

NEW DIRECTIONS FOR EVALUATION  
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# Responding to Sponsors and Stakeholders in Complex Evaluation Environments

Rakesh Mohan, David J. Bernstein,  
Maria D. Whitsett

EDITORS

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# Responding To Sponsors And Stakeholders In Complex Evaluation Environments New Directions For Evaluation

**Arturo Cuomo**



## **Responding To Sponsors And Stakeholders In Complex Evaluation Environments New Directions For Evaluation:**

*Responding to Sponsors and Stakeholders in Complex Evaluation Environments* Rakesh Mohan, David J. Bernstein, Maria D. Whitsett, 2002-10-10 Solving complex evaluation environments with competing stakeholder needs *Responding to Sponsors and Stakeholders in Complex Evaluation Environments New Directions for Evaluation* Number 95 provides in depth guidance on answering the question For whom are we doing this evaluation anyway The answer may be more complex than it appears and right and wrong answers may actually overlap This book identifies the challenges of complex evaluation environments and shows you how to meet the multiple often competing needs of everyone involved From difficulties in context and authorization to initiatives and legislation this book provides insight every evaluation organization needs *Evaluation Ethics for Best Practice* Michael Morris, 2007-09-22 Focusing on ethical challenges in program evaluation this innovative book features six case study scenarios that end at a point where the evaluator faces a significant decision about how to proceed For each case two distinguished evaluators offer insights on the best course of action to choose and why What If boxes modify the details of the scenarios inviting readers to reflect on whether these changes alter the ethical implications of the case Six additional cases are presented with questions that guide readers to develop their own ethical analyses The book is organized to follow the progress of an evaluation from the entry contracting phase through the utilization of results

**Tackling Wicked Problems in Complex Ecologies** Rodney Hopson, Fiona Cram, 2018-05-01 *Tackling Wicked Problems in Complex Ecologies* is a call to action focusing on the role that evaluators can play in addressing social and economic problems Evaluation extends beyond theories and methods encompassing a range of proven approaches for addressing ecological complexities that drive inequities around the globe Bringing together leading thinkers and problem solvers this collection traverses the range of contexts at the frontiers of the field from inadequate food supply and housing to unemployment and poverty Editors Rodney Hopson and Fiona Cram demonstrate the effects of an engaged approach to evaluation in which three considerations take center stage its relevance the relationships it engenders and the responsibilities it requires This is a handbook for tackling the social and economic problems of the twenty first century which though wicked are amenable to the tools of the trade *The SAGE Handbook of Evaluation* Ian Shaw, Jennifer C Greene, Melvin M Mark, 2006-07-27 The Handbook succeeds in capturing and presenting evaluation's extensive knowledge base within a global context In so doing it provides a useful coherent and definitive benchmark on the field's diverse and dynamic purposes practices theories approaches issues and challenges for the 21st century The Handbook is an essential reference and map for any serious evaluation practitioner scholar and student anywhere in the world Michael Quinn Patton author of *Utilization Focused Evaluation* In this comprehensive handbook an examination of the complexities of contemporary evaluation contributes to the ongoing dialogue that arises in professional efforts to evaluate people related programs policies and practices The SAGE Handbook of Evaluation is a unique and authoritative resource consisting of 25

chapters covering a range of evaluation theories and techniques in a single accessible volume With contributions from world leading figures in their fields overseen by an eminent international editorial board this handbook is an extensive and user friendly resource organized in four coherent sections Role and Purpose of Evaluation in Society Evaluation as a Social Practice The Practice of Evaluation Domains of Evaluation Practice The SAGE Handbook of Evaluation is written for practicing evaluators academics advanced postgraduate students and evaluation clients and offers a definitive benchmark statement on evaluation theory and practice for the first decade of the 21st century

**Accountability in Social Services** Jill Florence Lackey, 2014-05-22 Accountability in Social Services examines how and why social and human services programs can function even though they are monitored by written communication instead of face to face interaction Author Jill Florence Lackey draws on her experience as a consultant for more than 50 social programs and as director of two nonprofit organizations to demonstrate the strong need for accountability mechanisms and an ethics based leadership when running social service programs This unique book walks you through the process of how paper programs emerge and operate the monitoring mechanisms that are and aren't in place during program operations and recommendations to increase accountability in the social service delivery system The book examines programs focusing on youth aftercare adolescent health drug prevention rural community development crime prevention violence intervention services to the homeless and more Accountability in Social Services concludes with recommendations for organized action by consumer groups to increase responsibility in the social service delivery system This book is invaluable as a resource for students teachers and practitioners working in social work and welfare evaluation organizational leadership public policy applied anthropology and consumer science including local organizations such as PIRGs Public Interest Research Groups

