

Developmental Evaluation and Social Innovation

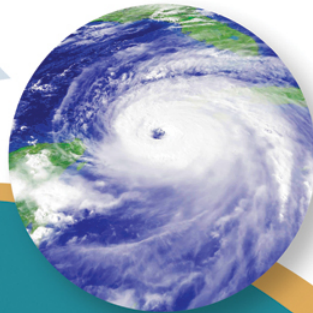
Michael Quinn Patton

Symposium on Dec 10, 2017 in Tokyo
Evaluation that Supports Social Innovation – New
Horizon brought by Developmental Evaluation

Organized by Graduate School of Governance
Studies, Meiji University
Co-organized by CSO Network Japan
Institute of Program Evaluation, Meiji University
with the support of Japan Evaluation Society

Developmental Evaluation

Applying
Complexity Concepts
to Enhance
Innovation
and Use



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Evidence-based Practice

Evaluation grew up in the “projects” testing models under a theory of change that pilot testing would lead to proven models that could be disseminated and taken to scale:

The search for *best practices*
and *evidenced-based practices*

Original Primary Options

Formative and Summative Evaluation

(Mid-term and End-of-Project Reviews)

Evaluation

Traditional

Evaluating...

- Projects & Programs
- Logic Models
- Theories of Change
- SMART Goals
- Implementation
- Outcomes & Impacts

Generating...

- Judgments, Lessons
- Recommendations

Innovative New Directions:

Evaluating...

- Mission fulfillment
- Strategy
- Advocacy campaigns
- Policy change
- Systems Change
- Complex dynamic interventions

Innovations & Challenges:

Evaluating...

- Community impacts
- Regional initiatives
- Environmental ecosystem sustainability
- Networks and collaborations
- Leadership
- Inclusiveness and diversity
- Innovation
- Collective impact
- Scaling

Principles

INNOVATION



Developmental Evaluation Defined

Purpose: Developmental evaluation (DE) informs and supports innovative and adaptive *development* in complex dynamic environments.

DE brings to innovation and adaptation the processes of asking evaluative questions, applying evaluation logic, and gathering and reporting evaluative data to support project, program, product, and/or organizational *development* with timely feedback.

Key DE Characteristics

- Focus on *development* (versus improvement, accountability or summative judgment)
- Takes place in complex dynamic environments
- Feedback is rapid (as real time as possible).
- The evaluator works *collaboratively* with social innovators to conceptualize, design and test new approaches in a long-term, on-going process of adaptation, intentional change, and *development*.

Key DE Characteristics

- The DE evaluator can be part of the intervention team.
- The evaluator's primary functions are to elucidate the innovation and adaptation processes, track their implications and results, and facilitate ongoing, real-time, data-based decision-making in the developmental process.
- DE becomes part of the intervention.

Complexity concepts & Evaluation

- Emergence: Self-organizing, Attractors
- Nonlinear: Small actions can have large reactions. *“The Butterfly Wings Metaphor”*
- Uncertainty; unpredictable; uncontrollable; unanticipated consequences
- Coevolution: Process uses; interdependence
- Adaptation: Changing context

Purposes

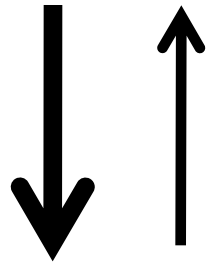
Purpose	Challenge	Implications
1 Ongoing development	Implemented in complex & dynamic environment	No intention of becoming fixed; identifies effective principles
2 Adapting effective principles to new contexts	Innovative initiatives: Develop 'their own' version	Knowledge disseminated; sensitivity to context, capabilities & priorities

Fundamental Issue: How the World Is Changed

**Top-down scaling of
“proven models” with**

Fidelity Evaluation

versus



**Bottoms-up adaptive management
and**

Developmental Evaluation

Models vs. Principles

Identifying proven principles for
adaptive management
(bottoms-up approach)

versus

Identifying and disseminating
proven models
(top down approach)

