

# Evaluation for Learning

*Asking the right questions at the right time  
of the right source*

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ORGANIZATIONAL LEARNING  
AND EVALUATION CONFERENCE

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# Agenda

- Introductions
- Objectives
- Organizational Context
- Program Life Cycle
  - Questions
  - Sources - Audience
  - Evaluation
- Practice: Linking the Elements
- Sharing Stories and Strategies

# Evaluation Philosophy

- Grounded in intent
- Goals and objectives linked to strategies/activities
- Reality based—context, capacity, and resources
- Informed decisions and enhanced learning
- Integrated into organizational culture and practice

# Our Objectives

- Learn a framework for a program life cycle
- Understand what to ask when
- Identify potential data sources/audience and data collection methods
- Practice linking the elements

# Types of Evaluation

- **Process–Formative**  
What is happening and how?
- **Outcome/Impact–Summative**  
What happened and why?
- **Developmental**  
What would make the program more effective and efficient?

*Source: Preskill and Russ-Eft, 2005, Building Evaluation Capacity*

# Assessment and Evaluation

What's the difference?

- Evaluation: Did you do what was intended?
- Assessment: What did you do?
- Both are informative

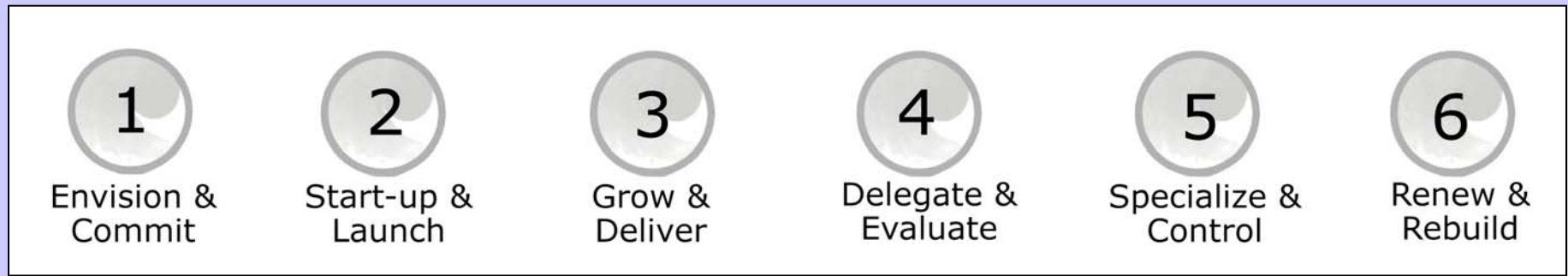
*If we don't stop direction now, we will end up where we are going.*

Professor Irwin Corey (1914 - )

# The Context for Evaluation

- **Stages of Organizational Development and Evaluation**  
Understand the capacity of your organization in terms of data collection, data analysis, and evaluation.
- **Program Life Cycle**  
Not unlike organizations (and people), programs experience stages of development. Evaluation questions should consider program stage.

# Stages of Organizational Development and Evaluation



Where are you on this continuum?

