

Accidental Teachers: Stories of Impromptu Evaluation Capacity Building

Marla Steinberg, PhD, CE

Evaluation Consultant and Educator

Paper Presented to the CESBC 2023 Evaluation Conference

October 27, 2023



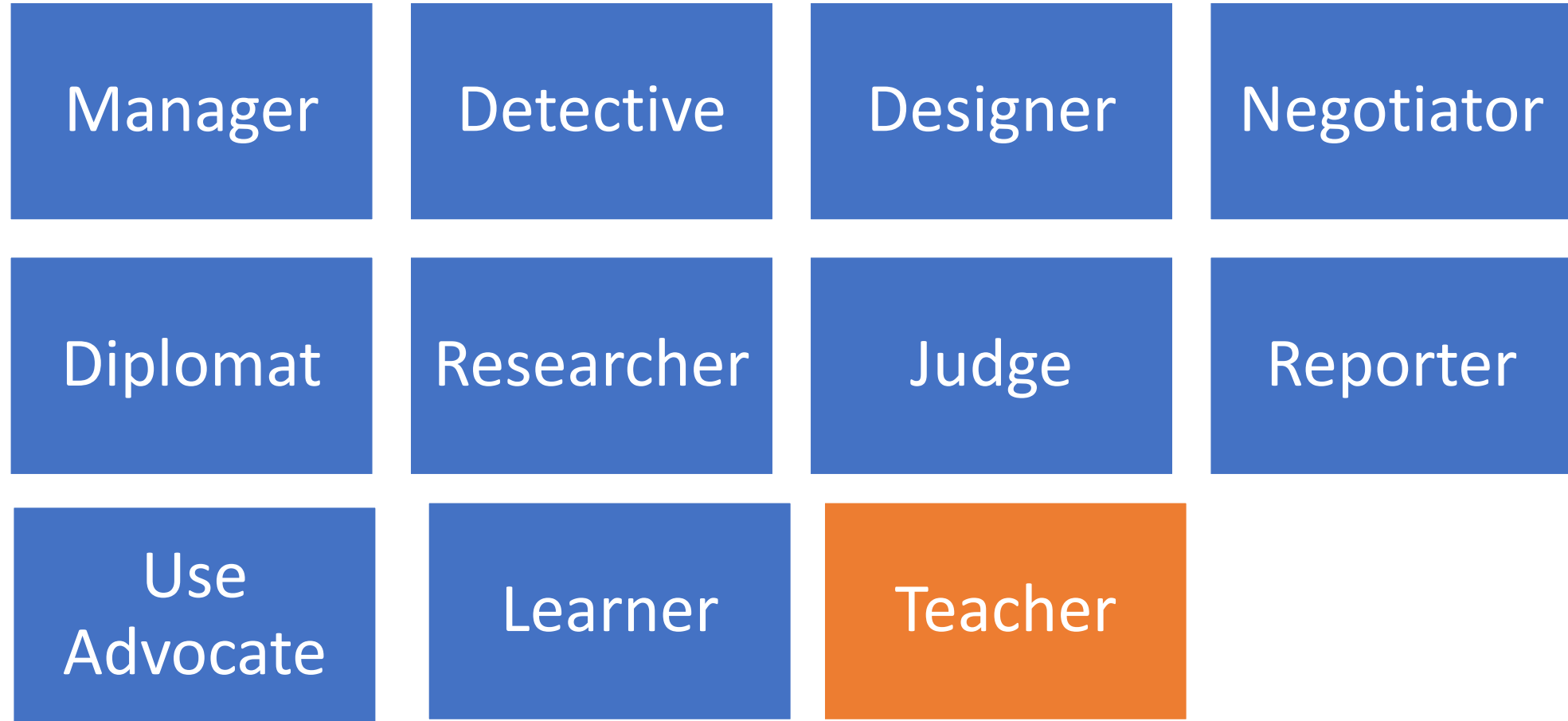


Has this ever
happened to
you?

You present an evaluation plan you
were hired to develop and are met
with bone chilling silence.....



The missing evaluation role.....teacher



Our roadmap for today

1. Share four deliberate evaluation capacity building strategies.
2. Three on-the-fly/impromptu ideas.
3. Hear your stories/strategies about what you have done when you found yourself playing accidental teacher and what worked (and didn't work).



