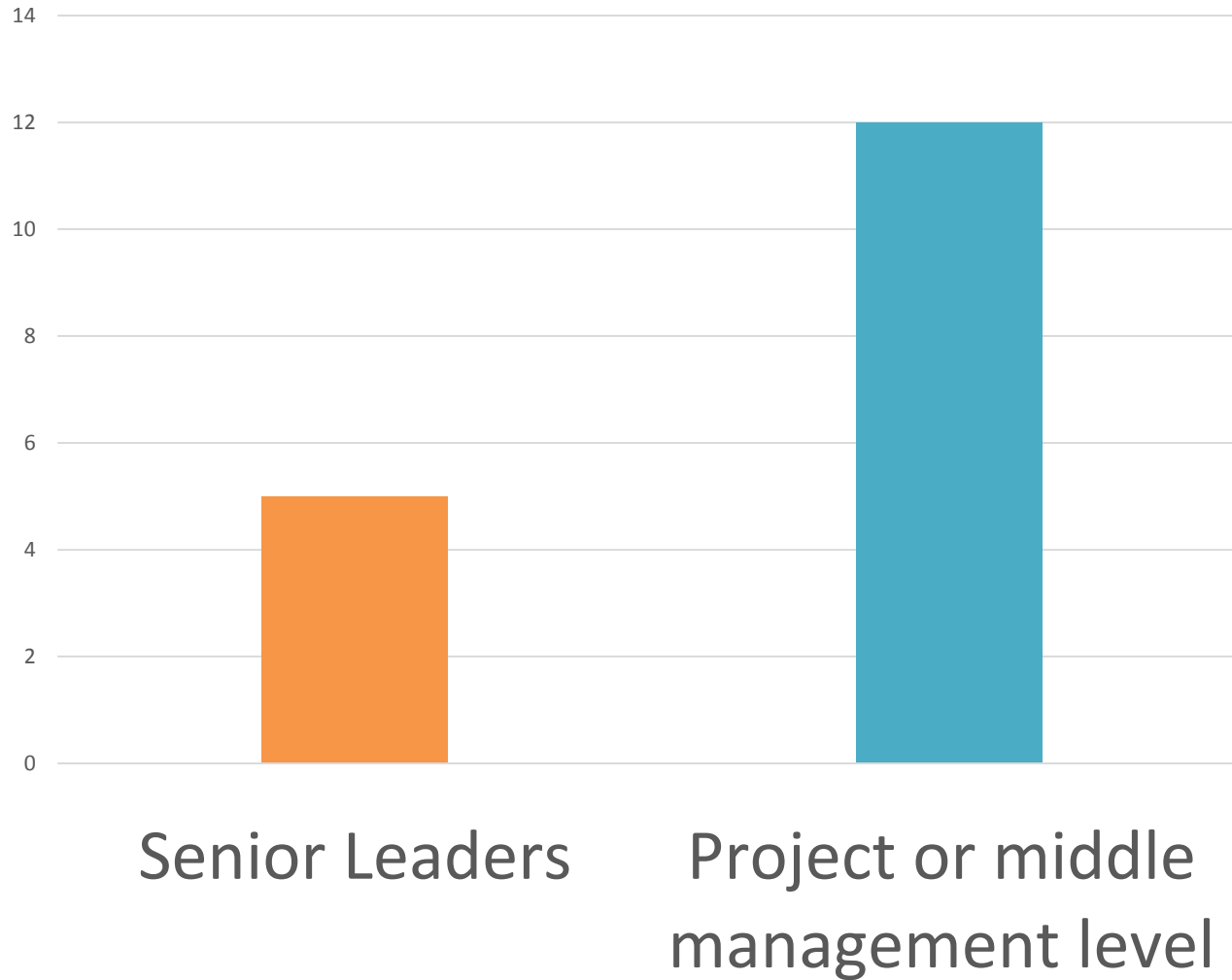
Semi-structured interviews with evaluation champions



