

Enhancing Evaluation Use

Insights from
Internal
Evaluation Units

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John Mayne
Editors



Enhancing Evaluation Use Insights From Internal Evaluation Units

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Enhancing Evaluation Use Insights From Internal Evaluation Units:

Enhancing Evaluation Use Marlène Läubli Loud, John Mayne, 2013-04-17 This book is valuable to those involved in the evaluation of public organisations. Particularly insightful is the realization that similar challenges faced in various organizations are addressed with very different solutions.

Response sur les calomnieux propos, qu'un pedant a vomys contre un des grands de cest Estat [Concini]., 1616

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 *Internal Evaluation in Non-Profit Organisations* Leanne M. Kelly, Alison Rogers, 2022-06-01 Focused on the interpersonal aspects of internal evaluation in non profit organisations this book presents practice based discussions centred on six key topics identified through the authors experience as evaluation practitioners Internal Evaluation in Non Profit Organisations Practitioner Perspectives on Theory Research and Practice is not a step by step how to guide instead each chapter unpacks an aspect of internal evaluation in non profits that is paid insufficient heed in the existing literature Written by and for internal evaluation practitioners the book contains a plethora of practical strategies and critical analysis of thought provoking topics that are of particular interest and importance to internal evaluators in non profit settings The authors understand the pressures facing practitioners and non profit organisations and share their insights around improving evaluation s ability to be efficient embedded useful and meaningful This book will be of interest to researchers scholars and students focusing on non profit management and will hold specific value for internal evaluators who want to harness their unique and influential position to help organisations achieve their goals Further this book is ideal for individuals wanting to think critically about evaluation and improve evaluation utilisation by developing their professional capability building teamwork skills using informal everyday data incorporating theory and developing fruitful relationships with external evaluators *The Evaluation Handbook* Debra J. Rog, Leonard Bickman, 2025-03-26 This pragmatic evaluator s companion from leaders in the field provides essential guidance for designing implementing and managing exemplary evaluations using established and emerging methods designs and analyses With contributions from skilled experts the Handbook has a unique focus on the competencies identified by the American Evaluation Association as critical for evaluators Balancing rigor with practical mentor style guidance chapters build the reader s skills for tailoring studies creatively to address specific evaluation situations and contexts optimizing communication and collaborative decision making and centering equity and justice This insider s guide is replete with detailed examples real world scenarios and other helpful features including chapter overviews and an end of book glossary [Evaluation Systems in Development Co-operation 2016 Review](#) OECD, 2016-09-30 Evaluation is widely recognised as an important component for learning and improving development effectiveness Evaluation responds to public and taxpayer demands for credible information and independent assessment of development co operation activities **Changing Bureaucracies** Burt Perrin, Tony Tyrrell, 2020-11-29 In Changing Bureaucracies international experts provide an unparalleled look at how public sector bureaucracies can better adapt to the reality of unprecedented levels of uncertainty

and complexity and how they can better respond to the emerging needs and demands of citizens and beneficiaries In particular they discuss in detail how evaluation can play an important role in aiding bureaucracies in adapting while noting that the value of evaluation is not at all automatic Written in a clear and accessible prose the contributors identify stability as a strength of bureaucratic structures although adaptability is required in order to remain relevant They also emphasize the need for bureaucratic rules and practices to be open to examination such as through evaluation noting that these rules may take on a life of their own increasing distrust and conflicting with a meaningful focus on how outcomes and impacts benefit citizens The book concludes with guidance for both evaluators and for public sector leaders about steps that they can take to improve the responsiveness and relevance of public sector organizations Pioneering the provision of reflections on how evaluation can play an important role in aiding bureaucracies in adapting Changing Bureaucracies is an important acquisition for public sector leaders evaluators evaluation managers and commissioners and academics alike *Evaluability Assessment* Michael S. Trevisan, Tamara M. Walser, 2014-08-06 Evaluability assessment EA can lead to development of sound program theory increased stakeholder involvement and empowerment better understanding of program culture and context enhanced collaboration and communication process and findings use and organizational learning and evaluation capacity building Evaluability Assessment Improving Evaluation Quality and Use by Michael Trevisan and Tamara Walser provides an up to date treatment of EA clarifies what it actually is and how it can be used demonstrates EA as an approach to evaluative inquiry with multidisciplinary and global appeal and identifies and describes the purposes and benefits to using EA Using case examples contributed by EA practitioners the text illustrates important features of EA use and showcases how EA is used in a variety of disciplines and evaluation contexts This text is appropriate as an instructional text for graduate level evaluation courses and training and as a resource for evaluation practitioners policymakers funding agencies and professional training The most impressive aspect of this book is that it positions EA as an approach that perfectly fits within the current philosophical views on program evaluation The authors do a great job connecting these theories to practice and provide good guidelines Sebastian Galindo Gonzalez University of Florida This book is focused on one very important topic in the scope of program evaluation content It establishes the foundation for a variety of applications impact assessment program development and formative evaluation This text provides new insights and methods for conducting evaluability assessment S Kim MacGregor Louisiana State University The book is written in a very readable style is well organized and referenced I like the inclusion of case studies guidelines for actually doing EA and the extensive discussion of its alignment with other models of evaluation process Iris Smith Emory University **Completing Your Evaluation Dissertation, Thesis, or Culminating Project** Tamara M. Walser, Michael S. Trevisan, 2020-08-13 This practical user friendly resource helps students successfully complete an evaluation capstone a dissertation thesis or culminating project where a student conducts an evaluation as their capstone experience Authors Tamara M Walser and Michael S Trevisan present a framework