Principles- Focused Evaluation

The GUIDE



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5 Purposes

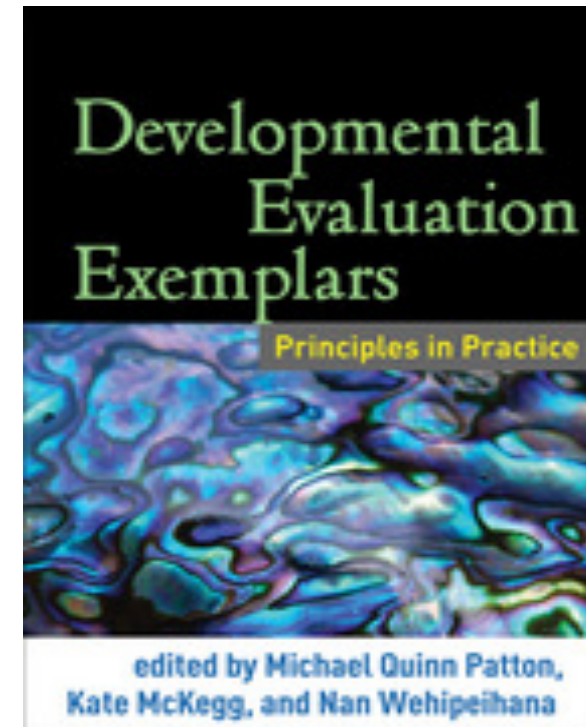
Purpose	Challenge	Implications
3 Pre-formative development of model	Dynamic situations require innovative solutions; Model does not exist	New models move into evaluation & others remain developmental
4 Major cross-scale developmental evaluation	Disrupt existing system; scale & systems change add levels of complexity	Adaptive cross-scale innovations assume complex dynamics: agility, responsiveness