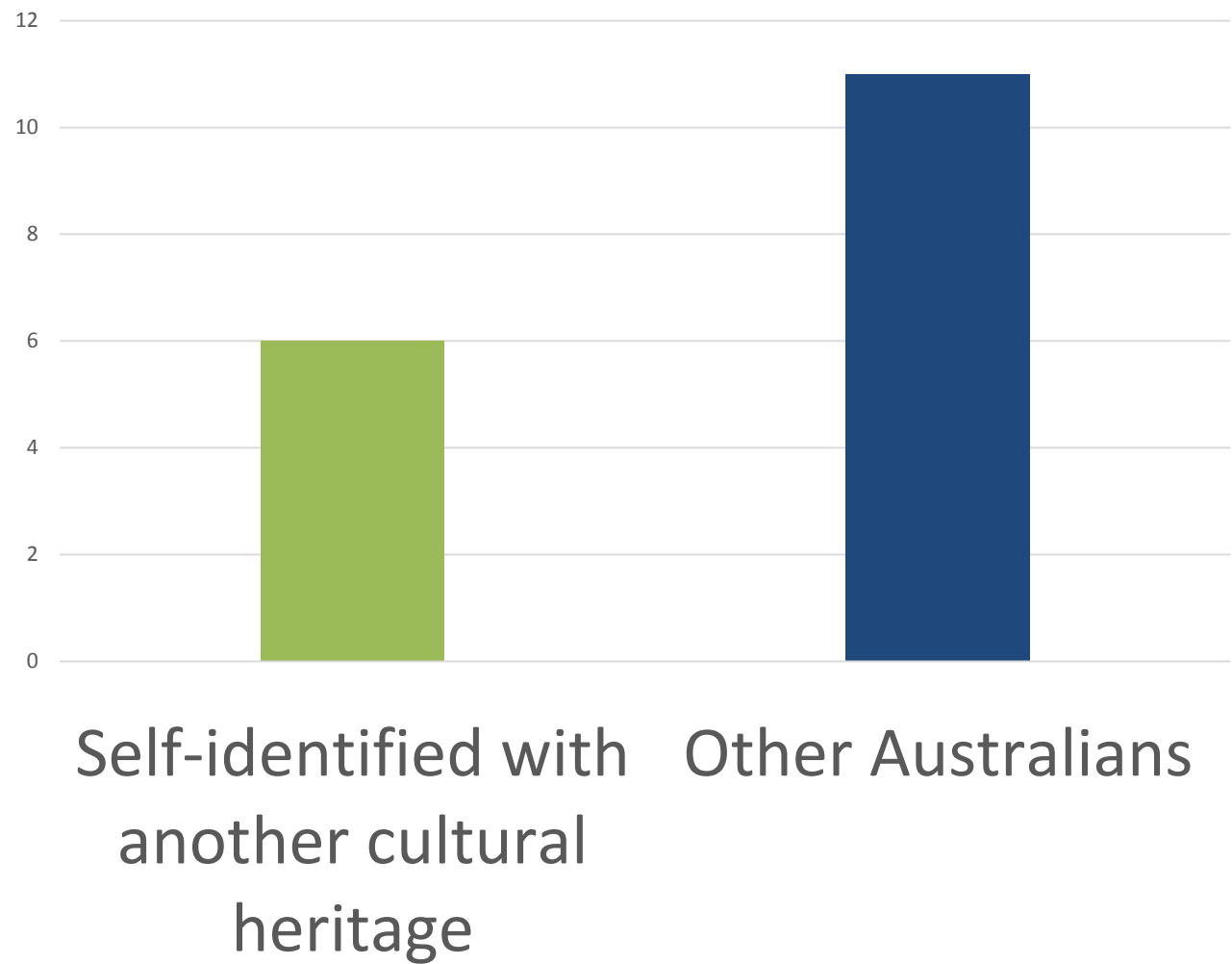
Case studies



# Participants



# Participants



# Findings

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Characteristics

Motivations



Promoting

Embedding

# From the literature: *Evaluation champions*

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“An employee who practises reflection and critical thinking, and promotes evaluation among colleagues”

Rogers & Gullickson, 2018



# Not a champion – An advocate!

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“...any kind of elitism or power imbalance is a risk and sucks away space from other people to potentially take it on...”



# Characteristics

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Personality

Personal values



Behaviour

Knowledge

# Motivation for working in non-profit sector

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I want to make a difference.



# Motivation for incorporating evaluation

I want to make a difference.



But am I making a difference?



# Value + Use

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Participants wanted judgement of programs, based on evidence, for purpose of making improvements, informing decisions and to communicate to multiple audiences.

# Promoting evaluation

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- Finding shared value
- Providing encouragement
- Including diverse perspectives



# Positive interpersonal relationships

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Participants promoted equity, inclusion and individualised consideration

# Embedding evaluation

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# Embedding evaluation?

