

Welcome!

Developmental Evaluation

Bienvenue!

Évaluation évolutive

May 27th, 2020



When you join the webinar:

- Introduce yourself in the chat box, including your name and your project (or verbally for those joining by phone)

During the webinar:

- Please mute yourself during the presentation
- Use the chat box to pose questions and to endorse questions posed by others so we have a sense of the questions of greatest interest

Webinar flow

- **Opening/Arriving** (please say hello in chat!)
- **Introductory remarks** – why developmental evaluation; webinar objectives; our speaker
- **Presentation by Jamie Gamble**
- **Q & A / Discussion**
- **Closing**

What can you expect from today's webinar? By the end of it, you will:

- Understand the purpose of developmental evaluation and how it may be relevant to you
- Have a sense of what developmental evaluation looks like, and how it's done
- Begin to consider what tools you might need to implement developmental evaluation, and know where to find them

Our presenter for today



Jamie Gamble, Imprint Consulting

What is Developmental Evaluation?

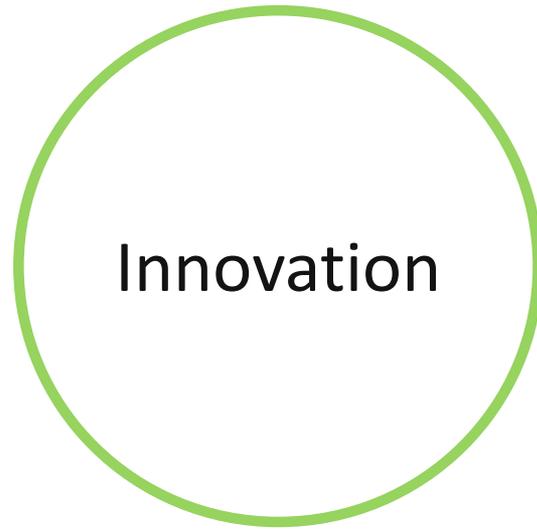


Classic Evaluation

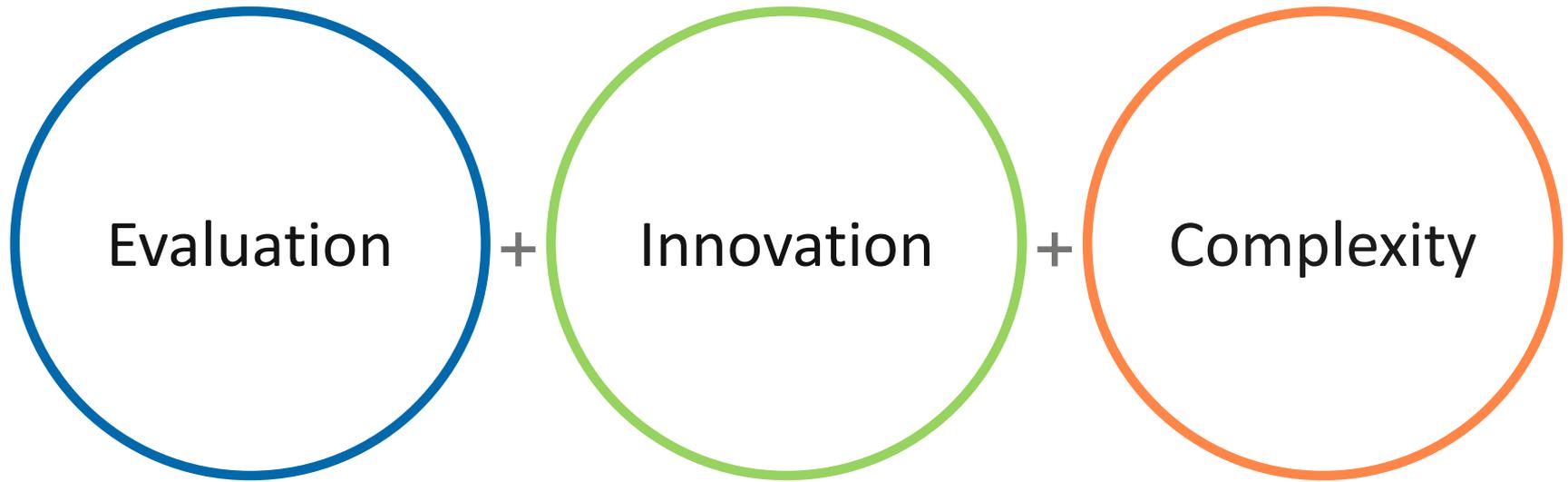
- Cause + Effect = repeatable, perceivable and predictable
- Monitor implementation for high fidelity, assurance and quality.
- Pre-ordinate specificity, clarity of outcome
- Test and validate stable change model

