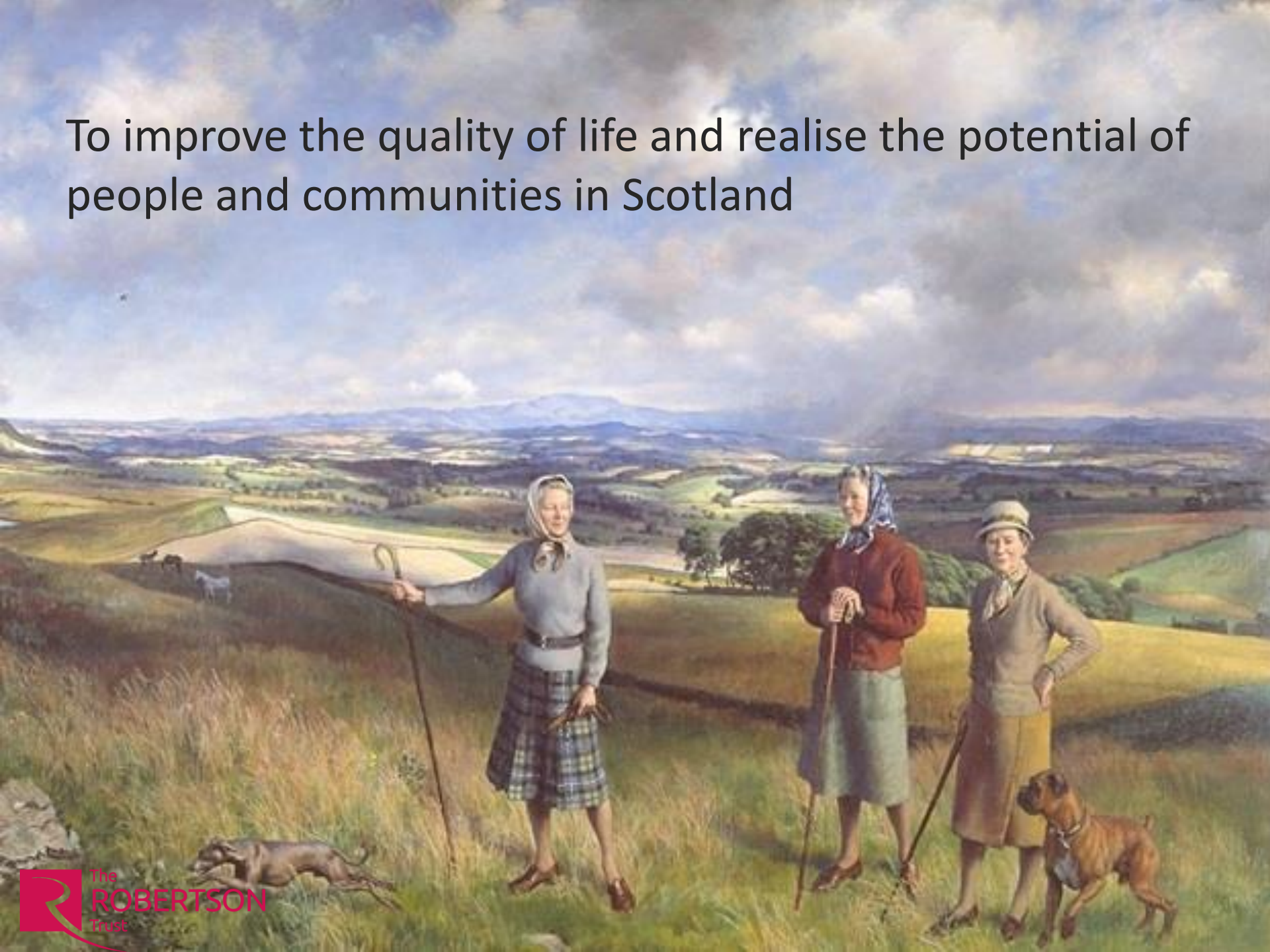


**Evaluation is not a report. It's a practice.**

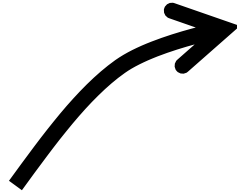
*A reflection on efforts to build self-evaluation capacity*

**Colleen Souness**

To improve the quality of life and realise the potential of people and communities in Scotland



*Evaluation is a practice*



We continuously **ask questions that matter**,  
collect, analyse and **interpret information**, and  
**use findings** to inform decisions and action