**Utilization-Focused Evaluation** Michael Quinn Patton, 2008-06-18 The Fourth Edition of the bestselling Utilization Focused Evaluation provides expert detailed advice on conducting program evaluations from one of leading experts Chock full of useful pedagogy including a unique utilization focused evaluation checklist this book presents Michael Quinn Patton's distinctive opinions based on more than thirty years of experience Key Features of the Fourth Edition Provides thoroughly updated materials including more international content new references new exhibits and sidebars and new examples stories and cartoons Includes follow up exercises at the end of each chapter Features a utilization focused evaluation checklist Gives greater emphasis on mixed methods Analyzes the pluses and minuses of the increased emphasis on accountability and performance measurement in government at all levels Details the explosion of international evaluation Intended Audience Both theoretical and practical this core text is an essential resource for students enrolled in Program Evaluation courses in a variety of disciplines including public administration government social sciences education and management Practitioners will also find this text invaluable

**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 *Health Policy and Politics* Jeri A. Milstead,2013 Examine the process of public policymaking including agenda setting government response program response implementation and evaluation in this new edition of *Health Policy and Politics A Nurse s Guide* This book Integrates the Institute of Medicine s IOM s Future of Nursing paper Contains an updated chapter on finance and spending Includes a new chapter focused on the impact of information technology on policymaking Incorporates case studies that reflect modern day problems and settings Contains the most current information on the politics surrounding the ever changing field of health policy Describes how nurses in advanced practice can deliver quality health care by appropriate providers in a cost effective manner and explains how health policy affects practicing clinicians and administrators and how they can become politically active *Crime and Regulation* Fiona Haines,2017-11-30 This volume brings together key articles in the burgeoning field of regulation The collection is interdisciplinary in keeping with study of regulation itself yet the book arranges and explores these articles to make the bewildering array of issues and concepts that comprise the study of regulation comprehensible to a criminological audience It will be of interest to all scholars and students of criminology and criminal justice as well as those

concerned with reducing the crimes and harms of the powerful

**Enduring Issues in Evaluation: The 20th Anniversary of the Collaboration Between NDE and AEA** Sandra Mathison, 2007-06-29 This issue of *New Directions for Evaluation* looks back at the past twenty years of the American Evaluation Association from its inception to current research highlighting important moments and enduring issues in the discipline and profession of evaluation The issue includes a very brief history of NDE including the journal's purpose the various foci how the journal has operated and such events as the change in the journal's name The issue also looks at the substance of NDE over the past twenty years including an analysis of the coverage of cultural diversity issues But much of the issue is devoted to greatest hits chapters that have appeared in prior NDE issues each of which is introduced by an analysis of what makes it a significant contribution to the evaluation literature The American Evaluation Association AEA celebrated its twentieth birthday in 2006 The partnership between AEA and *New Directions for Evaluation* has spanned this time and indeed stretches back further to AEA's precursor associations the Evaluation Research Society and ENet This is the 114th volume of the quarterly report series *New Directions for Evaluation* a publication of Jossey Bass and the American Evaluation Association

*Promoting the Use of Government Evaluations in Policymaking* Rakesh Mohan, Kathleen Sullivan, 2007-03-05 Public policymaking is a high stakes business that affects millions of citizens and budgets ranging in the billions of tax dollars in even the smallest of states Policymakers need timely evaluative information reported in understandable language by unbiased sources It is this need that evaluators at all levels of government as well as those in many nonprofit organizations seek to meet as they conduct evaluations analyze policy options and recommend action on the part of policymakers The authors contributing to this volume examine theoretical and practical approaches to designing evaluation projects in ways that promote the use of evaluation results in high stakes settings The volume explores management of the politics of evaluation which can be accomplished by considering the context in which an evaluation occurs and examining strategies for maximizing both evaluators independence from and their responsiveness to key stakeholders Unconventional approaches such as prospective evaluation and development of analytical tools for use by agency personnel are examined as is promotion of evaluation use through a symbiotic relationship with performance measurement The chapter authors discuss utilization strategies as applied to evaluations of public health education and corrections programs The final chapter provides sage advice to evaluators on how to impact policy development

**Feminist Evaluation: Explorations and Experiences** Denise Seigart, Sharon Brisolara, 2002 The authors of the texts in this volume try to advance some responses to the question if feminist evaluation exists and if so what it does look like

**The Practice-Theory Relationship in Evaluation** Christina A. Christie, 2003-05-13 Exploring research's impact on evaluation practice The Practice Theory Relationship in Evaluation *New Directions for Evaluation* presents the finding of a unique empirical study of evaluation comparing the reported practices of evaluation theorists with real world practices in the field A selection of leading authorities offer both analyses and perspectives on the study's impact on the field

prompting deep consideration of the role of empirical study of evaluation and the relationship between concept and practice Empirical study of evaluation is key to improving practices and developing alternate approaches and this book stimulates the level of debate necessary for determining future directions

