



anzea Strategic Plan 2011-2014

*The voice of evaluation in Aotearoa New
Zealand*

Strategic vision

*To build **anzea** as the voice of evaluation, promoting evaluative thinking and action
in the unique bicultural and multicultural context of Aotearoa New Zealand*

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A. About anzea

Establishment of anzea

anzea is a not for profit organisation established for the promotion and development of quality and ethical standards and practices in evaluation in Aotearoa New Zealand. It was established in 2006 in response to a perceived need amongst evaluation practitioners for a professional body that was focused on supporting the needs of the Aotearoa New Zealand evaluation community and others affected by evaluation, within the unique bicultural and multicultural New Zealand context. **anzea** is envisioned as an organisation that operates to a core set of values representing an ideal for evaluation practice in the Aotearoa New Zealand context. These values, which provide the framework for the association's development, implementation and continuous improvement, are (see **Appendix 1** for a full description of **anzea's** core values):

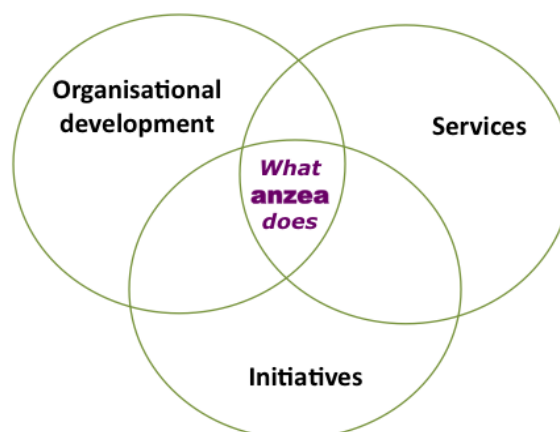
- Biculturalism, and multiculturalism
- Excellence in evaluation
- Participation
- Accessibility
- Collaboration and partnership
- Feasibility and sustainability
- Fun

anzea's purposes and functions

The **anzea** Constitution sets out the Association's purposes as follows:

anzea is a charitable organisation established solely for the promotion, enhancement and development of high quality services to the peoples of New Zealand through quality evaluation of programmes, services, policy, strategies and other functions delivered or provided by public, private and non-government sectors. **anzea's** functions are based on the purposes set out in the **anzea** Constitution (see **Appendix 2**), and include national, regional and international activities (see **Appendix 3**). They fall into three main categories:

- Continuing development of organisational infrastructure
- Development and refinement of member services
- New initiatives in line with needs identified by **anzea** members and others affected by evaluation.



anzea's structure

Membership

Membership is available to all persons with an interest in evaluation who subscribe to the objectives of the Association. Membership is attained upon payment of an annual membership fee as determined by the Board. Membership categories currently include Individual members and Student members (full-time enrolment at an accredited educational institution).

Governance

anzea is governed by a Board of 12 people elected from the membership (together with co-opted members as appropriate) and structured as follows:

- Convenor (elected by the general membership)
- Deputy Convenor
- Secretary
- Treasurer
- Membership Secretary
- Seven general Board members.

Board elections are held every two years. The Board normally meets three times per year and Board portfolios are allocated across Board members. The **anzea** Taumata provides guidance to the Board.

Regional Branches

Each **anzea** member nominates residence in one of eight regions across Aotearoa (as defined by New Zealand's Local Authority boundaries). Branch Committees are constituted by a minimum of three paid-up members of **anzea** and act semi-autonomously to provide relevant professional development activity in the regions.

