

Evaluation framework, strategy, design or plan — what is really wanted?

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The logo for ARTD CONSULTANTS features a dark blue curved line above the company name. 'ARTD' is in dark blue, 'CONSULTANTS' is in yellow, and there is a small yellow dot above the 'S'. Below the name, the tagline 'strategy & evaluation' is written in a smaller, dark blue font.**ARTD CONSULTANTS**
strategy & evaluation

Troublesome terms in tender requests

evaluation framework
evaluation strategy
evaluation design
evaluation plan

What do they really want??

Let's reflect on it



Evaluation has loose language



A program is

A set of coordinated activities and resources designed to achieve a desired result

“program”, “sub-program”,
“project”, “initiative”,
“strategy”

exhibits:

A	to develop an Evaluation Framework for the ABC initiative and to conduct the evaluation, in accordance with the Evaluation Framework	
B	to develop a framework and methodologies for evaluating the processes and outcomes of this national service.	
C	to design and execute the evaluation of the XYZ Program	

more exhibits:

D	The cross-agency Action Plan requires ... the development of a meta evaluation strategy to provide a framework to evaluate projects and initiatives under the Action Plan	
E	to develop an Evaluation Strategy that is aligned with the organisation's 5-year Strategic Plan ... and to develop an evaluation activity plan for 2010-2012	
F	The evaluation strategy will develop a more coordinated and strategic approach to evaluation across the agency	

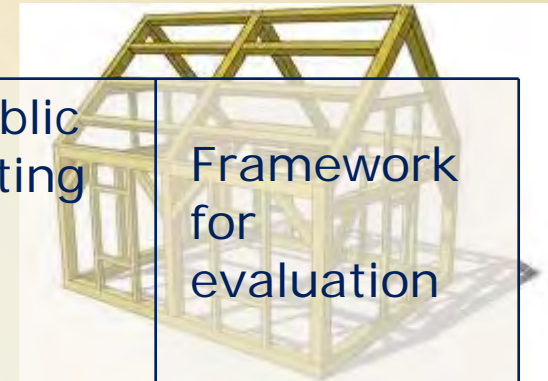
framework

framework // (say 'fraymwerk) *noun*

1. a structure composed of parts fitted and united together.
2. a structure designed to support or enclose something; frame or skeleton.



evaluation framework



G

Framework for Program Evaluation in Public Health — six-step framework for conducting evaluation of public health programs:

- Engage stakeholders
- Describe the program.
- Focus the evaluation.
- Gather credible evidence.
- Justify conclusions.
- Ensure use and share lessons learned.

Centers for Disease Control and Prevention 1999

evaluation framework

H	<p>The Kirkpatrick Evaluation Framework for Training and Development programs has a four-stage evaluation process</p> <ul style="list-style-type: none">1 - reaction2 – learning3 – job behaviour4 – results	 <p>Outcomes framework</p>
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evaluation framework



I

The Evaluation Framework for the BBD Strategy identifies key child, family and community outcomes, and includes suggestions for minimum data collection for outcome indicators.

Outcomes
framework

Two senses of evaluation framework

1. Outcomes framework

A representation of the program that shows key outcomes and related performance information



2. Framework for evaluation

A model of an evaluation process

OUTCOMES

The world is full of outcomes
Each day delivers more
At breakfast time there's only two
By lunchtime there are four
By dinner time there will be eight
At bedtime there's sixteen;
So many, many outcomes and
I don't know what they mean
And so we live our lives away
With outcomes big and small
Until the final outcome comes
With no outcome at all.

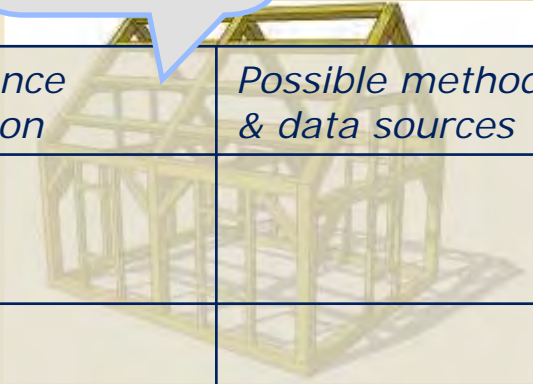


Outcomes framework

<i>Outcomes</i>	<i>Attributes</i>	<i>Performance information</i>	<i>Possible methods & data sources</i>
Policy / longer term outcomes			
Intermediate outcomes			
Immediate outcomes			
Service delivery (activities and outputs)			
Resources (inputs)			