to support students and faculty in maximizing student development of evaluator competencies addressing standards of the evaluation profession and contributing to programs and disciplinary knowledge Their framework and this book is organized by six fundamentals of evaluation practice quality stakeholders understanding the program values approaches and maximizing evaluation use Throughout the book they use the metaphor of the journey to depict the processes and activities a student will experience as they navigate an evaluation capstone and the six fundamentals of evaluation practice In pursuit of a completed capstone students grow professionally and personally and will be in a different place when they reach the destination and the capstone journey is complete **Research Handbook on Program Evaluation** Kathryn E.

Newcomer, Steven W. Mumford, 2024-06-05 In the Research Handbook on Program Evaluation an impressive range of authors take stock of the history and current standing of key issues and debates in the evaluation field Examining current literature of program evaluation the Research Handbook assesses the field's status in a post pandemic and social justice oriented world examining today's theoretical and practical concerns and proposing how they might be resolved by future innovations This title contains one or more Open Access chapters **The Realpolitik of Evaluation** Markus Palenberg, Arne

Paulson, 2020-10-07 The Realpolitik of Evaluation shines a light on the divergent demands for evaluation But what explains the gap between what those on the demand side expect in terms of evaluation results and the supply of information provided by evaluators Can anything be done to narrow this gap What works and what does not work Examining these questions from both the demand and the supply side experts describe ten different global examples of the gap between demand and supply of evaluation information in different contexts In an attempt to bridge that gap they effectively reveal the biases behind supposedly sources of evaluation information and highlight the pros and cons of attempts to bridge the gap through the use of third parties enhanced stakeholder involvement and the incorporation of social science models to strengthen Theories of Change ToC The Realpolitik of Evaluation is an important book that poses questions at multiple levels of thinking It will be of great interest to policymakers program implementers and project managers **Dealing With Complexity in**

Development Evaluation Michael Bamberger, Jos Vaessen, Estelle Raimondo, 2015-10-16 Recognizing that complexity calls for innovative conceptual and methodological solutions Dealing with Complexity in Development Evaluation by Michael Bamberger Jos Vaessen and Estelle Raimondo offers practical guidance to policymakers managers and evaluation practitioners on how to design and implement complexity responsive evaluations that can be undertaken in the real world of time budget data and political constraints Introductory chapters present comprehensive non technical overviews of the most common evaluation tools and methodologies and additional content addresses more cutting edge material The book also includes six case study chapters to illustrate examples of various evaluation contexts from around the world The Evaluation Enterprise Jan-Eric Furubo, Nicoletta Stame, 2018-06-27 Today evaluation is part of governing systems and is supported by powerful institutions It is taken for granted that evaluation leads to betterment However evaluation itself is

seldom analyzed from a critical perspective In this book Jan Eric Furubo and Nicoletta Stame have assembled an international line up of distinguished experts and emerging scholars to fill this void Examining evaluation from a critical or evaluative perspective each contribution in this book offers a systematic and critical insight into the broader relationship between evaluation and society Divided into three parts the various chapters ask questions such as What are the consequences of the institutionalization of evaluation Has the professionalization of evaluators favored their action in the public interest Is the money spent on evaluation worth it Is the market of evaluation allowing real competition for the best services The answers to these questions demonstrate that the constitutive effects of the social practice of evaluation can also be the suppression of other forms of knowledge and the favoring of certain notions about societal development and political and administrative processes

