

*Building
Effective
Evaluation
Capacity*

LESSONS FROM PRACTICE

*Richard Boyle
Donald Lemaire*

EDITORS

Building Effective Evaluation Capacity Lessons From Practice

John A. Hird



Building Effective Evaluation Capacity Lessons From Practice:

Building Effective Evaluation Capacity Richard Boyle, Donald Lemaire, In the 1960s policy and program evaluation was used to improve government programs and enhance monitoring In the 1970s and 1980s evaluation was redefined as a tool of accountability via the budgetary process to assess government performance against standards and objectives Building Effective Evaluation Capacity draws upon three decades of experience and observation to derive prescriptive lessons A wealth of illustrative case studies of good practice highlight the book Rather than proposing a single model for evaluation capacity development this comparative approach allows readers to apply the findings to their own circumstances Building Effective Evaluation Capacity will be of interest to public policy specialists economists and students of government and comparative politics Building Effective Evaluation Capacity Richard Boyle, 2019 **Building Effective Evaluation**

Capacity Richard Boyle, Donald Lemaire, 1999-01 In the 1960s policy and program evaluation was used to improve government programs and enhance monitoring In the 1970s and 1980s evaluation was redefined as a tool of accountability via the budgetary process to assess government performance against standards and objectives Building Effective Evaluation Capacity draws upon three decades of experience and observation to derive prescriptive lessons A wealth of illustrative case studies of good practice highlight the book Rather than proposing a single model for evaluation capacity development this comparative approach allows readers to apply the findings to their own circumstances Building Effective Evaluation Capacity will be of interest to public policy specialists economists and students of government and comparative politics

International Atlas of Evaluation Jan-Eric Furubo, Ray C. Rist, Rolf Sandahl, The history development and future directions of evaluation in various European and Asian countries are described and examined Chapter topics include international organizations or associations that influence this global direction Business Horizon Evaluation of public policy has changed considerably in the past decade This is especially true in Europe where evaluation is now an institutional part of public sector governance but it is also characteristic of other parts of the world The International Atlas of Evaluation describes individual country as well as global trends and developments in the application and impact of evaluation It also explains underlying forces affecting the contour of evaluation in different national contexts and their consequences for the diffusion of evaluation The International Atlas of Evaluation describes and examines the history development and future directions of evaluation in twenty two countries Australia Canada China Denmark Finland France Germany Switzerland Ireland Israel Italy Japan Korea the Netherlands New Zealand Norway Spain Sweden Switzerland Zimbabwe the United Kingdom and the United States It includes chapters on international organizations or associations that heavily influence the global direction of evaluation the European Union the World Bank and Development Assistance Evaluation The volume includes a historical overview of supply and demand in relation to evaluation shifts in institutional settings university programs and other sources of training descriptions of its applications in the executive and legislative branches of

government and observations on the status and future of national systems of evaluation The Atlas explores whether those countries where evaluation took off some years ago are expanding its use or whether its development has stabilized or even decreased It explores factors supporting the development of evaluation in a number of developing countries This volume in the Comparative Policy Analysis series is an essential tool for policy makers government officials and scholars interested in the contemporary status of evaluation Jan Eric Furubo is head of the Secretariat for Strategic Analyses in the National Audit Office in Sweden Ray C Rist is a senior evaluation officer with the Operations Evaluation Department of the World Bank He has held senior positions in both the legislative and executive branches of the United States government as well as teaching positions at Cornell University The John Hopkins University and George Washington University Rolf Sandahl is an expert in evaluation at the National Financial Management Authority in Sweden and author of many books and articles in the area of policy instruments results analysis and management by results

Evaluating the effects of regional interventions. A look beyond current Structural Funds' practice Karol Olejniczak, Stanisław Bienias, Marek Kozak, 2012 The aim of this book is to enrich current evaluation of the Structural Funds in the field of regional development by connecting it with the advances in contemporary international practices of evaluation We strongly believe that evaluation studies are one of the key feedback mechanisms in modern public policy They help us reflect critically on the value and merit of our programmes learn and improve the utility of new public interventions

