

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

Australasian Evaluation Society  
International Conference 2010

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A thin, dark blue horizontal line with a small dot at its right end, positioned above the company name.  
**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	

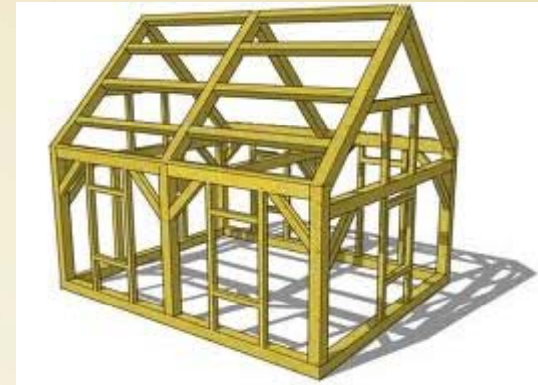
## more exhibits:

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	

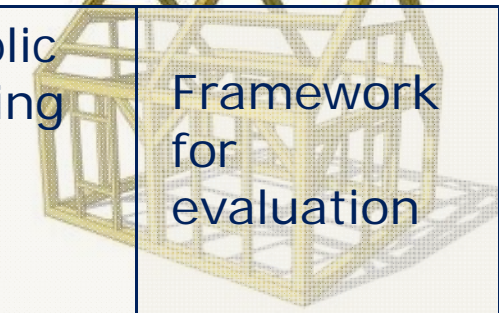
# framework

**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	<p>Framework for Program Evaluation in Public Health — six-step framework for conducting evaluation of public health programs:</p> <ul style="list-style-type: none"><li>• Engage stakeholders</li><li>• Describe the program.</li><li>• Focus the evaluation.</li><li>• Gather credible evidence.</li><li>• Justify conclusions.</li><li>• Ensure use and share lessons learned.</li></ul> <p>Centers for Disease Control and Prevention 1999</p>	 <p>Framework for evaluation</p>
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# 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"><li>1 - reaction</li><li>2 – learning</li><li>3 – job behaviour</li><li>4 – results</li></ul>	 <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
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## Two senses of evaluation framework

### 1. Outcomes framework

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

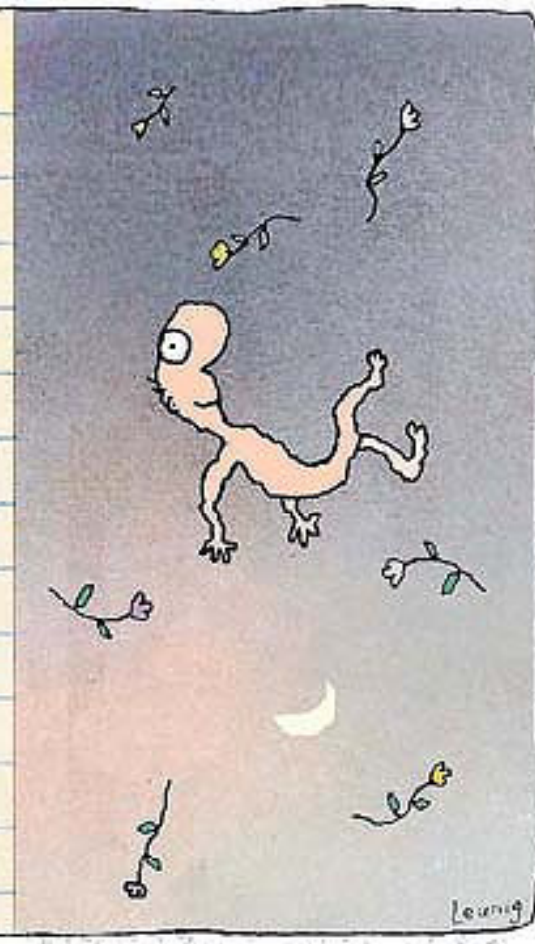


### 2. Framework for evaluation

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

Information matrix

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

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>	<p>program evaluation strategy</p>
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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)