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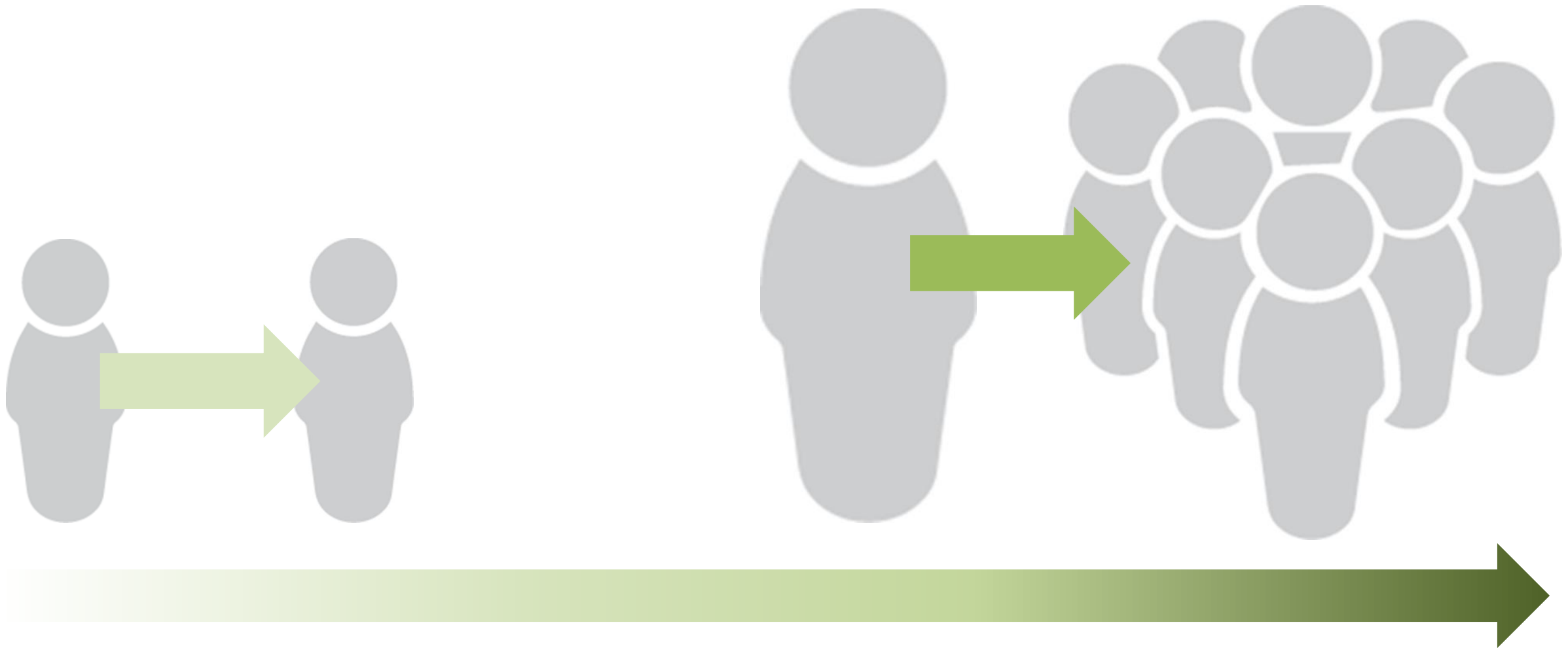