Evaluation Management in South Africa and Africa Fanie Cloete, 2014-12-01 This blind peer reviewed book systematically records analyses and assesses for the first time in a single volume the implications of the global development and management of professional evaluation for the African continent The book deals with the most strategic contemporary evaluation themes Each of these themes contains discussions of theoretical issues illustrated with one or more short case studies while selected longer case studies and other relevant documentation are also taken up in annexures at the end of the book The book therefore comprises a guide to best M E practices for purposes of systematic policy programme and project evaluations It is suitable for both professional M E institutionalisation and capacity building projects as well as for evaluation information dissemination and education at different levels in the public private and voluntary sectors in society especially in a developmental context

Foreign Aid for Development George Mavrotas, 2010-02-25 Foreign aid is one of the few topics in the development discourse with such an uninterrupted yet volatile history in terms of interest and attention from academics policymakers and practitioners alike Does aid work in promoting growth and reducing poverty in the developing world Will a new big push approach accelerate progress towards the Millennium Development Goals or will another opportunity be missed Can the lessons of almost half a century of aid giving be learnt These are truly important questions in view of the emerging new landscape in foreign aid and recent developments related to the global financial crisis which are expected to have far reaching implications for both donors and recipients engaged in this area Against this shifting aid landscape there is a pressing need to evaluate progress to date and

shed new light on emerging issues and agendas This volume brings together leading aid experts to review the progress achieved so far identify the challenges ahead and discuss the emerging policy agenda in foreign aid A central conclusion of this important and timely volume is that since development aid remains crucial for many developing countries a huge effort is needed from both donors and aid recipients to overcome the inefficiencies and make aid work better for poor people After all as global citizens we have a moral obligation to do the best we can to lift people out of poverty in the developing world The findings of this book will be of considerable interest to professionals and policymakers engaged in policy reforms in foreign aid and provide an essential one stop reference for students of development international finance and economics *Quality Matters* Robert Schwartz, John Mayne, 2005-01-01 Contributors are from Australia Canada the European Union France the Netherlands New Zealand Sweden Switzerland United Kingdom United States and the World Bank They examine and analyze practices for assuring the quality of evaluation performance auditing and performance reporting in the face of political organizational and technical obstacles A final chapter addresses the extent to which quality assurance systems become bothersome rituals or remain meaningful mechanisms to ensure quality control This well defined volume will be of particular interest to policymakers and adds much to the literature on program evaluation and performance auditing *The Jossey-Bass Reader on Nonprofit and Public Leadership* Jossey-Bass Publishers, 2009-12-01 An ideal resource for students and professionals this comprehensive reader offers a diverse collection of the foremost writings on leadership and management in the public and nonprofit sectors The book includes previously published essays articles and extracts from leading books and periodicals framed and vetted by author and professor James L Perry The anthology covers a wide range of topics offering a third sector perspective on the general leadership questions essential to any manager principles and practices of leadership organizational change corporate culture communication efficiency ethics as well as issues unique to public and nonprofit organizations understanding leadership roles in the nonprofit world founder vs ED relationships board leadership alternative and collaborative leadership strategic management sustainability and the future of leadership Praise for *The Jossey Bass Reader on Nonprofit and Public Leadership* *The Jossey Bass Reader on Nonprofit and Public Leadership* is the most comprehensive collection of essays on leadership available It should be required reading for all of those who teach practice and are students of the art and science of leadership Stephen E Condrey University of Georgia This collection of short and readable pieces will be very valuable for students and practitioners of public and nonprofit leadership Michael O Neill professor of nonprofit management School of Business and Professional Studies University of San Francisco James Perry has provided a very valuable tool for nonprofit and public sector leaders This collection represents the very best lessons for leaders from John Gardner to Kouzes and Posner The clear structuring and framing of the articles makes this a perfect handbook for nonprofit and public sector leaders of all types Ronald E Riggio Henry R Kravis Professor of Leadership and Organizational Psychology Director Kravis Leadership Institute Claremont McKenna College Jim Perry brings together in

