Webinar

Evaluating for Innovation: Gateway Academy’s Developmental Evaluation Approach

9-10 a.m. (US ET)
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Panelists

Penina Lam, PhD
Consultant, CGAP
Moderator

Thom Sinclair
CGAP / Gateway Academy

Jason Wares
IMC Worldwide

Kristy Amacker
CGAP / Gateway Academy
Webinar Overview

1. Why Gateway Academy chose developmental evaluation

2. What we learned and how that shaped what we did

3. Lessons learned and tips for developmental evaluation

4. Questions and answers
Overview of Gateway Academy
What is Gateway Academy?

GATEWAY ACADEMY

A digital learning platform focused on financial inclusion

Improving staff performance in a rapidly changing financial inclusion industry by connecting financial institutions with leading training providers to offer cutting-edge learning solutions.

www.gateway.academy
Developmental Evaluation Overview
What is Developmental Evaluation?

An evaluation approach that supports innovation by framing concepts, testing quick iterations, and tracking the trajectory of the innovation.

Solution Design with Standard Evaluation

Figure 1

Solution Design with Developmental Evaluation

## Evaluation Purpose

<table>
<thead>
<tr>
<th>Standard</th>
<th>Developmental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determination of the relevance and achievement of the project objectives</td>
<td>Supports innovation and adaptation in dynamic environments</td>
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Adapted from Patton (2010) as cited on “Better Evaluation” Website
## Roles and Relationships

<table>
<thead>
<tr>
<th>Standard</th>
<th>Developmental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positioned as an outsider to assure independence and objectivity</td>
<td>Integrated into the internal team functions of gathering and interpreting data, framing issues and surfacing and testing model developments</td>
</tr>
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Adapted from Patton (2010) as cited on “Better Evaluation” Website
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<tr>
<th>Standard</th>
<th>Developmental</th>
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</thead>
<tbody>
<tr>
<td>Measure performance and success against pre-determined goals</td>
<td>Develops measures and tracking mechanisms quickly as outcomes emerge, measures can change</td>
</tr>
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Adapted from Patton (2010) as cited on “Better Evaluation” Website
# Evaluation Results

<table>
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<tr>
<th>Standard</th>
<th>Developmental</th>
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</thead>
<tbody>
<tr>
<td>Detailed, scheduled formal reports; validated best practices</td>
<td>Feedback is rapid and real time; delivered in diverse, usable forms</td>
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Adapted from Patton (2010) as cited on “Better Evaluation” Website
When to Use Developmental Evaluation?

- **Innovation** is identified as a core value;
- There is an **iterative loop** of option generation, testing and selection;
- There is a high degree of **uncertainty** about the path forward;
- There are **resources available** for ongoing exploration;
- The organization has a **culture** suited to **exploration** and **enquiry**.
- **Funder, leadership and staff** are in agreement about **innovation** and willing to take **risks**

Developmental Evaluation and Gateway Academy
Gateway Academy’s Phases of Innovation

- **Alpha**: 2016
- **Demo**: 2017
- **Beta**: 2018-2019
Data Sources

One Time Research:
- Secondary research
- Demand study
- Country workshops

Periodic Research:
- Learner interviews
- Learner surveys
- Community of Practice

Continual Data Points:
- Platform Data
- Project Metrics
- Team Interactions

Who is Evaluating?
- CGAP
- Creative metier
- IMC Worldwide
- Consortium (Bivee, Humentum Paradem)
Alpha Phase
Alpha Phase Summary

Phase conducted with initial financial services and training partners prior to building the platform

- 100 Learners
- 5 financial institutions
- 4 sample modules to represent full courses
Is digital learning possible?
What We Learned in Alpha Phase

Digital learning is possible but there are significant barriers that need to be addressed.

Technology is a challenge--and not only in the ways we anticipated.

Organizations and individuals were highly motivated to address and/or overcome barriers.
Learner-Reported Challenges to Digital Learning

- My internet connection was not adequate
- I didn’t have consistent access to proper equipment
- I didn’t have sufficient time at work
- I found it difficult because I could not communicate directly with the teacher
- Other (please specify)
## Learner Access to Devices

<table>
<thead>
<tr>
<th>Device</th>
<th>Work (%)</th>
<th>Home (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop</td>
<td>69%</td>
<td>9%</td>
</tr>
<tr>
<td>Laptop</td>
<td>57%</td>
<td>73%</td>
</tr>
<tr>
<td>Internet</td>
<td>92%</td>
<td>65%</td>
</tr>
<tr>
<td>Smartphone</td>
<td>80%</td>
<td>92%</td>
</tr>
<tr>
<td>Tablet</td>
<td>21%</td>
<td>36%</td>
</tr>
<tr>
<td>Speakers</td>
<td>34%</td>
<td>54%</td>
</tr>
<tr>
<td>Earphones</td>
<td>41%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Self-Paced Lesson

This module will focus on Making the Case for becoming a customer centered organization.

