

SDX 9:
Developmental
Evaluation

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TRIADS

What questions are you bringing to today's session?

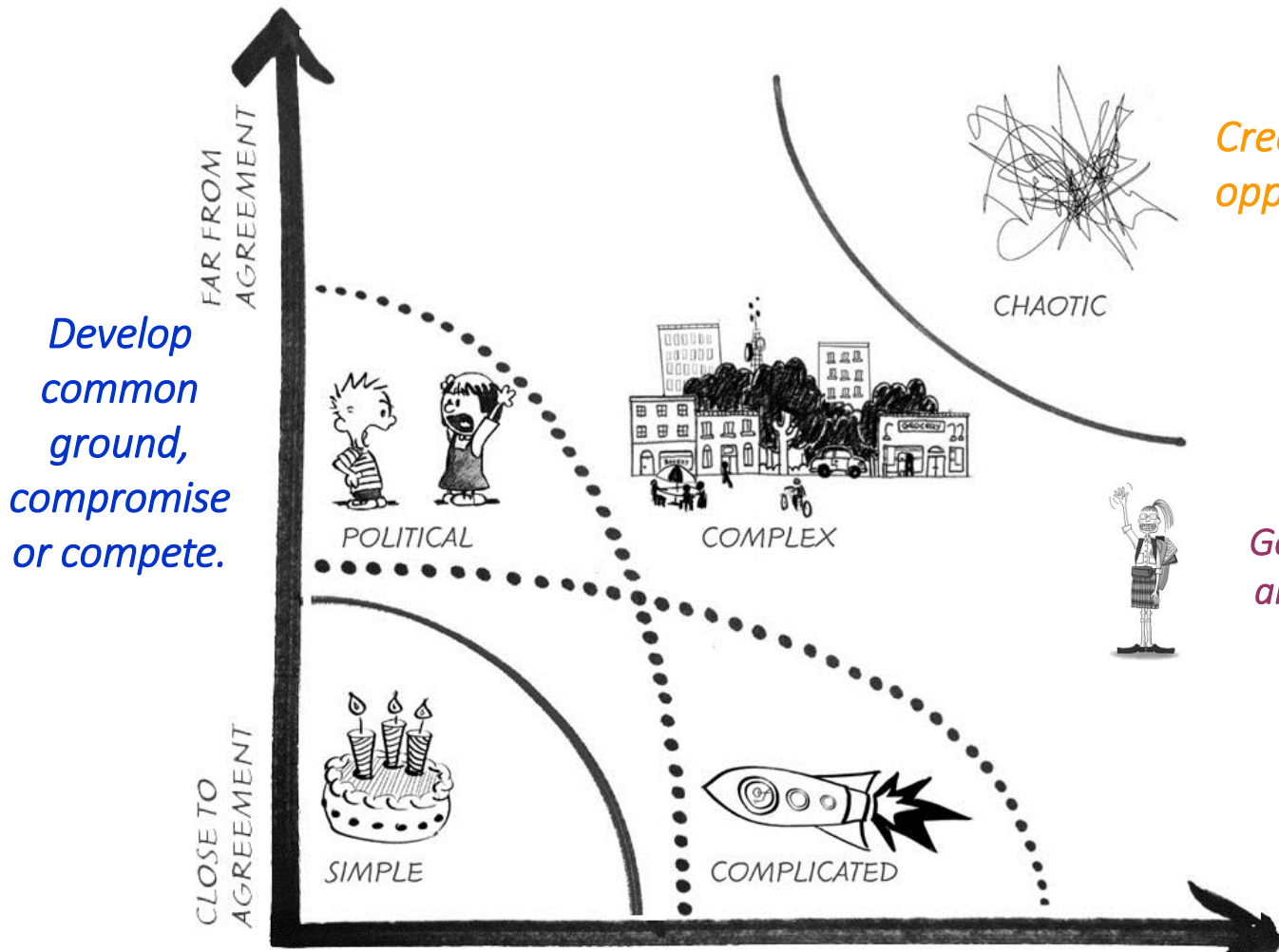


ADAPTIVE RESPONSES TO COMPLEX ISSUES

What is the difference
between:

- baking a cake;
- sending a rocket to the moon;
- raising a child?