a single volume much of the best writing on leadership theory and leadership doing For anyone interested in the attributes and practice of leadership this is the book looking back at what s been proven effective and forward to what s needed in the next generation of leaders Timothy L Seiler director The Fund Raising School The Center on Philanthropy at Indiana University Indianapolis Indiana **Influencing Change** ,2011-01-01 This book i reviews how evaluation can lead the change process in policy and institutional development ii presents a variety of good practices and lessons learned in building up evaluation capacities and iii introduces new perspectives on evaluation capacity building Enhancing Evaluation Use Marlène Läubli Loud,John Mayne,2013-04-05 Enhancing Evaluation Use Insights from Internal Evaluation Units offers invaluable insights from real evaluators who share strategies they have adopted through their own experiences in evaluation Readers will learn about the challenges solutions and lessons drawn from the experience of evaluators working in a wide range of organizations Referencing the latest literature contributors discuss factors that help or undermine attempts to foster an evaluative thinking and learning culture within an organization Applicable in a wide range of situations their accounts demonstrate the initiative and innovative thinking they use to address challenges in various sometimes complex evaluation settings Questions at the end of each chapter stimulate thought and discussions about the issues raised and allow readers to apply their findings to their own situations This book speaks to a cutting edge topic that is the potential to generalize program evaluation expertise to larger organizational questions and the cases from multiple international contexts represent a unique feature John Clayton Thomas Georgia State University The use of actual cases to highlight major concepts in evaluation in the public sector is a great feature Danica G Hays Old Dominion University The text provides practical information from a variety of organizational contexts and the integration of international experiences provides for expanded discussion of evaluation theory and practice Kathleen Norris Plymouth State University The key strengths of this book lie in its national supra national and international organizational contexts its consistency in insider perspectives and the detailed examples provided Donna Haig Friedman University of Massachusetts Boston The book of essays reviewed here was edited by two eminent evaluators It fills an important gap in the literature in pursuit of improved quality of evaluation products evaluation thinkers have lavished attention on evaluation methods ethics and use but they have sorely neglected evaluation governance issues and have largely failed to probe the workings of evaluation within organizations Yet most evaluations are commissioned by or undertaken within organizations The choices organizations make in structuring evaluation functions and designing evaluation processes have a major bearing on the relevance validity and usefulness of evaluations Refreshingly the book offers fresh mental models and practical lessons about evaluation systems and practices adopted in diverse organizational settings All contributors to the book are seasoned practitioners They hail from national supranational and international organizations and many of them have trespassed across these thematic and organizational boundaries They all are equipped to draw on a vast reservoir of hands on experience as evaluation commissioners managers internal evaluators

or external practitioners Remarkably they also display considerable familiarity with relevant themes treated by the organization management and evaluation literature Given its pragmatic focus the book is bound to elicit broad based interest among evaluation practitioners While it addresses familiar dilemmas and challenges evaluation independence evaluation utilization organizational learning nurturing of an evaluation culture etc it does so from the distinctive perspective of insiders who have had to contend with a variety of organizational constraints and management pressures Revealingly most contributors find good reasons to be optimistic about the possibility of positive change The stage is set by John Mayne whose introductory and authoritative chapter identifies the critical importance of organizational factors in the utilization of evaluation results This is followed by Bastiaan de Laat s chapter which puts forward an ingenious analytical construct the tricky triangle of relationships that links commissioners evaluators and evaluands Specifically De Laat unmasks and assesses the different and complex configurations that result from this triangular interplay Penny Hawkins elegant contribution underlines the importance of evaluation independence It highlights the considerable impact that the electoral cycle may have on evaluation approaches It also reveals that indigenous cultures may present formidable obstacles to the very notion of external evaluative oversight The next chapter penned by Marlene Laubli s is equally perceptive in tracing the creative adaptation that the evaluation function underwent in response to changes in the organizational force field of the Swiss Federal Office of Public Health s Evaluation Unit In a similar vein Erica Wimbush provides a lucid exposition of the strategies used to bridge evaluative knowledge and management action in Scotland s public health agency Still within the health field Nancy Porteous and Steve Montague show convincingly that transformative organizational change in Canada s Public Health Agency was facilitated through judicious evaluation programming and what has come to be called double loop learning Finally Bastiaan de Laat and Kevin Williams summarize important findings from of two empirical studies of evaluation use in the European Commission that go a long way in identifying good practices for evaluation commissioning in a supra national organizational context The next two chapters of the book focus on two specialized agencies of the United Nations They tread gently in what is admittedly a highly sensitive and contested terrain Maria J Santamaria Hergueta Alan Schnur and Deepak Thapa discuss how the World Health Organization s evaluation function evolved towards greater independence over several decades while Janet Neubecker Matthew Ripley and Craig Russon focus on the innovative techniques used within the International Labour Organization to enhance utilization of self evaluation findings The final chapter by Marlene Laubli Loud misses the opportunity to compensate for the good news bias that understandably characterizes the previous contributions Surprisingly it displays ambivalence towards evaluation independence which it equates with externality a concept soundly rejected by de Laat But setting this dimension aside the chapter is interesting and valuable since it reflects the co editor vast experience as an evaluator evaluation trainer and evaluation manager in diverse national and international contexts Thus the chapter provides a useful compilation of take away messages focused on good evaluation management practices It is on solid

