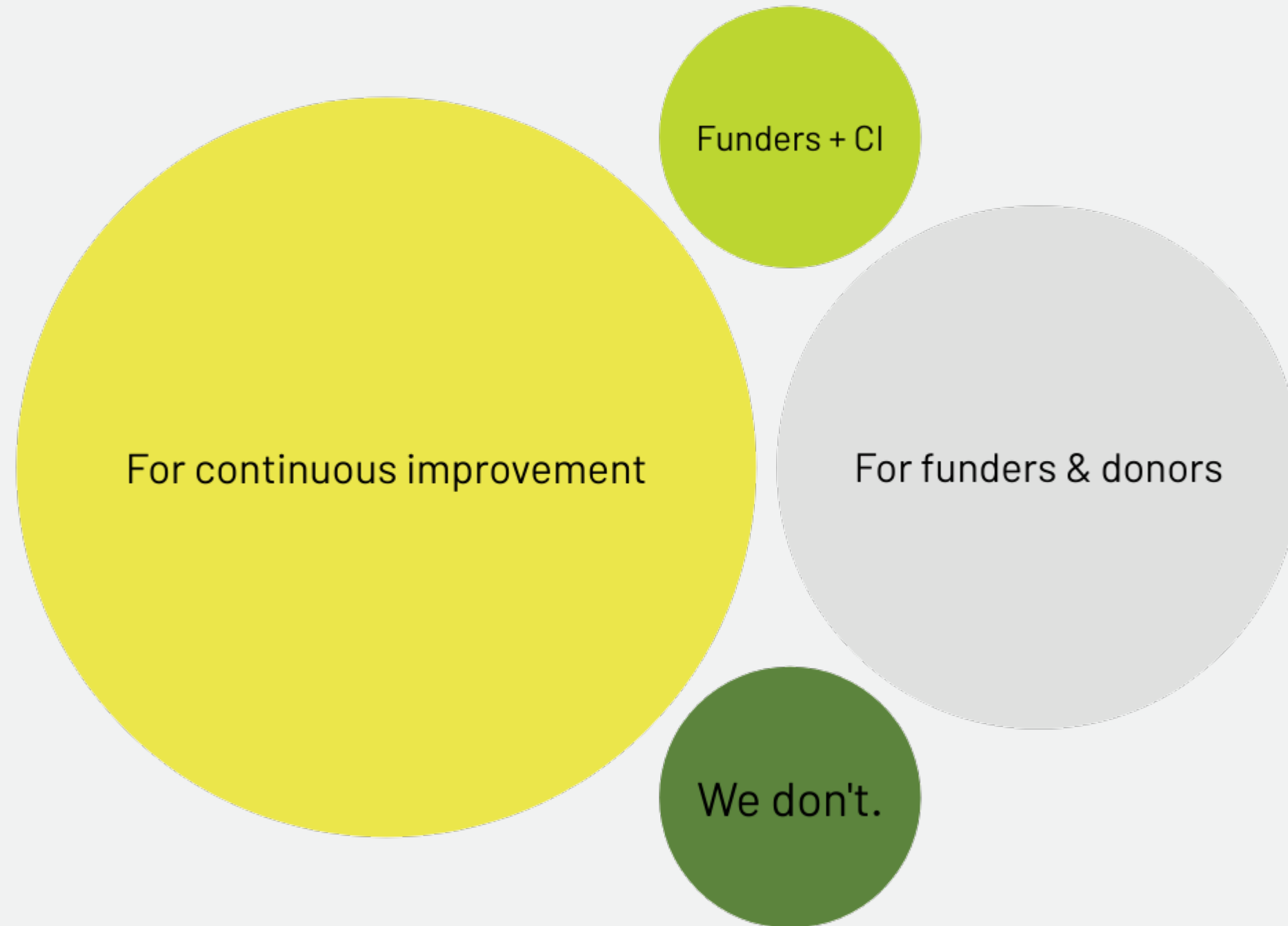


An open agenda is shown from a top-down perspective, lying on a wooden desk. The left page is numbered '13' and the right page is numbered '20'. Both pages are filled with horizontal lines and several colorful rectangular sticky notes in shades of blue, green, orange, purple, and pink. A white title 'The Learning Agenda' is centered over the pages, with a white wavy underline beneath it. In the background, a black pen, a pair of glasses, a white mug of coffee, and a small vase with white flowers are visible on the desk.