Information matrix

Program logic



Example - framework for evaluation

The MERI Framework incorporates four important concepts:

- » an **integrated approach** to investment and program design, the planning process, evaluation and adaptive program management involving partners across jurisdictions
- » an **asset-based approach** to evaluation that promotes target setting for the key asset classes that contribute to sustainable NRM
- » monitoring **program performance** in addition to the state of and change over time in the condition of assets
- » reporting with an emphasis on **outcomes and impacts**, including at an intermediate outcome stage

NRM Monitoring, Evaluation, Reporting and Improvement (MERI) Framework. Australian Government 2009

strategy

strategy // (say 'stratuhjee) *noun*

1. generalship; the science or art of combining and employing the means of war in planning and directing large military movements and operations.

3. skilful management in getting the better of an adversary or attaining an end.

[Greek *stratēgia* generalship]



evaluation strategy



H	<p>The evaluation strategy comprises seven distinct, yet inter-related projects mapped within a program logic model that address the service objectives.</p> <p>National telephone support service</p>	program evaluation strategy
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evaluation strategy



E	to develop an Evaluation Strategy that is aligned with the organisation's 5-year Strategic Plan ... and to develop an evaluation activity plan for 2011-2012 Large health NGO	organisation evaluation strategy
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evaluation strategy



J	... a National Evaluation Framework to evaluate both the SPC Strategy as a whole and each of the three strands ... including the roles of the local evaluators. The Evaluation Framework is to address the various elements of the Outcomes Framework that is aligned with the key priority areas of the National Agenda for Youth	program evaluation Strategy
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Two senses of evaluation strategy

1. Program evaluation strategy
2. Organisation evaluation strategy



2. Program evaluation strategy

The purpose (why), focus (what) and stakeholder information needs (what evidence, by when)

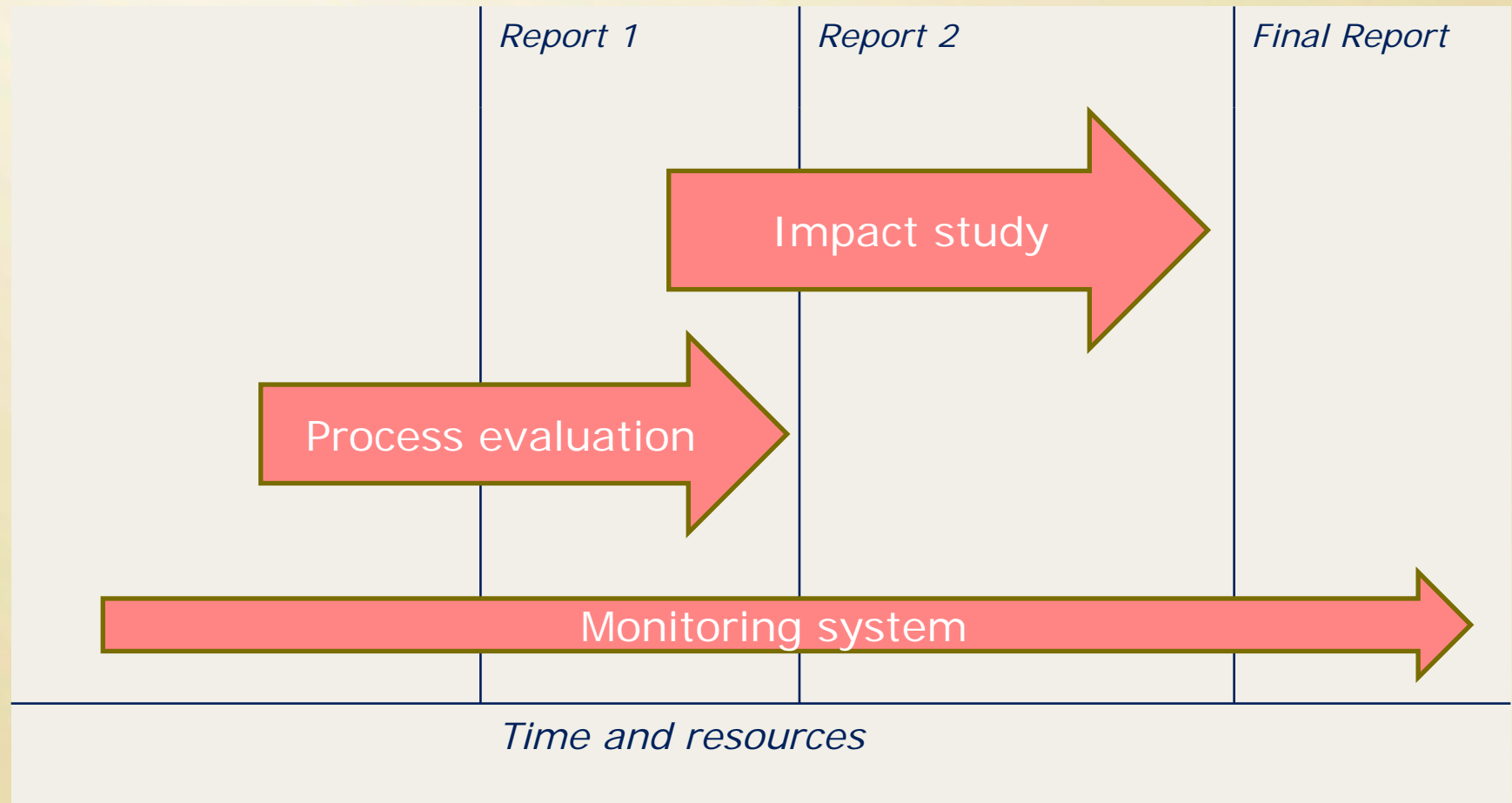
The main evaluation activities/ studies (outline of design, methods)