- “See what you’ve learned” are reflection exercises to test your understanding of the lesson.
- Once you have finished the self-paced lesson, review the learning activity under Offline Practical Activity. Share your responses and comment on your peers responses.
- If you have questions for the facilitator(s), post them on the Q&A forum.

Digital Credit

The Digital Credit course is made up of six modules that examine the fast-evolving global trend of digital credit services. It provides learners with an overview of what digital credit is, how digital credit works, and tools to begin planning this new kind of service.

Module 1: An Introduction
Module 2: Credit Scoring
Module 3: Service Design
Module 4: Financial Considerations
Module 5: Building Partnerships
Module 6: Course Summary

1.1.0 Digital Credit: An Introduction

2.1.0 Credit Scoring

3.1.0 Service Design
Demo Phase
Demo Phase Summary

Full courses delivered on platform with key functionality developed
- 100 learners
- 8 financial institutions
- 5 countries
- 4 full courses
Demo Phase Guiding Question

Is digital learning valuable?
What we learned in Demo phase

Digital learning is **valuable** but be careful how you measure value.

Students are motivated not just obligated.

Managers rely on observation to know if training works.

User experience is as important as content.
Q: What is the main reason you are taking this course?
“Every company wants to see staff that are poised and positioned to take up any challenge. When an investment is made into education platforms, the company gets quality staff who can go perform and deliver”

- Operations Manager, Ghana

“If we could get most of our training on an e-learning platform... cost would come down. E-learning you can train organizational wide.”

- HR Manager, Kenya
Q: Top Factors that Enable Skill Application

- My team (or our whole unit) is working together on this.
- My coworkers are fully supportive of my efforts.
- My management is fully supportive of my efforts.
- My management has made this a high priority.
Course progress

2 COMPLETED

Details

OVERVIEW
Course Introduction
Course at a Glance

Course Structure & Schedule

Getting Started

Introductory Video (+/- 2 mins)
Meet & Greet!
Module 1: Self-Paced Lesson (+/- 30 minutes)

Complete
In progress
Optional
Action Items from Demo Phase

● Changes to platform
● Changes to learner onboarding experience
● Improvements to FSP champion platform interface
● Increased functionality for training partners
● Movement to facilitated course experiences that could scale up
Beta Phase
Beta Phase Summary

Full Courses delivered on fully functional Gateway Academy platform.

- Fee-based
- 490 Learners
- 8 financial institutions
- 8 courses
Is digital learning sustainable?
FSPs need to understand the learning journey of Gateway Academy

Selling individual courses wasn’t working

- Cost-benefit of onboarding learners
- Internal FSPs for purchasing 1-off courses was too challenging
## Tiered pricing

All prices are in USD and are net of taxes. Clients are responsible for all local and national taxes.

<table>
<thead>
<tr>
<th>Level</th>
<th>Price</th>
<th>Enrollments</th>
<th>Additional Course Matching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bronze</td>
<td>$10,000</td>
<td>25</td>
<td>2 complementary courses per enrollment (CG101, CG102)</td>
</tr>
<tr>
<td>Silver</td>
<td>$27,950</td>
<td>80</td>
<td>2 complementary courses per enrollment (CG101, CG102)</td>
</tr>
<tr>
<td>Gold</td>
<td>$49,950</td>
<td>150</td>
<td>2 complementary courses per enrollment (CG101, CG102)</td>
</tr>
</tbody>
</table>
Revenue Progress
Summary of anticipated revenues for FY 2019

- Received revenue: $26,300
- Verbal Commitment: $92,200
- 75% or greater chance of closing within 90 days: $196,050
- Annual Target: $222,789
Data Sources

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What’s Needed for Developmental Evaluation?

- **Trust** - being open about what does and does not work - starts with leadership and goes throughout the team
- **Agility** - in process and deliverables finding out what the innovators need to know, process for agile data collection and deliver useful reports
- **Teamwork** - evaluation is everyone’s job - those on the frontlines with customers receive important feedback
- **Learning culture** - a thirst to learn and a commitment to change based on that learning
GATEWAY ACADEMY:
OPEN Q & A
Take a Tour: Gateway Academy Video

https://gateway.academy/tour
Learn More & Try a Demo

Get started on Gateway Academy

Learn more about what makes our platform different and become a part of our community.

Try a demo  Talk to us

Try a Demo - https://demo.gateway.academy

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