PANEL SESSION 817
HOW PRACTITIONERS AND RESEARCHERS CAN USE MODELS TO BUILD AND SUSTAIN EVALUATION CAPACITY

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PANEL AGENDA

Presenters

- Steffen Bohni & Sebastian Lemire: Evaluation capacity. Conceptualizing and measuring an ambiguous construct

- Tina Taylor-Ritzler: Using the ECAI to Conceptualize, Measure and Build Evaluation Capacity

- Jean King: The Evaluation Capacity Building Checklist. A Tool to Build Evaluation Capacity

- And – most importantly - discussion

Outline of presentations

1. The theoretical and empirical background

2. The organizational model informing our understanding of evaluation capacity (building)

3. The evaluation capacity instrument

4. Strengths and weaknesses of the instrument

5. How it can be used to build evaluation capacity

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EVALUATION CAPACITY. CONCEPTUALIZING AND MEASURING AN AMBIGUOUS CONSTRUCT

STEFFEN BOHNI & SEBASTIAN LEMIRE

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1. THE THEORETICAL AND EMPIRICAL BACKGROUND

- Commissioned in fall 2007 to be carried out in two months for KREVI—Danish Evaluation Institute for Local Governments

- Combined telephone interviews and online survey. All interviewers trained in evaluation models

- Snowballing / n=287 / response rate 74% / 91 of 98 local governments represented

- Total of 30 fixed-choice items and 6 open-ended items

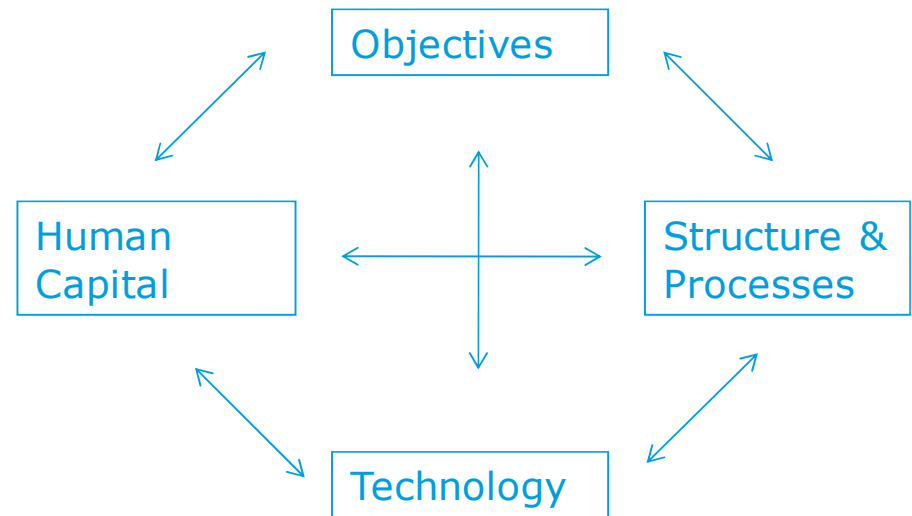- **18 fixed-choice items were included in our Evaluation Capacity Index.**

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References

- Steffen Bohni Nielsen, Sebastian Lemire1, and Majbritt Skov. (2011). Measuring Evaluation Capacity—Results and Implications of a Danish Study. *American Journal of Evaluation*. 32(3) 324-344

