

Building Capacity for Evaluation and Learning

*Grantmakers for Effective Organizations
2012 National Conference, March 12, 9 a.m. – 12 p.m.
Seattle, WA*

Scaling What Works

A LEARNING INITIATIVE OF



Launched in 2010, Scaling What Works is a multiyear learning initiative of Grantmakers for Effective Organizations to expand the number of grantmakers and public sector funders that are working together to broaden the impact of high-performing nonprofits.


For more information, visit www.scalingwhatworks.org.

Ground Rules

- Listen actively to others when they are talking
- Respect diversity of opinions and ideas
- Ask questions and promote discussion
- Participate to the fullest extent possible



Agenda

- **Introductions & Pre-survey Results:** Who is in the room
 - **Part One:** Trends in Evaluation & Capacity Building
 - **Part Two:** Evaluation Capacity Building: General Considerations, Strategies, and Tools
 - **Part Three:** Evaluation Capacity Building throughout the Evaluation Lifecycle
 - **Closing:** Commitment to action
- 

Session Outcomes

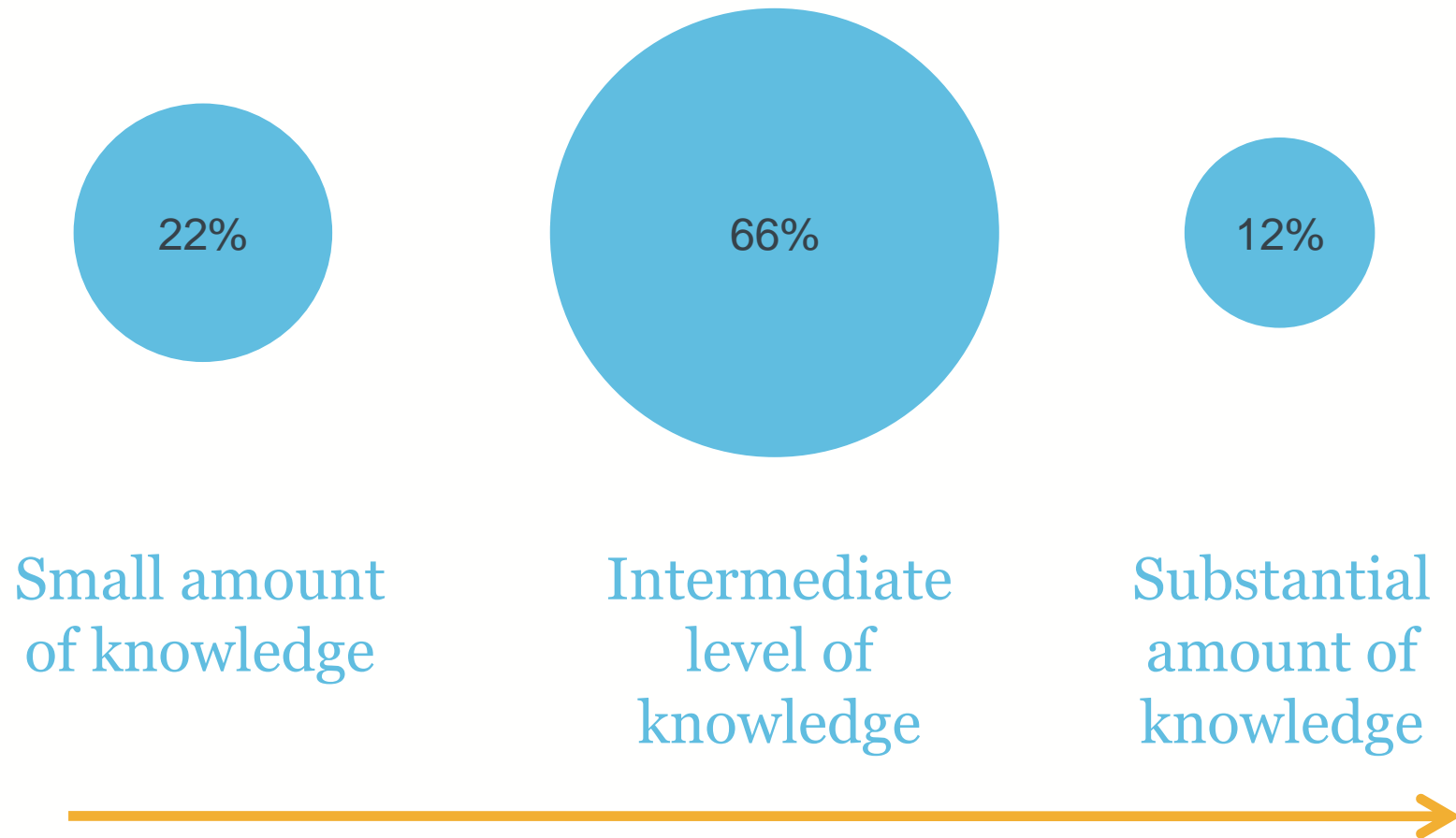
- Understanding of how to support evaluation and learning
- Familiarity with tools to support evaluation and learning
- Make a commitment to action to strengthen evaluation and learning at your organization or with your grantees



Pre-Survey Results:

*What we know about who is
in the room*

Evaluation Knowledge



Staffing for Evaluation



11 organizations (34%) have staff dedicated to evaluation



21 organizations (66%) are without staff dedicated to evaluation

Provision of Evaluation Capacity Building



19 organizations (59%) provide evaluation capacity building to grantees



13 organizations (41%) do not provide evaluation capacity building to grantees

Evaluations in 2011



24 organizations (75%) formally evaluated some part of their grantmaking work



8 organizations (25%) did not formally evaluate their grantmaking work

Part One:

***Trends in Evaluation &
Capacity Building***



What is evaluation?