Timing, responsibilities, resources.

Reference to the program outcomes framework. Links with other frameworks, strategies.



2. Program evaluation strategy



2. Organisation evaluation strategy

The organisation's priorities for evaluation and the overall approach, management of evaluation studies

Responsibilities, funding

Capacity building, knowledge resources, info systems

Reference to organisation's evaluation policy



2. Organisation evaluation strategy



exhibits: what do you think?



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more exhibits: what do you think?



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design

/ / (say duh'zuyn) –noun

8. an outline, sketch, or plan, as of a work of art, an edifice, or a machine to be executed or constructed.

9. the combination of details or features of a picture, building, etc.; the pattern or device of artistic work.

11. a plan; a project; a scheme.

12. a hostile plan; crafty scheme.

13. the end in view; intention; purpose.

[French *désigner* designate, from Latin *dēsignāre* mark out]



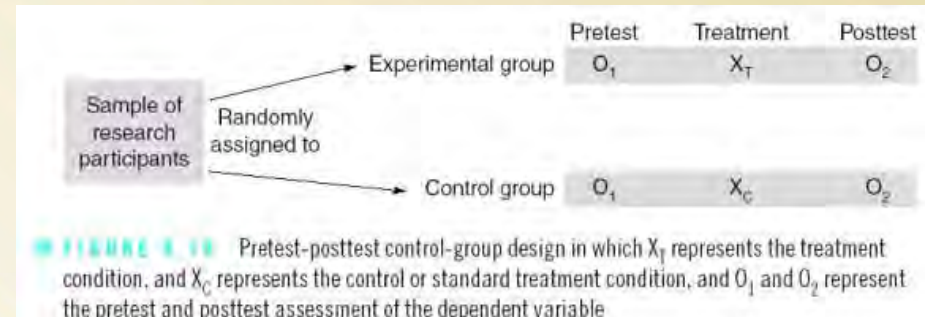
evaluation design

Combination of research methods to achieve evaluation purpose

Credibility of methods and evidence

Appropriateness of methods for the program's scope and status, ethical safeguards

Feasibility to meet time and budget
Rationale for the design - the purpose of the evaluation



plan

/ (say plan) *noun*

1. a scheme of action or procedure: *a plan of operations.*
2. a design or scheme of arrangement.
3. a project or definite purpose: *plans for the future.*
4. a drawing made to scale to represent the top view or a horizontal cut of a structure or a machine, as a floor plan of a building.
5. a representation of a thing drawn on a plane, as a map or diagram: *a town plan.*