Develop common ground, compromise or compete.

Create stability, look for opportunities to innovate.

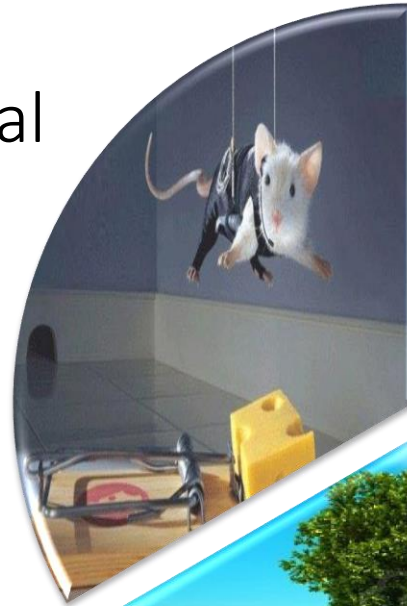
Good framing, principles and patterns of practice

Use expertise, experiment and build knowledge and formulas.

Follow the 'best practice' recipe.

Principles to Tackle Complex Issues

Experimental



Collaborative



Systemic Thinking & Action

Adapted from:

Example of an Adaptive Response: Tackling Homelessness in Surrey British Columbia



DEVELOPMENTAL EVALUATION

Evaluation Situation	Purpose	Questions
Developmental	Creating, developing or radically adapting a model.	What are we learning about the problem or challenge and its context? What are areas of promise? What is our 'theory of change – and implications for design? What can we likely expect in terms of outcomes?
Formative	Improving a model.	What is and is not working? How can we refine the model to increase effects, reduce costs or make implementation easier?
Summative	Judging the merit or worth of a model.	Does the program meet people's needs? What are the outcomes compared to benefit? Should we drop, sustain or scale this program?
Accountability	Assessing 'fidelity' of model implementation & progress.	Is implementation following the plan? Are funds being used for intended purposes? Is program reaching the right people? Are goals & targets being met? Are quality control mechanisms in place?

Six Developmental Situations

The initiative is being created through a process of trial-and-error.

**Pre-Formative
(Innovation)**



The initiative is being adopted and adapted for a new context.

**Model
Replication**



The initiative is constantly adapted to fit an ever-changing context.

**Ongoing
Development**



The initiative is an emergency response to a crisis situation .

Crisis



The initiative is designed to change “systems” at multiple levels and sites.

**Cross-Scale
Complexity**



The initiative incorporates some DE work alongside more traditional evaluation.

**Patch
Evaluation**



Pre-Formative (Innovation)



Example: Surrey Project Comeback

- Help innovators track their evolving understanding of the problem and their theory and mechanisms for change based on their experimenting and testing.
- Preparing an early stage, possibly scale'able, innovation for a formal formative and eventual summative evaluation.

Ongoing Development



Example: Leadership Development Program in Minnesota

- Adapt a “living model” to dynamic contextual conditions (e.g. demographic political, environmental, technological, etc.), new opportunities and learnings, and the arrival of new actors.
- Track and test the evolution of an intervention(s) in the dynamic space, perhaps not achieving the stability of a ‘model’.

Model Replication



Example: Adopting and Adapting
Micro-Lending from
Bangladesh to North America

- Context + Mechanism = Outcome
- The process of “navigating the middle” between top down replication and bottom-up innovation.
- What parts of model are ‘min-specs’ for any context, what parts are open to local variation?

Crisis Situations



Example: Disaster
Management with Hurricane
Katrina

- What is 'good data' and 'weak data'?
- What are the cognitive biases that distort interpretation of data?
- What are the possible implications of our decisions?