Complex Problems

- Are unique and have no precedent
- Causes and drivers that are interdependent and filled with uncertainties
- Do not have definitive criteria or indications for the right solutions
- Are difficult to address and change with every attempt to address it
- Involve many stakeholders with different values and priorities
- Cause + Effect are coherent only in retrospect and do not repeat



- Creative and novel responses
- Often uniquely combining existing ideas and approaches
- May build on what we already know
- New ways of understanding problems
- Space for exploration and experimentation
- Search for scale strategies



- Learning by doing
- Rapid feedback cycles
- Frame the issue, and track evolving understanding
- Guide strategy decisions and forks in the road
- Develop principles

When Would I Use DE?

1. The ongoing development and adaptation of an idea or initiative.

Because something is being implemented in a dynamic environment there is no intention to become a standardized model.

2. Helping to adapt effective principles from elsewhere into a different, local context.

Because there is a need to develop 'own' version based on adaption of principles and knowledge.

3. Exploring real time solutions and generating innovative responses in the face of crisis.

Because existing initiatives and responses are no longer effective as conditions change suddenly.

4. The early stage development of a potentially broad-impact, scalable innovation.

Because a model does not exist and a novel response is needed. Models may move into formative and summative evaluation as they develop.

5. Applying innovations at a different level in a system / adapting across-scale

Because major systems change is an aspiration and changing scale will add levels of complexity, new uncertainties and disagreements.

What is Developmental Evaluation?



Developmental evaluation (DE) is an evaluation approach that brings together evaluative thinking and evidence to those developing and implementing innovative initiatives in complex situations. It is an approach that sits alongside and supports emergent, innovative and transformative development and on-going adaptation.

(Patton, 2012)

Who does Developmental Evaluation?

- Those who want to try a different solution to a persistent problem
- Those who value rapid, real-time feedback, have a high tolerance for ambiguity, embrace uncertainty, learn quickly, and adapt rapidly to changed conditions
- Those who are propelled into action more by vision than by clear, specific and measurable outcomes. They're not always sure how to get where they're heading, so tend to be constrained by too much up-front specificity (e.g. pre-set activities, outcomes or targets).
- Those who know that disrupting systems leads to unexpected actions and reactions
- Those who want an evaluation approach attuned to changing conditions and their adaptive approach. They are at home in complex dynamic systems. Such systems characterize the world in which they live and work. Thus, they want an evaluation approach attuned to complexity.