B. Formulating the Strategic Plan

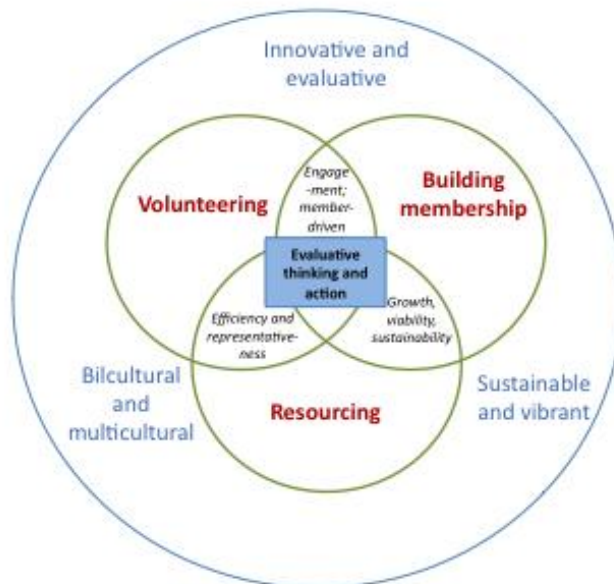
anzea created its first Strategic Plan in 2008 in response to a mandate from membership to build and consolidate the organisation.

The 2011-2014 Strategic Plan was developed by the **anzea** Board in October 2010 with three goals in mind:

- To build on **anzea** initiatives and work to date
- To ensure **anzea** continues to grow and be responsive to members' needs
- To develop creative initiatives that reflect the emergent needs of evaluation practitioners in Aotearoa New Zealand.

The principles underlying **anzea**'s focus for 2011-2014 are as follows:

- To realise its Strategic Vision, **anzea** needs a strong economic and intelligence base.
- Based on a core value of participation, **anzea** aspires to actively engage all of its members in the **anzea** kaupapa.
- Four interlocking goals – to build promote evaluative thinking and action, membership, resourcing, and active engagement of members in **anzea** development – set out a pathway for **anzea**'s services and organisational development in 2011-2014.
- **anzea**'s new initiatives in 2011-2014 should align with these goals and contribute to achieving them.



Principles of the Strategic Plan

Ensuring services, initiatives and organisation developments that:

- Align with all strategic goals
- Meet the strategic vision
- Can be carried out within the organisation's capacity
- Build on/integrate existing direction and programmes
- Can be achieved in 1-2 years
- Have core integrity which leads to principled evaluation in a reflective culture
- Contribute to achieving the membership strategy, volunteering strategy and resourcing strategy
- Generate income

C. The Strategic Plan 2011-2014

1. Organisation and infrastructure

| Strategic priorities | Objectives | Actions |
|--|---|---|
| <p>To be a viable, sustainable, and responsive Association</p> | <ol style="list-style-type: none"> 1. To promote evaluative thinking and approaches in Aotearoa New Zealand through specific anzea activities and initiatives 2. Increase anzea revenues to cover base costs within two years 3. Broaden anzea membership to be double within two years and to include representation from a broader range of sectors 4. Engage our membership in the anzea kaupapa through engaging in anzea activities, portfolios and projects – annual goal of having (1) 80% of the anzea membership involved at least one half day and (2) 20% of members involved in an anzea project 5. Raise the profile of the organisation 6. Build a strong Board 7. Provide relevant and sustainable member services | <ul style="list-style-type: none"> • Develop an anzea position on evaluation and evaluative thinking, highlighting what this means for evaluation in Aotearoa New Zealand, with a supporting implementation strategy and programme of activities • Implementation of the anzea Resourcing Strategy <ul style="list-style-type: none"> – Secure sponsorship for anzea administration and events – Develop new revenue streams – Leverage income through anzea professional development events – Increase member participation in anzea development activity through targeted volunteering • Grow the membership, including: <ul style="list-style-type: none"> – Designing new membership options, including a corporate option – Increasing Māori, Pacific, migrant and NGO membership • Develop website repository for policy and operational documents • Develop systems for working and communicating that avoids overwhelming Board members and Branch Committees, including an agreed way to work within and report on portfolios. This is to include increased delegation to portfolio holders and members • Finalise Taumata 2010 appointments and recruit for Taumata members in 2011 • Obtain membership approval for proposed Constitutional amendments • Review Board transition and induction process • Review anzea Convenor succession and transition system • Review and update the Administrator job description and Administration Operations Manual • Build Board capacity and capability via governance training and volunteering by anzea members |