Source: 2004 Women's Funding Network

# Program Life Cycle

## Program Design

### Phase 1

- Conceptualization
- Planning

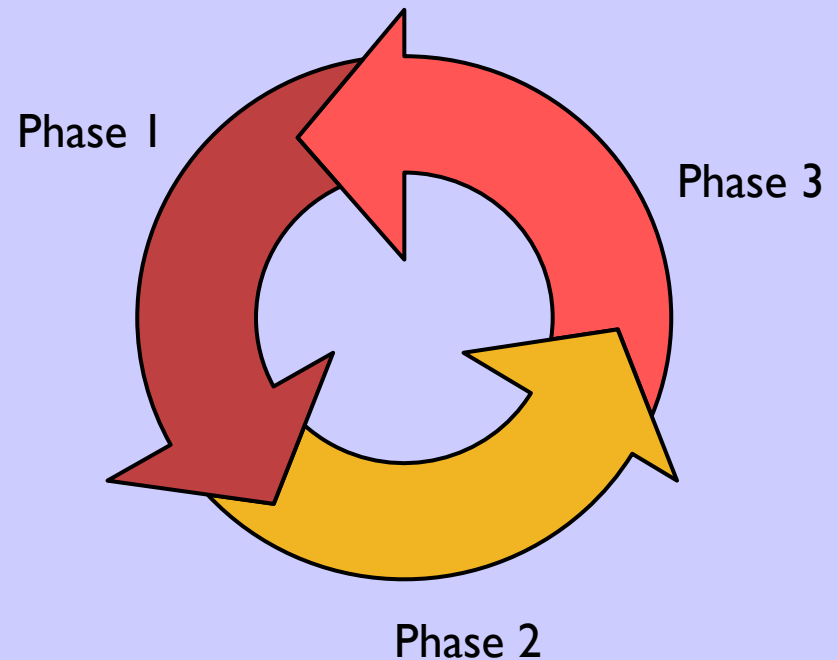
## Program Implementation

### Phase 2

- Start-up
- Early Implementation

### Phase 3

- Full Implementation
- Termination
- Transformation

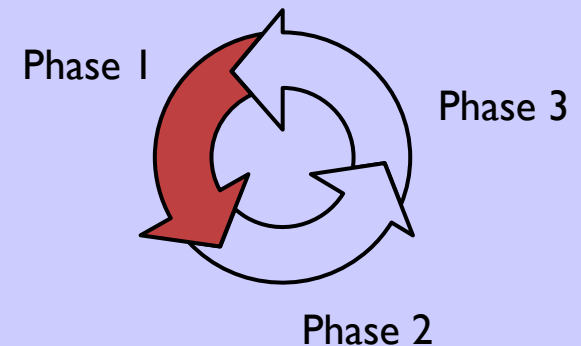


*How does the program life cycle relate to your stage of organizational development?*

# Program Design

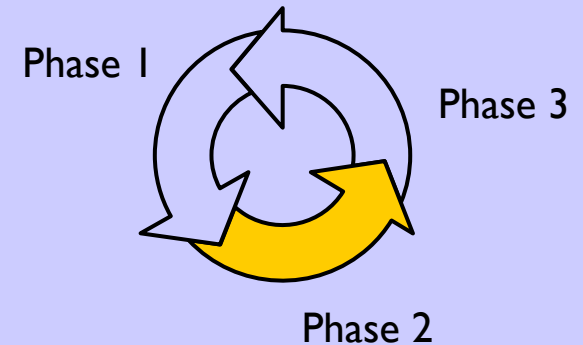
## Evaluation Considerations

- What does the research say about:
  - Identified needs/issues
  - Successful strategies to address
  - External and internal factors
  - Likely outcomes/changes to occur
- Evaluation organizational capacity
- Program Model and/or Theory of Change



# Program Implementation

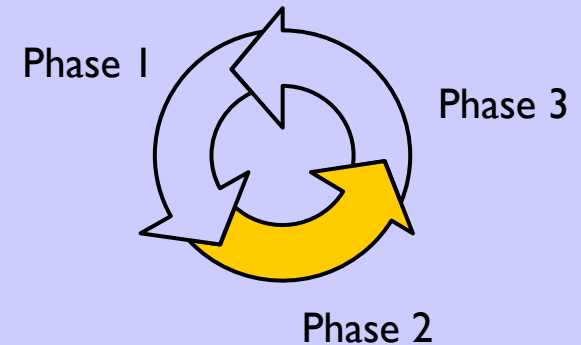
- It depends on:
- Program duration
  - Complexity of program
  - Intervention strategy/type
  - Likely outcomes/changes to occur
  - What else?



START-UP	EARLY IMPLEMENTATION	FULL IMPEMENTATION	TERMINATION/ TRANSFORMATION
3 to 6 months	6 to 12 months	1 year	time to be determined

