

If you build it, they will come

Building organisational evaluative practice and capacity

Agenda

- 1** Why build practice and capacity?
- 2** How can we build it?
- 3** Capability mapping
- 4** Case studies

Why build organisational
evaluative practice and
capacity?

What is organisational evaluative capacity and practice?

Volkov and King (2007) defined evaluative capacity building as “incorporating evaluation routinely into the life of an organisation”

Taylor-Powell and Boyd (2008) highlight a goal of capacity building as strengthening an organisation’s capacity to:

- (1) Design, implement and manage effective evaluation projects
- (2) Access, build, and use evaluative knowledge and skills
- (3) Cultivate a spirit of continuous organisational learning, improvement and accountability; and
- (4) Create awareness and support for program and self-evaluation as a performance improvement strategy

John Mayne (2008) defined evaluative culture as “an organizational culture that deliberately seeks out information on its performance in order to use that information to learn how to better manage and deliver its programmes and services, and thereby improve its performance.”

Lets discuss



What does organisational evaluative capacity building and practice mean to you?



What benefits are you hoping to realise by building organisational evaluative capacity and practice?

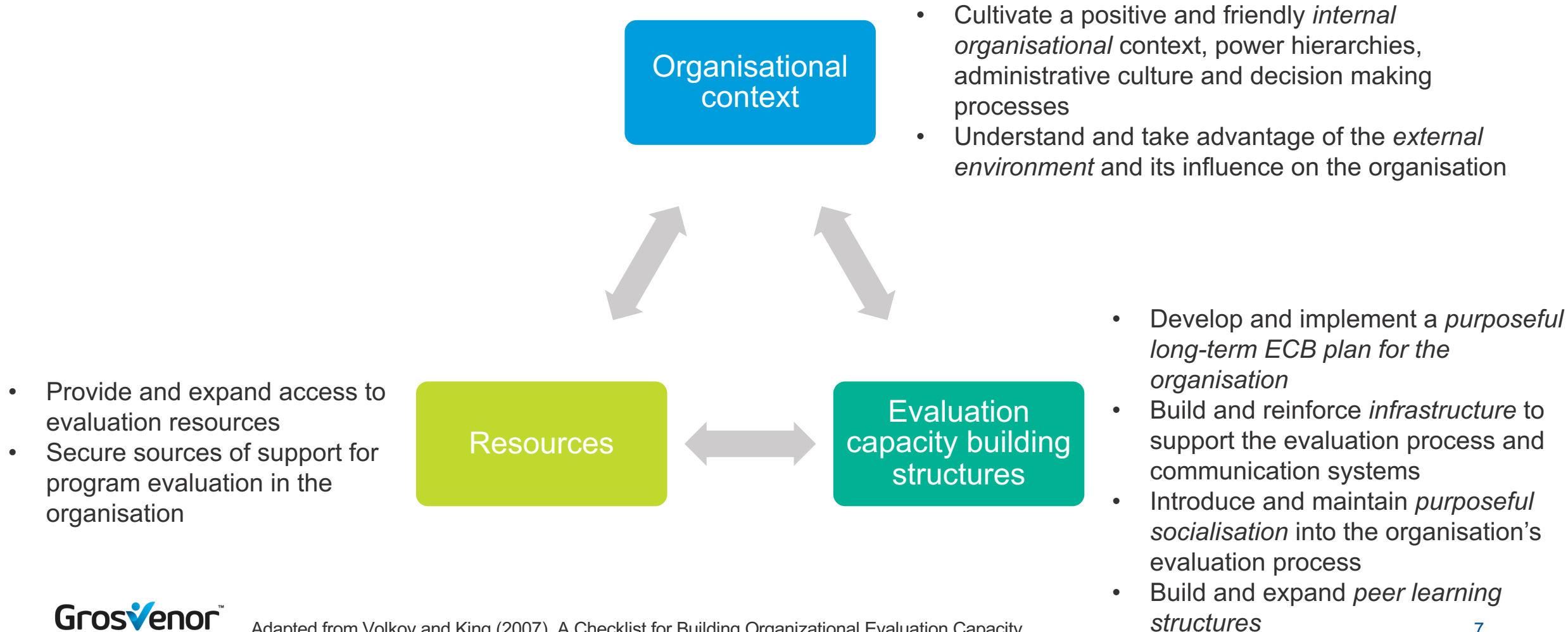


What are your key barriers to building organisational capacity and practice?