2. Services

| Strategic priorities | Objectives | Actions |
|---|--|--|
| <p>To be a professional body focused on supporting the needs of the Aotearoa New Zealand evaluation community and others affected by evaluation, within New Zealand's unique bicultural and multicultural context</p> | <ol style="list-style-type: none"> 1. To serve members and increase membership through retaining and improving current membership services including: <ul style="list-style-type: none"> – Website – Newsletters – Annual Conference or Symposia – Branch events – Public indemnity insurance – Mentoring brokerage – Cultural competencies in evaluation – Member input (online survey; informal input via Branches) – Evaluation education brokerage and facilitation – Constructive joint relationships with other relevant professional associations nationally and internationally, specifically but not only AES 2. To serve members and increase membership through developing new membership services: <ul style="list-style-type: none"> – Online resource library – Digest/journal – Public information service – Code of practice – Practice standards – Establish leadership – Evaluator accountability systems – anzea member volunteering | <ul style="list-style-type: none"> • Scope membership needs annually through a member survey and/or other member input (e.g. via Branch seminars) • Compile proposal re anzea awards • Review and document symposia success and achievements including considering format for out years (i.e. biannual/annual national conference or not, and what instead) • Enable efficiencies through greater use of new technologies to aid conference planning/admin (consider website) • Collate all current Branch resources, identify any others that may be needed • Support all anzea Branches to produce an annual events calendar, to ensure regular Branch activities • Support the Waikato/Bay of Plenty Branch to grow and provide regular Branch events • Support Central region to establish a Branch • Contact Eastern region members to identify interest in a establishing a Branch • Establish relationships with Branch Convenors and be available for discussing capacity and other issues • Develop and support communication protocols between Branches and the Board and amongst the Branches, including establishing a webpage for each Branch • Consolidate and enhance anzea Conference structures, systems and processes • Promote increased use of the anzea website by members and others (e.g. agencies) • Develop a reciprocal membership strategy with AES and other relevant associations and actively seek to strengthen cooperative activities between anzea, AES and other relevant associations as appropriate |

3. Initiatives

| Strategic priorities | Objectives | Actions |
|--|--|---|
| <p>To establish or consolidate initiatives that contribute to the creation of an ethical, safe and competent evaluative environment in Aotearoa New Zealand and beyond</p> | <ol style="list-style-type: none"> 1. To build on the work begun with the Competencies Project using it to: <ul style="list-style-type: none"> – Develop a broader professional practice development (PPD) strategy for anzea – Build relationships with key agencies and communities – Enhance anzea's profile, reputation and credibility – Provide PPD opportunities to anzea members and others – Enhance professional development for evaluation practitioners – Promote innovative thinking in evaluation 2. Develop an enabling anzea environment to allow for flexibility to pick up on new initiatives as they are strategised | <p>Strategic relations</p> <ul style="list-style-type: none"> • Identify key communities for relationships(e.g. Māori, Pacific, new settler communities, NGOs, environmental) • Develop collaborative activity between anzea and the AES • Establish relationships and projects in partnership with other prioritised agencies • Develop an anzea branding strategy <p>Māori, Pacific and new settler evaluation development</p> <ul style="list-style-type: none"> • Implementation of a mana Māori strategy supporting Māori evaluation endeavours within anzea and in the wider Māori evaluation sector • Development of Māori and Pacific evaluation fono/hui for various audiences • Hui/fono/seminars/conferences to develop capability and capacity of Māori and Pacific evaluators and as forums for discussion about working with integrity in Māori and Pacific communities • Facilitating Māori and Pacific input into the framework for the development of evaluator competencies <p>New settler evaluation development</p> <ul style="list-style-type: none"> • Exploration of opportunities to support evaluation development amongst new settler communities <p>Professional practice development</p> <ul style="list-style-type: none"> • Review status of the competencies project and its potential uses as a basis for dialogue, relationship-building and professional development • Set up an 'evaluation practice standards' project, to develop a Code of Practice • Develop an evaluator accountability strategy with several linked phases, drawing on anzea members' knowledge and ideas • Explore accreditation opportunities and/or a professional accountability mechanism from the competencies and practice standards work <p>Developing evaluation resources</p> <ul style="list-style-type: none"> • Develop a digest and an online resource library • Collate and make available to members examples of New Zealand theories and models including culturally specific theories and models • Collate exemplars of RFPs, evaluation method and reporting models • Look for publication opportunities through available media • Begin long-term planning for publication of original evaluation writing (e.g. first as magazine style, later possibly as peer reviewed journal) <p>Developing innovation and excellence in evaluation</p> <ul style="list-style-type: none"> • Develop and strengthen evaluative thinking through 'think tanks' and wananga • Explore options for setting up an interagency forum in Aotearoa New Zealand, facilitated by anzea, to |