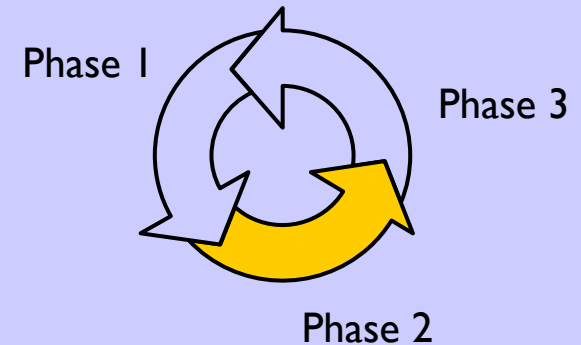
# In the Beginning – Start-up

- **Staffing**
  - Skills and qualifications
  - Roles and responsibilities
- **Activities**
  - Accomplished
  - On schedule
- **Systems**
  - Relationship to operations
- **Other?**



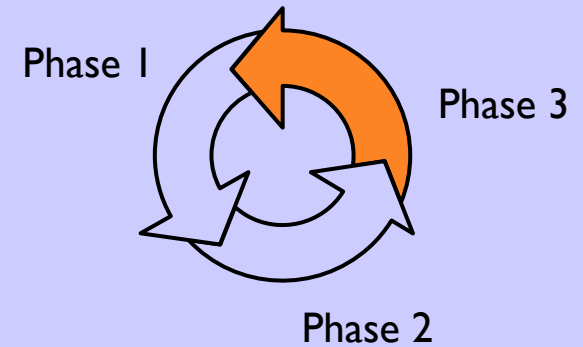
# All elements are in place – Early Implementation

- Fidelity to model
- Targets
  - Quality
  - Reach/Access
- Function
- Short-term outcomes
- External factors
- Costs
- Other?



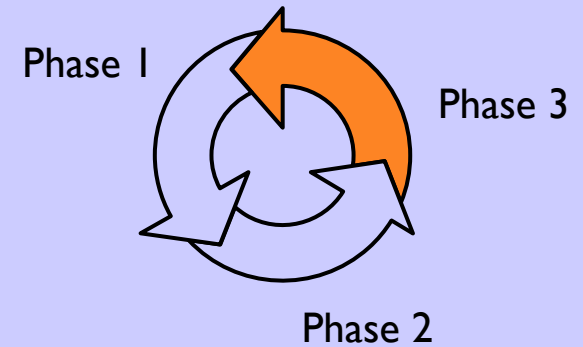
# Well oiled machine – Full Implementation

- Internal systems
- Staff performance
- Progress toward outcomes
- External factors



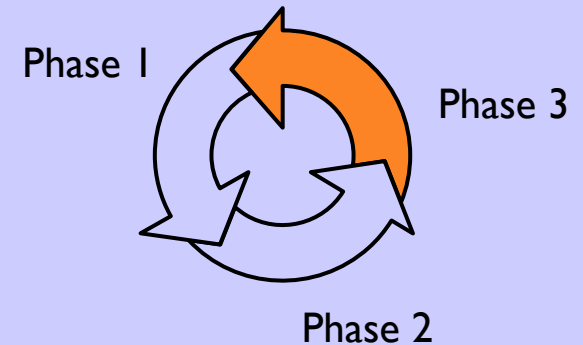
# Closing out – Termination

- Learnings
- Elements of success
- Transferability
- Inform the field



# Transformation

- Environment
- Research and strategies
- Resources
- Revise Program Model/  
Theory of Change
- Implement



# Data Sources/Audience

- Partners—informal and formal
- Staff
- Clients—potential, current, and past
- Program documentation—program records, tools
- Secondary data sources
- Others?

# Data Collection Methods and Tools

## ➤ Quantitative

- Surveys
- Client data (non-confidential)
- Population level data (census, crime statistics, etc.)

## ➤ Qualitative

- Interviews
- Focus groups
- Intake and follow-up forms

# Practice – Linking the Elements

- Develop a list of questions (based on program stage)
- Identify potential data sources
- Select potential data collection method and tools
- Discuss these questions:
  - What stands out for you in doing this practice?
  - Did you have an “ah ha” moment?
  - How would you apply this process and your learnings to your current work?

# Takeaways

## Questions, Sources, Evaluation

Organizational developmental stage matters

Different questions depending on program phase

Different questions, different sources

Balance need to know, want to know, and can know

# Consideration and Cautions

- Successful implementation precedes achieving stated outcomes
- Timing is critical
- Evaluation and planning are partners
- Systems must support, not complicate
- Fidelity (stay true) to the best practice
- Understand promising practices

