



If stakeholders matter, which ones do we listen to first?

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The views expressed by presenters may not necessarily reflect the views of their employers. Please direct questions directly to the presenters.

Agenda

- Representatives of our panel
- Canadian evaluation context
- Questions we struggle with
- Audiences
- Mapping perspectives against the difficult questions
- Realigning our thinking

Our panel perspectives

- Canadian federal government (internal) evaluator
- Internationally educated, independent consultant / casual federal government evaluator
- West coast, independent consultant
- Academia

Canadian evaluation context

- Evaluators as practitioners
 - “Accidental evaluators”
 - Limited graduate/post-secondary courses in evaluation
- Primary sector for the function is largely driven by federal government
- Federal workforce recycling
 - Large influx of newer evaluators
 - Corporate memory being lost

It all began...

- Following the implementation of the new federal evaluation policy (2009)
- *Evaluating Under the New Policy: Challenges, Solutions and Adopting A Strategic Approach to Evaluation Methodology*
- Based on responses from 15 departments to three sets of questions related to changes in:
 - Evaluation planning
 - Evaluation methodologies
 - Evaluators

Initiating questions

- Brainstormed initiating questions related to evaluation capacity as defined by Bourgeois and Cousins (2008)
- Six dimensions related to:
 - Conducting evaluation
 - Human resources
 - Organizational resources
 - Evaluation planning and activities
 - Using evaluation
 - Evaluation literacy
 - Integration with organizational decision making
 - Learning orientation

Key questions we struggle with

Brainstormed Evaluation Capacity Questions	Parliament	Departments/funders		Beneficiaries/ funding recipients		Canadians	Academia	Media	Evaluand
		Senior decision makers	Program managers	Delivery Partners	NGOs				
Who is the audience?	x	x		x	x	x	x	x	x
What audience matters?		x							
Who are the evaluation beneficiaries?		x							
Who are the evaluation partners?		x					x		x
Who is the funder (delivery)?			x						
Who has a vested interest?	x	x	x	x	x		x	x	x
Are stakeholders evaluation literate?		x	x	x	x				x
What stakeholder interests are served?		x	x	x	x	x		x	x
Why is the evaluation being undertaken?	x	x	x	x	x	x	x	x	
Is the budget appropriate?									
Is leadership available to support evaluation?	x								
Is performance information available?		x	x						
Is management supportive of the evaluation?		x	x						
Is there an evaluation plan?		x							x
What capacity exists to undertake the evaluation?		x	x						x
Does the evaluation use consultants?		x	x				x		x
Are evaluation decisions discussed?		x	x	x	x				x
Who is paying for the evaluation?		x							
Who is the client?		x	x						
What is the purpose?		x	x	x	x				x
Why is it needed?		x	x	x	x				x
Who are we writing for?	x	x				x		x	x
Who is using it?	x	x	x	x				x	x
When is it being used?		x	x	x					x
How is it being used?	x	x	x	x	x	x	x	x	x
When is it needed?		x	x						
How will the results be shared?								x	
Where will it be used?			x	x					x
Is evaluation a priority?		x	x	x	x				x
Does evaluation inform other areas of work?		x	x	x					x
Does evaluation inform decision making?	x	x	x					x	x
Is the function integrated within the organization?		x	x	x	x				x
Are professional association linked to evaluator capacities?									x

Which audience matters?

