

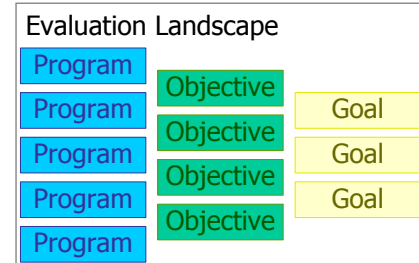
## TechTeam's Approach to Evaluation

Managers and policy makers navigate a landscape populated by multiple programs, pursuing a smaller set of objectives, supporting an even a smaller set of long term goals. Each program, objective, and goal can stand alone or be related to others. Faced with this web of relationships, decision makers need actionable, timely, and trustworthy guidance to inform decision making. They need to know:

- What has happened?
- What is happening?
- What is likely to happen?

Need for this knowledge extends to program implementation, outcome, and sustainability:

- Implementation: Is implementation proceeding according to plan? Are deviations from plan constructive? What corrective action is needed?
- Outcome: Are intended consequences being met? To what degree are they being met? Do unintended consequences require attention?
- Sustainability: Once start-up funds and human capital are expended, will the program continue? What needs to be in place to assure longevity?



The TechTeam Evaluation Group has deep experience in providing this type of information to a wide range of clients, and an international reputation for intellectual contributions to the field of Evaluation. Our approach integrates four themes: program logic, metrics, methodology, and respect for stakeholders.

- Program logic: We begin by working with stakeholders to reach consensus. If the program works as intended, what will be different? What has to happen for the program to work as intended? The answers provide a map of what needs to be measured, and how measures relate to each other.
- Metrics: Good metrics are valid and reliable indicators of program functioning which can be accessed at appropriate levels of granularity, over a sufficient length of time.
- Methodology: Methodology is the analysis framework required to extract meaning from data. It can be quantitative or qualitative, simple or complicated. But in whatever form, it must provide information that is useful for making practical decisions.
- Respect for Stakeholders: Decision and policy makers live in a world of shifting priorities and competing demands. They are continually grabbing bits of information that influence the daily "small" decisions that influence formal activities such as budgets and strategic plans. Our evaluation approach respects these dynamics by staying in close touch with those who need information, and by timing analysis to program schedules.

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