Deliberate Evaluation Capacity Building Techniques



Assess evaluation capacity using an evaluation capacity building checklist



Checklist for Building Organizational Evaluation Capacity

Boris B. Volkov and Jean A. King

The purpose of this checklist is to provide a set of guidelines for organizational evaluation capacity building (ECB), i.e., for incorporating evaluation routinely into the life of an organization. The checklist, which was developed from case study data and an extensive literature review, can be a resource for a wide range of stakeholders in organizations seeking to increase their long-term capacity to conduct and use program evaluations in everyday activities.

Organizational Context: Be aware of the internal and external organizational context, power hierarchies, administrative culture, and decision-making processes.

1. Cultivate a positive, ECB-friendly internal organizational context.

- Make sure that key leaders of the organization support and share responsibility for ECB.
- Locate existing and enlist new evaluation champion(s) in the organization.
- Determine and work to increase the organization's interest in and demand for evaluation

chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://wmich.edu/sites/default/files/attachments/u350/2014/organizationalcapacity.pdf

INSTITUTIONALIZING EVALUATION CHECKLIST¹

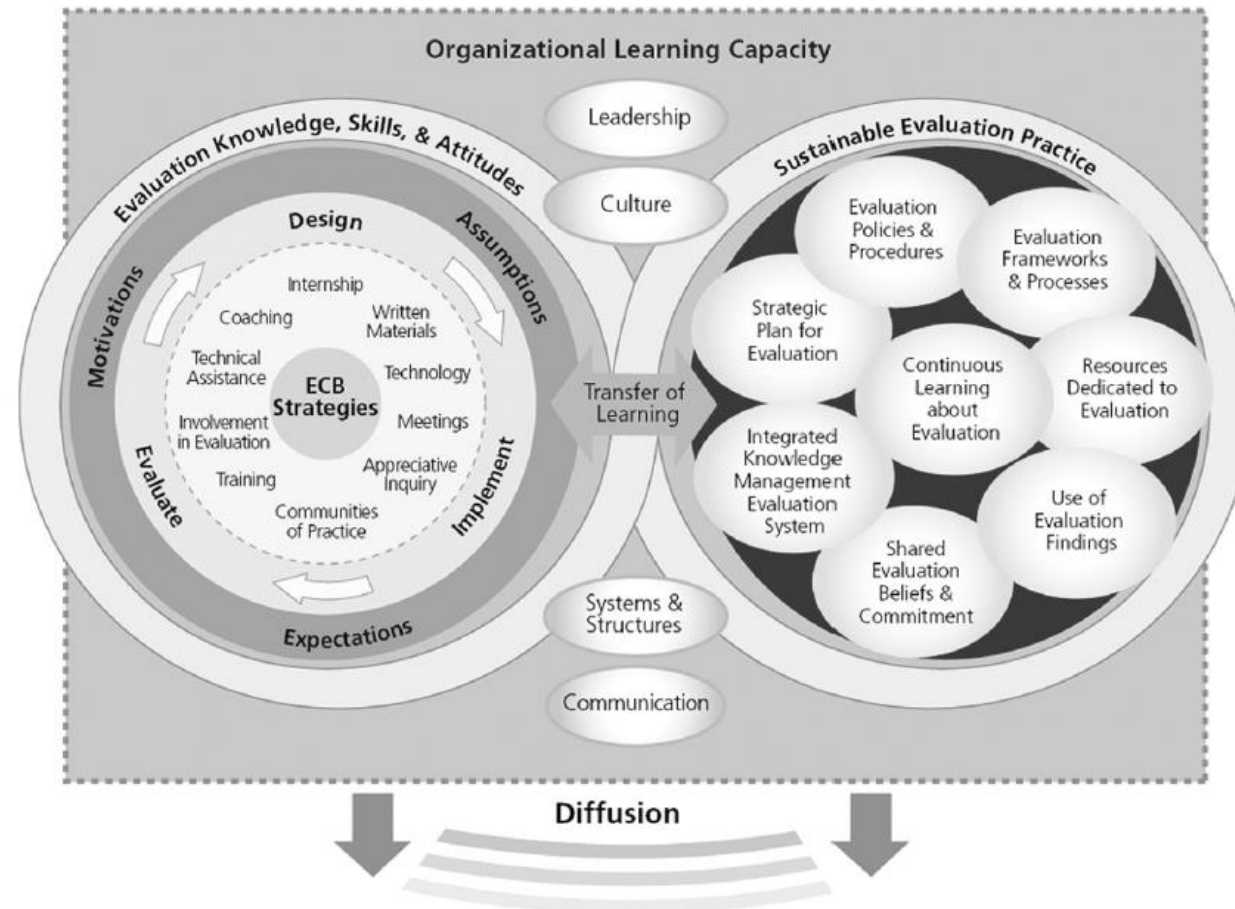
Draft by Daniel L. Stufflebeam, 7/15/02

1. Since evaluation systems are **context dependent**, take into account constituents' needs, wants, and expectations plus other variables such as pertinent societal values, customs, and mores; relevant laws and statutes; economic dynamics; political forces; media interests; pertinent substantive criteria; organizational mission, goals, and priorities; organizational governance, management, protocols, and operating routines; and the organization's history and current challenges.