- KREVI—Danish Evaluation Institute for Local Governments. (2008). Evaluation in Danish local governments. A quantitative mapping of evaluation capacity in local government. www.krevi.dk (written in Danish)
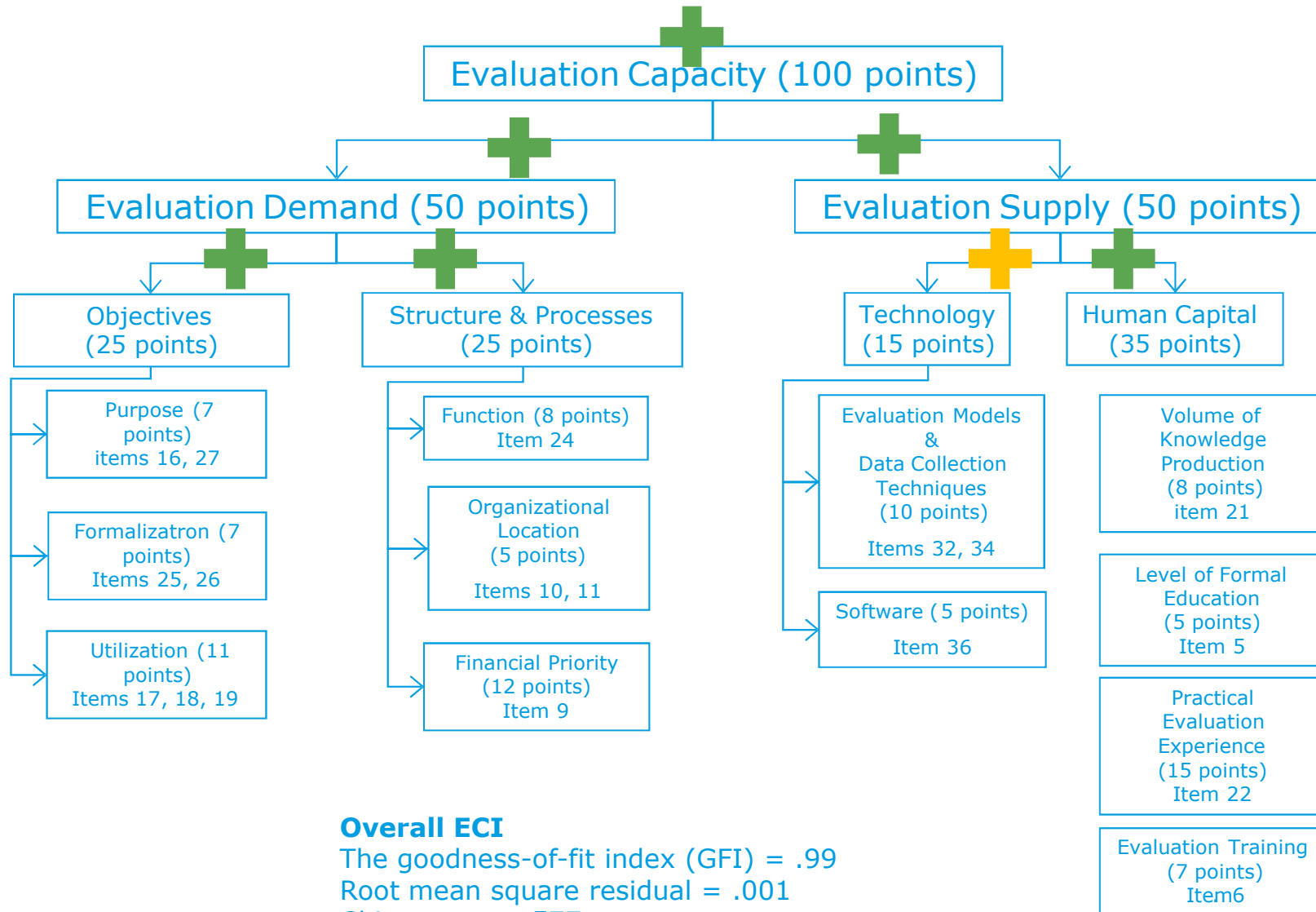
2. THE ORGANIZATIONAL MODEL INFORMING OUR UNDERSTANDING OF EVALUATION CAPACITY (BUILDING)

- Organization's EC is intrinsically linked to its objectives, structure and processes, technology, and human capital

- Inspired by Harold Leavitt's diamond

- Demand and supply side both important – reflecting discussions on ECB

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                    Objectives

Human                                Structure &
Capital                              Processes

                    Technology
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Leavitt, H. J. (1978). Managerial psychology. Chicago, IL: University of Chicago Press

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3. THE EVALUATION CAPACITY INSTRUMENT

Evaluation Capacity (100 points)

Evaluation Demand (50 points)

Evaluation Supply (50 points)

Objectives (25 points)

Structure & Processes (25 points)

Technology (15 points)

Human Capital (35 points)

Purpose (7 points)
items 16, 27

Formalizatron (7 points)
Items 25, 26

Utilization (11 points)
Items 17, 18, 19

Function (8 points)
Item 24

Organizational Location
(5 points)
Items 10, 11

Financial Priority
(12 points)
Item 9

Evaluation Models
&
Data Collection
Techniques
(10 points)
Items 32, 34

Software (5 points)
Item 36

Volume of
Knowledge
Production
(8 points)
item 21

Level of Formal
Education
(5 points)
Item 5

Practical
Evaluation
Experience
(15 points)
Item 22

Evaluation Training
(7 points)
Item6

Overall ECI
The goodness-of-fit index (GFI) = .99
Root mean square residual = .001
Chi-square = .577
Degrees of freedom = 1
e = error

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4. STRENGTHS AND WEAKNESSES OF THE INSTRUMENT

Main Strenghts

• Tests show strong content and construct validity

• ECI is short and feasible

• Enables assessment of organizational strengths and weaknesses

• Enables baseline and endline measurements when building EC

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4. STRENGTHS AND WEAKNESSES OF THE INSTRUMENT

Main weaknesses

- Population not large enough to test relations between lower level constructs in the instrument

- The instrument has not incorporated or theorized relation to constructs such as:

  - context;

  - the role of culture;

  - the role of leadership;

  - the role of an evaluation champion; and

  - the role of knowledge management.