The Learning Agenda

Why do we **care** about
measuring impact?

Why does your organization measure quality and outcomes?



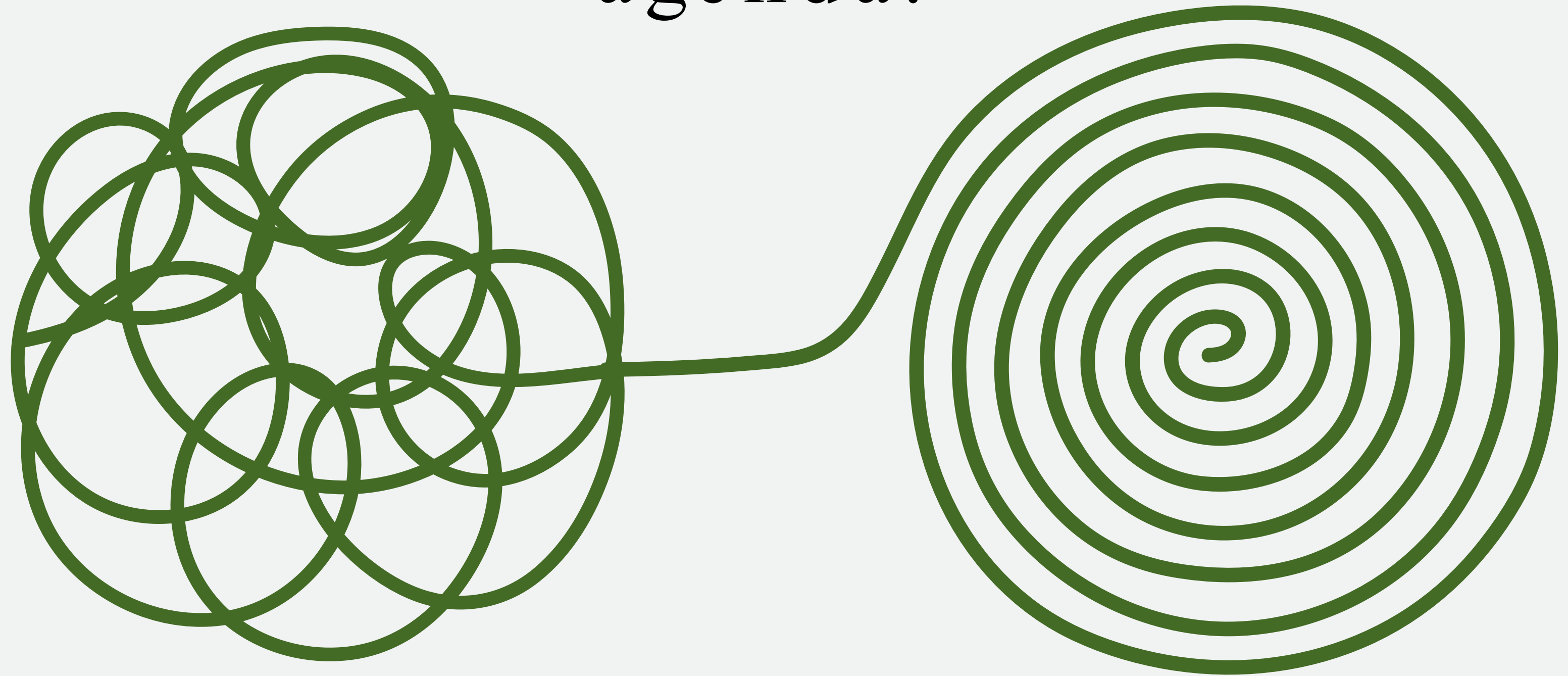
This is your brain on nonprofit data.



These are your expectations.



Behold the power of the learning
agenda.



Why a Learning Agenda?