# Case studies

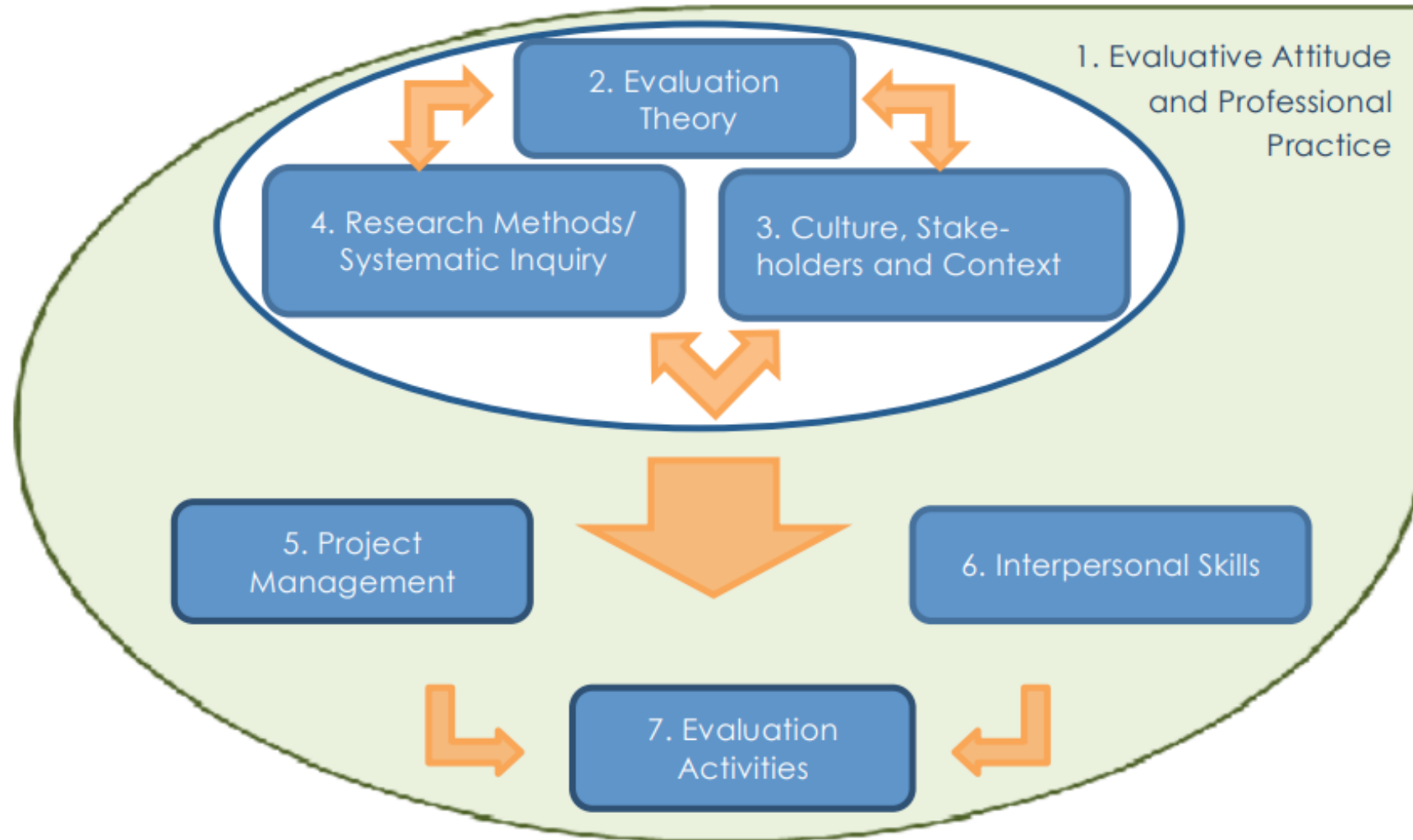
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# Continuum