| Strategic priorities | Objectives | Actions |
|-----------------------------|-------------------|--|
| | | promote interagency dialogue on evaluation |

D. anzea Strategic Plan 2011-2014 - Overview

| Organisation | Services | Initiatives |
|--|---|---|
| Goals | | |
| <p><i>To be a viable, sustainable, and responsive Association</i></p> <ol style="list-style-type: none"> 1. Promote evaluative thinking through anzea activities and initiatives 2. Increase anzea revenues to cover base costs within two years 3. Broaden anzea membership to be double within two years and to include increased representation 4. Engage our membership in the anzea kaupapa through engaging in anzea activities, portfolios and projects – annual goal of having (1) 80% of the anzea membership involved at least one half day and (2) 20% or members involved in an anzea project 5. Raise the profile of the organisation 6. Build a strong Board 7. Provide robust services | <p><i>To be a professional body focused on supporting the needs of the Aotearoa New Zealand evaluation community and others affected by evaluation, within New Zealand's unique bicultural and multicultural context</i></p> <ol style="list-style-type: none"> 1. To serve members and increase membership through retaining and improving current membership services 2. To serve members and increase membership through developing new membership services: <ul style="list-style-type: none"> – Online resource library – Digest/journal – Public information service – Code of practice – Practice standards – Establish leadership – Evaluator accountability systems – anzea member volunteering | <p><i>To establish or consolidate initiatives that contribute to the creation of an ethical, safe and competent evaluative environment in Aotearoa New Zealand and beyond</i></p> <ol style="list-style-type: none"> 1. To build on the work begun with the Competencies Project using it to: <ul style="list-style-type: none"> – Develop a broader professional practice development (PPD) strategy for anzea – Build key relationships with agencies and communities – Enhance anzea's profile, reputation and credibility – Provide PPD opportunities to anzea members and others – Enhance professional development for evaluation practitioners – Promote innovative thinking in evaluation – Develop an evaluator accountability system 2. Develop an enabling anzea environment to allow for flexibility to pick up on new initiatives as they emerge |
| Action | | |
| <ul style="list-style-type: none"> • Implementation of the anzea Resourcing Strategy <ul style="list-style-type: none"> – Secure sponsorship for anzea administration and events – Develop new revenue streams – Leverage income through anzea professional development events • Grow the membership, including: <ul style="list-style-type: none"> – Designing new membership options, including new sectors (e.g. corporate option) and increased – Increasing Māori, Pacific, migrant and NGO membership • Develop website repository for policy and operational documents • Develop systems for working and communicating that avoids overwhelming Board members and Branch Committees, including an agreed way to work within and report on portfolios. This is to include increased delegation to portfolio holders and members • Ongoing Taumata recruitment • Ongoing Constitutional refinement • Review Board induction process • Review anzea Convenor succession and transition system • Review and update the Administration Operations Manual • Build Board capacity and capability via governance training and volunteering by anzea members | <ul style="list-style-type: none"> • Scope membership needs annually through a member survey and/or other member input • Compile proposal re anzea awards • Review and document symposia success and achievements including considering format for out years (i.e. biannual/annual national conference or not, and what instead) • Enable efficiencies through greater use of new technologies to aid conference planning/admin (consider website) • Collate all current Branch resources, identify any others that may be needed • Support all anzea Branches Waikato/Bay of Plenty Branch to produce an annual events calendar, to ensure regular Branch activities • Support the Waikato/Bay of Plenty Branch to grow and provide regular Branch events • Support Central and Eastern regions to establish Branches • Establish relationships with Branch Convenors and be available for discussing capacity and other issues • Develop and support communication protocols between Branches and the Board and amongst the Branches, including establishing a webpage for each Branch • Consolidate and enhance anzea Conference structures, systems and processes | <p>Strategic relations</p> <ul style="list-style-type: none"> • Identify key agencies and communities for relationships (e.g. AES, IPANZ, Māori, Pacific, NGOs, environmental) • Collaboration between anzea and the AES • Establish interagency projects <p>Māori and Pacific evaluation development</p> <ul style="list-style-type: none"> • Supporting Māori evaluation endeavours within anzea and in the wider Māori evaluation sector • Development of hui Māori and Pacific evaluation fono for various audiences to develop capability and capacity <p>New settler evaluation development</p> <ul style="list-style-type: none"> • Exploration of opportunities to support evaluation development amongst new settler communities <p>Professional practice development</p> <ul style="list-style-type: none"> • Leverage on the competencies project as a basis for dialogue, relationship-building and professional development • Set up an 'evaluation practice standards' project, to develop a Code of Practice • Develop an evaluator accountability system strategy with several linked phases, drawing on anzea member knowledge and ideas <p>Developing evaluation resources</p> <ul style="list-style-type: none"> • Develop a digest and an online resource library • Collate examples of New Zealand theories and models, RFPs, evaluation method and reporting models <p>Developing innovation and excellence in evaluation</p> <ul style="list-style-type: none"> • Develop and strengthen evaluative thinking through 'think tanks', wānanga, and an interagency forum in Aotearoa New Zealand |