State of Evaluation 2010

EVALUATION PRACTICE AND CAPACITY IN THE NONPROFIT SECTOR

A Research Study by Innovation Network, Inc.



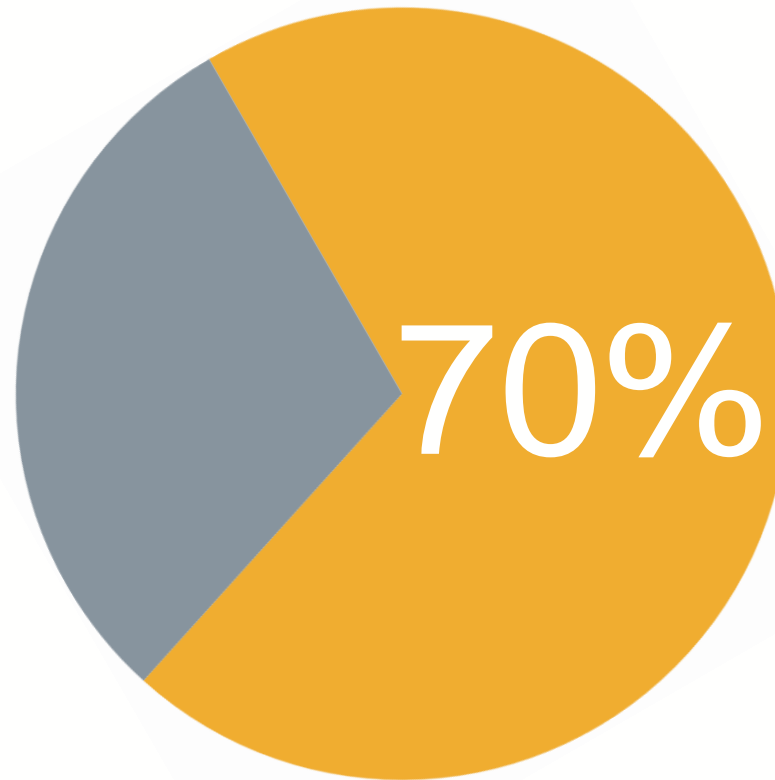
is grantmaking getting smarter?