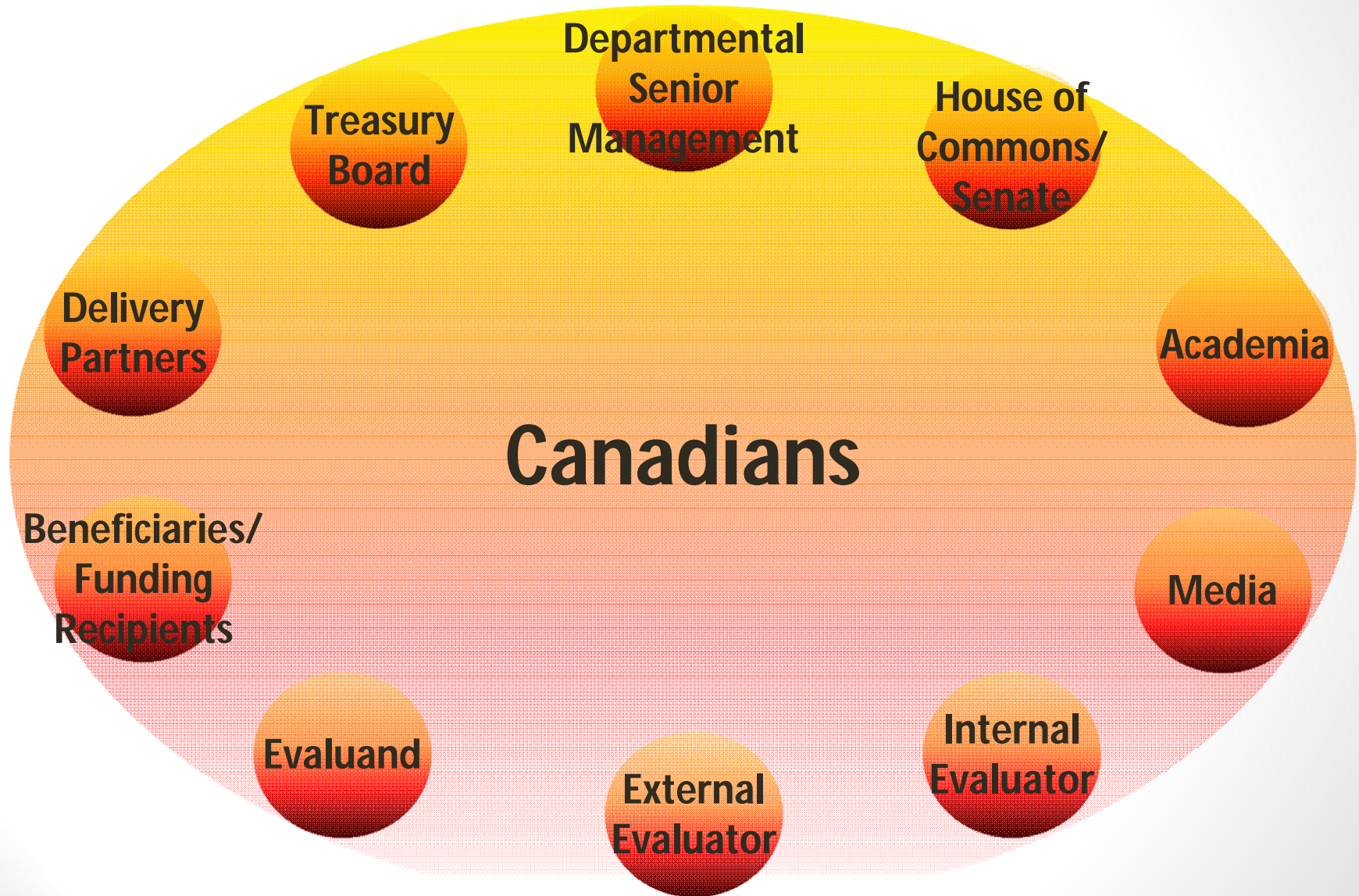
Who are our evaluation partners?

Which stakeholders interests are served by the evaluation?