Cross Scale Complexity



Example: All in For Youth in Calgary

- Track the ‘vertical’ and ‘horizontal’ interactions and effects across the intervention’s many moving parts.
- Monitor the context in which the intervention is operating and identify implications for the strategy
- Track the evolution of the model(s) itself as it emerges in response to internal dynamics and contextual factors.

Patch Evaluation



Example: Partners for Kids
In Edmonton

- An intervention(s) has multiple moving parts, evaluation users and evaluation uses.
- Create a ‘patchwork’ of (sometimes overlapping) evaluation processes to address evaluation needs.
- Ensure that the evaluation co-evolves with the emerging intervention(s).

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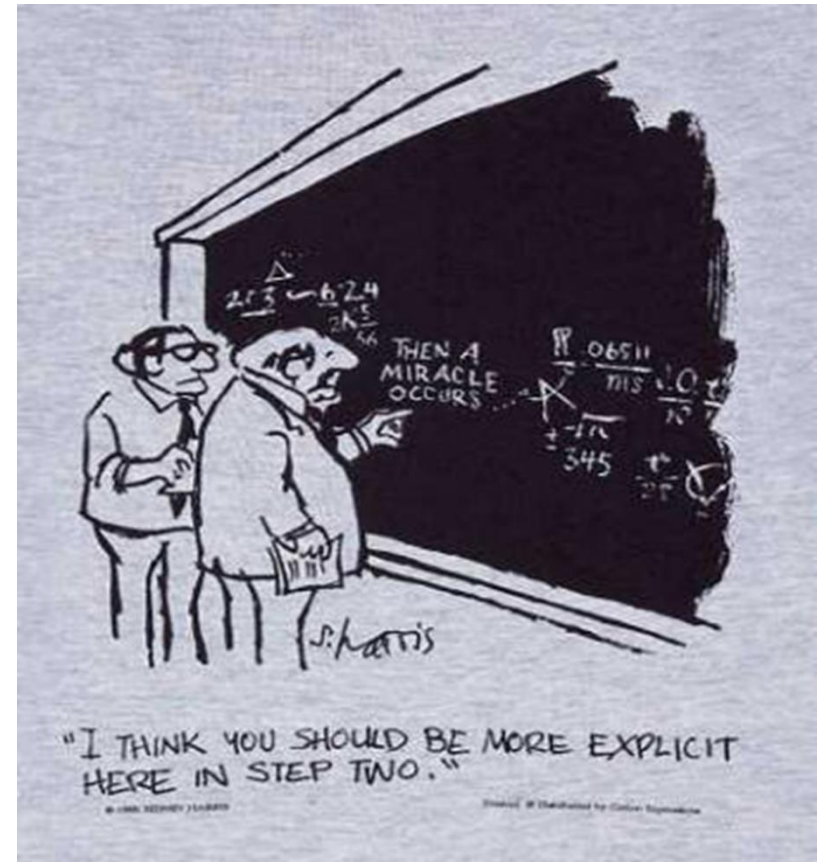
**Patch
Evaluation**