A national study of philanthropic practice

BY J. MCCRAY

geo
GRANTMAKERS FOR
EFFECTIVE ORGANIZATIONS

2011

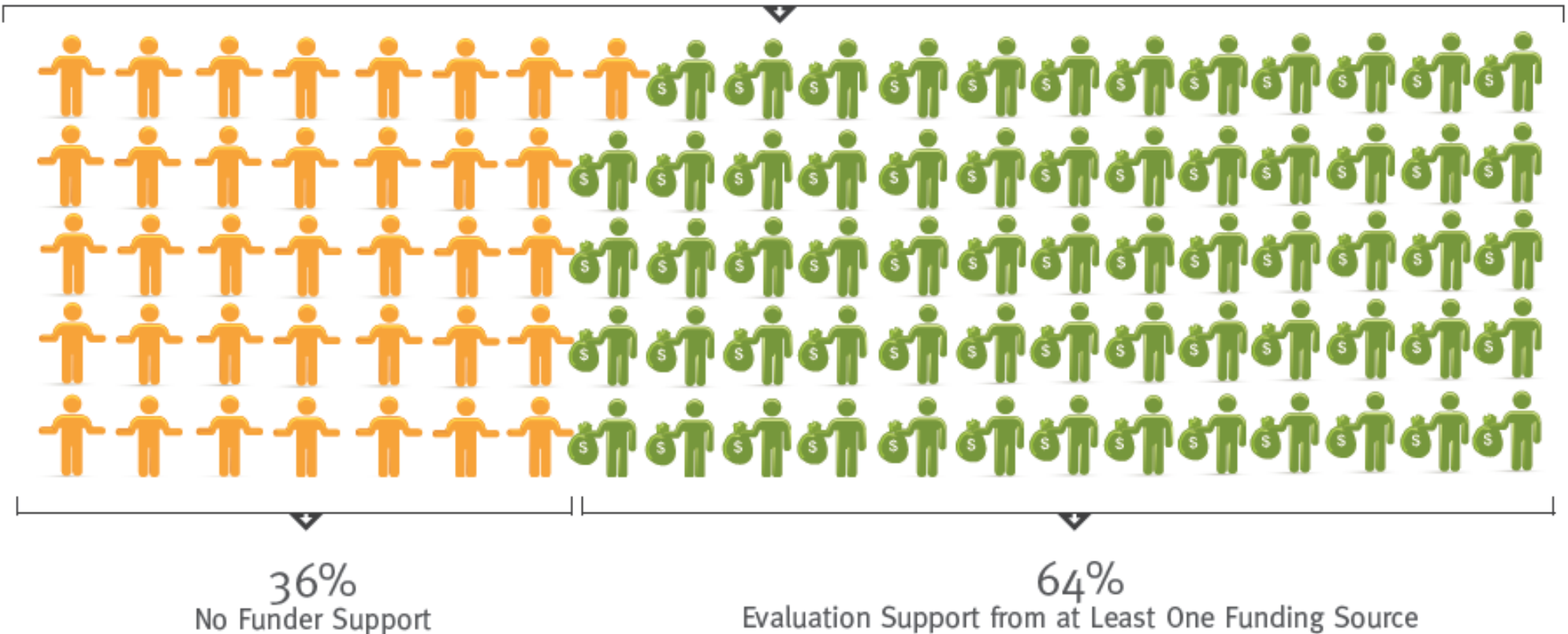


70% of grantmakers evaluate the work they fund.

Findings taken from *Is Grantmaking Getting Smarter?* published by GEO in March 2012—more results from the publication will be released later today!

36% of nonprofit respondents reported that **none** of their funders supported their evaluation work. (n = 858)

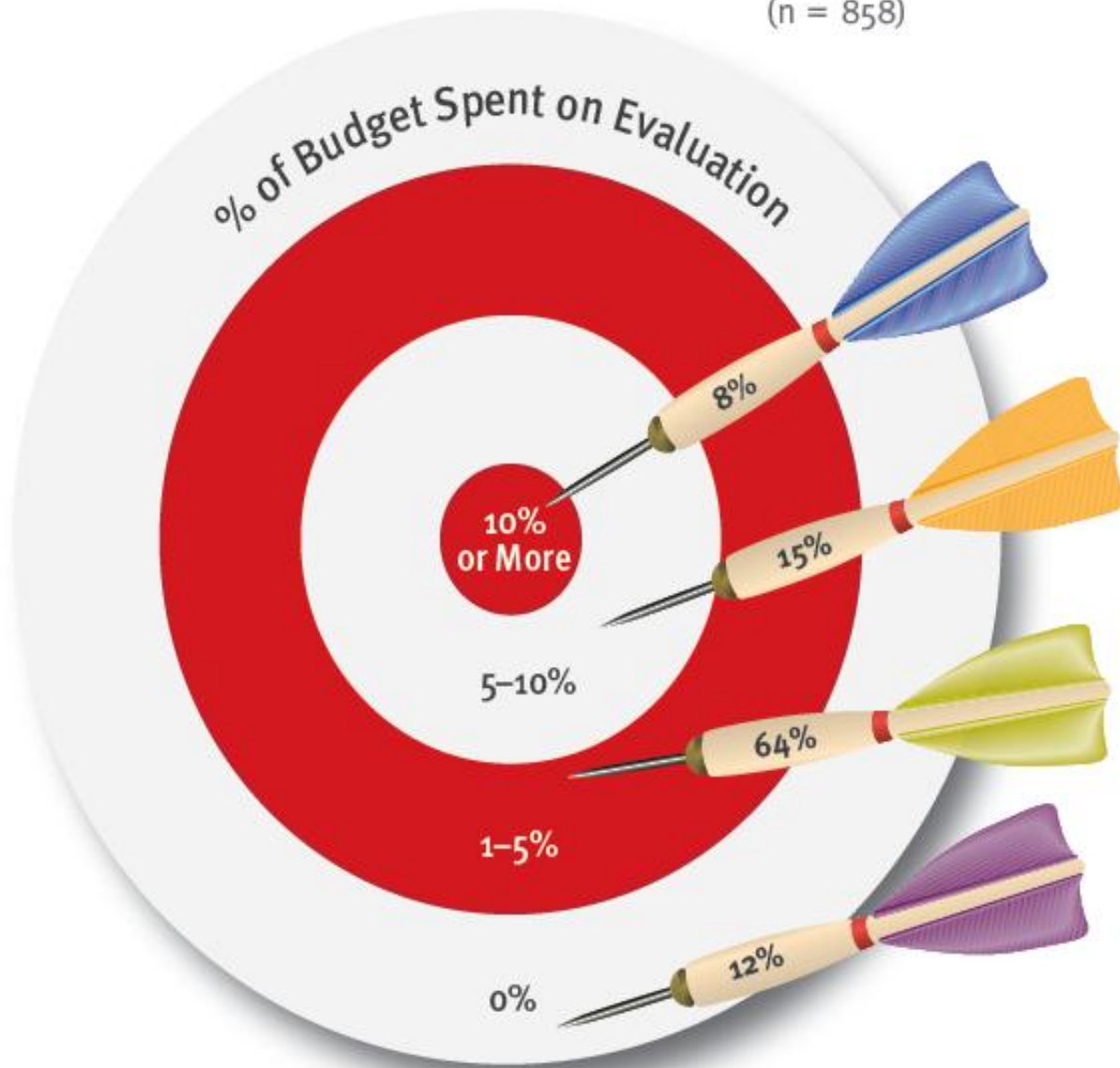
Reported Receipt of Funding for Evaluation



Findings taken from *State of Evaluation 2010: Evaluation Practice and Capacity in the Nonprofit Sector* published by Innovation Network in October 2010.