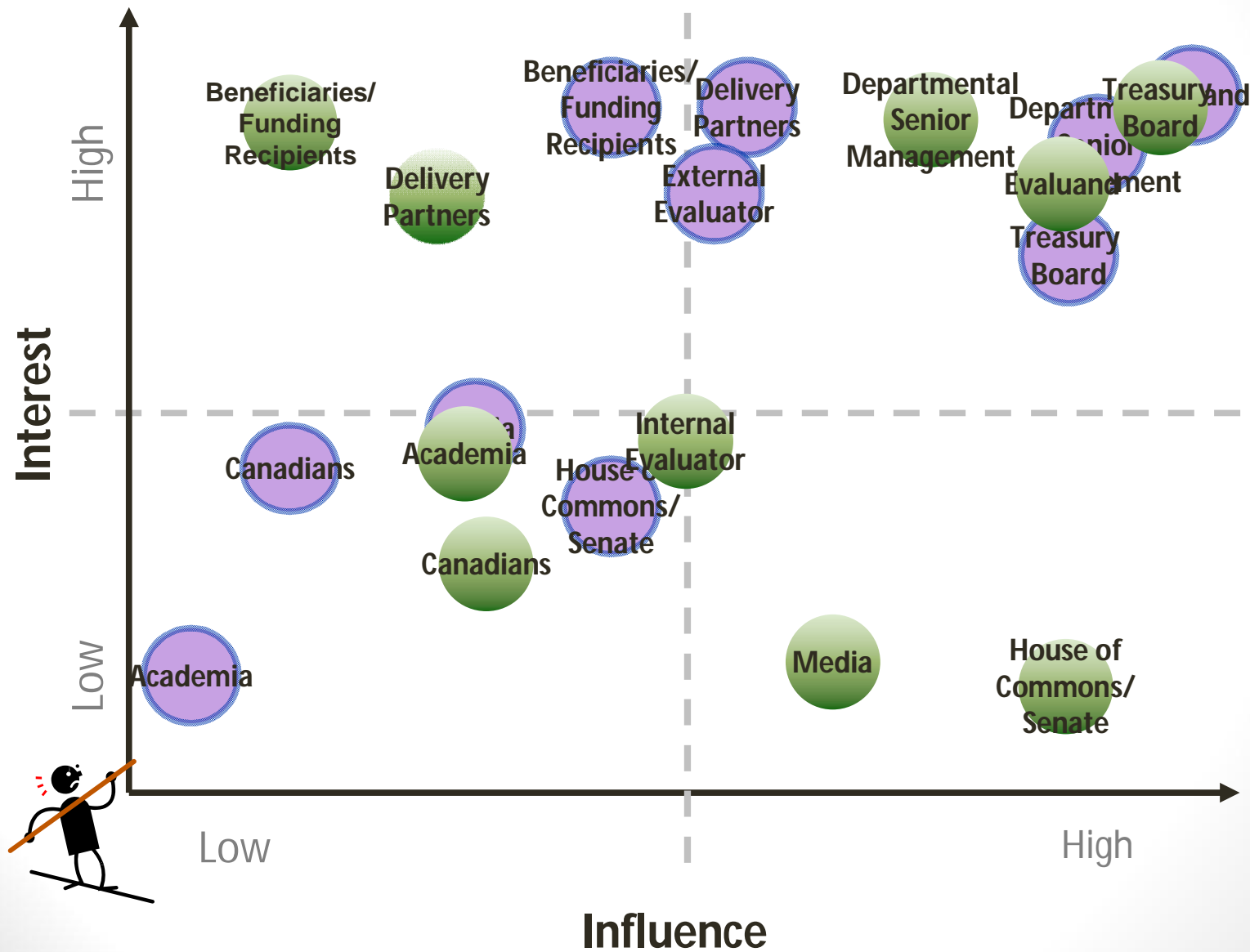
Who are we writing for?

How will it be used?

