

WHAT DOES IT TAKE TO SUSTAIN EVALUATIVE THINKING?

OPPORTUNITIES AND CHALLENGES FOR
NON-PROFIT ORGANISATIONS

Indigenous Australia Program

The Fred Hollows Foundation

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**The Fred Hollows
Foundation**

Context:

**Health system
strengthening**



Our Solution: Evaluation Capacity Building



READINESS APPRAISAL

An Evaluation Capacity Building (ECB) approach:

What is required to embed ethical and appropriate evaluative thinking into the Program's processes and make evaluation an integral efficient part of routine operations?

METHODOLOGY

DATA COLLECTION TOOL

KEY QUESTION

Quick scoping review
of the literature

What does the literature advise in relation to best practice for ECB?

Internal document
analysis

What is known about the existing IAP systems, organisational culture and capabilities?

Survey

To what extent does the IAP have the required conditions to become a learning program?

Facilitated Discussion
Groups

What was required to embed evaluative thinking into processes and make evaluation an integral part of routine operations?

OUR DEFINITION OF ECB

The aim of ECB is to ensure strategic goals are accomplished and effective development programs are delivered. Project management decisions will be made on the basis of monitoring and evaluation findings and the IAP will be able to demonstrate the use of evaluation throughout all systems, processes and activities.

(Preskill & Boyle, 2008; Sanders, 2002).

THEORETICAL UNDERPINNINGS

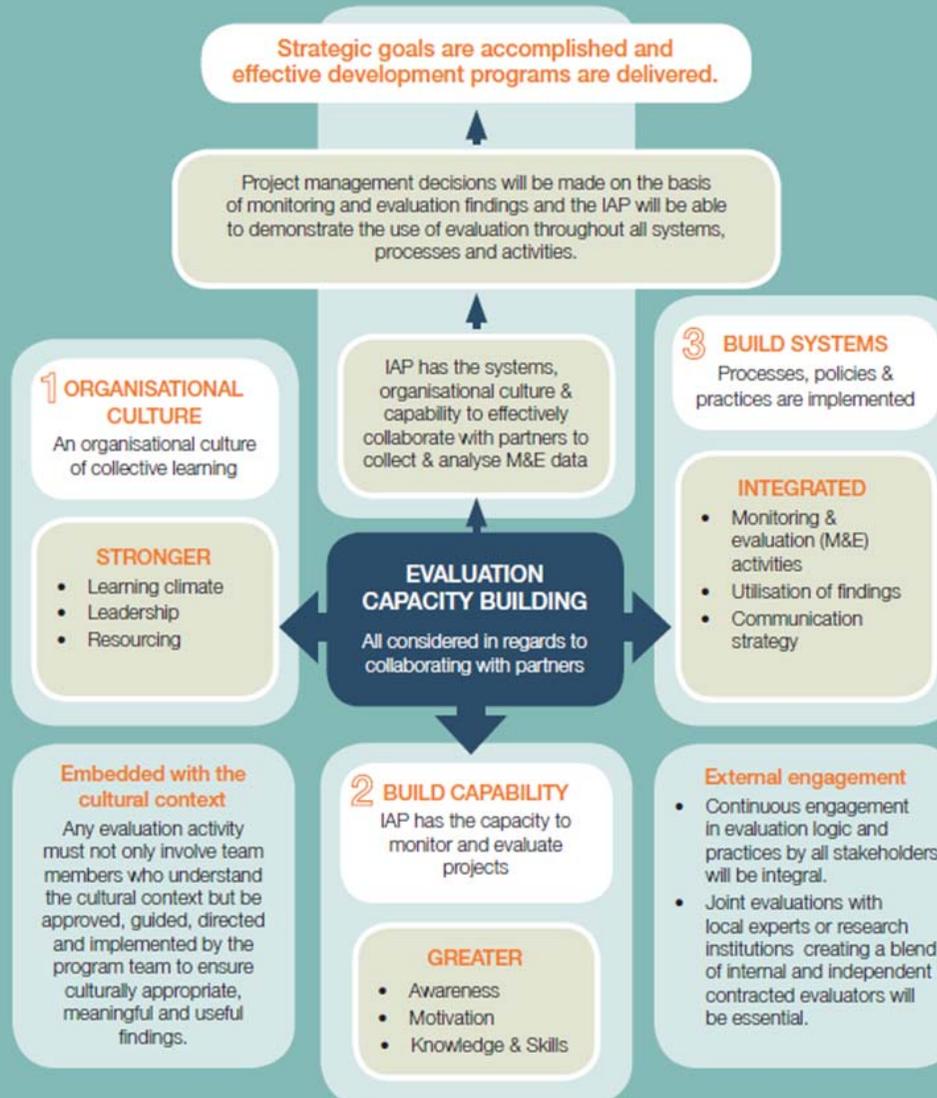
“It is not just that representation from the target population ethnicity or culture is ‘nice’ or ‘good to have’ on an evaluation team; you are actually going to seriously compromise the evaluation’s validity and credibility without it.”