In 2009, in **8** organizations spent **no money** on evaluation.

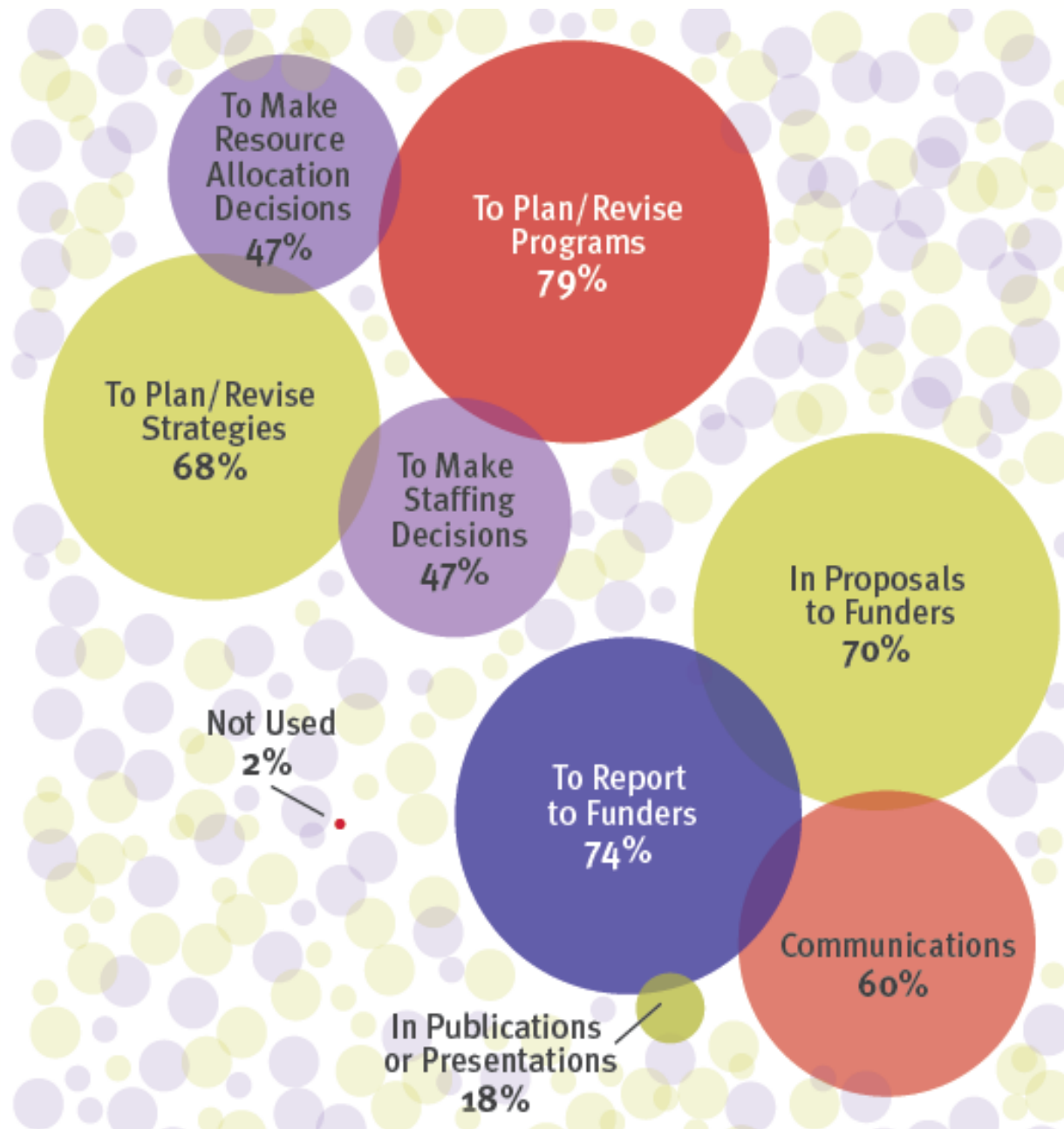
(n = 858)