The Palgrave Handbook of Public Administration and Management in Europe Edoardo Ongaro, Sandra Van Thiel, 2017-11-27 This Handbook offers a systematic review of state of the art knowledge on public administration in Europe Covering the theoretical epistemological and practical aspects of the field it focuses on how public administration operates and is studied in European countries In sixty three chapters written by leading scholars this Handbook considers the uniqueness of the European situation through an interdisciplinary and comparative lens focusing on the administrative diversity which results from the multiplicity of countries languages schools of thought and streams of investigation across Europe It addresses issues such as multi level administration and governance intensive cross country cooperation in administrative reform policy and public accountability under different systems It also considers the issue of welfare service delivery at a time of major economic and societal challenges as well as understudied emerging issues like Islamic Public Administration and the dynamics of public sector negotiations With contributions from key experts in Public Administration and Public Management this cutting edge Handbook offers a significant contribution to the field of comparative public administration policy and management

Monitoring and Evaluation Training Scott G. Chaplowe, J. Bradley Cousins, 2015-10-15 Monitoring and Evaluation Training fills a gap in the literature by providing readers with a systematic approach to monitoring and evaluation M E training for programs and projects Bridging theoretical concepts with practical how to knowledge authors Scott Chaplowe and J Bradley Cousins draw upon the scholarly literature applied resources and over 50 years of combined experience to provide expert guidance for M E training that can be tailored to different training needs and contexts from training for professionals or non professionals to organization staff community members and other groups with a desire to learn and sustain sound M E practices

Handbook of Social Policy Evaluation Bent Greve, 2017-03-31 This Handbook uses methodologies and cases to discover how and when to evaluate social policy and looks at the possible impacts of evaluation on social policy decisions The contributors present a detailed analysis on how to conduct social policy evaluation how to be aware of pitfalls and dilemmas and how to use evidence effectively

The Practice of Health Program Evaluation David Grembowski, 2015-09-16 Reflecting the latest

developments in the field The Practice of Health Program Evaluation Second Edition provides readers with effective methods for evaluating health programs policies and health care systems offering expert guidance for collaborating with stakeholders involved in the process Author David Grembowski explores evaluation as a three act play Act I shows evaluators how to work with decision makers and other groups to identify the questions they want answered Act II covers selecting appropriate evaluation designs and methods to answer the questions and reveal insights about the program s impacts cost effectiveness and implementation and Act III discusses making use of the findings Packed with relevant examples and detailed explanations the book offers a step by step approach that fully prepares readers to apply research methods in the practice of health program evaluation School Counseling Research Brett Zyromski,Carey Dimmitt,2023 School Counseling Research Advancing the Professional Evidence Base provides researchers working in school settings with strategies for conducting socially just school based research Whether someone is just beginning their scholarship or a veteran of multiple studies this edited volume provides a wealth of knowledge from experts in the field to equip researchers with the conceptual knowledge and practical skills to conduct rigorous intervention research with schools A main difference between this text and others is the clear and powerful connection between theory and practice readers leave with knowledge about how to do the work

Evaluating European Education Policy-Making M. Souto-Otero,2015-04-06 This collection is an inside look at European Commission policy making in education and the privatization of policy making in the European Union Along with contributions from leading academics in the field of educational policy and policy sociology this book also introduces the voices of policy consultants and policy makers **Quality** Peter Dahler-Larsen,2019-02-07 The notion of quality features prominently in contemporary discourse Numerous ratings rankings metrics auditing accreditation benchmarking smileys reviews and international comparisons are all used regularly to capture quality This book paves the way in exploring the socio political implications of evaluative statements with a specific focus on the contribution of the concept of quality to these processes Drawing on perspectives from the history of ideas sociology political science and public management Dahler Larsen asks what is the role of quality and more specifically quality inscriptions such as measurement What do they accomplish And finally as a consequence of all this does the term quality make it possible to deal with public issues in a way that lives up to democratic standards This cross disciplinary book will be of interest to scholars and students across various fields including sociology social epistemology political science public policy and evaluation

Unveiling the Power of Verbal Art: An Emotional Sojourn through **Enhancing Evaluation Use Insights From Internal Evaluation Units**

In some sort of inundated with screens and the cacophony of instant conversation, the profound energy and emotional resonance of verbal art frequently diminish in to obscurity, eclipsed by the continuous assault of noise and distractions. Yet, situated within the lyrical pages of **Enhancing Evaluation Use Insights From Internal Evaluation Units**, a charming work of fictional elegance that impulses with natural emotions, lies an memorable trip waiting to be embarked upon. Penned with a virtuoso wordsmith, this mesmerizing opus instructions readers on a mental odyssey, delicately exposing the latent possible and profound affect embedded within the complex internet of language. Within the heart-wrenching expanse with this evocative examination, we shall embark upon an introspective exploration of the book is key subjects, dissect their interesting publishing fashion, and immerse ourselves in the indelible impact it leaves upon the depths of readers souls.

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