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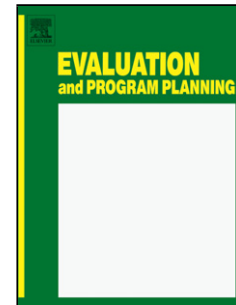
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Using developmental evaluation as a system of organizational learning: an example from [City name]

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Highlights

- Developmental evaluation can serve as a catalyst for engaging organizational learning by providing a system of tools, methods, and guiding principles meant to support constructive organizational learning practices.
- The pilot framework helped address three main challenges to engaging organizational learning effectively in emergent programs, by helping remove conditions for error.
- Presents a new framework, the Evaluation-led Learning framework to guide evaluators to use evaluative thinking to focus reflective inquiry on factors related to organizational learning and complexity.
- The Evaluation-led Learning framework is rooted in two pre-project assessments that should be conducted prior to the project's launch and used to inform project design and implementation. Doing so may help ensure that developmental evaluation's ability to affect organizational learning in productive is not haphazard and limited.

Abstract

In the last 20 years, developmental evaluation has emerged as a promising approach to support organizational learning in emergent social programs. Through a continuous system of inquiry, reflection, and application of knowledge, developmental evaluation serves as a system of tools, methods, and guiding principles intended to support constructive organizational learning. However, missing from the developmental evaluation literature is a nuanced framework to guide evaluators in how to elevate the organizational practices and concepts most relevant for emergent programs. In this article, we describe and reflect on work we did to develop, pilot, and refine an integrated pilot framework. Drawing on established developmental evaluation inquiry frameworks and incorporating lessons learned from applying the pilot framework, we put forward the Evaluation-led Learning framework to help fill that gap and encourage others to implement and refine it. We posit that without explicitly incorporating the assessments at the foundation of the Evaluation-led Learning framework, developmental evaluation's ability to affect organizational learning in productive ways will likely be haphazard and limited.

Keywords

Developmental evaluation

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