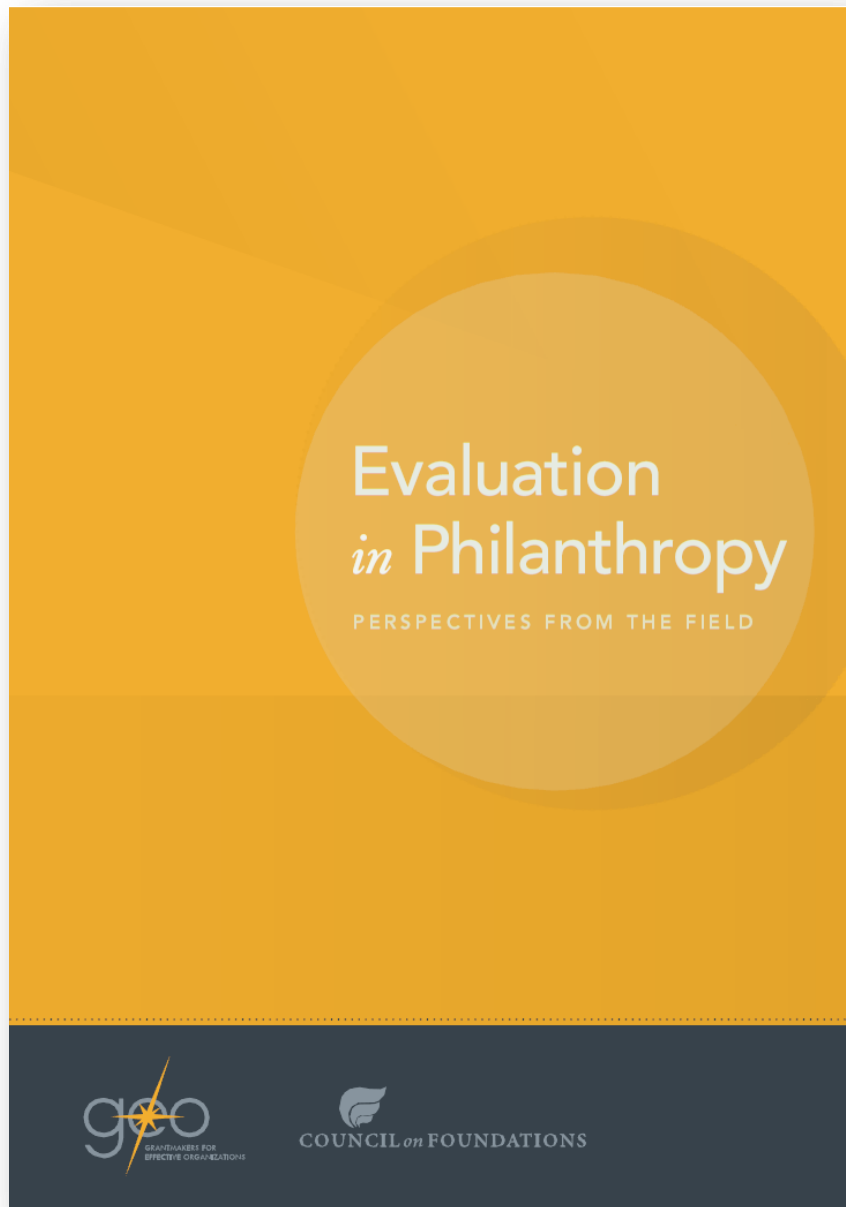
Less than a quarter of organizations devote the minimum recommended amount of 5% of their budget to evaluation.

(n = 858)

Reported Use of Evaluation Findings



Findings taken from *State of Evaluation 2010: Evaluation Practice and Capacity in the Nonprofit Sector* published by Innovation Network in October 2010.



Paradigm Shifts

1. It's about improvement, not just proof.
2. It's about contribution, not attribution.
3. It's about learning with others, not alone.
4. It's about going beyond the individual grant.
5. It's about embracing failure.

MISTAKES TO SUCCESS:

 **LEARNING AND ADAPTING**
WHEN THINGS GO WRONG

Robert Giloth
and Colin Austin





Investment in Evaluation and Learning

Group Exercise

Considering the spectrum from accountability to learning, where does your organization stand?



Key Concepts

1. Evaluation is an important tool in the philanthropic sector, but not all organizations maximize its potential.
2. New trends and shifting beliefs about evaluation are influencing practice to be about accountability *and* learning.

Part Two:

***Evaluation Capacity Building:
General Considerations,
Strategies, and Tools***

Building Capacity for Evaluation and Learning



Evaluation capacity building is:

- Continuous and sustained, rather than episodic
- Context dependent

ECB Good Practice

- Establish trust and open communication
- Facilitate access to a variety of resources
- Devote necessary funding and time
- Serve as a connector
- 'Walk the talk'



Training

Experienced
Consultants

**ECB
Strategies**

Tools &
Resources

Coaching

Peer
Learning

Technology



Assess Readiness for ECB

Factors that Affect Readiness





Assess Our Readiness

Funders/grantmakers:

- What is our view on the role of evaluation within organizations and foundations?
- Do we need to improve our own evaluation capacity before we can support evaluation capacity building for our grantees?
- What do we expect to learn from supporting evaluation capacity building?



Tools for Assessing ECB Readiness

1. Readiness for Organizational Learning and Evaluation (ROLE)
2. Evaluation Capacity Assessment Instrument (ECAI)
3. Checklist for Building Organization Evaluation Capacity

Group Exercise

1. On your own, complete the Capacity and Organizational Readiness for Evaluation (CORE) tool for your foundation.
2. Identify one or two areas that you think need strengthening and share them with the group.
3. Identify some actions a foundation might take to strengthen those areas and increase its readiness.

