Building a 'bigger picture'
The role of evaluation in CaDDANZ

CaDDANZ presentation to MBIE

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CaDDANZ evaluations

- Five 'evaluative' projects
  - institutional evaluations: ELPNZ, NZPolice, CNSST
  - meta-level synthesis of agency diversity engagement
  - meta-level synthesis 23 CaDDANZ projects

- Institutional evaluations
  - partnership with organisations
  - systems and sensemaking approach
  - understand **barriers and enablers**
  - visual methodology - diagrams as tools for dialogue
    - 'Ecosystem mapping'
    - 'Timelining'
    - 'Venn Diagrams'
    - Graphs 7 tables

Sensemaking approach:
buildings, rooms and artefacts

Assumptions

- High level endorsement / actively seeking capacity to change or develop/ transparency & engagement / is there a realistic "disposition toward change"?

- Identify the 'building': in HQ or in the field?

- Who is in the 'room': people who have the capability/ authority to act?

- What 'artefacts' can be open on the table: visual literacies?

Using visualisations as artefacts

**What are visualisations and how do they work?**

- **organise and simplify**
  - support cognitive processes - **help us think**.
  - often easier & faster to process than numeric or semantic information.

- are **active** in the world
  - have **dialogic potential** as collaboration/co-creation artefacts
  - can be used to develop **co-created understandings**
  - allow for the emergence of dissonance and creative tension (what do we make of this)

But users need to

- practice **reading** sophisticated visualisations
  - develop **topological data literacy and**
  - **ability to surface tacit information**
  - focus on their capacity to emphasise **emergent structures and systems**
  - read for
    - **intentional**, **historical**, **cultural** and **contextual** meaning
    - **explicit** messages, **intentional meaning**, **causal impact**

The impact of any diagram depends on its ability to galvanise engagement and debate

Ecomapping
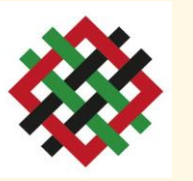
Ecomapping has several potential functions:

- systematic environmental review and audit
- inventory / nodal points / pain points / assets
- seeks to identify points of connectivity
- allows involvement and participation

AND

- is **never a complete capture** of the 'real world'
- represents salient features from **creator's viewpoint**
- Useful for
  - reality checking
 - representing **a** view of a system

1. Mapping **SERVICE ECOLOGY**

Example: an ecosystem map of the settlement service ecology organised by New Zealand Settlement Strategy outcomes

This allowed us to show:

- how ELPNZ maps to INZ strategy

- how complex and significantly disorganised the service ecology is, and
- that ELPNZ works across all settlement outcomes but is funded as primarily as a 'language school'
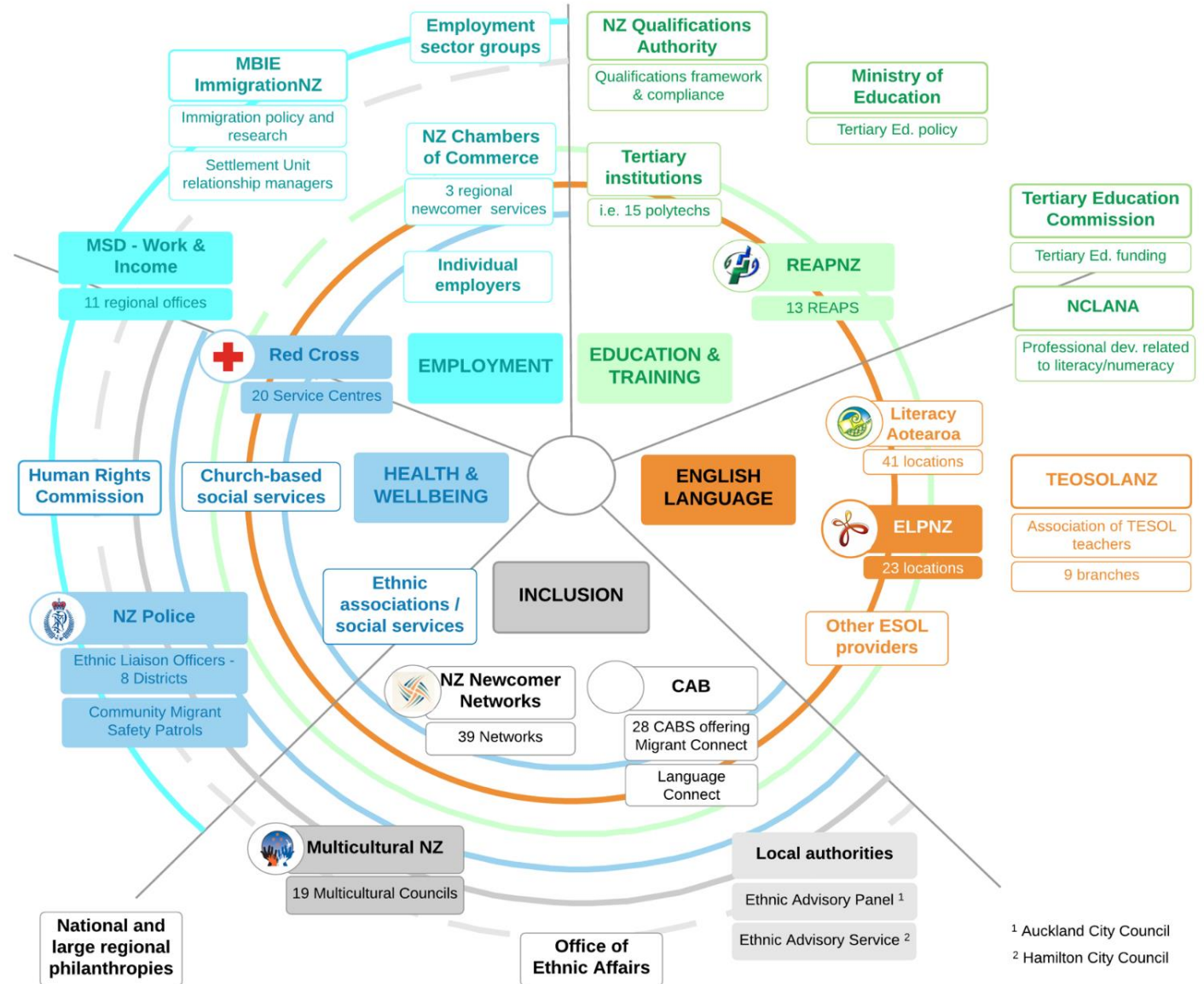
2. **Organisational ecomap** of MPES sphere of influence
[Co-created / partial / GS-CI agreed view]