### **Co-Constructing a Contextually Responsive Evaluation**

**Framework: The Talent Development Model of Reform** Veronica G. Thomas, Floraline I. Stevens, 2004-05-05 This volume presents the Talent Development evaluation framework an approach for evaluating urban school reform interventions deeply embedded in the work of the Howard University Center for Research on the Education of Students Placed At Risk CRESPAR and the Talent Development Model of School Reform The CRESPAR Talent Development TD evaluation approach is rooted in several traditions of evaluation that intentionally seek engagement with contexts of practice These traditions include responsive participatory empowerment and culturally competent approaches to evaluation The CRESPAR TD evaluation approach also takes up themes of inclusiveness and partnership advanced by the recent promotion of multiple methods in evaluation With these themes the TD evaluation approach is viably grounded in well accepted evaluation concepts and principles The approach further seeks to be practical useful formative and empowering for the many individuals served by TD evaluations and to give voice to persons whose perspectives are often ignored minimized or rejected in urban school settings Beyond such grounding and ambitions the CRESPAR TD evaluation framework seeks to re position evaluation in low income urban contexts as accountable not only for producing accurate and relevant information on the program being evaluated but also for enabling and contributing to the program s social betterment and social justice intentions This re positioning is effected primarily by a collaborative co constructionist model for evaluation in which CRESPAR program developers implementers and evaluators along with key program stakeholders partner together in envisioning implementing and evaluating programs that are responsive to and make cultural sense in the context at hand CRESPAR TD evaluators are contextually and culturally engaged and are responsible for this engagement This volume highlights the approach s five major themes engaging stakeholders co construction responsiveness cultural and contextual relevance and triangulation of perspectives

**Nonprofits and Evaluation** Joanne G. Carman, Kimberly A. Fredericks, 2008-10-13 This issue of New Directions for Evaluation explores evaluation within the context of nonprofit organizations In recent years many have observed that nonprofit organizations are under increasing pressure to demonstrate their effectiveness and document their program outcomes as the current political and funding environment continues to stress the importance of accountability and measuring performance Foundations government agencies and other funders are asking nonprofit organizations for more evaluation and performance measurement data Yet most nonprofit organizations continue to struggle with these demands and many lack the capacity to implement evaluation and performance measurement in comprehensive or meaningful ways

*Conventional and Participatory Evaluation* Lyn Paleo, 2005 *Global Advances in HIV / AIDS Monitoring and Evaluation* Greet Peersman, Michel Carael, 2004-11-18 The focus of this issue is on global advances in conducting monitoring and

evaluation M E of the global response to the HIV AIDS epidemic Only by implementing comprehensive and sustainable M E systems will we know how much progress we are making as nations and as a global community in combating this pandemic The chapters primarily focus on developing nations and are presented largely from the perspective of evaluators working for donors international agencies and national governments Although it is clear that a comprehensive M E system must eventually include both monitoring and evaluation the initial aim has been to establish a foundation derived largely from surveys and monitoring information To date much of the focus in M E has come from the global level because new global funding initiatives been launched and required rapid scale up and the development of technical guidance international standards and indicators for monitoring progress and determining success At the regional and country levels the challenge has been to implement national M E plans and systems within a context of overall low M E capacity and a range of M E needs

Critical Issues in STEM Evaluation Douglas Huffman, Frances Lawrenz, 2006-03-31 This volume of New Directions for Evaluation focuses on evaluation of science technology engineering and mathematics STEM programs with special emphasis on evaluation of STEM education initiatives STEM evaluation has always been important given the issues facing public schools and the economic and social considerations of STEM fields But because these fields today face a variety of concerns this discussion of STEM evaluation is particularly timely Evaluation advances may contribute to STEM fields by helping programs address the challenges they face This volume presents multiple viewpoints and state of the art examples and methodological approaches in the hope that its chapters will contribute to the understanding of STEM evaluation STEM education STEM education evaluation and evaluation in general Overall this volume of New Directions for Evaluation may help not only to move the field to consider new methods and methodologies for engaging in evaluation but also to reconsider ideas of what it means to engage in scientific evaluation **Independent Evaluation Consulting** Dawn Hanson

Smart, 2006 This volume was inspired by stimulation and insights gained over the years from conversations among independent consultants at the annual conferences of the American Evaluation Association AEA conversations not just about evaluation projects and should serve as a springboard to ongoing discussion among evaluators International Perspectives on Evaluation Standards Craig Russon, Gabrielle Russon, 2005-02-11 Prior to 1995 there were fewer than half a dozen regional and national evaluation organizations around the world Today there are more than fifty attesting to a growing interest in the practice of program evaluation internationally Many of these new organizations have undertaken efforts to develop their own standards or to modify existing sets most typically the Program Evaluation Standards of the Joint Committee on Standards for Educational Evaluation for use in their own cultural context Following two introductory chapters one a conceptual overview and the second a history of the development and revisions of the Program Evaluation Standards this issue documents standards development efforts in three different settings Western Europe Africa and Australasia In addition because nongovernmental organizations and governments have entered the standard setting business other



chapters describe standards development activities by the European Commission and CARE International The content points to the challenge of formalizing standards for program evaluation given cross cultural differences in values and to the continuing challenges related to implementing voluntary standards This is the 104th issue of the quarterly journal New Directions for Evaluation

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