Part Three:

***Evaluation Capacity Building
throughout the
Evaluation Lifecycle***

PLANNING

*Action &
Improvement*

*Data
Collection*

*Analysis &
Reflection*



1. **WHAT** did we do?

2. **HOW WELL** did we do it?

3. **WHAT DIFFERENCE** did we make?





Theory of Change

Assess Your Theory of Change

WHAT did we do?	HOW WELL did we do it?	WHAT DIFFERENCE did we make?
<ul style="list-style-type: none">• Activities• Outputs	<ul style="list-style-type: none">• Activities• Outputs	<ul style="list-style-type: none">• Outcomes• Impacts
<p><i>Other Information to Include:</i></p> <ul style="list-style-type: none">• Goal Statement• Problem Statement• Assumptions• Rationale• Resources		

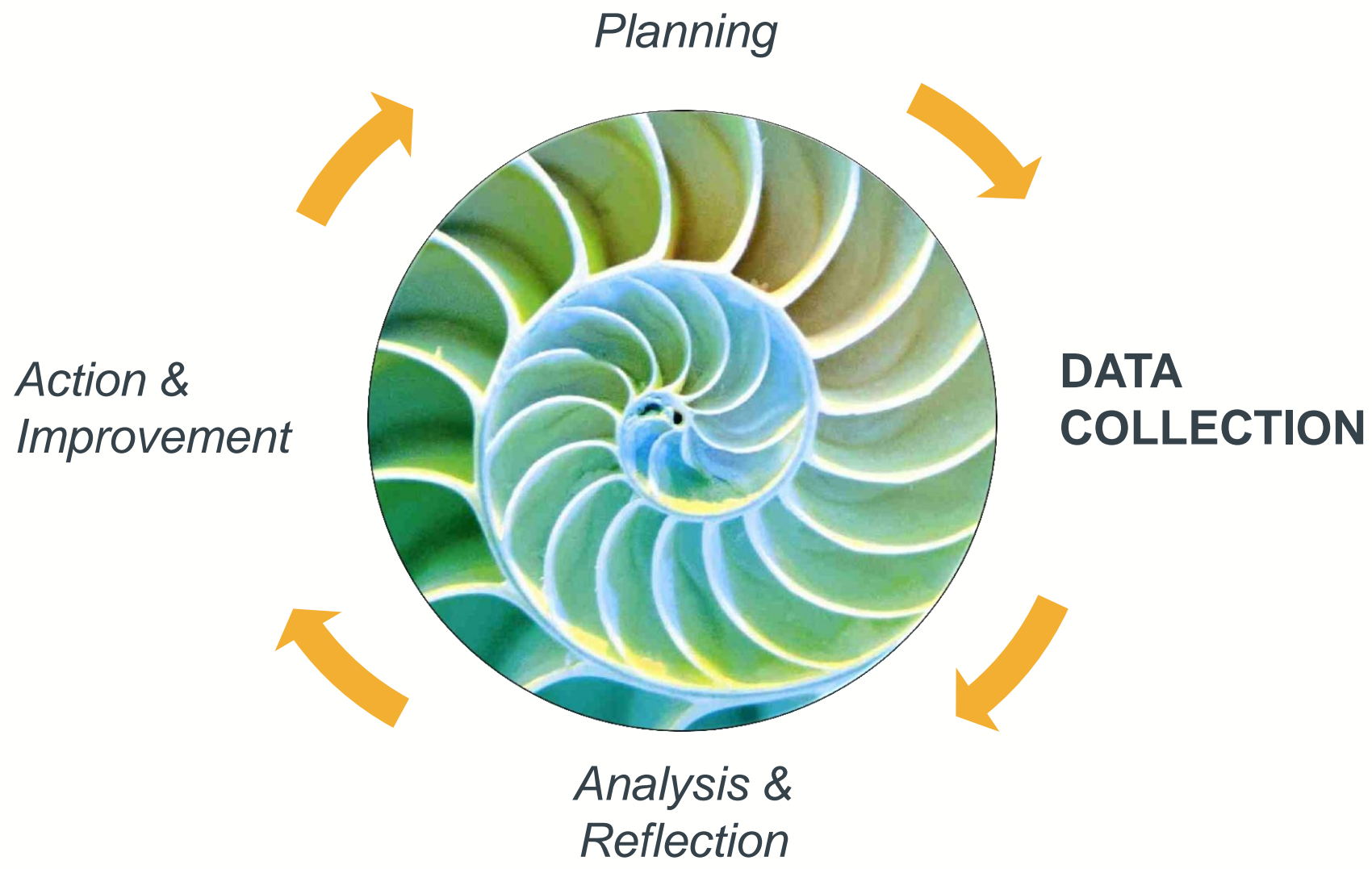
Group Exercise

Discuss and please be prepared to report out.

Use the assessment “cheat sheet” to review and critique the sample theory of change.

Key Concepts

1. Assess the quality of your grantees' theories of change.
2. With grantees, discuss progress along their theory of change. What can be learned from and modified about the strategy to be more successful?
3. Consider your foundation's own theory of change and how grantees' theories might connect to it.