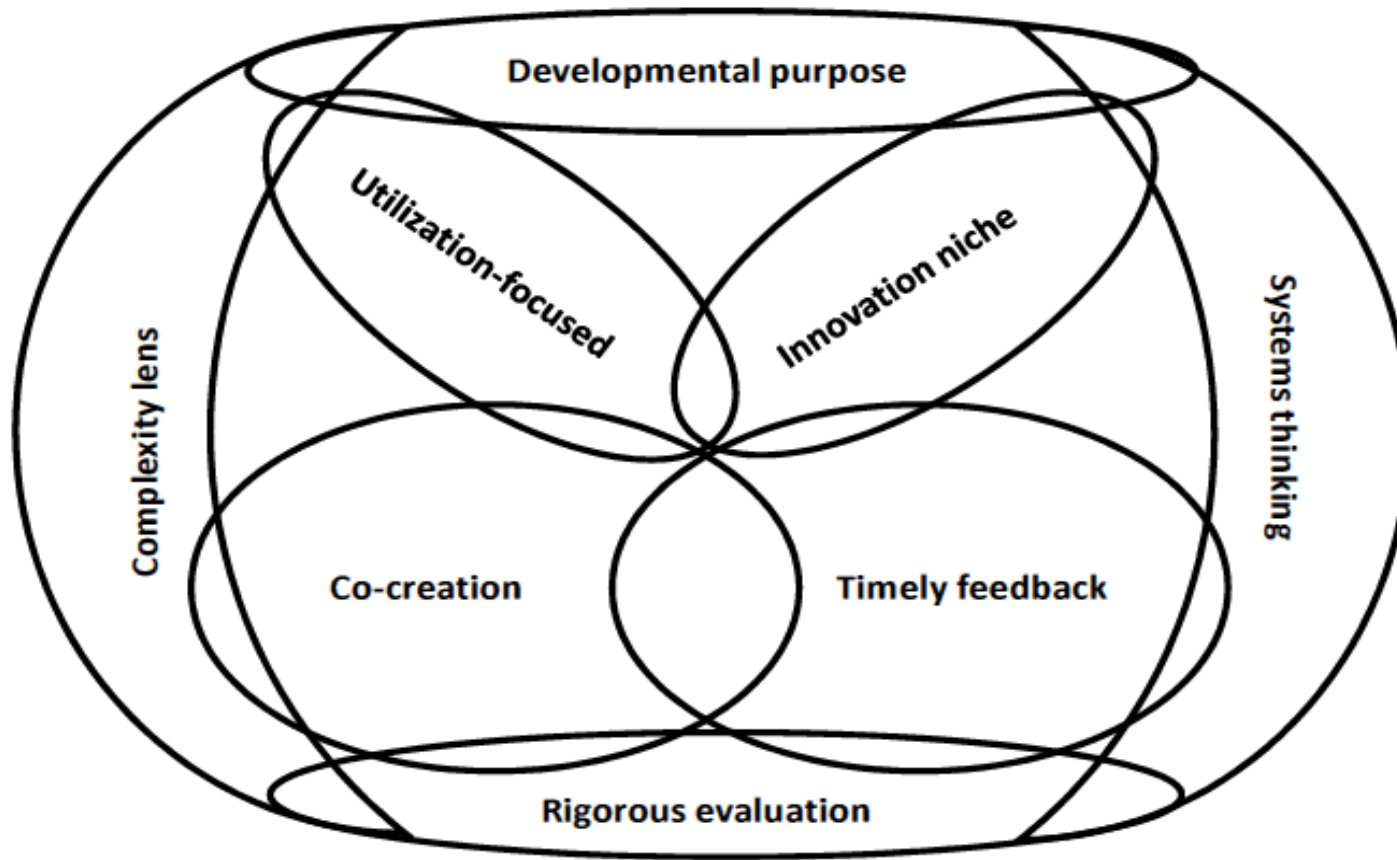
5 Purposes

Purpose	Challenge	Implications
5. Developing a rapid response in turbulent environment: natural disasters, civil unrest, political turmoil, famine.../	Existing responses no longer effective as conditions change: turbulence, instability, dynamic, high uncertainty.../	Planning, execution & evaluation occur simultaneously. Rapid feedback, adaptation, & agile responses.

DE Principles

- 1. Developmental purpose*
- 2. Evaluation rigor*
- 3. Utilization focus*
- 4. Innovation niche*
- 5. Complexity perspective*
- 6. Systems thinking*
- 7. Co-creation*
- 8. Timely feedback*