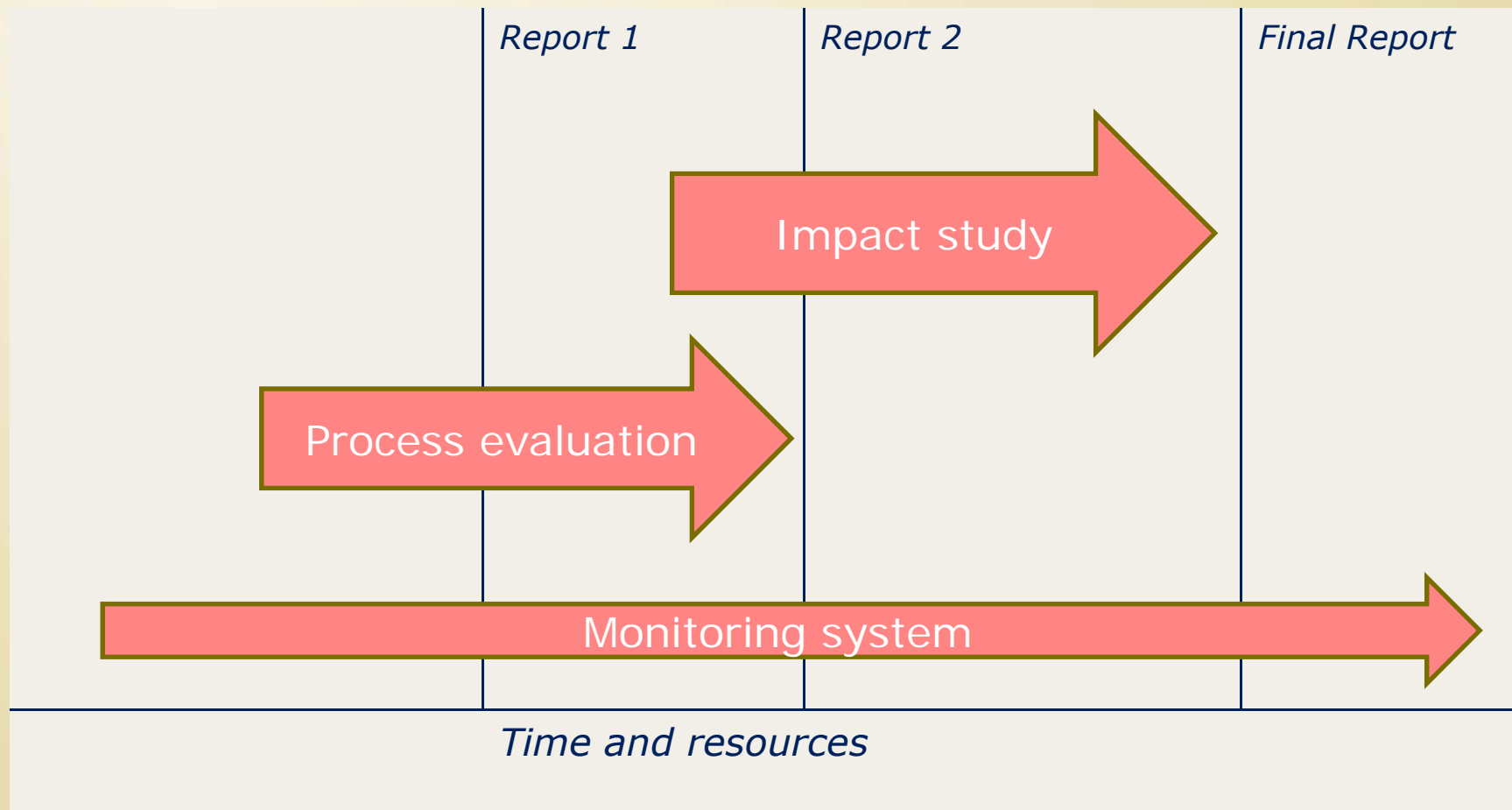
The main evaluation activities/ studies (outline of design, methods)

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?



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	
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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]



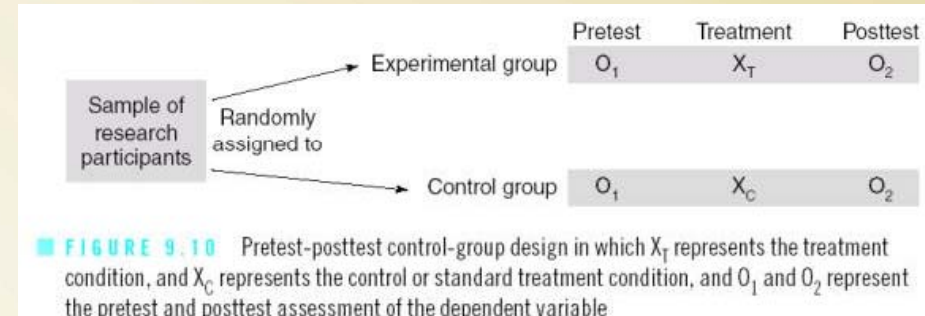
# evaluation design

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 26, 2005	2003					2004					2005													
Action Task	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 Jan to Oct]																						Complete	
Develop new inspection forms and field use.																								Complete
Coordinate meetings with Permitting																								Complete
Develop inspection procedure manual																								Complete
Train ASWCS Inspectors																								Complete
Return inspection responsibility to ASWCS																								Complete
E-7 oversee per ASWCS Inspector to a facility																								Ongoing
Inspectors conduct quarterly inspections																								Ongoing
E-7 monitor reports and correspondence																								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

