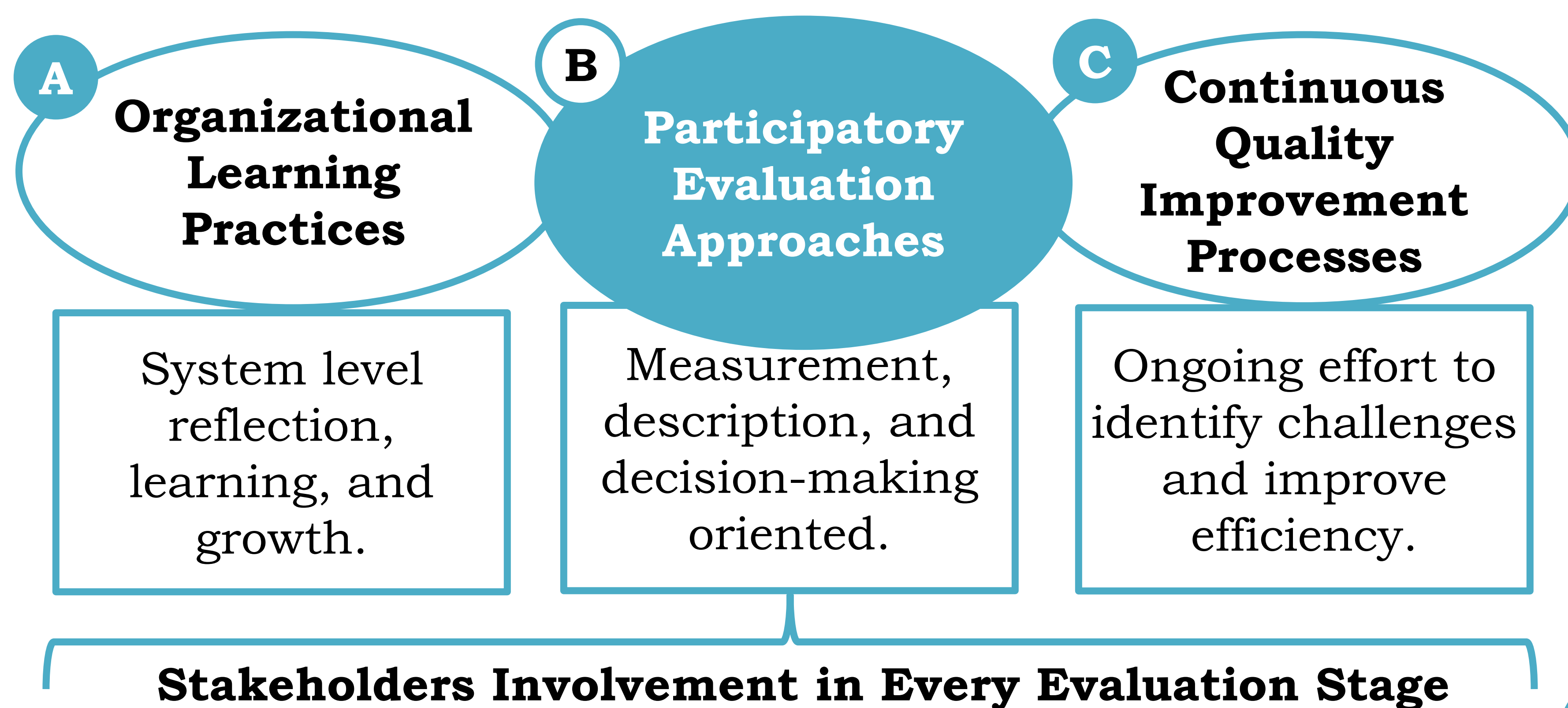


An Integrative Framework to Build Evaluation Capacity: Participatory Evaluation Approaches, Organizational Learning Practices, and Continuous Quality Improvement Processes