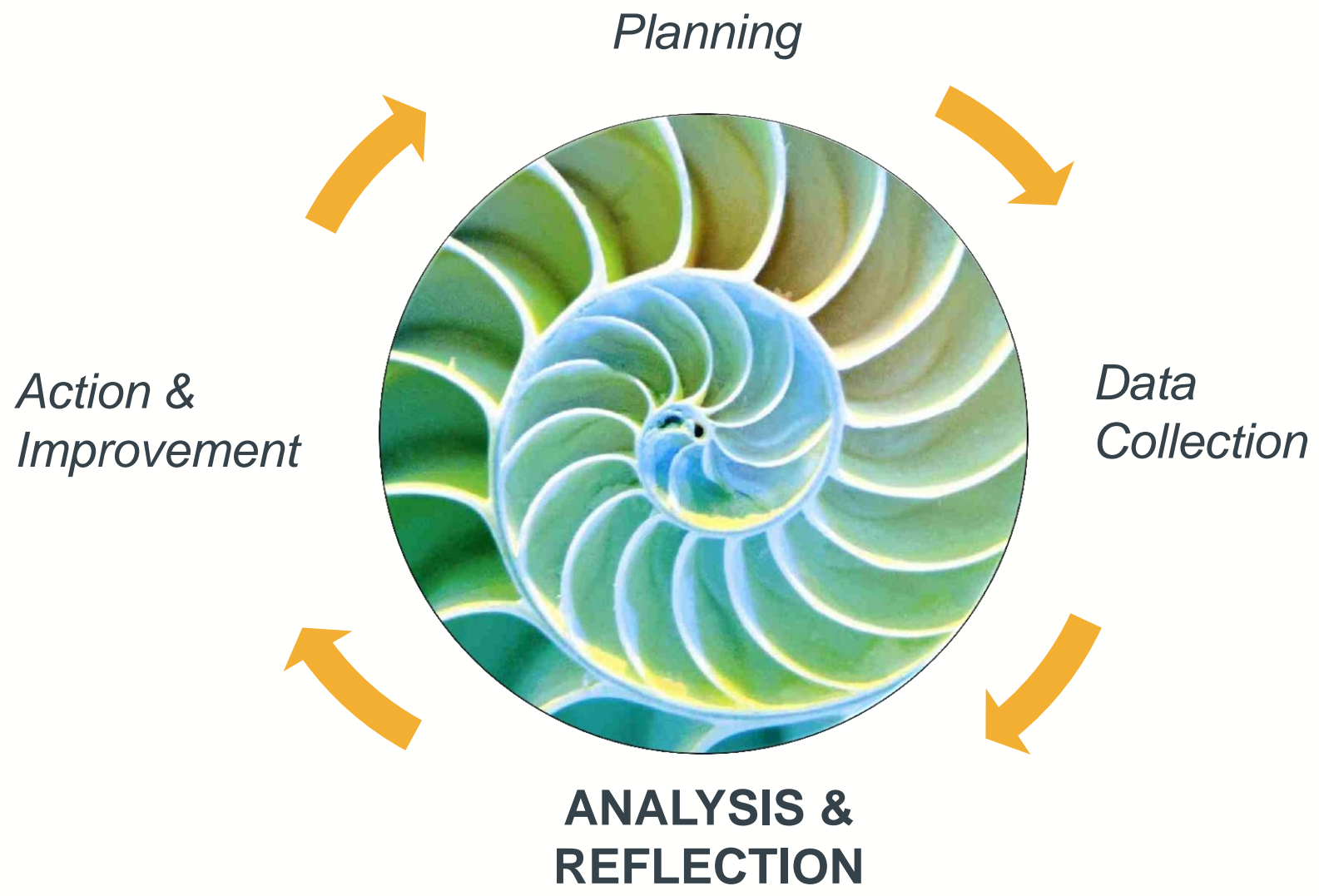


Data Collection

- Role of evaluation capacity building
- Alternatives to grant documentation
- Roles: funder, grantee, external evaluator
- Better to collect a few pieces of strong data than an overwhelming amount of weak data

Key Concepts

1. When it comes to evaluation design, there is no such thing as one size fits all.
2. “Right size” the evaluation: consider the evaluation purpose, the type of intervention that is to be evaluated, and the resources available to support the evaluation.



“On average, grantees do not find current reporting and evaluation processes to be very helpful in strengthening their organization and programs.”

Findings taken from *Grantees Report Back: Helpful Reporting and Evaluation Processes* published by the Center for Effective Philanthropy in January 2011.

*“Only **51 percent** of foundation grantees who report completing a report or evaluation have discussed it with their program officer or evaluator.”*

Findings taken from *Grantees Report Back: Helpful Reporting and Evaluation Processes* published by the Center for Effective Philanthropy in January 2011.

“Grantees want the opportunity to reflect on the work they were funded to do by discussing their reports and evaluations with their funders.”

Findings taken from *Grantees Report Back: Helpful Reporting and Evaluation Processes* published by the Center for Effective Philanthropy in January 2011.

“Grantees who report discussing their report or evaluation with their funder perceive the reporting or evaluation process to be more helpful.”