2. Identify, support, and address internal and external **driving forces** for evaluation, e.g., evaluation mandates tied to external funding, management's requirements for evaluation, and constituents' demands for accountability.
3. Locate the evaluation unit as a **staff operation at a high level** of the organization in order to help insulate the unit from inappropriate internal influences and enhance its influence on decision making.
4. Promote and support **stakeholders' buy-in, participation, and support** from all levels, e.g., by engaging representative panels to review evaluation plans and reports and working to assure that top management and governance are knowledgeable, supportive, and involved in the evaluation effort.
5. Adopt and apply the evaluation field's **Standards and Guiding Principles** to help assure that evaluations will be useful, feasible, ethical, and accurate.
6. Define and apply clear, functional **evaluation policies and contracts**.
7. Define and pursue clear, appropriate **evaluation purposes**: improvement, accountability, organizational learning, and dissemination.
8. Engage and support a capable, credible **evaluation team** possessing expertise in field work, group process, interviewing, measurement, statistics, surveys, cost analysis, values analysis, policy analysis, public speaking, writing, editing, computers, communications technology, and project management plus diverse substantive, gender, and ethnic backgrounds, as needed.
9. Supply the evaluation effort with sufficient **funds, facilities, equipment, services, software, and technical support**.

chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://wmich.edu/sites/default/files/attachments/u350/2014/institutionalizingeval.pdf

Use an Evaluation Capacity Building Framework

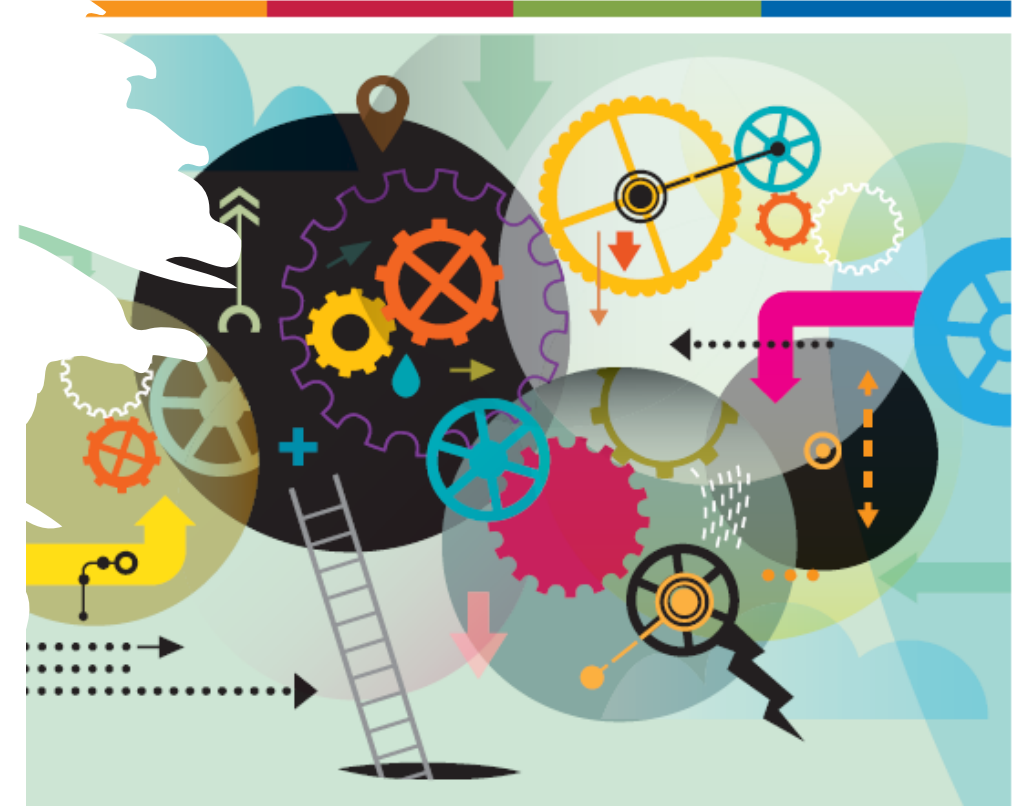
Figure 1
A Multidisciplinary Model of Evaluation Capacity Building (ECB)



Preskill, H., & Boyle, S. (2008). A Multidisciplinary Model of Evaluation Capacity Building. *American Journal of Evaluation*, 29(4), 443-459. <https://doi.org/10.1177/1098214008324182>.