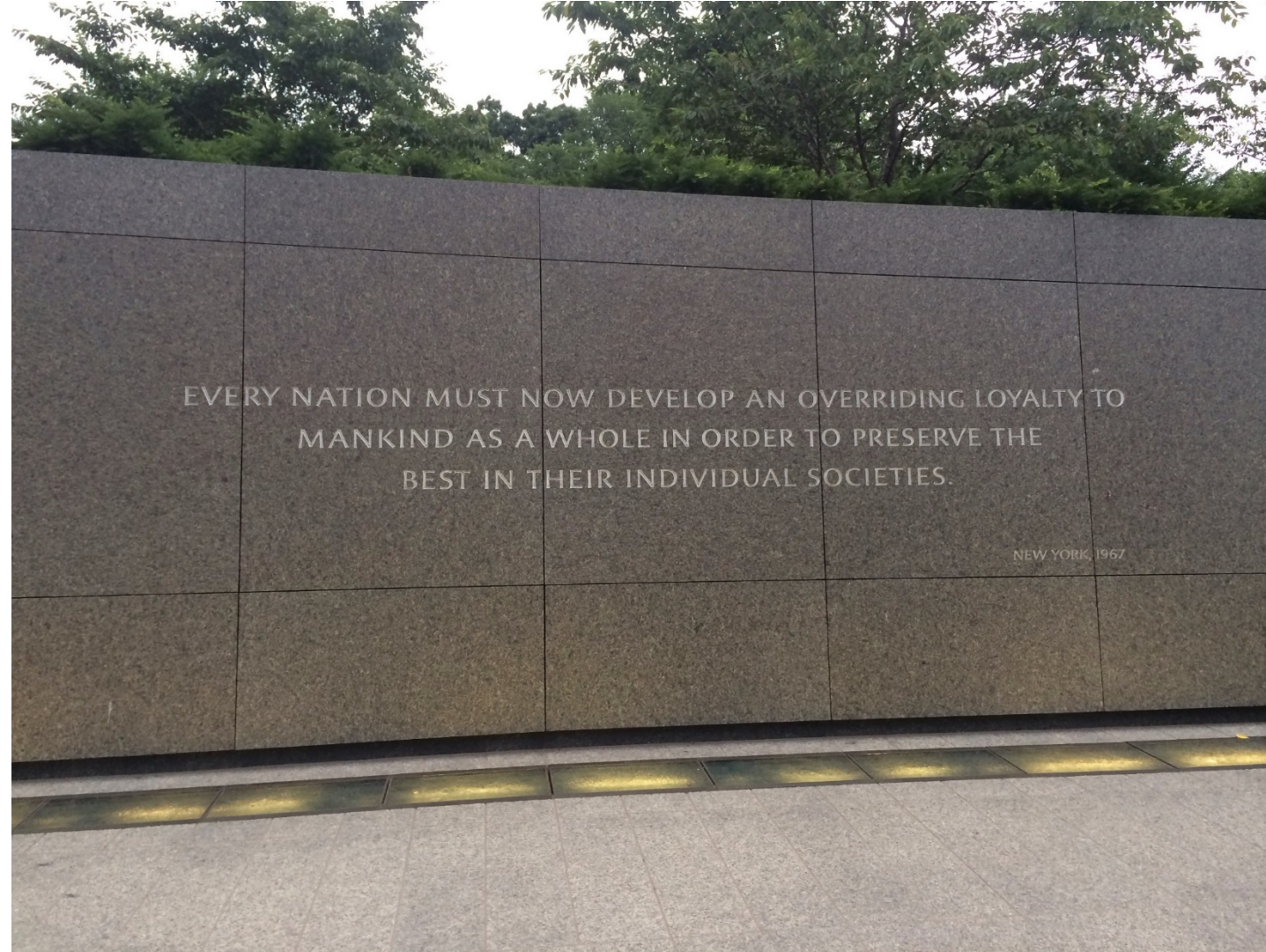


Global problems transcend national and agency boundaries

- Climate change
- Economic turbulence
- Refugees
- Virulent infectious diseases
- Dying oceans
- Global cyber-terrorism
- International drug cartels
- Human trafficking
- Weapons trafficking
- Poverty and inequality
- Multi-national corporate collusion

Innovation to Address Global Problems

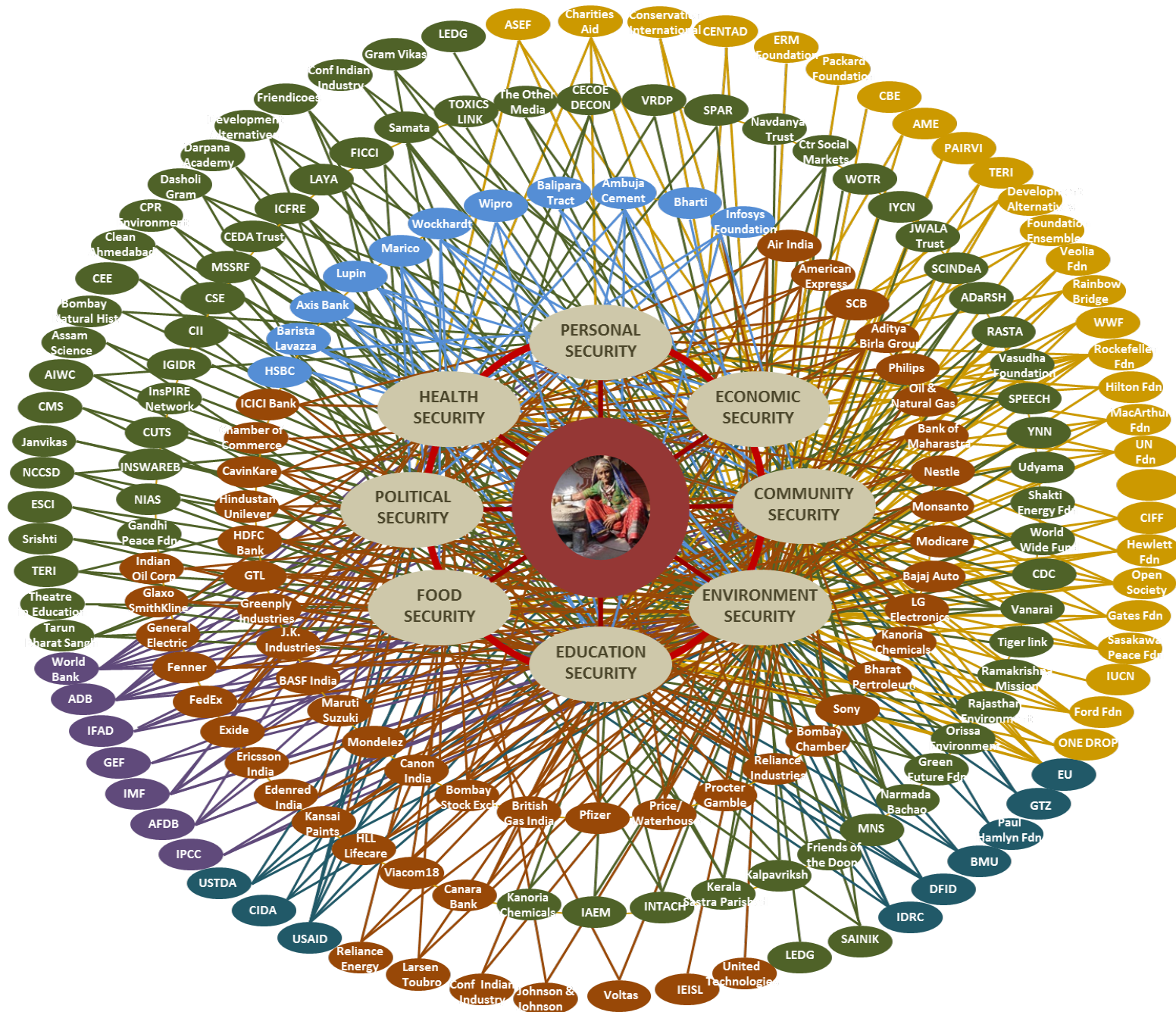
- The definitions of the problems are disputed
- The “facts” are a matter of intense debate
- Politics and special interests dominate:
 - national interests
 - multi-national corporate interests
 - agency agendas
 - competition for resources
- The stakes are huge
- Innovation is crucial
- DE is appropriate