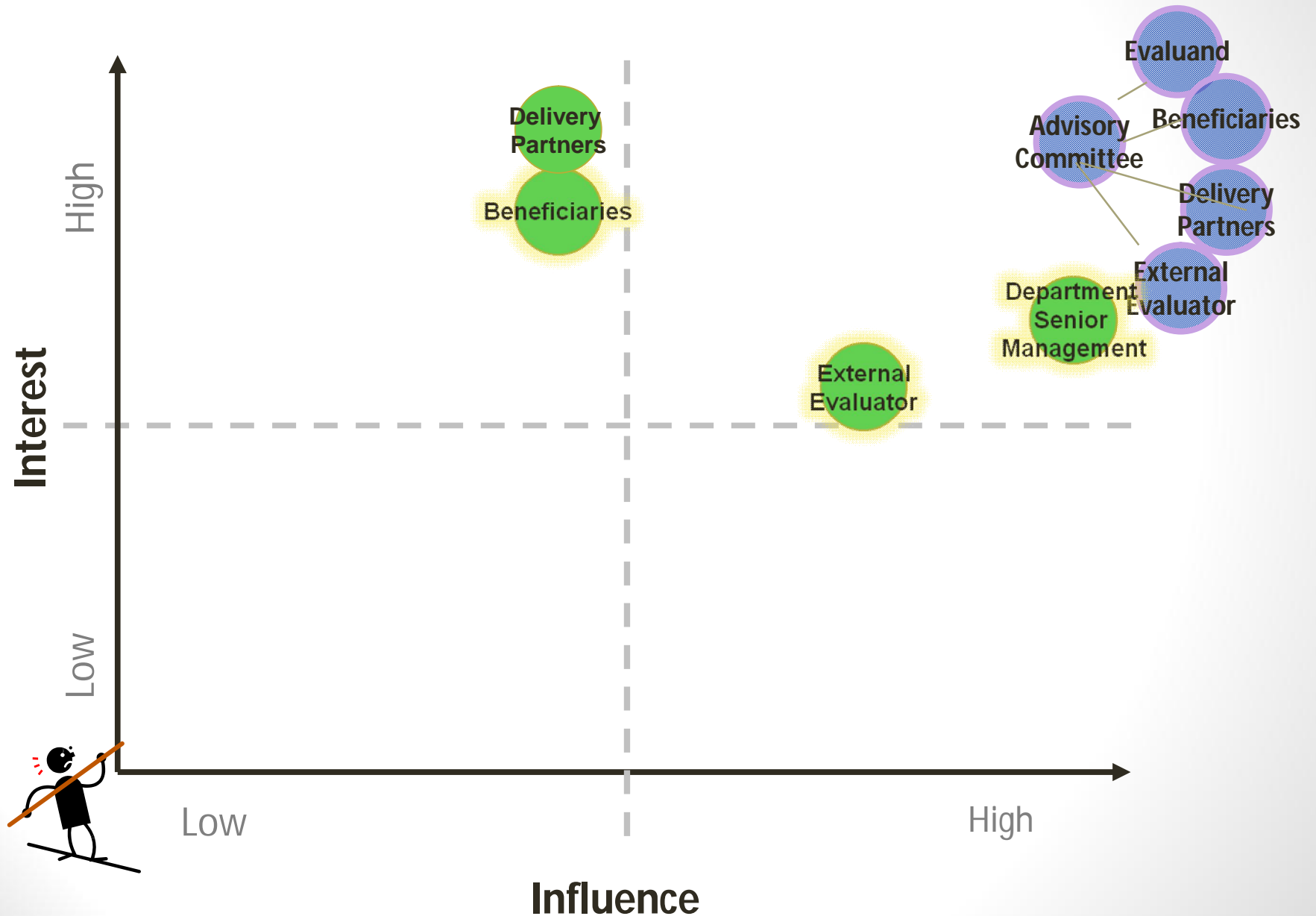
Who is our audience?



