

Leaders' Influence in Evaluation Capacity Building: A Framework and Strategies for Cultivating Commitment and Action

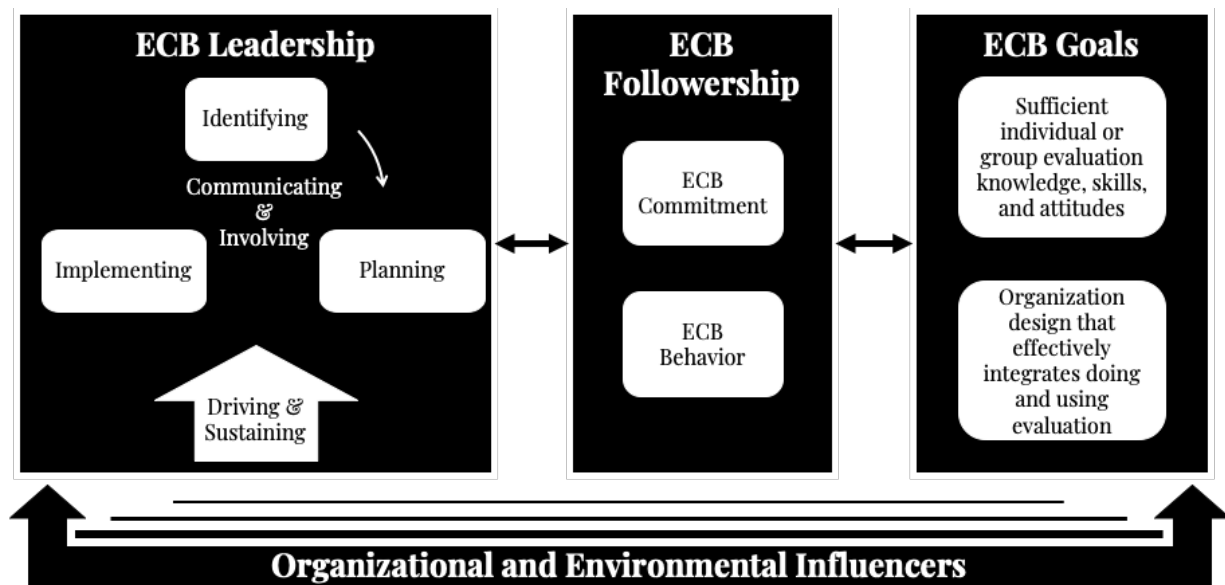
Albertina (Aly) Lopez, PhD
Center for Evaluation Innovation

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We need to be as strategic and explicit about developing the necessary leadership and followership in evaluation capacity building as we are about skill building and technical solutions.

I developed an evidenced-based theory of change for how leaders affect evaluation capacity building (ECB), and tested it using a mixed-methods approach.

The “**ECB Leadership Framework**” that resulted has four main concepts that really matter to the success of evaluation capacity building: ECB leadership, ECB followership, ECB goals, and organizational and environmental influencers.



1. **ECB leadership** is the process of facilitating organizational change and learning in evaluation capacity as well as influencing others to build and sustain the organization’s ability to do or use evaluation.
2. **ECB followership** is people’s desires to support and their actions in ECB that occurs from interacting with leaders.
3. **ECB goals** are intended learning and change outcomes in individuals, groups, and organizations about how to do or use evaluation.
4. **Organizational and environmental factors** affect the relationships among these variables. Organizational factors included organization design, culture, size, life cycle, time, and resources. Environmental influencers involve the fields of evaluation, philanthropy, nonprofits, and leader development as well as reputation considerations and accountability requirements.