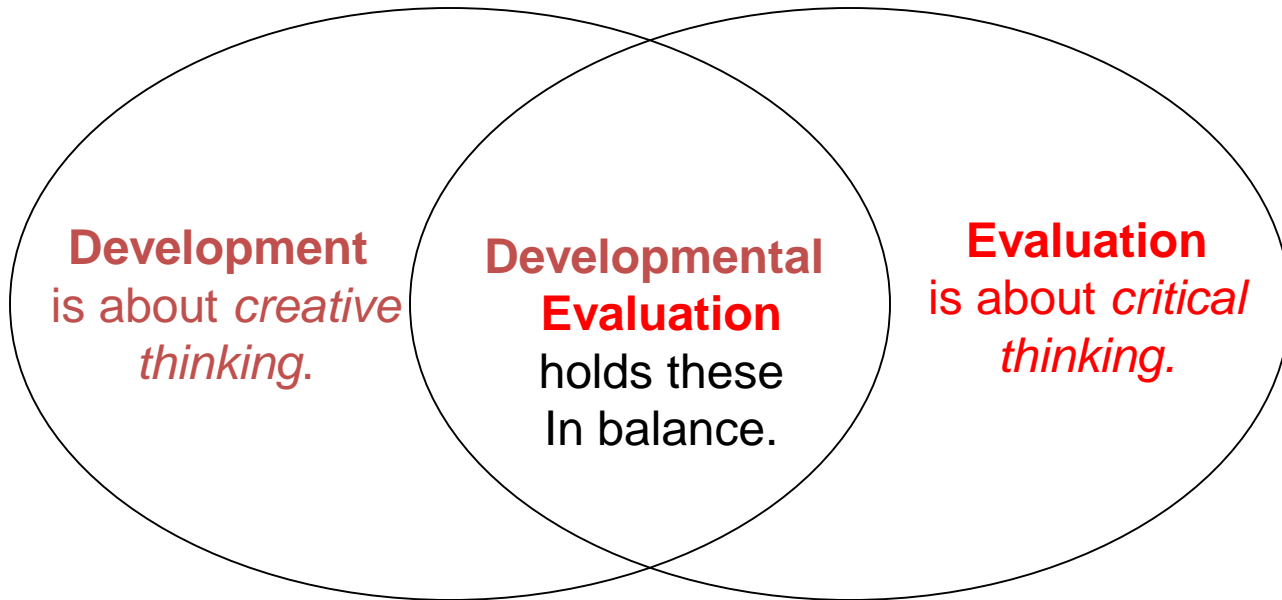
SEVEN THINGS

1. Purpose

- To provide social innovators with real evaluative support in their efforts to develop (and sometimes radically adapt) their interventions (e.g. strategies, policies, programs).



The Essence of DE



2. Methodologically Agnostic



Michael Quinn
Patton.
Developmental
Evaluation. 2010:
pp.75-6.

- Developmental evaluation isn't some particular methods of recipe-like steps to follow. It doesn't offer a template of standard questions. **It's a mindset of inquiry into how to bring data to bear on what's unfolding so as to guide and develop the unfolding.** What that means and the timing of the inquiry will depend on the situation, context, people involved, and the fundamental principle of doing what makes sense for program development.