Building a Strategic Learning and Evaluation System for Your Organization

A Strategic Learning and Evaluation System



Building a Strategic Learning and Evaluation System for Your Organization

Hallie Preskill, PhD
Katelyn Mack, MS

Just in Time Coaching



- Work with one person:
 - Catalyst-for-change or train-the-trainer models
- Work with a team and coach them through the evaluation planning and implementation work



#Content

Participatory
Evaluation
Planning/Co-
Development



Impromptu
evaluation capacity
building

Include
expanded
explanations
in RFPs and
Eval Plans



This Photo by Unknown Author is licensed under [CC BY-SA-NC](#)

Case-based
learning
Offer client
opportunity to
read an existing
evaluation plan
and report



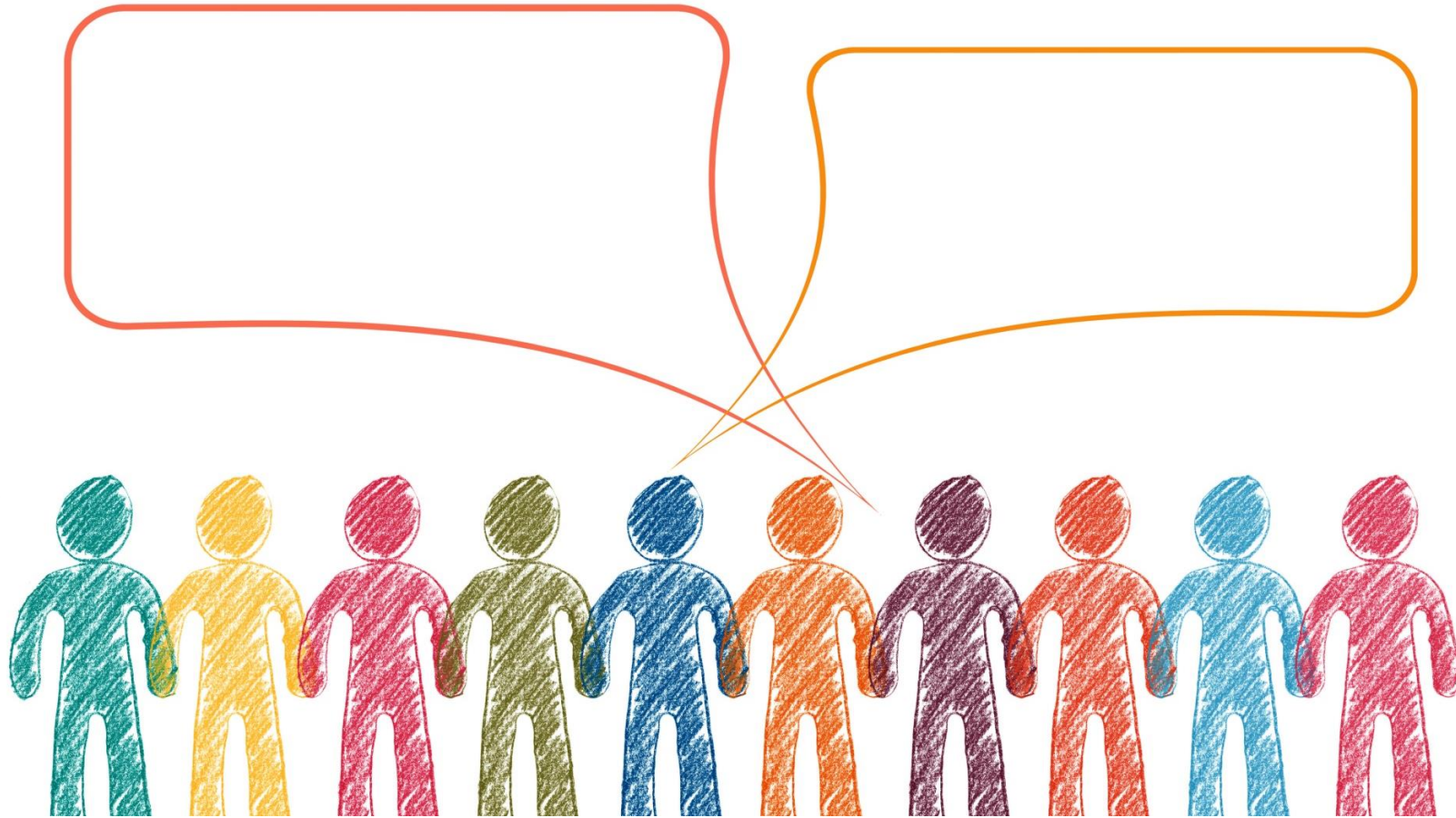
Re-scope work
to include
deliberate
capacity
building
techniques



