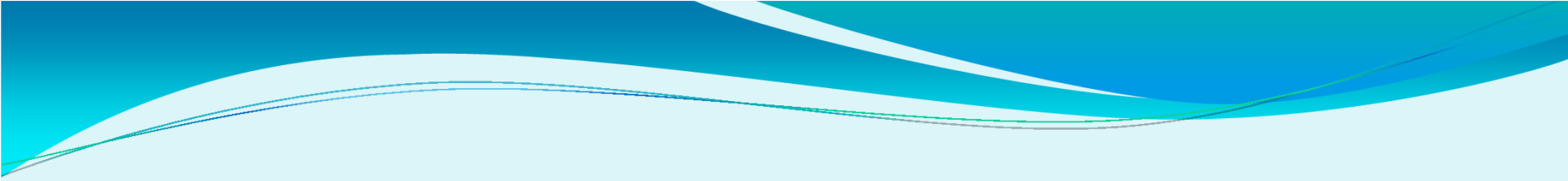




Being a Learning Organisation

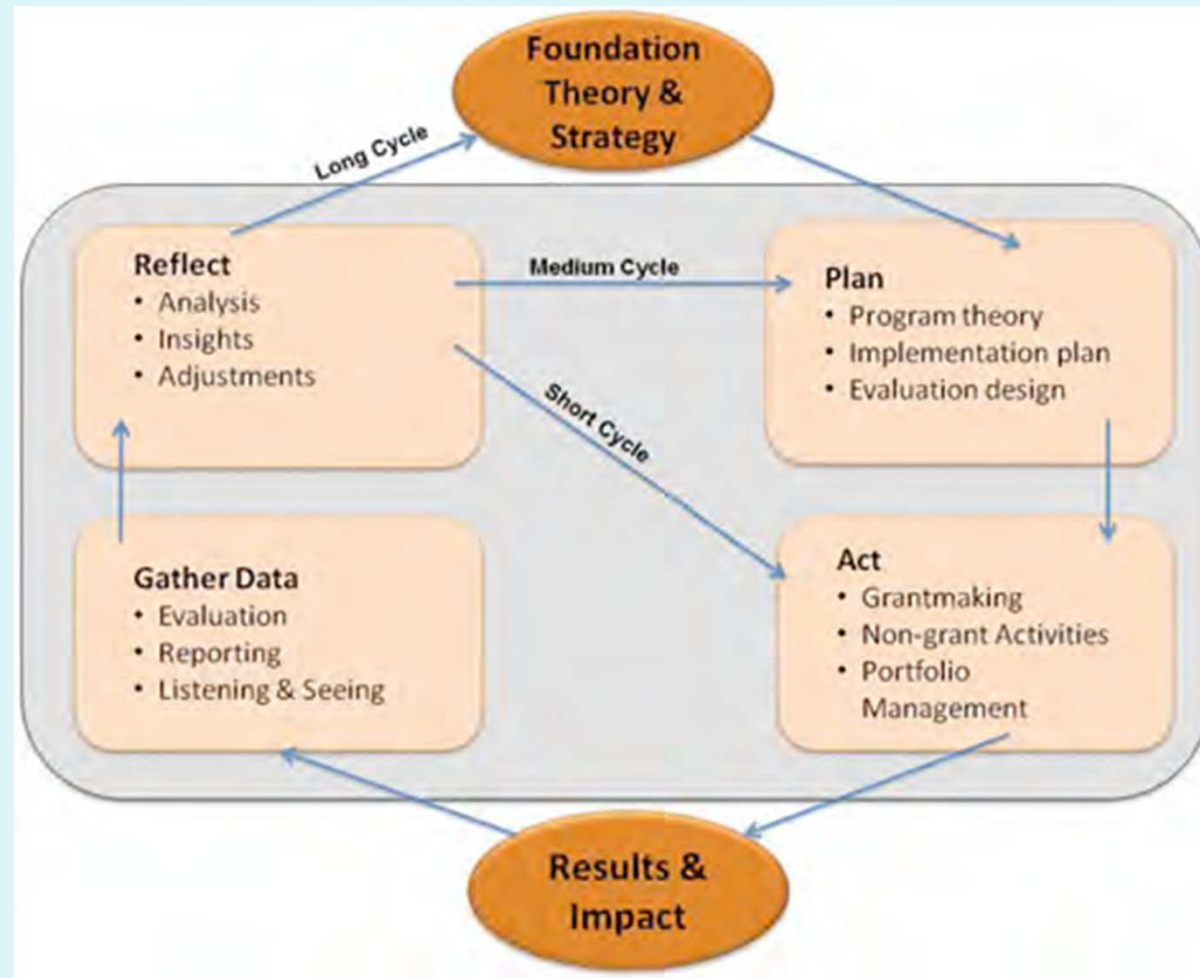
(not making the same mistakes again)



“Organisational learning is the process of asking and answering questions that grantmakers and nonprofits need to understand to improve their performance and get better results.”

“Evaluation in Philanthropy: Perspectives from the Field,” 2009, Grantmakers for Effective Organizations and the Council of Foundations.

The Grantmaking Learning Cycle©



Marilyn Darling, "A Compass in the Woods: Learning Through Grantmaking to Improve Impact," 2010, Signet Research and Consulting, LLC.

Learning Practices

- ✓ Framing questions
- ✓ Using theory to aid learning
- ✓ Learning during grantmaking
- ✓ Using evaluation to support learning
- ✓ Engaging grantees in learning

Marilyn Darling, “A Compass in the Woods: Learning Through Grantmaking to Improve Impact,” 2010, Signet Research and Consulting, LLC.

Framing questions for a learning agenda

“What will it take for us to...”

“How can we...”

Using theory to aid learning

- Thinking guides action
- Learning changes thinking
- Keep theory visible and alive

Learning during grantmaking

- Learning changes action
- Real-time corrections improve outcomes
- Create information flows

Our reality: Time is scarce

Using evaluation to support learning

“Evaluation is systematic information gathering and research about grantmaker-supported activities that informs learning and drives improvement.”

“Evaluation in Philanthropy: Perspectives from the Field,” 2009, Grantmakers for Effective Organizations and the Council of Foundations.

- Look for patterns; focus on know-how

Engaging grantees in learning

- Involve grantees in program theory
- Learn and adapt together

Our reality: Easier said than done