Action Plan Timetable

Current: April 20, 2005	2005					2004					2005																		
Action Task	Jan	Feb	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Inspect all Facilities minimum 3 times	[Red bar from Feb 2005 to Feb 2006]																												Complete
Develop new Inspection forms and SOI's	[Red bar from Mar 2004 to Nov 2004]																												Complete
Coordinate with meetings with Permitting	[Red bar from Mar 2004 to Oct 2005]																												Complete
Develop inspection process manual	[Red bar from Nov 2004 to Dec 2004]																												Complete
Train ASWCS Inspectors	[Red bar from Feb 2005 to Feb 2005]																												Complete
Review inspection responsibility to ASWCS	[Red bar from Feb 2005 to Feb 2005]																												Complete
E-7 assigned as ASWCS Inspector to a facility	[Red bar from Mar 2005 to Mar 2005]																												Ongoing
Inspectors conduct quarterly inspections	[Red bar from Mar 2005 to Mar 2006]																												Ongoing
E-7 maintain reports and correspondence	[Red bar from Mar 2005 to Mar 2006]																												Ongoing

evaluation plan

Project plan where the project is an evaluation

Puts evaluation design into practice

Sets out tasks and responsibilities to implement an evaluation project/study

Feasibility - time, budget, people

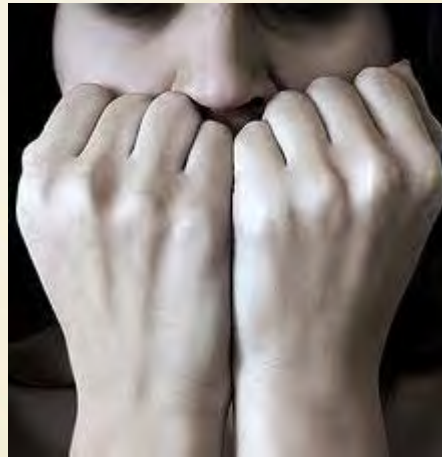
Tactics for specific tasks

Sign off on agreed tasks

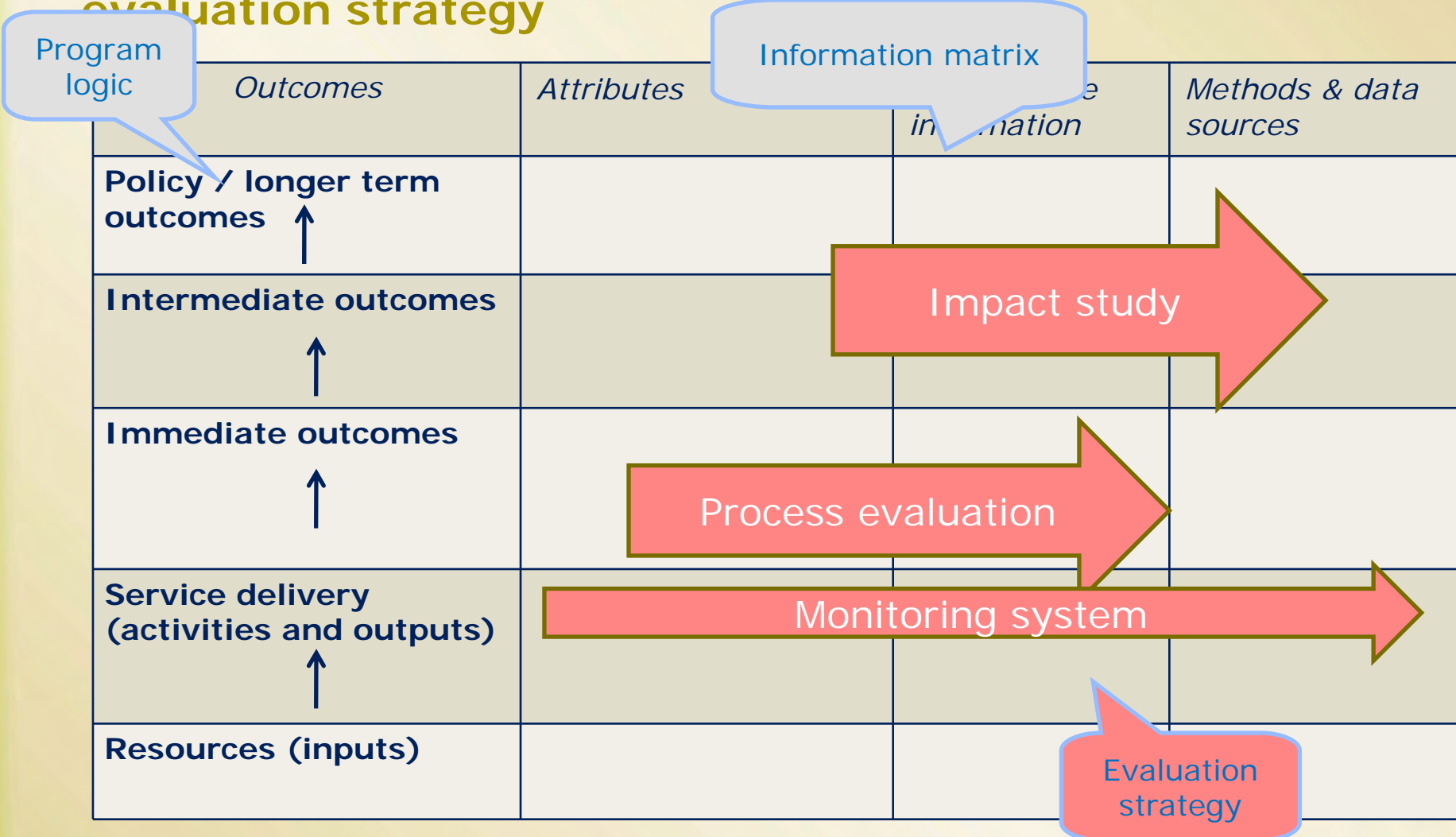
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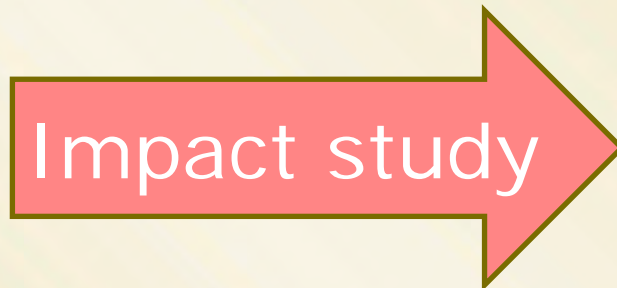
evaluation anxiety