grounds when it describes how to make effective use of advisory committees motivate potential evaluation users design good terms of reference select the right evaluators craft judicious evaluation policies and keep an eye out for political windows of opportunity Each chapter of the book concludes with a crisp exposition of overarching findings discussion topics and references Thus the volume should be of practical value to teachers students professional evaluators as well as evaluation commissioners and programme managers All in all this is a book that belongs on your shelf if you are intent on enhancing the role that evaluation plays in your organization Robert Picciotto UKES Council Member

Towards Sustainable Futures Ida Kristine Lindkvist, Per Øyvind Bastøe, Kim Forss, 2024-03-12 Towards Sustainable Futures serves as a guide to better understand what roles evaluation can play in sustainability Rather than proposing a single definition of sustainability or methodological approach this book gives us the tools to improve the quality and relevance of evaluation of sustainability Divided into two parts the first part introduces the reader to key debates and challenges related to evaluation of sustainability Part Two provides examples of methods and applications By combining a stellar line up of specialists theorists and practitioners in the field of development evaluation with expert accessible and engaged analysis of key issues Towards Sustainable Futures is a must read source for re tooling and re focussing evaluation towards the green transition imperative It should be essential reading for scholars and practitioners of evaluation Chapters 1 4 6 and 15 of this book are freely available as a downloadable Open Access PDF at <http://www.taylorfrancis.com> under a Creative Commons Attribution Non Commercial No Derivatives CC BY NC ND 4.0 license

Evaluation in the Irish Health Sector Michelle Butler, 2002

Mind the Gap Phillip Allman, Jos Vaessen, 2017-07-28 Over the past twenty to thirty years evaluation has become increasingly important to the field of public policy The number of people involved and specializing in evaluation has also increased markedly Evidence of this trend can be found in the International Atlas of Evaluation the establishment of new journals and evaluation societies and the increase in systems of evaluation Increasingly the main reference point has become an assessment of the merit and value of interventions as such rather than the evaluator's disciplinary background This growing importance of evaluation as an activity has also led to an increasing demand for the type of competencies evaluators should have Evaluation began as a niche area within the social and behavioral sciences It subsequently became linked to policy research and analysis and has more recently become trans disciplinary This volume demonstrates an association between the evaluation tradition in a particular country or policy field and the nature of the relationship between social and behavioral science research and evaluative practice This book seeks to offer comprehensive data which lead to conclusions about patterns that transcend the gap between evaluation and the social scientific disciplines Mind the Gap has a twofold aim The first is to highlight and characterize the gap between evaluation practices and debates and the substantive knowledge debates within the social and behavioral sciences The second is to show why this gap is problematic for the practice of evaluation while at the same time illustrating possible ways to build bridges The book is centered on the value of producing