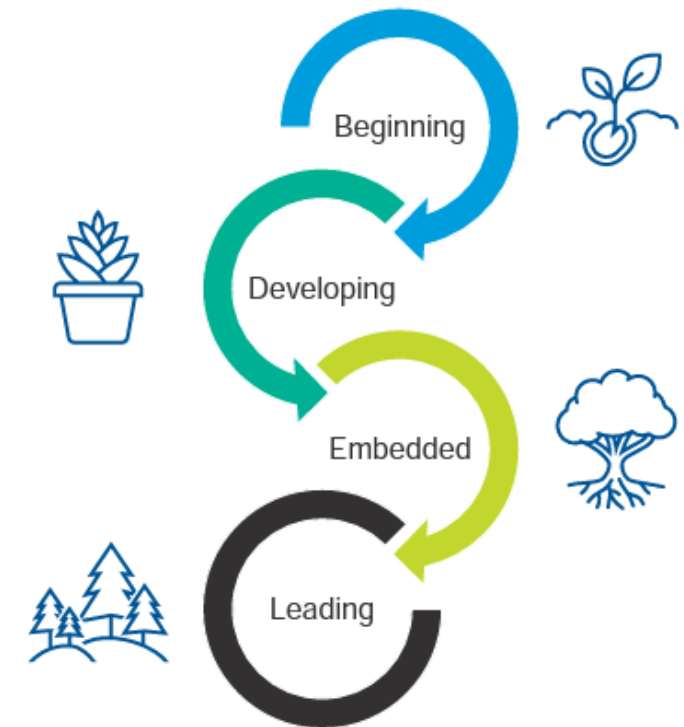
So how can we build it?



A checklist for building organisational evaluation capacity



Evaluation maturity



Assessing evaluation maturity

1 – Beginning

2 – Developing

3 – Embedded

4 – Leading

Rating		Rating	
Culture Assesses the organisational attitude towards program evaluation		Systems Assesses how systems support the delivery of program evaluation, monitoring and reporting	
Leadership Assesses to extent to which the organisation's leadership communicates an inspiring shared vision for evaluative culture		Planning Assesses how program evaluation activities are planned	
Governance Assesses the organisational program evaluation responsibilities, roles, strategy, policy and procedures		Conducting Assesses how program evaluation activities are conducted	
Collaboration and engagement Assesses the nature of stakeholder relationships and level of influence and thought leadership		Using Assesses how the outcomes of program evaluation activities are used and communicated internally and externally to continually improve	
People Assesses how people are supported to deliver and the level of skills, competencies and experience		Managing Performance Assesses how the performance of the program evaluation function is measured and improved	

Capacity, practice and... capability?



Capability building to increase capacity and practice

Area	Role in evaluation	Capability	Levels of knowledge
<ul style="list-style-type: none">• Evaluation• Program Management• Data and IT• Procurement / commissioning• Governance• Human Resources	<ul style="list-style-type: none">• Designing and delivering• Undertaking data analysis• Applying results• Coordinating program of evaluation work• Commissioning evaluations	<ul style="list-style-type: none">• Evaluation design• Consultation• Stakeholder management• Data management• Data analysis• Reporting• Presentation	<ul style="list-style-type: none">• Foundational• Practitioner• Expert

Mapping Capability and Capacity Uplift

Area	Role in evaluation	Capabilities required	Level of capability required	Approach to capability building
Evaluation Unit	<i>Deliver and manage</i>	<i>Full set of evaluation capabilities</i>	<i>Foundational, Practitioner, Expert</i>	
Program Management				
Data Unit				
Procurement / commissioning				
Human Resources				
Governance				
Executive				

- Who are you working with to build capacity?
- What is their role in evaluation?
- What capabilities or skills does their role require?
- How much knowledge do they actually need to have?

Bridging the capability gaps

Evaluation champions

Formal training courses
(internal or external)

Secondments to evaluation
teams

Mentoring and / or coaching
from an evaluator

Internal evaluation policy,
standards or expectations

Shadowing an experienced
evaluator

Evaluation resources, including
templates and tools

Bringing it together

What does this mean for you?

- > Why do you want to build capacity and practice?
- > What is your evaluation maturity? What areas do you need to focus on to build capacity and embed the evaluative culture and practice?
- > How can you apply capability building to increase your capacity?
 - How do the various teams in your organisation interact with evaluation?
 - What capabilities do they need to deliver or support components of evaluations?
 - What level of knowledge or skill do they need to have?
 - Where there are gaps, how can you build a tailored plan to increase capability, leading to increased organisational capacity?

For further information
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