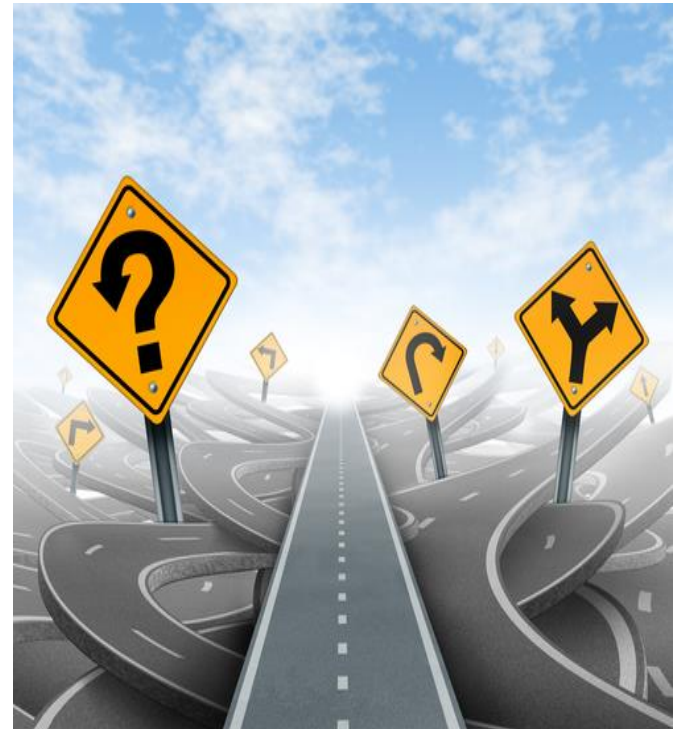
limitless options



Literature-Review
Needs-Assessment
Six-Sigma Ex-Ante-Evaluation Meta-Analysis
Benchmarking Balanced-Scorecard
Opinion-Polling Jury-Assessment Usability-Testing
Goal-Free-Evaluation Content-Analysis Factor-Analysis Systems-Mapping
Assessment Multivariate-Statistics Discourse-Analysis Focus-Groups
Bellwether-Assessment Regression-Analysis Fish-Bowl Spider-Web-Rating
Social-Return-on-Investment Rapid-Rural-Appraisal Key-Informant-Interviews
Most-Significant-Change Economic-Impact-Analysis Rubrics
Quasi-Experimental-Designs Cost Cost-Effectiveness-Analysis
Empowerment-Evaluation Total-Quality-Improvement Positive-Deviance
Statistical-Modeling Participatory-Assessment Ethnographic-Research
Randomized-Controlled-Trials Standardized-Testing Force-Field-Analysis