Ideas for Getting Started



Prototype



Explore framing of
key concepts

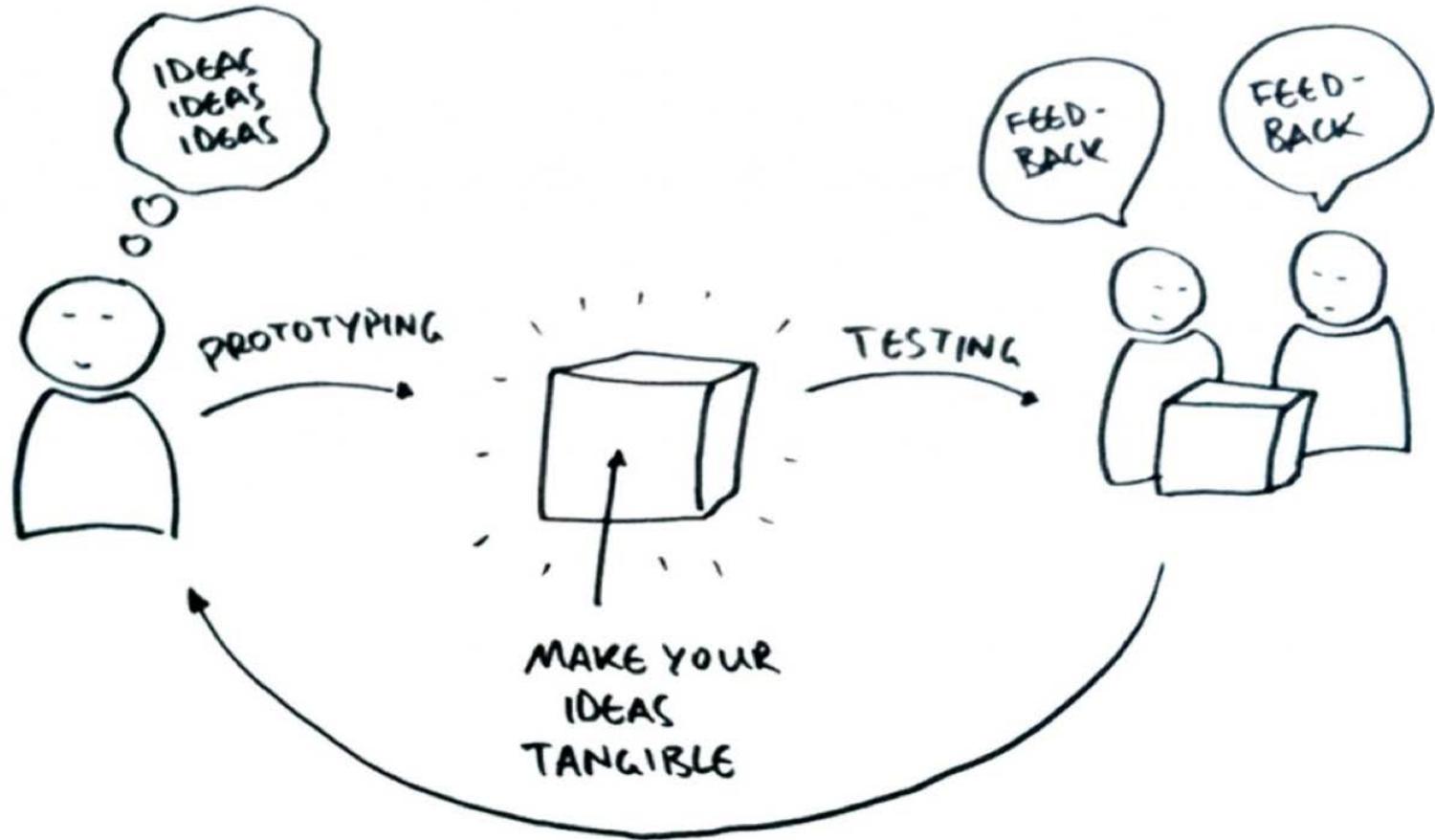


Sensemaking



Identify uncertainties
and options in your
theory of change

Prototyping



Theory of Change

Currently, we have a hypothesis...

IF we do....



THEN it will result in....

