DEVELOPMENTAL EVALUATION WORKSHOP

PRINCIPLES	DESCRIPTION
Developmental Purpose	Illuminate, inform, and support what is being developed, by identifying the nature and patterns of development (innovation, adaptation, systems change), and the implications and consequences of patterns.
Evaluation Rigour	Asking probing questions, think and engage evaluatively; question assumptions; apply evaluation logic; use appropriate methods; and stay empirically grounded – that is, rigorously gather, interpret and report data.
Utilization-Focus	Focus on intended use by intended users from beginning to end, facilitating the evaluation process to ensure utility and actual use.
Innovation	Describe how the change processes and results being evaluated involve innovation and adaptation, the niche of developmental evaluation.
Complexity Perspectives	Understand and interpret development through the lens of complexity, and conduct the evaluation accordingly. This means using complexity premises and dynamics to make sense of the problems being addressed; to guide innovation, adaptation and system change strategies; to interpret what is developed; to adapt the evaluation design as needed; and to analyze emergent findings.
System Thinking	Think systematically throughout, being attentive to inter-relationships, perspectives, boundaries, and other key aspects of the social system and the context within which the innovation is being developed and the evaluation is being conducted.
Co-Creation	Develop the innovation and evaluation together – interwoven, interdependent, iterative, and co-created – such that the developmental evaluation becomes part of the change process.
Timely Feedback	Time feedback to inform ongoing adaptation as needs, findings, and insights emerge, rather than only at pre-determined times (e.g., quarterly, or at mid-term and end of project).

FIVE CRITICAL PRACTICE DIFFERENCES		
	TRADITIONAL EVALUATION	COMPLEXITY-BASED DEVELOPMENTAL EVALUATION	IMPLICATIONS FOR EMPLOYING DEVELOPMENTAL EVALUATION IN TRADITIONAL CONTEXTS
Evaluator Relationships	Position the evaluator outside to assure independence and objectivity.	Position evaluation as an internal, team function integrated into action and ongoing interpretive processes.	Evaluator must continually demonstrate commitment to 'reality testing' role of evaluation and ability to point out strengths and limitations of the innovation and innovators.
Theory of Change	Seeks to create a detailed intervention model up-front, based on linear, cause-and-effect models.	Acknowledges the non-linear, emergent and adaptive nature of innovation. Works with innovators' Theory of Change from wherever they are at.	Be as clear about the theory of change as possible, and track the ongoing evolution of a group's approach.
Evaluation Design	Aims to develop an elaborate and fixed evaluation design, and measures success against pre-determined goals.	Allows for constant evolution of design, including measures of success, to match the evolution of the innovation, its goals, context and innovators' questions.	Employ an 'agile' design (rather than a Big Design Up Front or Waterfall) that organizes around a series of cycles or sprints.
Reporting	Emphasis on writing up detailed findings in regular and comprehensive reports.	Focus on providing real-time feedback using whatever communication channels are useful to innovators.	Work to agree on developing useful, cost-efficient, formats for real-time reporting and minimize unnecessary accountability reporting.
Accountability	Focused on and directed to external authorities and funders.	Centered on the innovators' deep sense of fundamental values and commitment to see change.	Ensure that there is accountability for 'good use' of funds, tracking of outcomes, and robust learning.

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