Participant-Observation Contribution-Analysis
Critical-Event-Analysis Network-Analysis Criterion-Based-Evaluation
Root-Causes-Analysis Benefit-Analysis Outcome-Mapping Case-Study
Standards-Based-Review Cohort-Analysis After-Action-Reviews
Delphi-Method Appreciative-Inquiry Cluster-Evaluation
Feminist-Evaluation Reflective-Practice Questionnaires
Beneficiary Peer-Assessment
Panel-Review

Customized Design

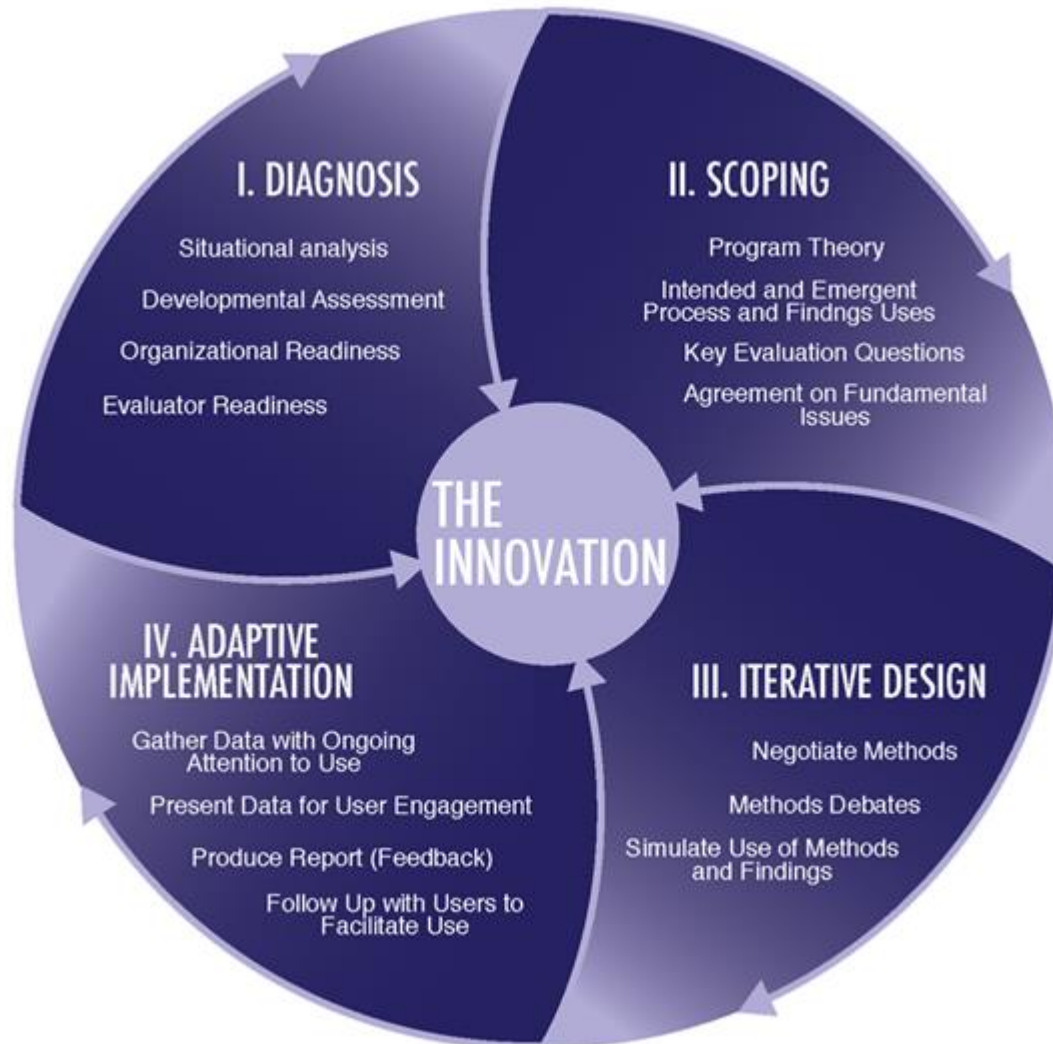
- It's worth emphasizing that no definitive list of developmental evaluation inquiry approaches can or should be constructed.
- Developmental evaluation creatively adapts whatever approaches and methods fit the complexities of the situation and are responsive, appropriate, and credible to social innovators in opening up new understandings and guiding further development.