(Re-)Design service  
Ask questions

Deliver service  
Gather information

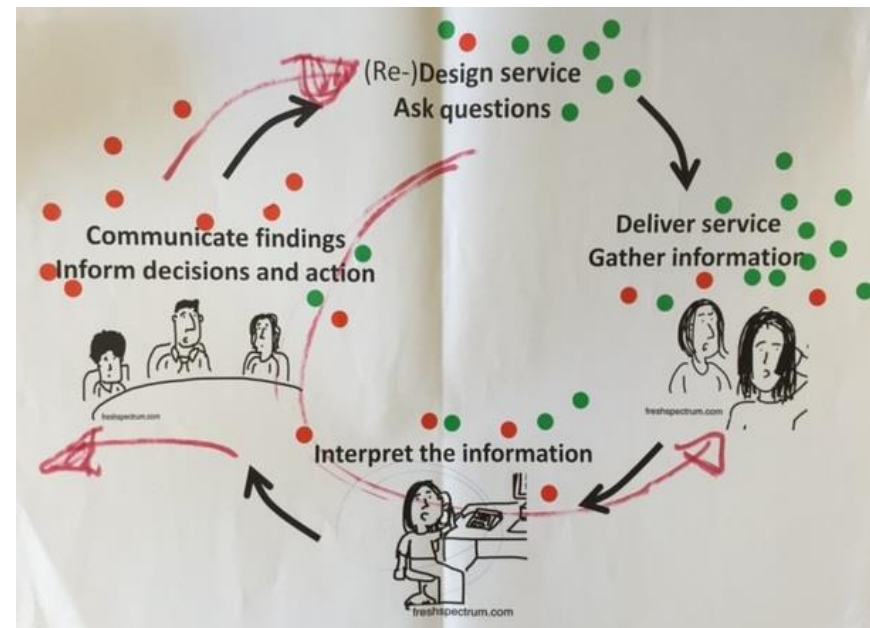
Communicate findings  
Inform decisions and action

Interpret the information

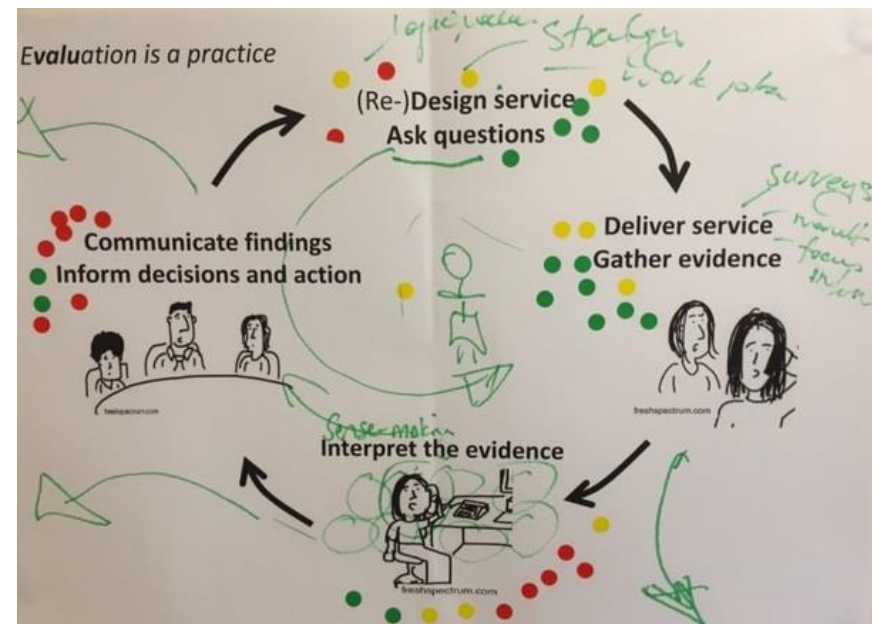


I think my reaction was  
'Oh my God, not  
someone coming in  
about evaluation'!

There's a fear about 'are  
we doing things right?'

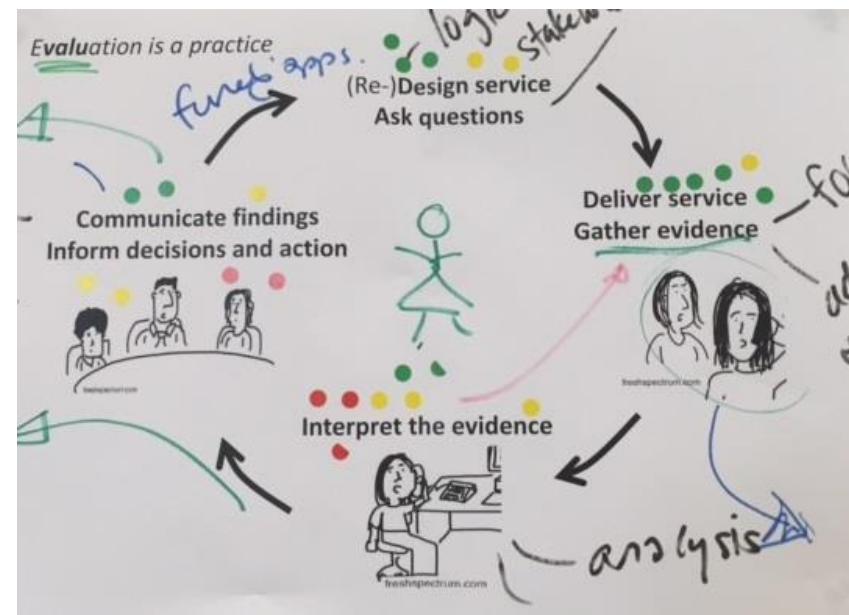


There's a lot of pressure to show that [this project] is a good thing – instead of measuring and reflecting on change and learning for practice sake



Before, we'd set out the aims and then get data to prove it was right and fit answers around what we expected.