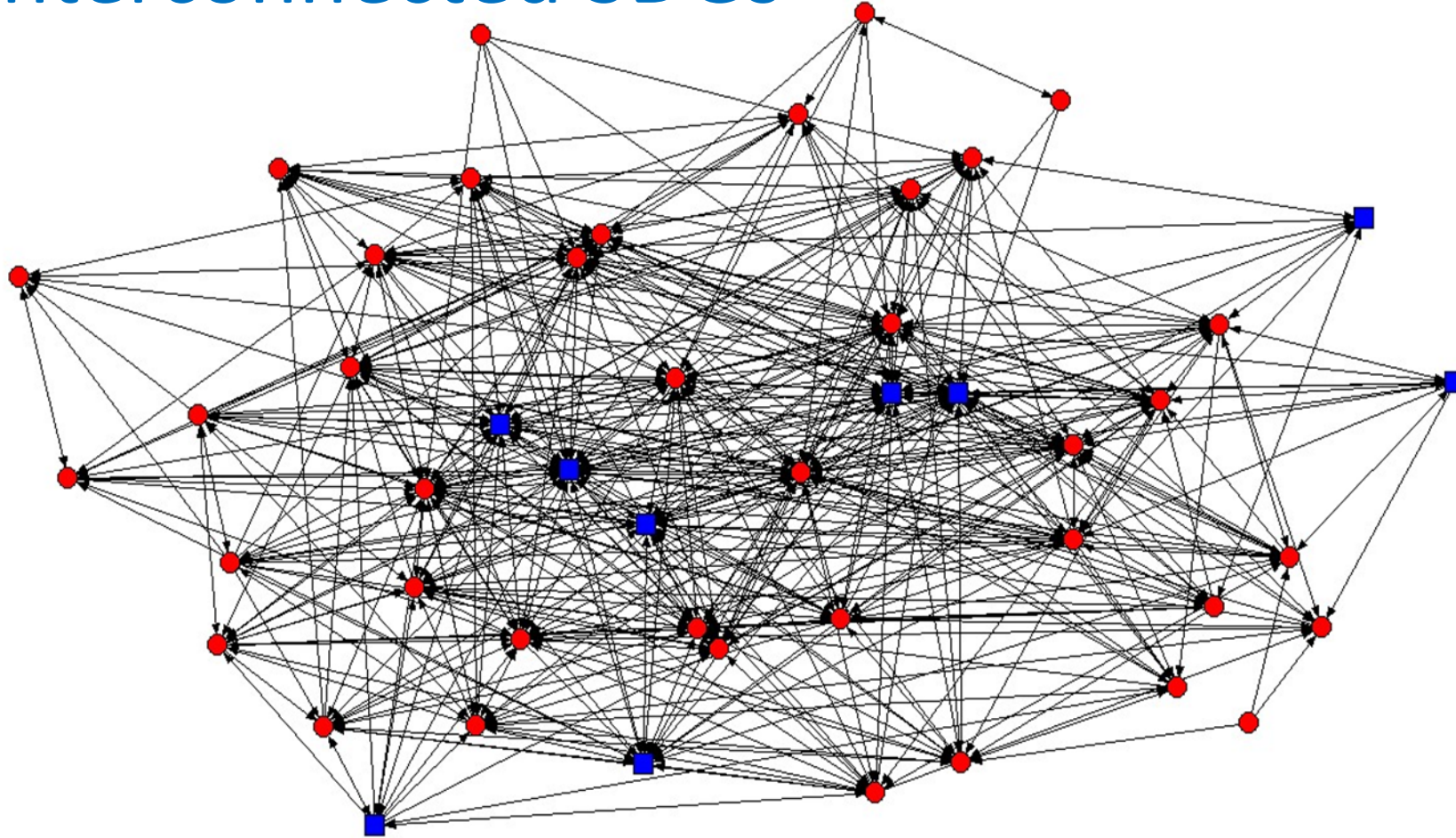
EVERY NATION MUST NOW DEVELOP AN OVERRIDING LOYALTY TO
MANKIND AS A WHOLE IN ORDER TO PRESERVE THE
BEST IN THEIR INDIVIDUAL SOCIETIES.