Rooted in intentional learning and reflection



Tests hypotheses about what we accomplish



Continuously brings us back to our mission



Organizes data and information



Key components of a Learning Agenda



QUESTIONS

Specifies your knowledge gaps, “need to knows”, and other points of curiosity support **decision-making**



DATA

Lists activities and information required to answer each question

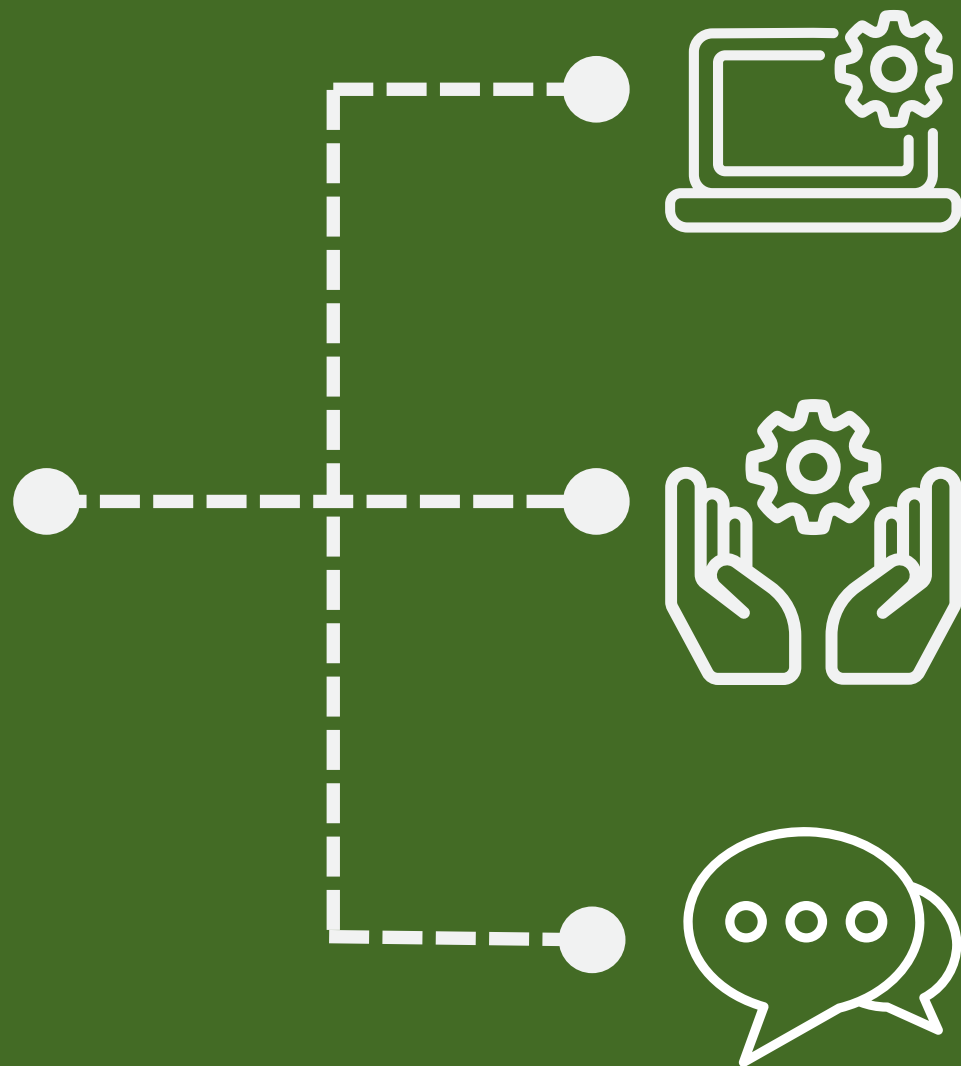


COMMUNICATIONS

Articulates how you intend to disseminate the findings and to whom, with a laser focus on how they will be **used**.

How it works.