Findings taken from *Grantees Report Back: Helpful Reporting and Evaluation Processes* published by the Center for Effective Philanthropy in January 2011.

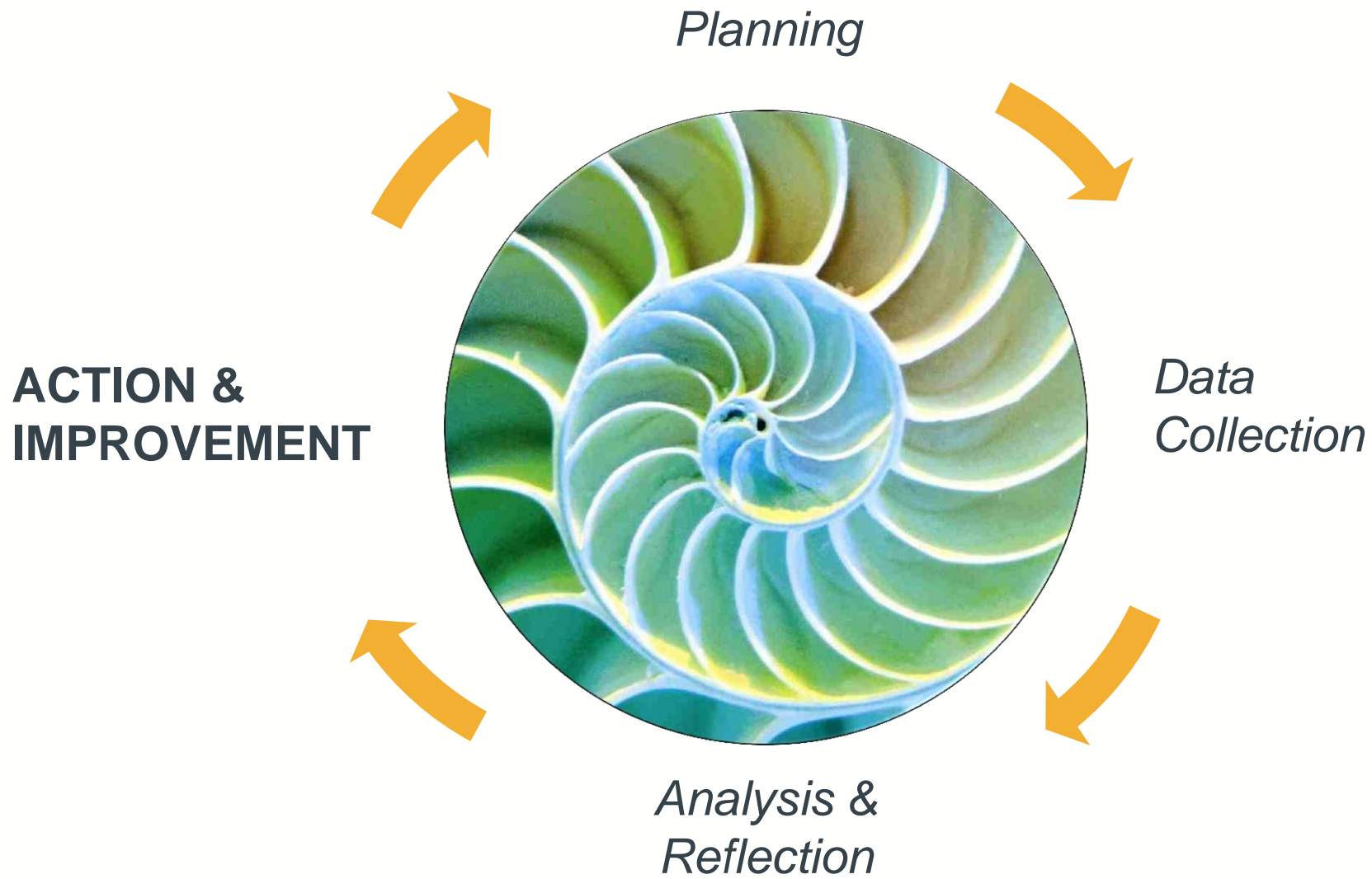
Analysis and Reflection

- Grantees need to reflect on analysis internally—what do the data mean? What findings can be drawn from the data?
- Funders need to engage in reflection with grantees. How do the data compare to general trends? Or to data from other grantees? What can the foundation learn from the evaluation?



Group Exercise

*Evaluation Theater:
Year One Evaluation Results*



Action and Improvement

What do the evaluation findings mean for:

- Grantees' programs, projects, and strategies?
- The next evaluation?
- Communications with other grantmakers, grantees, and stakeholders?



Key Concepts

1. Meet with your grantees to discuss evaluation findings and any implications for their strategies and programs.
2. Use evaluation findings (good and bad) to perfect future studies.
3. Promote the sharing of evaluation results both inside and outside your foundation.

Closing:
Next Steps

Commitment to Action

What **ONE ACTION** will you take
as a result of today's discussion?

Check out free evaluation resources at:

- Materials from this session on the GEO National Conference website
- www.geofunders.org & www.scalingwhatworks.org
- www.innonet.org/pointk





Thank you