- No link to organizational effectiveness has been empirically verified

- Its actual use to diagnose evaluation capacity and discern capacity building strategies has been limited to few cases

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5. HOW IT CAN BE USED TO BUILD EVALUATION CAPACITY

<table>
<tr><td rowspan="3"></td><td rowspan="3"></td><td colspan="2">Demand</td></tr>
<tr><td>Weak</td><td>Strong</td></tr>
<tr><td rowspan="2">Supply</td></tr>
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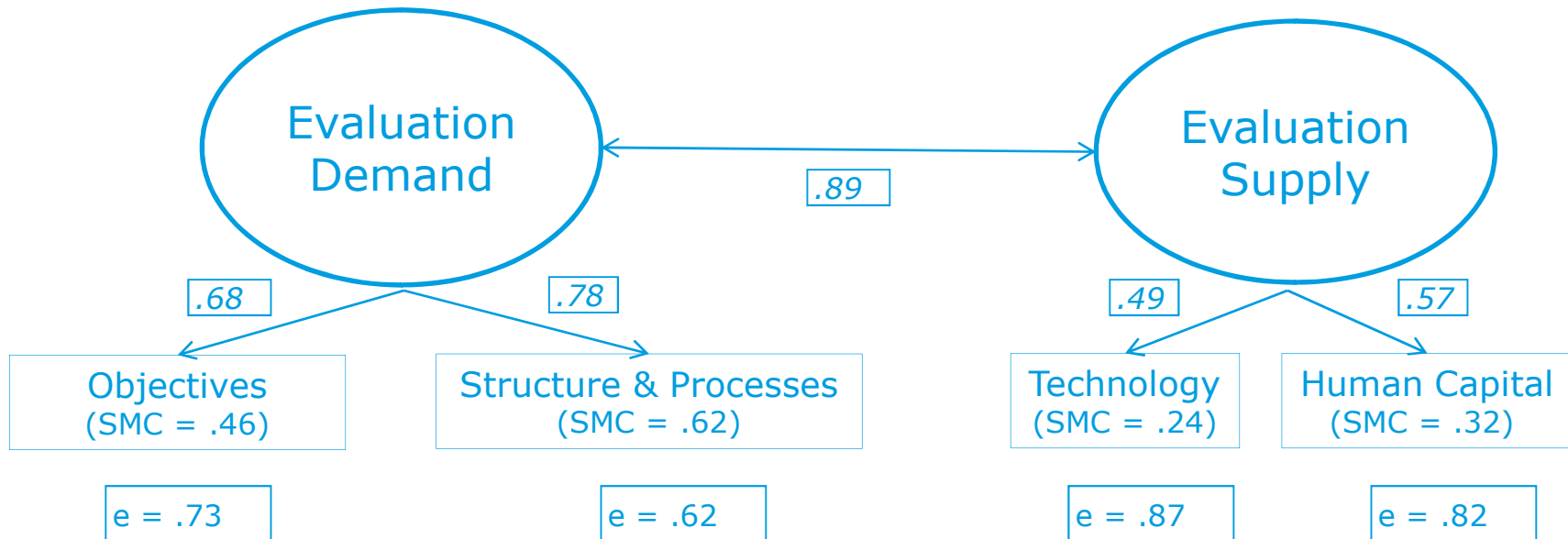|		Demand	
		Weak	**Strong**
Supply	**Strong**	• Connect evaluation and controller functions • Achieve political clarity on the role and function of evaluation • Spread knowledge of evaluation models and use to senior management • Support line management and professionals' use of evaluation	• Support evaluation policy, programs and projects • Connect strategic planning, budgeting, monitoring with evaluaiton • Support senior management in use of evaluative knowledge • Mainstream evaluation tools in relevant processses
	Weak	• Strengthen auditor and controller functions' understanding of evaluation • Introduce"good practice" examples on evaluation • Deliver evaliation training • Make the organisation's members work with external evaluators	• Collaborate across organizational units to share evaluative knowledge • Actively disseminate knowledge, experiences and *good practice* across the organization • Introducé evaluation standards • Participate in external evaluation networks • Support development of an M&E plan and system

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THANK YOU FOR LISTENING!

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3. THE EVALUATION CAPACITY INSTRUMENT

The goodness-of-fit index (GFI) = .99
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