Our
learning
question



Data point 1

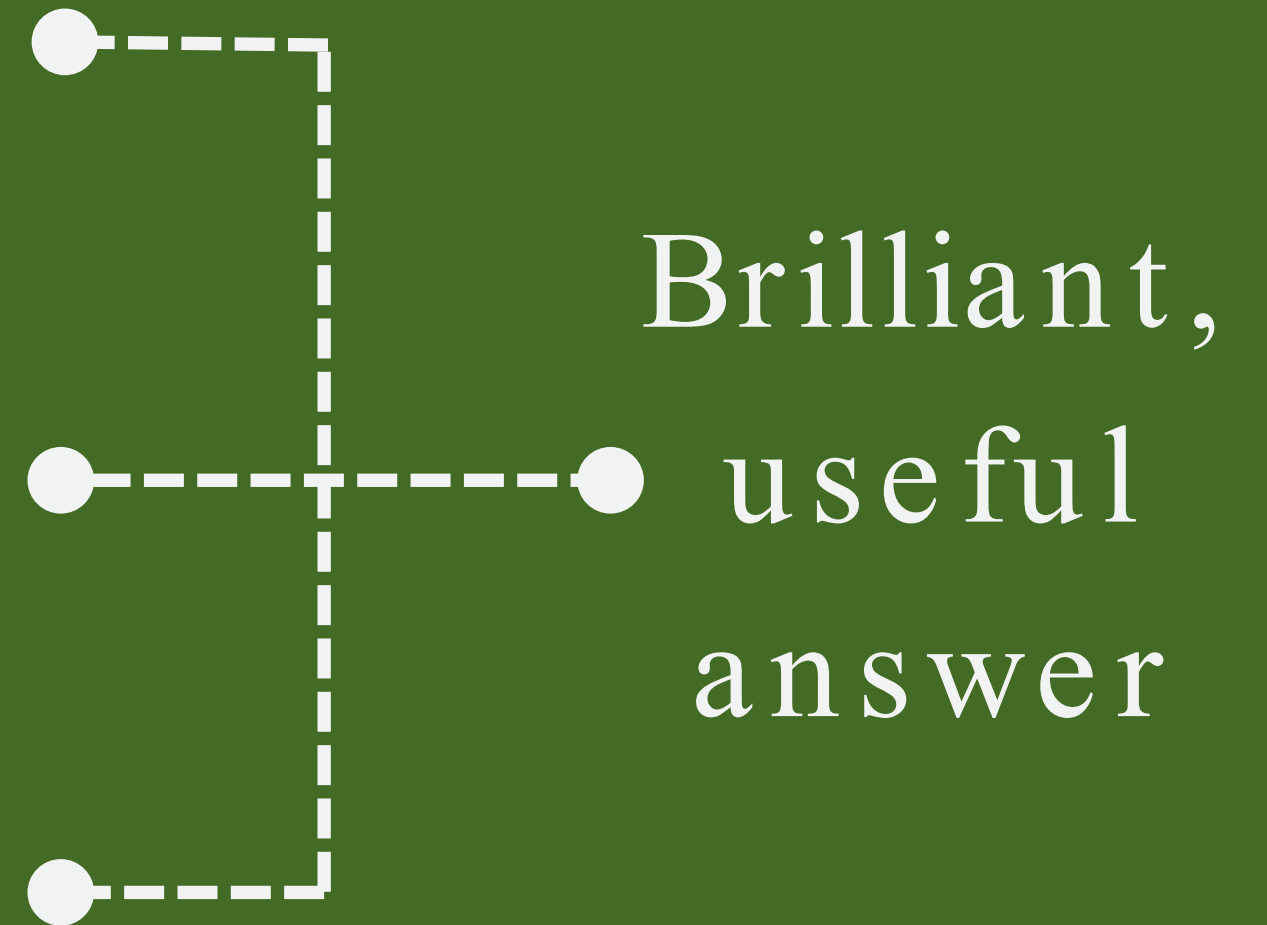
Don't have this yet - need to collect it!

Data point 2

Can be pulled from an existing source of information

Data point 3

Don't have this yet - need to collect it!



Brilliant,
useful
answer



For example.

GAP: None of our activities explicitly addressed special needs or inclusion of vulnerable or marginalized groups (other than girls and women) such as LGBTI, indigenous and disabled youth, ethnic minorities, and youth offenders.