Wehipeihana, Davidson, McKegg, & Shanker (2010)

READINESS APPRAISAL CONCLUSION

Section of the survey	Survey Result 2014
Use of Evaluation / Mainstreaming Evaluation	Strongly Agree
Use of Evaluation Findings	Disagree
Communication of Information	Agree & Disagree
Leadership	Agree
Learning Climate	Agree
Resources	Agree & Disagree
Organisational Culture	Strongly Agree
Awareness	Strongly Agree
Motivation	Strongly Agree
Knowledge & Skill	Disagree

The Indigenous Australia Program's Evaluation Capacity Building Model



Assessing impact

The IAP will investigate the changes, expected and unexpected, brought about by the ECB approach. Has this led to better program outcomes, improved performance and effective development?

LOGIC MODEL – REPRESENTATION

Long-term Outcomes	Strategic goals are accomplished and effective development programs are delivered.		
	Project management decisions will be made on the basis of monitoring and evaluation findings and the IAP will be able to demonstrate the use of evaluation throughout all systems, processes and activities.		
Objectives	Organisational culture	Build capability	Build Systems
Key elements	• Supportive learning climate	• Increased awareness	• Findings utilised
	• Supportive leadership	• Increased motivation	• M&E activities undertaken
	• Adequate resourcing	• Increased knowledge & skills	• Findings are communicated
 Recommendations 2014 / Key activities 2015 / 2016 			

**HAS THE
APPROACH LED
TO BETTER
PROGRAM
OUTCOMES?**



AND WHAT ABOUT OUTCOMES?

- 1. Has there been an improvement in program outcomes since inception of the ECB approach?**
- 2. Has there been an increase in the communication and use of findings to support management decision making processes and for accountability purposes?**
- 3. Does cultural competence and cultural responsiveness improve evaluation outcomes and evaluation utilisation?**
- 4. Have systems supporting M&E been built, has the organisational culture changed to embrace collective learning and has there been an increase in evaluation capability?**

Section of the survey	Survey Result 2014	Survey Result 2016	CHANGE
Use of Evaluation / Mainstreaming Evaluation	Strongly Agree	Strongly Agree	
Use of Evaluation Findings	Disagree	Disagree	
Communication of Information	Agree & Disagree	Agree & Disagree	
Leadership	Agree	Agree	
Learning Climate	Agree	Agree	
Resources	Agree & Disagree	Agree	✓ ↑
Organisational Culture	Strongly Agree	Strongly Agree	
Awareness	Strongly Agree	Strongly Agree	
Motivation	Strongly Agree	Strongly Agree	
Knowledge & Skill	Disagree	Agree & Disagree	✓ ↑

KEY FINDINGS – IN A NUTSHELL

- ✓ **Data now comparable with other countries**
- ✓ **Staff and management value data and findings**
- ✓ **A cultural protocol for evaluation**
- ✓ **Staff report improvement in knowledge and skills**
- ✓ **Staff report there is a clearer strategic direction**
- ✓ **Increase in resources for evaluation**

Still to be improved:

- **Communication of findings for decision making purposes**
- **Knowledge and skills**

GAME CHANGERS

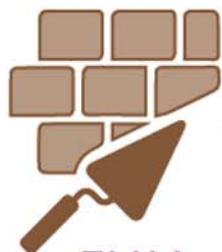


GAME CHANGERS

- ✓ **Presenting the board with data**
- ✓ **“Admirable demonstration of transparency”**
- ✓ **“This is the way we do things around here!”**
- ✓ **Embedding & disseminating the cultural protocol**
- ✓ **Strategic clarity**