key considerations for methods

- Is useful and timely for the innovators.
- Meets professional evaluation standards.
- Shaped by the time, resources and technical constraints of the initiative.

3. Iterative Steps



Iterative Design

- Contrary to the usual practice in evaluation of fixed designs that are implemented as planned, developmental evaluation designs can change as the innovation unfolds and changes

Michael Quinn Patton.
Developmental Evaluation.
2010, pp. 335-6.



4. Evaluator Roles



Surfaces Issues



Framing Concepts & Questions



Testing Quick Iterations



Tracking Developments

5. The Evaluator-Innovator Relationship

Traditional evaluation positions the evaluators outside the action to assure independence and objectivity.



Developmental evaluation positions the evaluator as an internal team member, integrated into the action and ongoing interpretation and decision-making processes.



6. Reports

Dynamic complexities don't slow down or wait for evaluators to write their reports, get them carefully edited, and then approved by higher authorities. **Any method** can be used but will have to be adapted to the necessities of speed, real-time reporting and just-in-time, in-the-moment decision-making (Patton 2010, p. 335-6).



7. Accountability

In traditional evaluation, accountability is focused on external stakeholders for “predictable results” and/or “fidelity to the plan”.

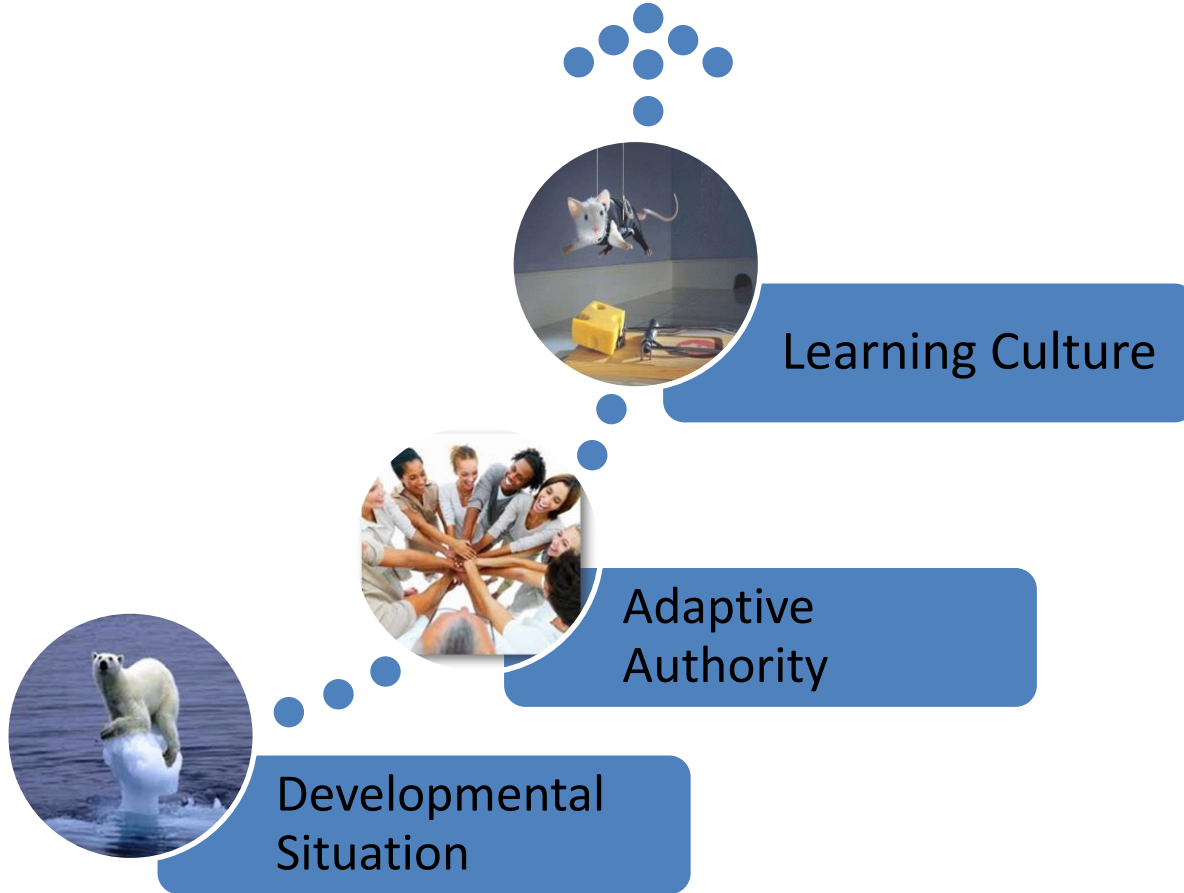


In developmental evaluation, accountability is demonstrated commitment to data-based reflection and decision-making to inform adaptation and innovation.



The ecology, capacity and readiness
for are **imperfect** but there are
coping practices.

Your Fit for Developmental Evaluation



1. Developmental Situation



- The challenge is complex
- The solutions are unknown
- The results are unpredictable
- The context is volatile
- Stakeholders may not be on the same page

2. Adaptive Capacity



- A tolerance for volatility, uncertainty, complexity and ambiguity (VUCA)
- The authority to adapt the ‘intervention’ to respond to shifts in context and learnings
- An openness to learning-by-doing and ‘safe-to-fail’ ventures

3. Learning & Evaluation Culture



- Deliberate seeks out data on what is emerging
- Values candor, and genuine dialogue
- Invests time and energy to learn
- Acknowledges and learns from mistakes



- To what extent does DE “fit” your situation?

Coping Strategies



Do Not Proceed



Baby Steps



Zucchini Muffins



Cocooning

RESOURCES

- **Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation & Use.** Michael Quinn Patton. 2008.

Book



- **Evaluation for the Way We Work.** Michael Patton. Non-Profit Quarterly. Spring 2006.

Article



- **Evaluating Social Innovation.** Hallie Preskill and Tanya Beer. 2012.

Paper



- **Social Innovation Generation.** Knowledge Hub. Resources for Social Innovation. See Section on Developmental Evaluation.

Website



- Podcasts of two interviews with Michael Quinn Patton on Developmental Evaluation. Search Michael Patton on the website.

Podcast



- An ongoing and vibrant on-line discussion of the art and science of Developmental Evaluation.

Eval Talk



Questions

- What questions – if any – emerge for you about DE?
- What is alive for you about how DE might contribute to your work?