An outcomes framework provides a structure for an evaluation strategy

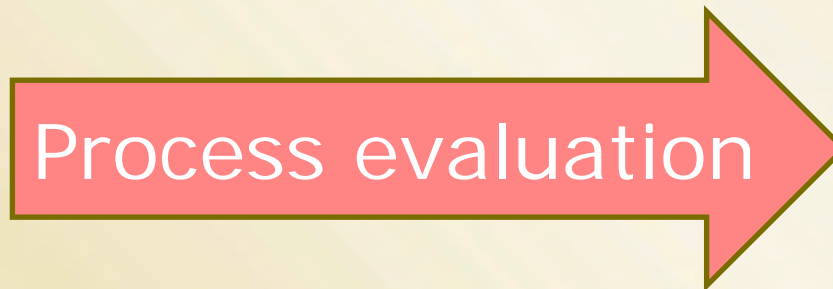


An evaluation strategy can include evaluation studies with different designs



Design: Client case studies
Outcomes measures
Comparisons

Pattern of impact –
summative



Design: Interviews and observations
Client satisfaction measures
Monitoring data –
participation

Extent and quality of
implementation - formative

Towards a typology - these terms are used across three areas

<i>Program evaluation</i>	<i>Organisational strategy</i>	<i>About evaluation</i>
Outcomes framework	"Outcomes framework"	Framework for evaluation
Program evaluation strategy	organisation evaluation strategy	
Evaluation design		Evaluation designs
Evaluation plan		

Working with loose language

- Recognise that these important concepts may be labelled differently
- Expect lack of clarity with language in the evolving discipline of evaluation
- Recognise that loose language costs time and money
- Look for values behind the language eg “strategy” involves commitment towards a goal whereas “framework” is just descriptive

What do we do about this?

- Look beneath the terms to see what is really wanted
- Talk it through – dialogue between evaluation commissioners and evaluators that goes beyond the terms
- Always write some explanation when you use these terms (adjectives, phrases, definitions)

Right – I see
what they
want!!