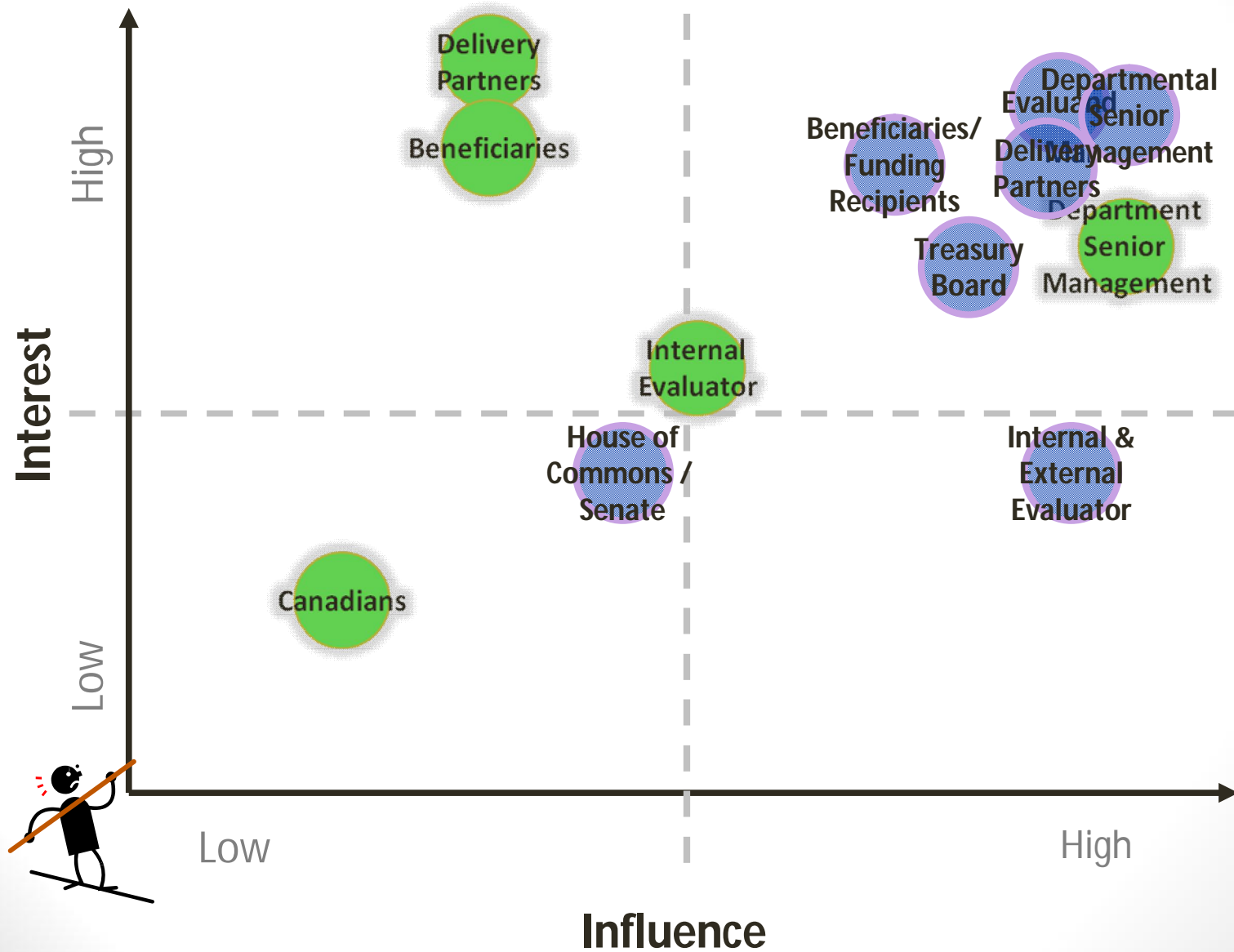
Which audience matters?