ARE YOU
OPEN TO
CHANGE

iStock™

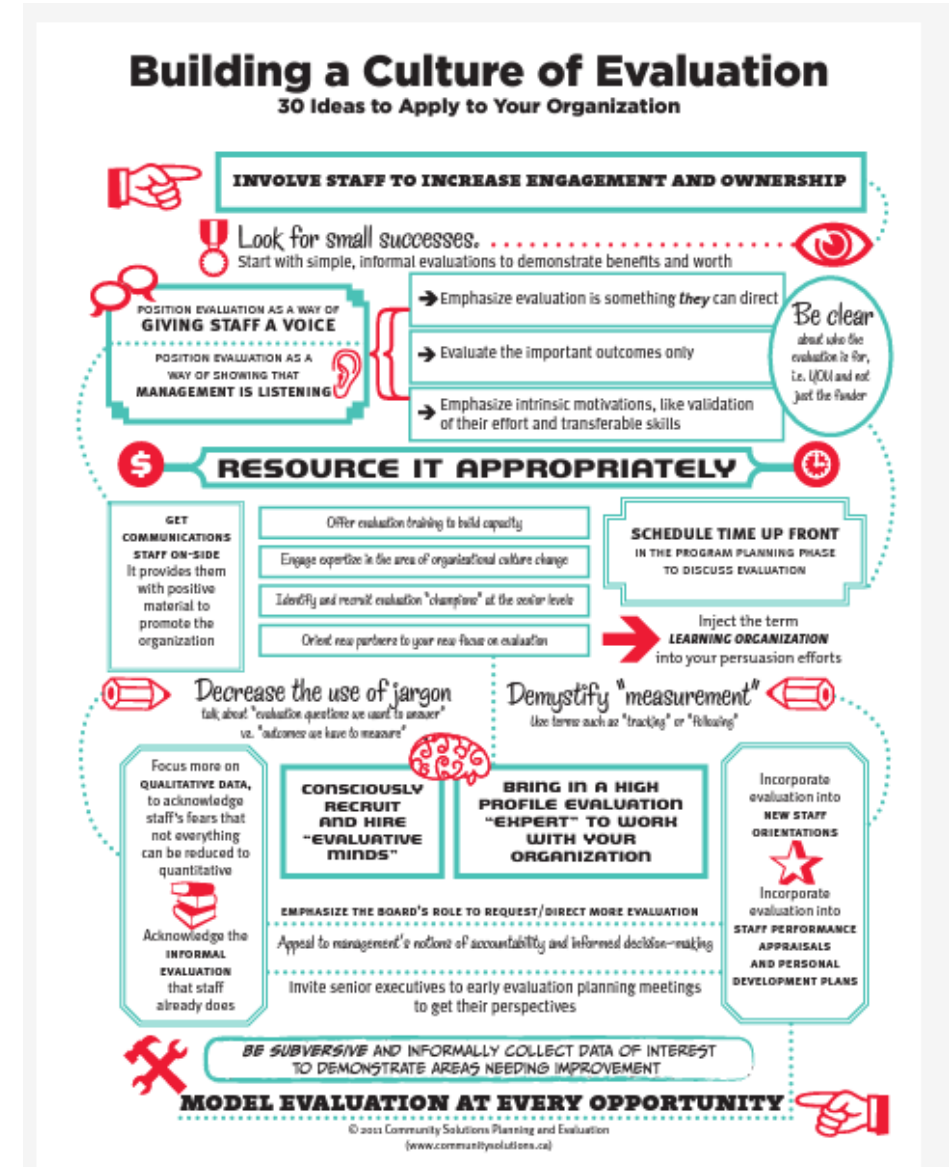
Credit: gustavofra



Your turn.....What have you tried?

Further Resources

- Kylie Hutchinson's [Infographic Building a Culture of Evaluation – 30 ideas to apply to your organization](#)



Contact me

Marlasteinberg@telus.net

marlasteinberg.weebly.com