Now we're challenged to ask the real questions ...



(Re-)Design service  
Ask questions

Deliver service  
Gather information

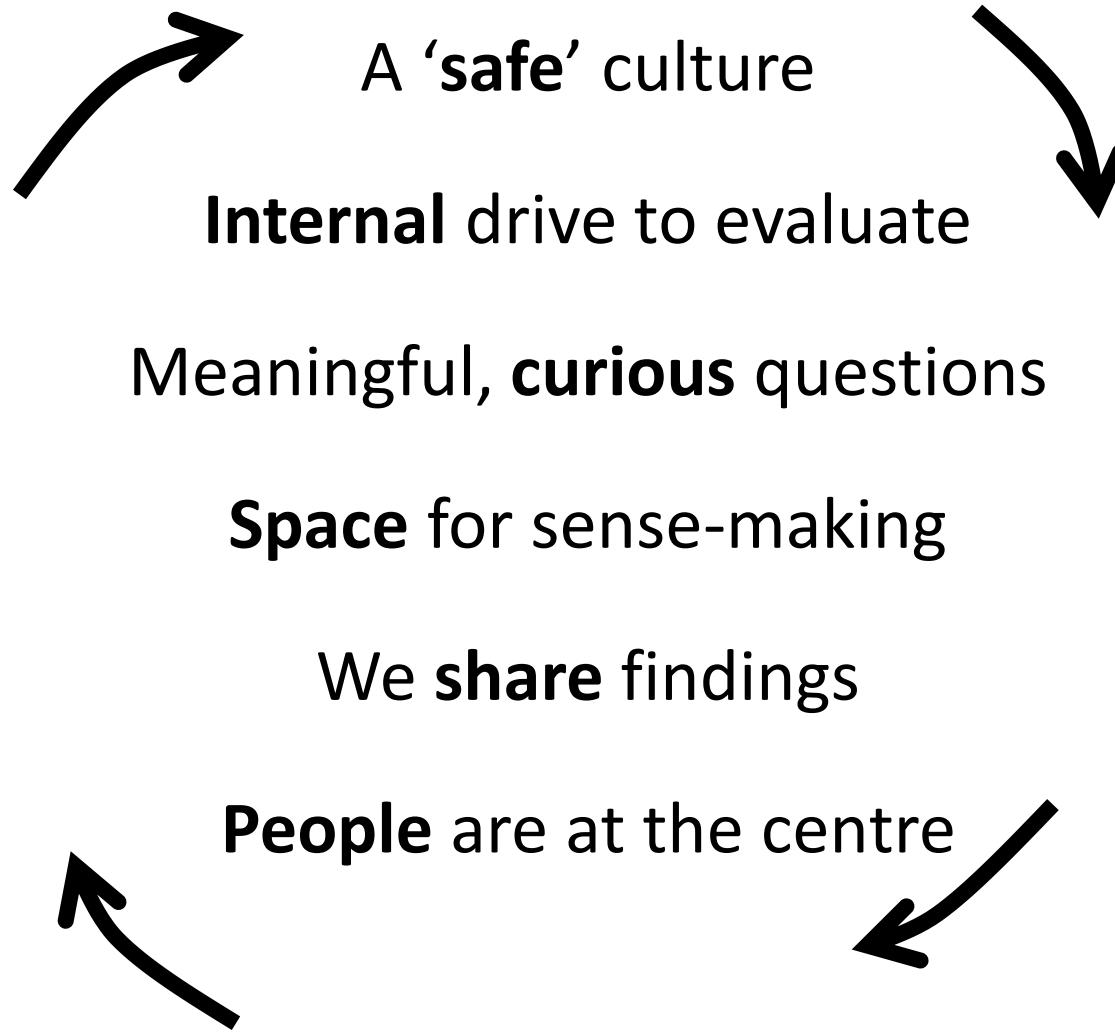
Communicate findings  
Inform decisions and action

Interpret the information





*Evaluation is a practice*



‘As well as individuals skilled in catching fish, we need the equipment to successfully fish, an effective distribution system, people who want to eat our fish, and an entire fishing system that is sustainable.

In short, we need to focus on working with the whole organisation, **not just on developing the skills of individuals.**’

*McDonald et. al. 2009:10*