E. Implementing and monitoring the Strategic Plan

Implementation

An annual business plan is compiled based on the goals and activities outlined above. Each activity becomes the allocated responsibility of an **anzea** Board portfolio and has a plan developed for its implementation, including deadlines for each stage of development. The Strategic Plan can be reviewed and modified where on-going experience or contextual changes justify such modifications in the judgment of the Board.

Monitoring and accountability

Accountability for implementing the Strategic Plan is the collective responsibility of the **anzea** Board. Progress on the Strategic Plan is monitored through:

- A review of progress on each aspect of the Strategic Plan and annual business plans at each Board meeting
- A report on progress in the **anzea** Annual Reports, presented at each Annual General Meeting.

Appendix 1: anzea values

anzea is envisioned as an organisation that operates to a core set of values representing an ideal for evaluation practice in the Aotearoa New Zealand context. These values, which provide the framework for the Association's development, implementation and continuous improvement, are:

Biculturalism, and multiculturalism

anzea is envisioned as a bicultural organisation, based on the principles and obligations established by Te Tiriti o Waitangi and reflecting the unique bicultural context of Aotearoa New Zealand. This provides the framework from which multiculturalism can be embraced and responded to.

Excellence in evaluation

anzea plays a key role in promoting excellence in evaluation practice in Aotearoa New Zealand. Areas of focus include:

- Evaluation as a craft requiring methodological appropriateness and quality in implementation
- Evaluation as an ethical activity, including interpersonal behaviour and respect for individual persons/peoples
- Evaluation as a learning and change strategy and the role of evaluators as change agents across policy and programme development and implementation.

Participation

While **anzea** is managed by a central Board, it succeeds through the active participation of its members and stakeholders. Succession and sustainability are core tenets.

Accessibility

anzea commits to being accessible through affordability and by avoiding unnecessary membership eligibility barriers, requirements or standards.

Collaboration and partnership

anzea is based on collaboration and partnership, and actively seeks engagement and collaboration with existing professional evaluation support organisations and opportunities. **anzea** works alongside existing organisations in a complementary rather than competitive or duplicative fashion.

Feasibility and sustainability

anzea sets achievable and sustainable ambitions focused on meeting members' current and future needs, through a practical and targeted programme of activities and functions.

Fun

anzea thrives because it is celebratory and fun to be part of. Awards evenings, Conference dinners, AGM dinners, and parties are all envisaged as essential activities.

Appendix 2: anzea purposes (Extracted from the anzea Constitution)

4. PURPOSE

anzea is a charitable organisation established solely for the promotion, enhancement and development of high quality services to the peoples of New Zealand through quality evaluation of programmes, services, policy, strategies and other functions delivered or provided by public, private and non-government sectors.