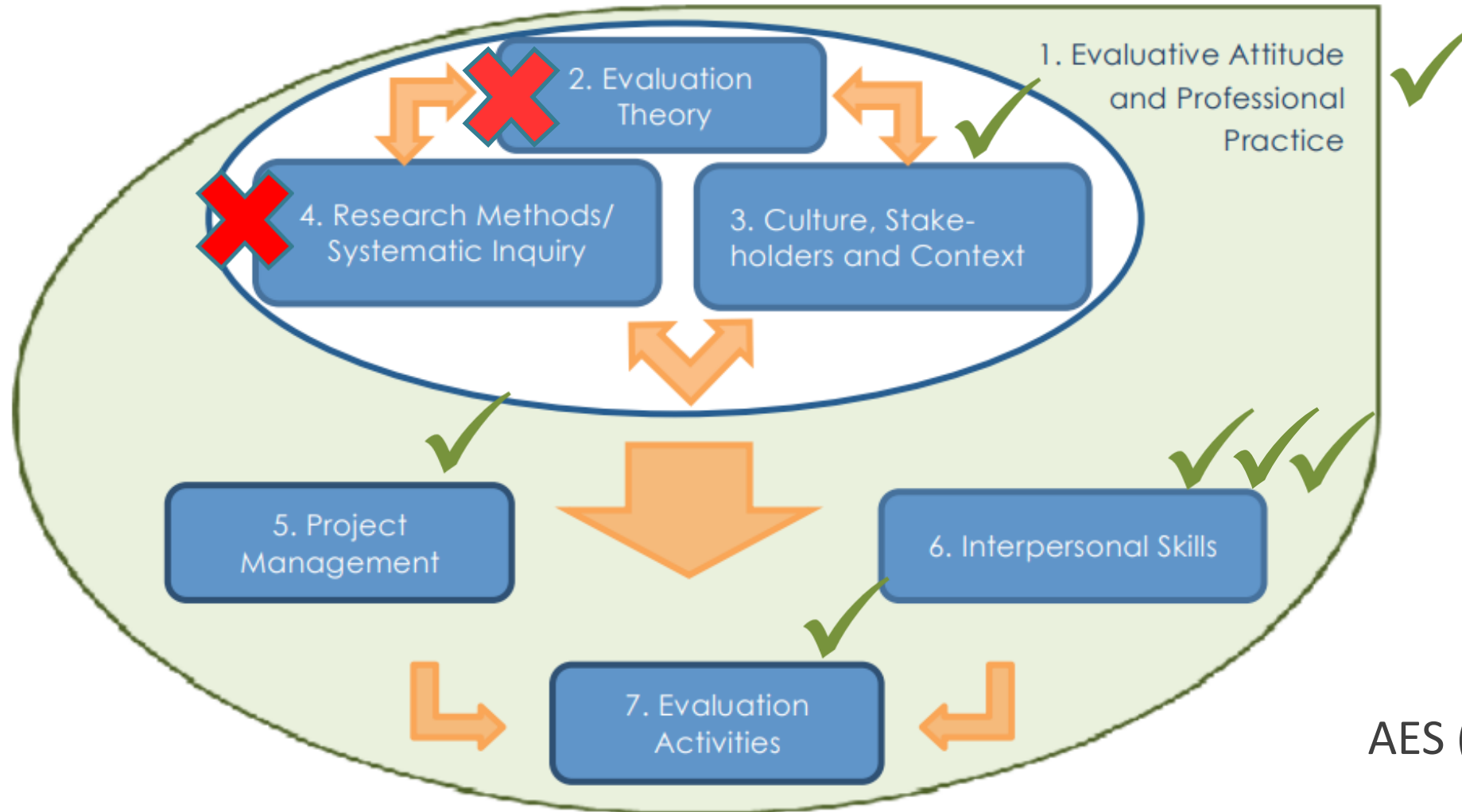


# So, no evaluation technical skills. Then what?



AES (2013)

# Interpersonal skills and much more...



AES (2013)

# Evaluation literacy

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Participants had cognitive and social skills that meant they were motivated and able to access, understand and use evaluative information in ways that ultimately contributed to achieving organisational goals

Rogers, Kelly, & McCoy (2019)

# Questions?

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# Key references

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***Additional slides that may be of interest***

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***Only if related to questions...***

Advocate for support and resources

Motivate others by providing energy, interest and enthusiasm

Provide or access tools, resources, networks and expertise

Help others to apply evaluative thinking, use evaluation findings and create opportunities for reflection

Assist, train, mentor, support evaluation whilst considering different perspectives and encouraging others to contribute

Consider how evaluation can be strategically promoted and used for organisational change

Ask and encourage others to ask critical questions by initiating discussions and debates

Develop engaging ways to explain details and develop common visions

(Rogers & Gullickson, 2018)

# Interpersonal competencies for evaluators

Incite curiosity

Share analogies

Listening

Ask questions

Connect reasoning

# Interpersonal competencies for evaluators

Be transparent

Promote the benefits

## Communication

Make it personal

Keep it relevant

# Interpersonal competencies for evaluators

Take time

Enable choice

Culturally responsive

Be creative

Tailor communication

# Interpersonal competencies for evaluators

Acknowledge differences

Start small

Positive relationships

Gather momentum

Celebrate wins

# Interpersonal competencies for evaluators

Encourage discussions

Build capacity

Facilitation and collaboration

Align tasks to skills

Incorporate differences

# Interpersonal competencies for evaluators

Facilitate involvement

Emotional support

Trust and empathy

Model the behaviour

Personal connections



# Interpersonal competencies for evaluators

Understand lived experience

Decentralise power

Power and privilege

Distribute knowledge

Group to lead

# Interpersonal competencies for evaluators

Encourage feedback

Troubleshooting

Managing conflict

Respect opinions

Supportive environment