WHAT WE WANT TO CHANGE

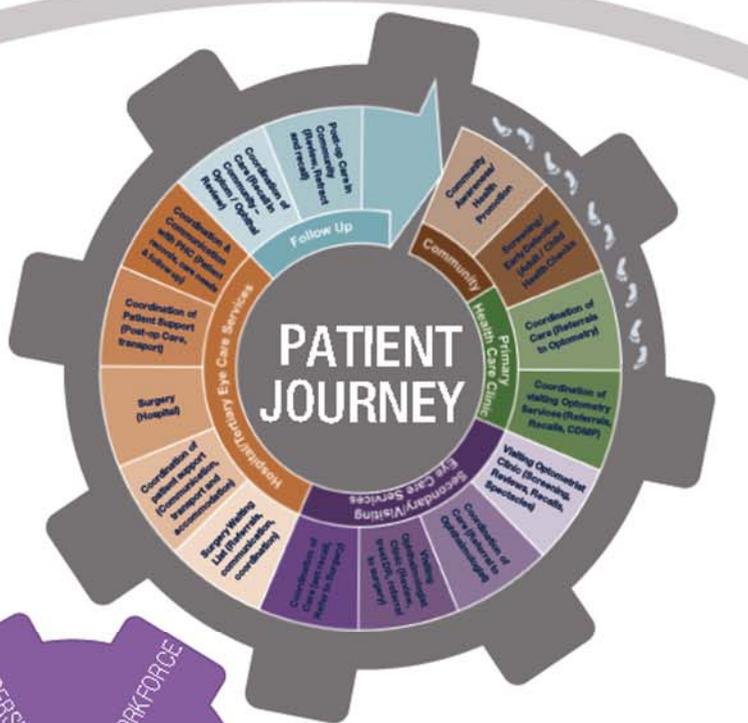
DOMAINS	TARGETS
Workforce	<input checked="" type="checkbox"/>
Coordination	<input checked="" type="checkbox"/>
Systems & structures	<input checked="" type="checkbox"/>
Health literacy	<input checked="" type="checkbox"/>
Cultural appropriateness	<input checked="" type="checkbox"/>



TOOLS

- Eye Health Systems Assessment Tool
- Continuous Quality Improvement
- Divisional Reports

OUTPUTS



OUTCOMES AND IMPACT



FOCUS AREAS

- National initiatives
- Projects (New and legacy)
- Advocacy activities
- Resource mobilisation
- Communications and media
- Partnerships



SUSTAINABILITY

If I was to
resign
tomorrow?

SUSTAINABILITY

There is evidence that our approach will be sustainable and there has been a demonstrable commitment to internalising evaluation process, systems, policies and procedures that are self-renewing and evolving.

SUSTAINABILITY

ELEMENT	DONE	STILL TO DO
Evaluation policies and procedures	<ul style="list-style-type: none"> - Best practice checklists - Cultural protocol embedded 	Integrate into the project management system
Evaluation frameworks and processes	<ul style="list-style-type: none"> - Evaluation questions prioritised - Streamlining reporting templates 	Partner engagement
Resources dedicated to evaluation	<ul style="list-style-type: none"> - Human resources increased from 1 to 3 positions - Budget increased over 100% in 2 years 	Orientation Succession plan
Use of evaluation findings	<ul style="list-style-type: none"> - Meta-analysis of findings contributed to strategic planning. - Data incorporated into presentations to the board. - Program results shared with two partner organisations. 	Routinely share results to all partners Bulletins disseminated externally Monitor how evaluation findings have been used

SUSTAINABILITY

ELEMENT	DONE	STILL TO DO
Share evaluation beliefs and commitment	<ul style="list-style-type: none"> - Submitted journal articles, website pieces, conferences - “Yammer” – learning organisation tool - Contribution to the global strategies 	<ul style="list-style-type: none"> - Continue to publish in wide variety of different forums. - Expand presentation to multi-media styles.
Integrated knowledge-management evaluation system	<p>Contributed to the project management system</p> <p>Engagement with tools across the whole team</p>	<p>System upgrade to aggregate data.</p> <ul style="list-style-type: none"> - Link to project management system
Strategic plan for evaluation	<p>M&E framework developed</p> <p>M&E plan provides background, reasoning and justification</p>	<p>Update the plan as required</p>
Continuous learning about evaluation	<p>ECB approach embedded for consultant evaluators</p> <p>Professional development and networking for all staff</p>	<p>Tailor professional development opportunities</p>



SIGNIFICANCE

SIGNIFICANCE – IMPLICATIONS FOR THE SECTOR

- 1. Takes time – Incremental change over years**
- 2. Team approach – Finding the win-wins**
- 3. Working toward a vision – Readiness appraisal set the course**
- 4. Passion & positivity – Highly infectious**

PROJECTING INTO THE FUTURE

- ❖ **We will have earned the respect of the board, executive management & wider sector for our data crunching abilities**
- ❖ **Partners will have been infected with the evaluative thinking bug. We'll be sharing data, analysing collectively and openly comparing and contrasting across regions**
- ❖ **Partners will be working with their respective boards, communities and clients to find out the answers to questions that they would like evaluate**



QUESTIONS?