Including assets, which facilitate ethnic responsiveness) ⚑ and some 'pain points' that constrain responsiveness 🔴
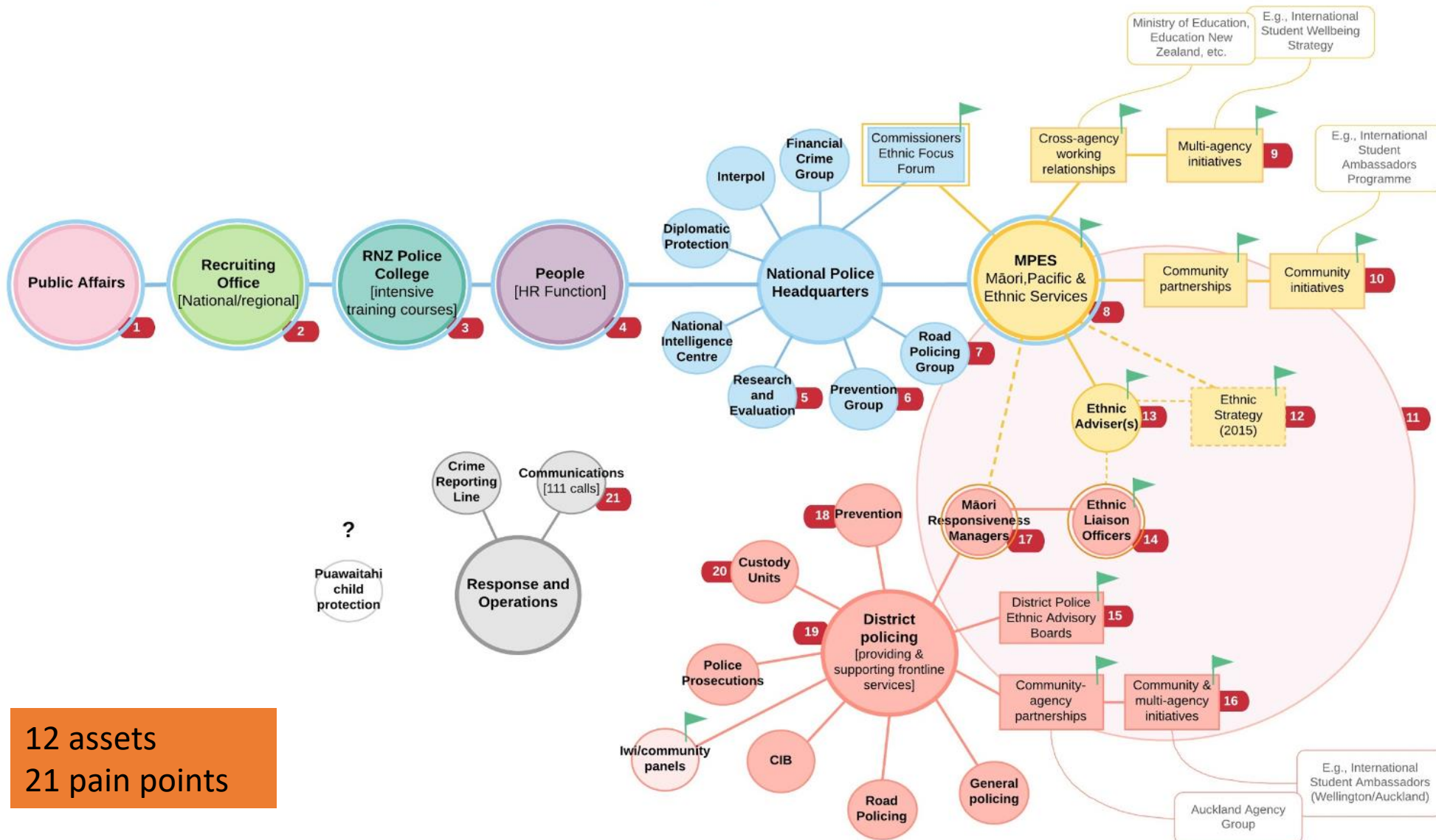
12 assets
21 pain points

This map was **developed** to **help the evaluator focus** on, and make sense of, the various roles and functions within the NZ Police that could help or hinder the organisations responsiveness to ethnic people and communities.

It identifies a number of organisational assets that facilitated ethnic responsiveness alongside barriers to responsiveness (pain points).

It was also used as a discussion document
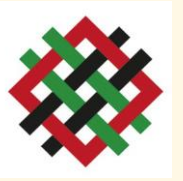
Timelining

A 'timeline' has several potential functions

- understanding the order or chronology of events and trends
- visualise time lapses between events
- clarify the relative durations of events
- establish simultaneity or overlap of spans and events
- can become a reference point for future events or intentions