<p>Learning Question What do I need to know?</p>	<p>Data & Activities How might I answer this question?</p>	<p>Communications Who will receive the answer? How will I disseminate it?</p>	<p>Use How will they use the answer?</p>
<p>How effective are universal PYD programs at serving the needs of vulnerable and marginalized sub-groups?</p>	<ul style="list-style-type: none"> • Registration data to identify needs • Pre/post survey data disaggregated by identities • Interviews & focus groups with special populations 	<ol style="list-style-type: none"> 1. Frontline staff 2. Management & leadership 3. Participants 4. Funders 	<ol style="list-style-type: none"> 1. Inform adaptations 2. Inform adaptations 3. Decide whether to participate. 4. Decide whether to fund; share lessons learned.
<p>How do we work with special populations to create, design and implement programs for them?</p>	<ul style="list-style-type: none"> • Interviews & focus groups with special populations & frontline staff • Discussions w/peer orgs & partners • Co-design sessions 	<ol style="list-style-type: none"> 1. Participants 2. All org staff & leadership 3. Sector 	<ol style="list-style-type: none"> 1. Spur engagement 2. Develop tailored, more effective programs 3. Same as #2.

Let's practice.



You won the jackpot at BINGO last week.



Your GOAL: Take the family on an extended vacation where individuals of all ages enjoy the highest quality, memorable experience.



What do you need to make decisions?



Let's practice.

GOAL: Take the family on an extended vacation where individuals of all ages enjoy the highest quality, memorable experience.

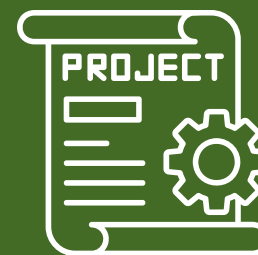
Learning Question What do I need to know?	Data & Activities How might I answer this question?	Communications Who will receive the answer? How will I disseminate it?	Use How will they use the answer?

Learning agenda for any situation



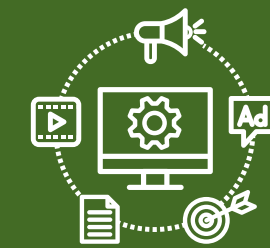
Bite-sized

Focuses learning on discrete events



Project-based

Longer-term but limited to one aspect of organization



Org strategy

Includes many different learning categories across org



Learning Agenda Categories



WHO WE SERVE

WHO WE EMPLOY



HOW WE DO IT

HOW WE OPERATE



WHAT WE ACHIEVE

CULTURE



Learning Agenda Categories



WHO WE SERVE

Who should we serve?
Who do we actually serve?
Who are we missing?



WHO WE EMPLOY

How representative is our
staff and board?



HOW WE DO IT

How equitable are our
services?
What does quality look like?



HOW WE OPERATE

How efficient is our org
structure?
How effective is our
development plan?



WHAT WE ACHIEVE

What changes occur from
our work? For whom?



CULTURE

Does our culture and
climate support staff
wellbeing?



YOUR THEORY OF
CHANGE

Let's practice.

GOAL or GAP:

Learning Question What do I need to know?	Data & Activities How might I answer this question?	Communications Who will receive the answer? How will I disseminate it?	Use How will they use the answer?

Prioritize your learning questions

CAPTURE: SETTING LEARNING QUESTIONS



Template: Learning Questions

Rate each question by identifying high (3), medium (2), or low (1) relevancy, usefulness, feasibility, and focus.

Learning Questions What do you want to know about your program, informed by your Impact Strategy and Program Model?	Relevant Does your question align with your program's long-term goals? Is it timely given our current context?	Useful Will your question help inform strategic decisions or program and initiative improvements?	Feasible Can you realistically answer this question with the resources and timeline you have available right now?	Focused Is the question specific to who, when, and where?	Priority Add up your total your ratings here. The Learning Question with highest score takes priority.

Best Practices

- Start from a theory of change or impact strategy to focus learning.
- Check yourself before you wreck yourself. **Prioritize.**
- Include **everyone**. It's not our job to tell others how and what to learn.
- Learning is never one person's job. Fold feedback loops into everyday operations.
- Get **CURIOUS**. Revisit 1-2 times per year.



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