NEW YORK, 1967





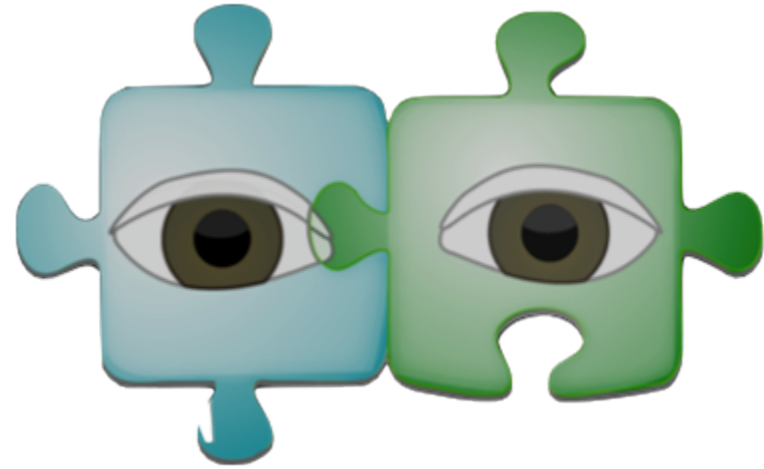
Global Systems Analysis Skills: Interconnected SDGs



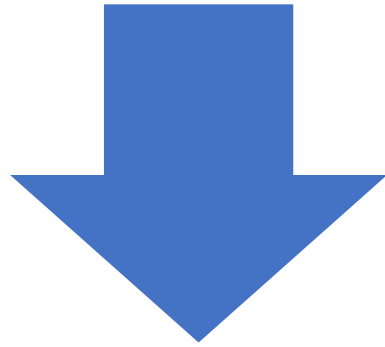
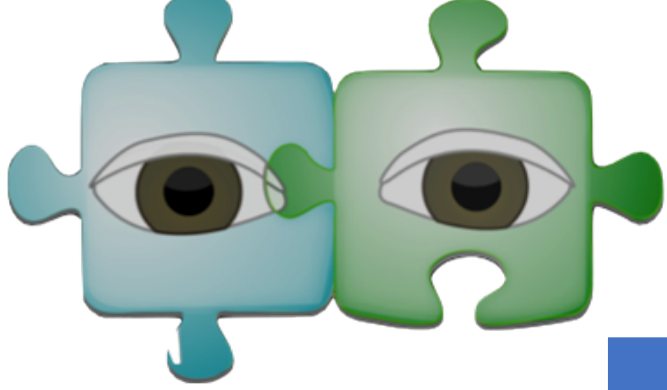
Two-Eyed Seeing

The Guiding Principle
brought into the
Integrative Science
co-learning journey

by [Mi'kmaw Elder Albert Marshall](#).



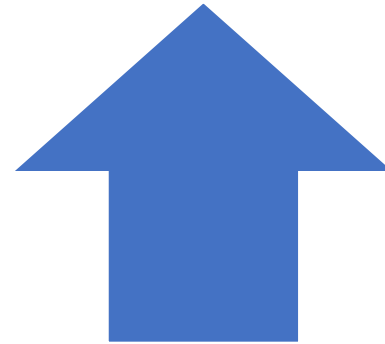
Etuaptmumk is the Mi'kmaw word for
Two-Eyed Seeing.



Global
Knowledge



Local &
indigenous
knowledge





DE Interdependence