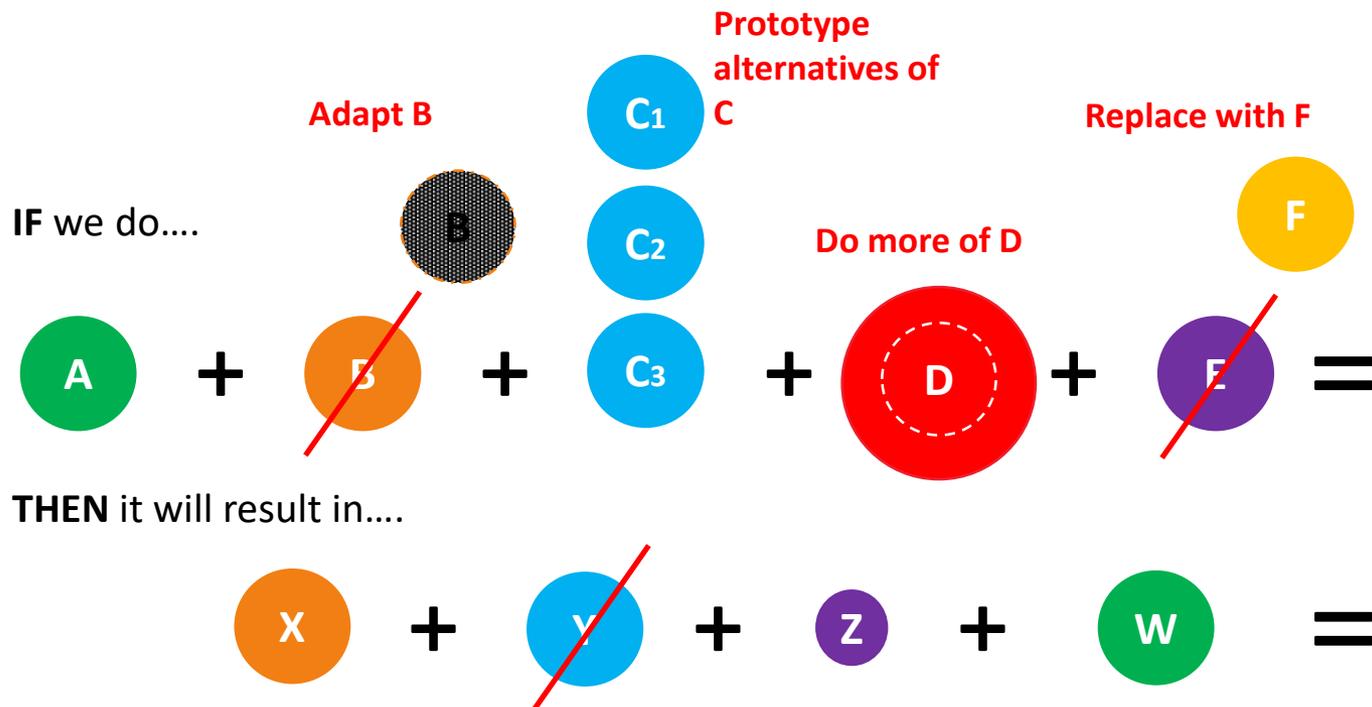


WHICH will ACHIEVE...

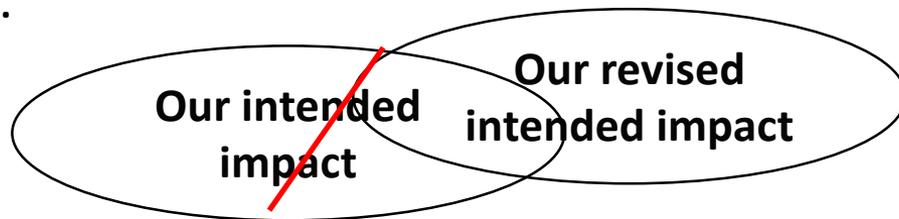


Theory of Change

Challenge our assumptions and validate our hypothesis by adapting as we learn...



WHICH will ACHIEVE...



Framing Key Concepts

- How is our collective understanding of the nature of the problem evolving (e.g. What is mental health promotion?)
- What do people mean when they talk about underlying concepts (e.g. capacity, systems change, social innovation)



Sensemaking

What?
So what?
Now
what?

What: understanding the situation and the inter-relationships, engage with different perspectives and reflect on boundaries

So what: making sense of patterns and what's emerging and valuing

Now what: deciding on the next wise action

Sensemaking: The DE Cycle

What?	So What?	Now What?
<ul style="list-style-type: none">• What are we developing?• What is occurring?• What is not occurring?	<ul style="list-style-type: none">• So what are the emerging patterns?• So was this expected?• So what are we surprised by?• So what are we learning?• So what is the value of what we are doing?	<ul style="list-style-type: none">• Now what does this mean for how we should act?• Now what should we do, or stop doing?• Now what might we change?

Resources

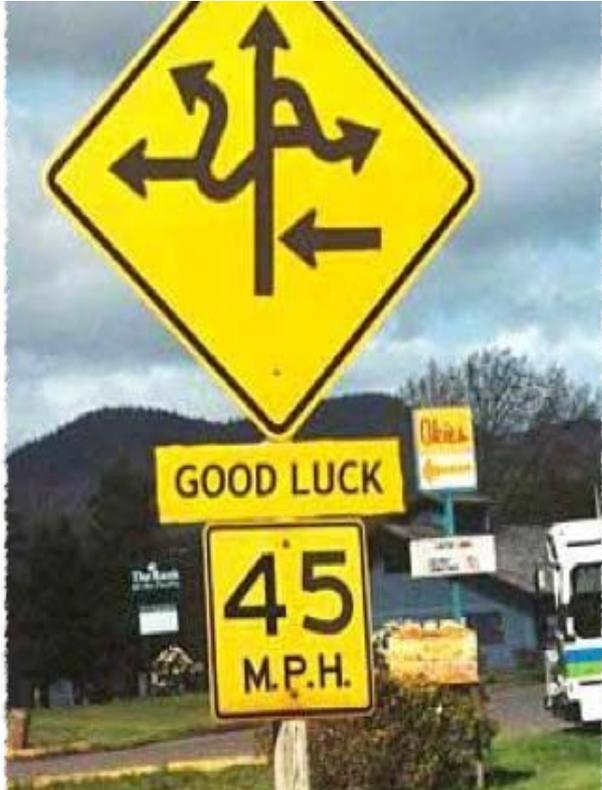
A Developmental Evaluation Primer (Jamie Gamble)

Evaluating Social Innovation (Hallie Preskill and Tanya Beer)

www.betterevaluation.org (Developmental Evaluation Page)

Developmental Evaluation Exemplars (Patton, McKegg and Wehipeihana)

Q & A



Closing

A reminder of today's objectives:

- Understand the purpose of developmental evaluation and how it may be relevant to you
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Thanks for joining us today!