In furtherance of this purpose, the objects of the Association are:

- 4.1 To promote and facilitate the development of evaluation practices and standards which are relevant to Aotearoa New Zealand, with specific reference to the principles and obligations established by Te Tiriti o Waitangi and reflecting the unique bi-cultural context of Aotearoa New Zealand, while also providing a framework from which multi-culturalism can be embraced and responded to.
- 4.2 To promote excellence in evaluation in Aotearoa New Zealand, for the benefit of the community, with a focus on the maintenance of appropriate ethical standards for the evaluation profession, development of effective practice and craft, and the promotion of reflective learning as a strategy for evaluation for the public and community well being.
- 4.3 To recognise outstanding contributions to evaluation.
- 4.4 To encourage the accessibility of the services of the Association to evaluation providers, practitioners, purchasers, and others affected by and interested in evaluation.
- 4.5 To facilitate debate and exchange of ideas and dissemination of knowledge in the practice of evaluation through the conduct of meetings, conferences, education and training events, newsletters and other publications, and other activities.
- 4.6 To promote the publication of scholarly work relevant to evaluation.
- 4.7 To foster and facilitate liaison, communication and co-operation between members and other interested parties.
- 4.8 To facilitate liaison with evaluation associations and other related associations in New Zealand and overseas, including the potential for joint activities.
- 4.9 To provide relevant comment, and advocate more effective evaluation policy and practice with government, community and commercial agencies as appropriate.
- 4.10 To promote high standards in curriculum development and evaluation education and training in the tertiary education sector.
- 4.11 To promote the development of post-graduate courses in evaluation.

5. POWERS

In furtherance of its objects purpose, the Association may:

- 5.1 Make rules regulating its own procedures.
- 5.2 Elect and appoint officers of the Association as provided for in this Constitution
- 5.3 Assign such duties and delegate such powers to the Board of Management (the Board) and other officers as it may deem appropriate

- 5.4 Approve the formation and disestablishment of regional Branches and other groups as it may deem advisable in the furtherance of the aims of the Association
- 5.5 Establish and maintain a national office and employ such staff as it may deem necessary for the good management of the Association
- 5.6 Approve payments to officers and other members of the Association for out-of-pocket expenses or fees for professional services
- 5.7 Raise funds and receive contributions from any person or persons whatsoever by way of subscription, donation and otherwise, provided that the Association shall not undertake any permanent trading activities in raising funds for its charitable objects. Any fees charged by the Association for its services must be set to recover costs, to enable it to further its aims and to provide improved services to its members
- 5.8 Borrow money or enter into other contracts on behalf of the members and, subject to such consents as may be required by the law, charge all or any of the property of the Association
- 5.9 Deal with the monies of the Association not immediately required for the day to day running of the Association in a way consistent with the objectives of the Association
- 5.10 Do all such other lawful things as shall further the objects of the Association.

Appendix 3: anzea functions

Current anzea services include:

- A Newsletter published three times per year
- A bulletin service advertising job vacancies
- An annual Conference
- A website
- Professional development events through Branches in three regions (with further Branches to be established over time)
- An **anzea**-endorsed Professional Indemnity Scheme for members.

Future functions envisaged for anzea include:

International roles and functions

- Relationships and connections with other professional evaluation associations
- Representation within international forums
- Advocacy and education.

National roles and functions

- Leadership (e.g. enhancing visibility and accessibility of Aotearoa New Zealand evaluation theory and practice)
- Development and utilisation of Aotearoa New Zealand evaluation models (e.g. local, bicultural, multicultural, international)
- Working to develop evaluation capacity nationally
- Professional development coordination and provision (e.g. coordinating training opportunities)
- Professional support services across **anzea** regions
- Public education
- Development of national standards for effective and ethical practice
- An annual national evaluation conference
- Resource development and management
- Advocacy and public education.

Regional roles and functions

- Local activities (seminars etc.)
- Local networking and professional support
- Professional development/professional education
- Membership recruitment and retention.