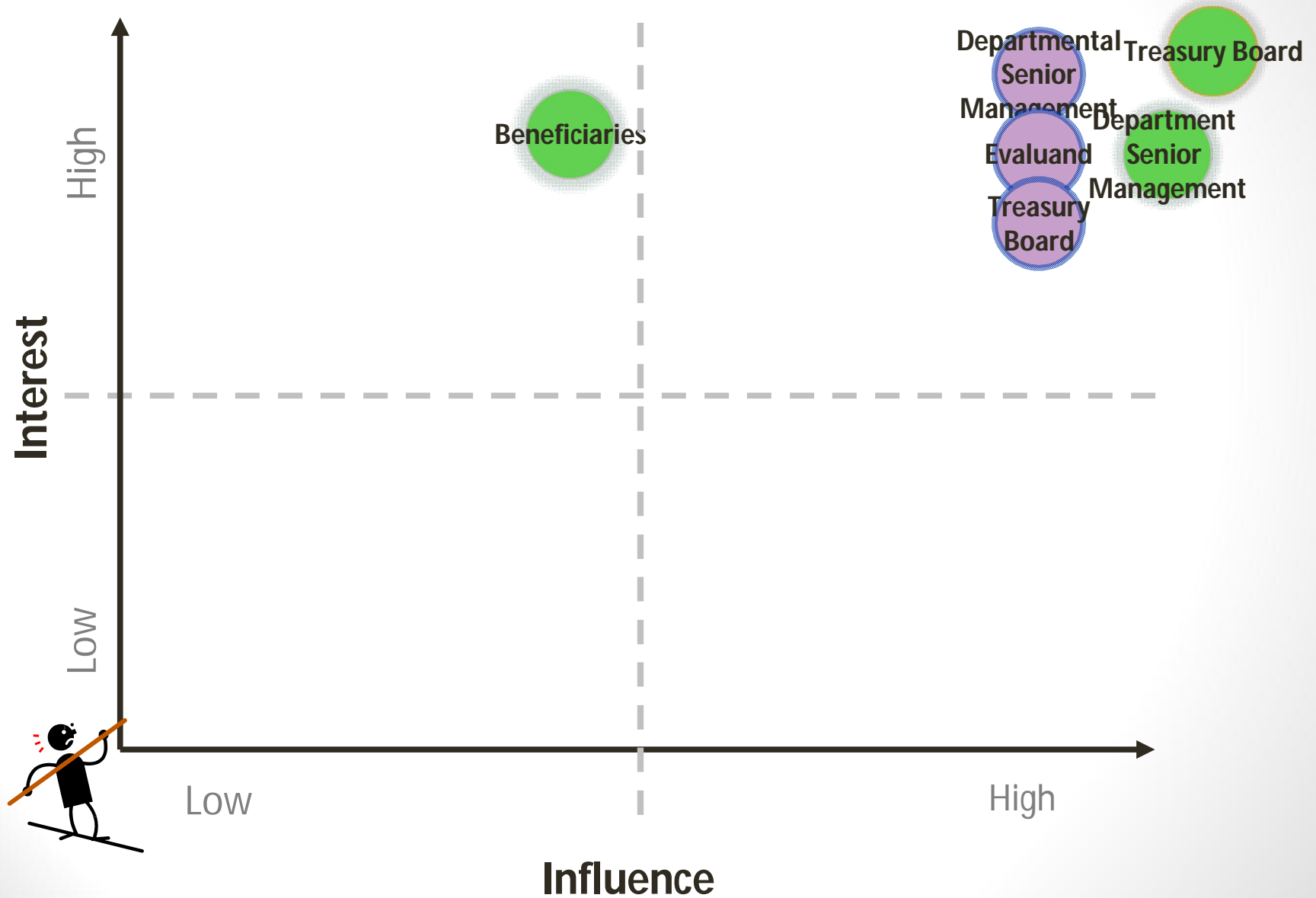
Who are the evaluation partners?



Which stakeholders benefit?



Who are we writing for?



How are evaluations used?

- Expenditure management
 - Strategic review
 - Deficit reduction action plan
- Program renewal
- Program improvement
- Program planning

How could evaluations be used?

- Support evaluation learning
- Inform policy development
- Model transferable lessons
- Assuring public of the value for money (to hold government to account)

So...what if we realigned our thinking?