AND

- is never a complete and total capture of the 'real world'
- represents salient features from creator's viewpoint
- is a valuable 'artefact on the table' for
  - reality checking
  - representing **a** view of how something has changed over time
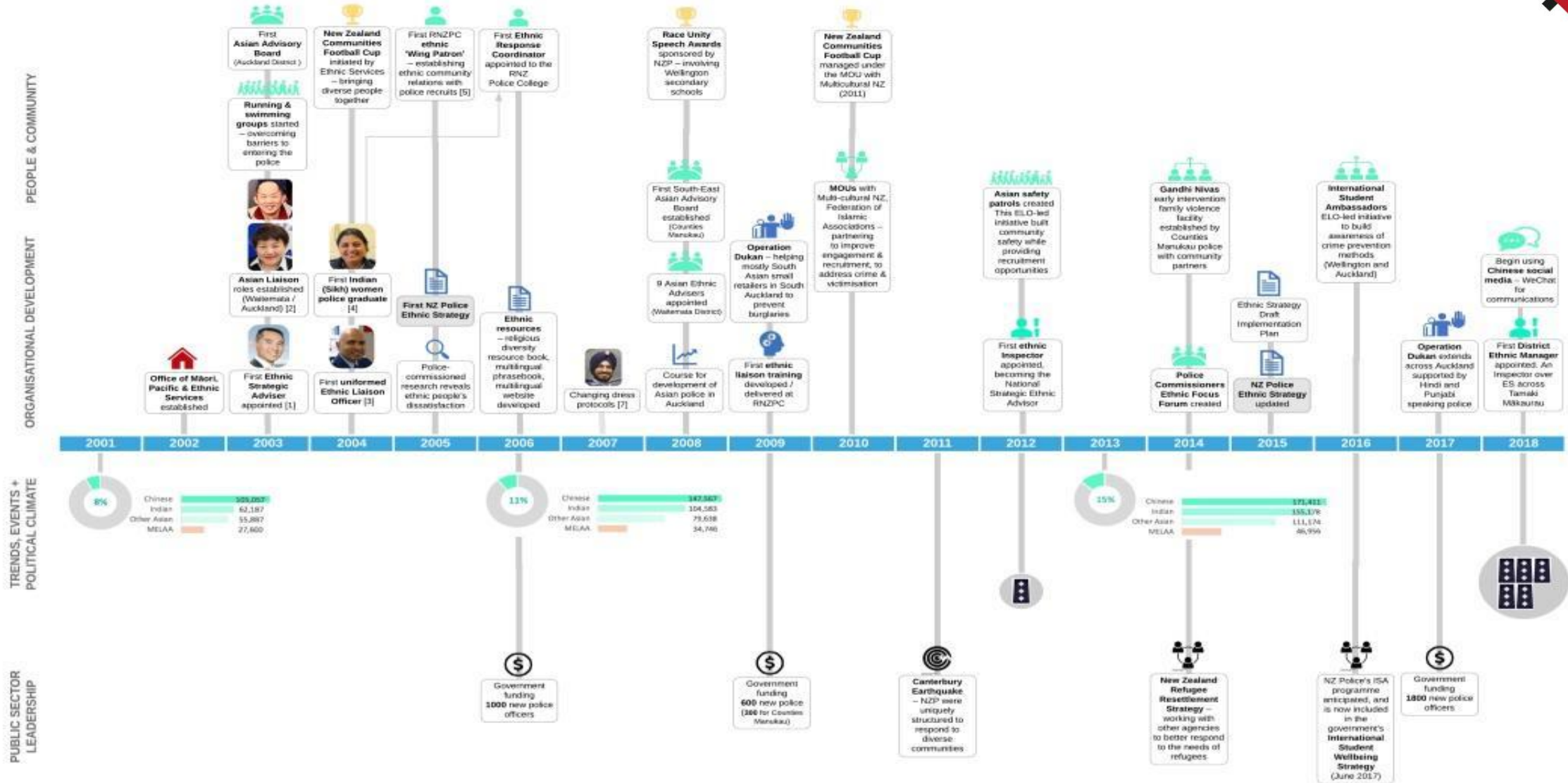
Other evaluative activities: in progress

A) Meta-level synthesis of agency engagement with diversity

- 2-pronged approach
  - ➢ Survey of agency activity in relation to diversity – (HR policy + Diversity statements)
  - ➢ Review of claims in Statements of Intent

B) Meta-level evaluative synthesis of overall contribution of the 23 CaDDANZ projects –

- Do we have a clearer understanding of 'diversity dividends' and how to achieve them now than when we started?

- Is there clear benefit in a multi-disciplinary team working on the understanding of diversity dividend and if so, where does the benefit accrue (capability building of researchers, satisfaction of stakeholders, outcomes – all of these?)

- How and in what ways do these kinds of 'big picture' research proposals affect, join up, connect with policy space and public understanding and what could we do better?