Action Plan Timetable

Current: April 26, 2005	2003					2004					2005														
Action Task	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 within 3 hours	[Red bar from Jan to Oct]																								
Develop new inspection forms and field use.						[Red bar from Jun to Oct]					Complete														
Coordinate meetings with Permitting						[Red bar from Jun to Oct]																			
Develop inspection procedure manual																									
Train ASWCS Inspectors																									
Return inspection responsibility to ASWCS																									
E-7 accompany ASWCS Inspector to a facility																									
Inspectors conduct quarterly inspections																									
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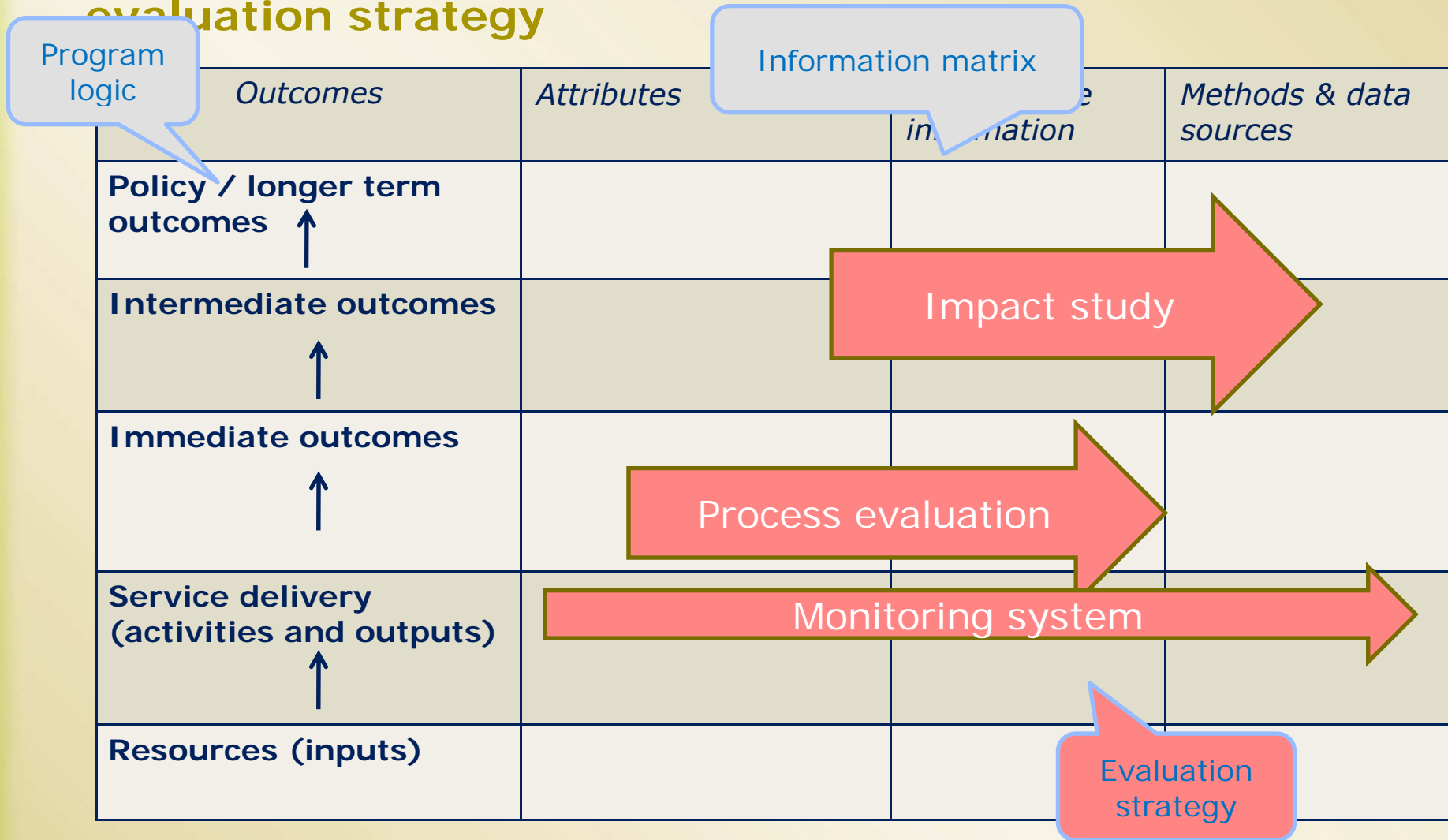
# evaluation map



# evaluation anxiety



## An outcomes framework provides a structure for an evaluation strategy





## An evaluation strategy can include evaluation studies with different designs

### Impact study

Design:

Client case studies  
Outcomes measures  
Comparisons

Pattern of impact –  
summative

### Process evaluation

Design:

Interviews and observations  
Client satisfaction measures  
Monitoring data –  
participation

Extent and quality of  
implementation - formative

ARTD

## 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!!