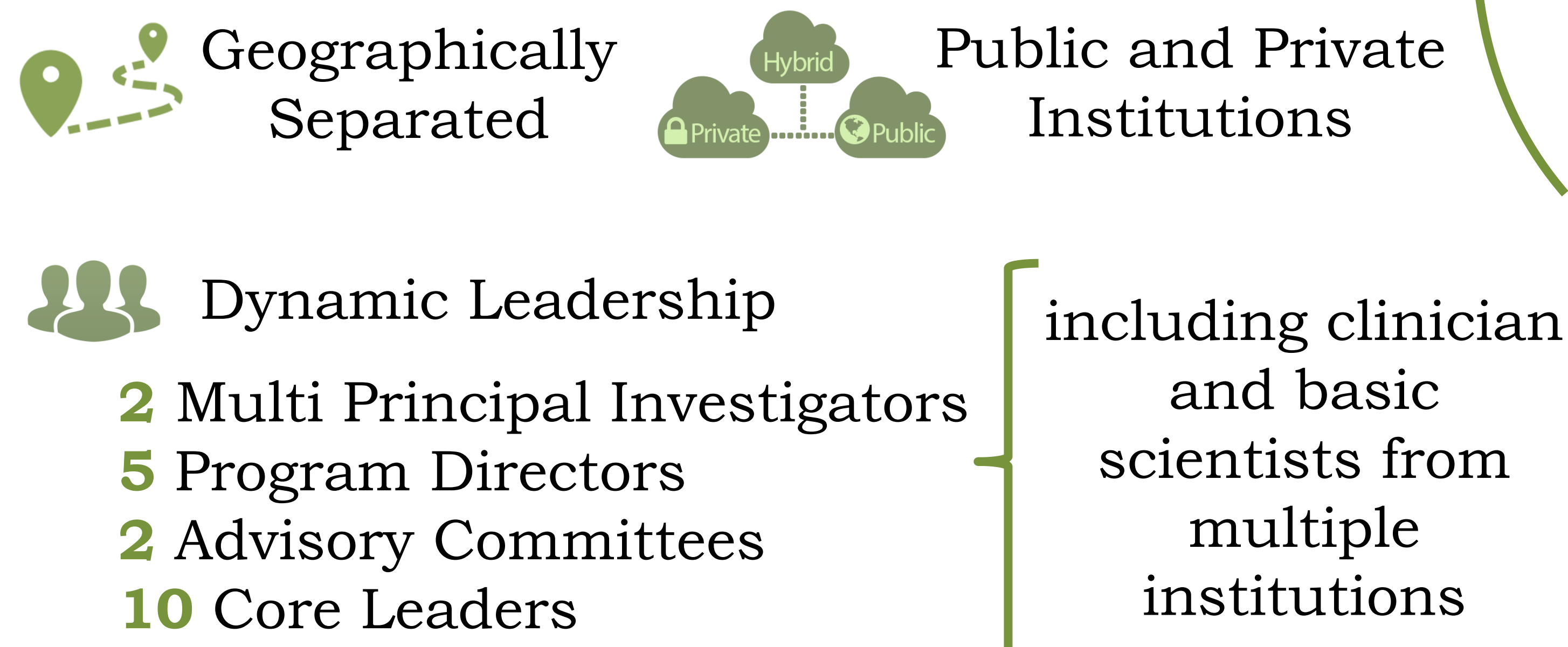
1. Integrative Conceptual Framework (ICF)

Evaluation capacity has been considered a significant investment and sustainability strategy for programs and interventions. In order to build high-level evaluation capacity is essential to integrate evaluation practices in the daily functions and operations of an organization.



2. ICF Applied to a Complex Organization

Established in 2010, the Puerto Rico Clinical and Translational Research Consortium (PRCTRC) is a multidisciplinary and collaborative research infrastructure among three major medical and health education institutions in Puerto Rico.



3. Evaluation Capacity Developed by ICF

Organizational Practices

- ✓ Ongoing Capacity Building
 - Effective Group Dynamics
 - System Thinking Approach
 - Project and Quality Management
 - Customer Services, Multisite Integration/Collaboration
- ✓ Leadership Practice Inventory (LPI) Assessment (Posner, B. Z., & Kouzes, J. M., 1988)
- ✓ Performance Management
- ✓ Wilder Collaboration Factors Inventory (Mattessich, P., Murray-Close, M., & Monsey, B., 2001)

Organizational Capacity Developed

- ✓ Healthy Organizational Structure
- ✓ Effective Management
- ✓ Inter and Intra-Collaborative Environment
- ✓ Improvement of Communications Channels
- ✓ System Level Thinking
- ✓ Administrative Supervision

Evaluation Practices

- ✓ Evaluation Team Availability and Exemplary Traits
- ✓ Annual Retreat Activity
- ✓ Active Participation in Meetings
 - Administrative Core
 - Advisory Committees
 - Core Leadership

Evaluation Capacity Developed

- ✓ Evaluation Knowledge and Skills
- ✓ Valuing Evaluation Use
- ✓ Milestones, Measures, and Indicators Accuracy
- ✓ Improve Data Collection Capabilities

4. Considerations to Implement ICF

From 2010 to 2015, ICF has been successfully integrated in the daily functions and operations of PRCTRC. Based on the PRCTRC organizational complexity, around two years was the time needed to develop an evaluation capacity. According to our experiences, the ICF innovation is that accelerates the development of high-level evaluation capacity compared with other organizations. However, it's critical that the implementation of ICF consider the following:



Continuous Quality Improvement Practices

- ✓ Logic Models
- ✓ Evaluation Plans
- ✓ Work Plans
- ✓ Tracking Systems
- ✓ Procedures Flow Charts

Continuous Quality Improvement Capacity Developed

- ✓ Evidence Based Planning and Decisions
- ✓ Internal Assessments
- ✓ Adjustment Along the Way
- ✓ Organizational Changes

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