useful evaluations grounded in social science theory and research Ten Steps to a Results-based Monitoring and Evaluation System Jody Zall Kusek, Ray C. Rist, 2004 An effective state is essential to achieving socio economic and sustainable development With the advent of globalization there are growing pressures on governments and organizations around the world to be more responsive to the demands of internal and external stakeholders for good governance accountability and transparency greater development effectiveness and delivery of tangible results Governments parliaments citizens the private sector NGOs civil society international organizations and donors are among the stakeholders interested in better performance As demands for greater accountability and real results have increased there is an attendant need for enhanced results based monitoring and evaluation of policies programs and projects This Handbook provides a comprehensive ten step model that will help guide development practitioners through the process of designing and building a results based monitoring and evaluation system These steps begin with a OC Readiness Assessment OCO and take the practitioner through the design management and importantly the sustainability of such systems The Handbook describes each step in detail the tasks needed to complete each one and the tools available to help along the way **Collaborative Evaluations** Liliana Rodríguez-Campos, Rigoberto Rincones-Gómez, 2012-11-21 Collaborative Evaluations Step by Step Second Edition is a comprehensive guide for evaluators who aim to master collaborative practice Liliana Rodríguez Campos and Rigoberto Rincones Gómez present their Model for Collaborative Evaluations MCE with its six major components identify the situation clarify the expectations establish a collective commitment ensure open communication encourage effective practices and follow specific guidelines Fully updated to reflect the state of the art in the field each core chapter addresses one component of the model providing step by step guidance as well as helpful tips for successful application To further demonstrate the utility of the MCE this new edition includes recurring vignettes about several evaluators and clients illustrating frequent questions and specific challenges that arise when evaluators take a collaborative approach Drawing on a wide range of collaborative evaluations conducted in the business nonprofit and education sectors this precise and easy to understand guide is ideal for students and practitioners who want to use its tools immediately **Policy Analysis in the United States** John A. Hird, 2018-02-21 Policy Analysis in the United States gathers a group of original contributions by scholars and leading practitioners of public policy analysis Originating in the United States the field of public policy analysis has affected nations around the world and been enhanced by contributions of scholars and practitioners in other regions but it remains most highly developed and practiced in education and government here This volume explores the nature of policy analysis in different sectors and at different levels of government as well as by nongovernmental actors such as unions businesses NGOs and the media Evaluating the Complex Kim Forss, Mita Marra, Robert Schwartz, 2017-07-12 In the economic atmosphere following the crisis of 2008 not only have governments reacted by creating more complex policy initiatives but they have also promised that all of these initiatives will be evaluated Due to the complexity of many of the

initiatives the ways of evaluating are becoming equally complex The book begins with a theoretical and conceptual explanation of the process and shows how this translates into the practice of evaluation The chapters cover a wide variety of subjects such as poverty homelessness smoking prevention HIV AIDS and child labor The use of case studies sheds light on the conceptual ideas at work in organizations addressing some of the world s largest and most varied problems The evaluation process seeks a balance between order and chaos The interaction of four elements simplicity inventiveness flexibility and specificity allows complex patterns to emerge The case studies illustrate this framework and provide a number of examples of practical management of complexity in light of contingency theories of the evaluation process itself These theories in turn match the complexity of evaluated policies strategies and programs The evaluation process is examined for its impact on policy outcomes and choices

Evaluating Public Participation in Policy Making OECD,2005-08-16 This book examines the key issues for consideration when evaluating information consultation and public participation

The SAGE International Handbook of Educational Evaluation Katherine Ryan,J. Bradley Cousins,2009-07-15 Bringing together the expertise of top evaluation leaders from around the world The SAGE International Handbook of Educational Evaluation addresses methods and applications in the field particularly as they relate to policy and decision making in an era of globalization The comprehensive collection of articles in the Handbook compels readers to consider globalization influences on educational evaluation within distinct genres or families of evaluation approaches Key Features Discusses substantive issues surrounding globalization and its implication for educational policy and practice and ultimately evaluation Includes state of the art theory chapters and method chapters within scientific accountability oriented learning oriented and political genres of evaluation approaches Provides real world case exemplar chapters to illustrate core concepts within genres Extends dialogue on controversial topics and contemporary educational evaluation tensions in the context of globalization Summarizes by means of an integration chapter the issues tensions and dilemmas confronting educational evaluators in an era of globalization Serving as a state of the art resource on educational evaluation this volume is designed for graduate students evaluation scholars and researchers and professional evaluation practitioners with an interest in educational program and policy evaluation

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