



Basic Data Important to Every Social Change/ Social Service Organization

Tuesday, February 6th, 12PM – 1:00PM | FACILITATOR: Eric Graig

Evaluation Defined

Evaluation normally involves the identification of relevant standards of merit, worth, or value; the investigation of the **performance** of an evaluand [program] on those standards; and some integration of the results of this investigation.

*Adapted from Scrivern (1991)
"The Evaluation Thesaurus"*

Evaluation Defined

Program evaluation is the use of social research methods to **systematically investigate** the effectiveness of social programs. It draws on the techniques and concepts of the social sciences and is intended to be useful for **improving** programs and informing social action aimed at ameliorating social problems.

*Adapted from Rossi, et. Al. (2004)
"Evaluation: A systematic approach"*

Evaluation Defined

Evaluation is an **ongoing process** for investigating and understanding critical organizational issues. It is an approach to learning that is **fully integrated** within an organization's work practices and as such, it engenders stakeholder's interest and ability in exploring critical issues, their involvement in evaluative processes, and their personal and professional growth.

*Adapted from Preskill and Torres (1999)
"Evaluative Inquiry for Learning in Organizations"*

In Summary

Evaluation is about the systematic investigation of a program's performance aimed at improving that performance. It should be conceived as something that is ongoing and that is fully integrated into an organization's work practices.

What Drives Most Program Evaluation?

- Funders drive most evaluation
- They are interested in:
 - ❖ Outputs
 - ❖ Outcomes

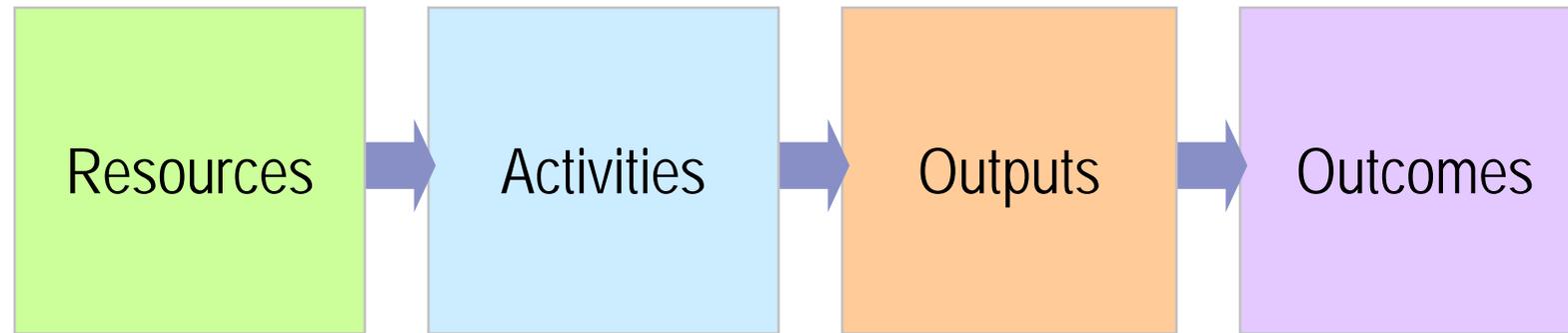
Putting NPs in the Driver's Seat

- Places the focus on program process
- Emphasizes usable knowledge
- Empowers the nonprofit to 'talk back' to the funder
- Contributes to the fund-raising effort

What is a logic model?

- A logic model provides a picture of your program, what you're trying to achieve, how you are going about it, what resources you are putting into it.
- Logic models build common understandings
- Logic models can serve as the basis for subsequent evaluation

A Series of If-Then Statements



You need certain resources to be able to run your program.

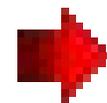
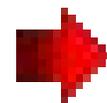
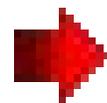
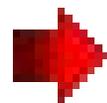
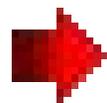
IF you have access to those resources, **THEN** you can implement your activities.

IF you can accomplish these activities, **THEN** you will have delivered the services you planned.

IF you have delivered the services as planned, **THEN** there will be benefits for the clients, communities, systems, or organizations your program serves.

A Sample Logic Models

| Inputs | Activities | Outputs | ST Outcomes | MT Outcomes | LT Outcomes |
|--|---|--|---|--|--|
| <ul style="list-style-type: none">▪ Marriage educator▪ Grant Funding▪ Existing program to support participants | <ul style="list-style-type: none">▪ Outreach in prison and community▪ Screening, intake and assessment for service▪ Eight session PREP training▪ Two session workshop on child development | <ul style="list-style-type: none">▪ Presentations to potential clients, prison staff, internal agency staff and partners▪ 50 intake and assessment visits▪ 40 clients complete marriage and child development training | <ul style="list-style-type: none">▪ Increased knowledge of communication skills especially, around conflict issues▪ Increased knowledge of child development▪ Ability to identify different parenting attitudes | <ul style="list-style-type: none">▪ Improved ability to handle conflict▪ Fewer conflicts▪ Enhanced family functioning▪ Enhanced ability to nurture children | <ul style="list-style-type: none">▪ Less divorce or separation▪ Stronger marriages▪ Fewer children placed in foster care system▪ Lowered recidivism |



Using the Model For Evaluation

Inputs

- Marriage educator
- Grant Funding
- Existing program to support participants
- On going relationship with department of corrections
- Overall agency infrastructure

- Was the marriage educator properly trained?
- Were existing programs utilized to support the new initiative?
- Was relationship with Department of Corrections helpful?
- How well did the existing infrastructure support the project?

Using the Model For Evaluation

Outputs

- Presentations to potential clients, prison staff, internal agency staff and partners
- 50 intake and assessment visits
- 40 clients complete marriage and child development training

- How many presentations took place in each venue? How well were they received? Which venues worked the best?
- How many intakes were completed? Were the assessments done correctly? Were they valuable?
- What kinds of clients completed the training? Who dropped out?

Using the Model For Evaluation

Short Term Outcomes

- Increased knowledge of communication skills especially, around conflict issues
- Increased knowledge of child development
- Ability to identify different parenting attitudes

- Were clients satisfied with the program (training, counselor, arrangements)?
- Did clients show an increase in knowledge about child rearing and communication issues in marriage?
- What accounted for differences?

Using the Model For Evaluation

Medium Term Outcomes

- Improved ability to handle conflict
- Fewer conflicts
- Enhanced family functioning
- Enhanced ability to nurture children

- Do client's show an improved ability to handle conflict?
- Has family functioning been improved?
- Have clients' child rearing practices improved?
- What account for any observed differences?

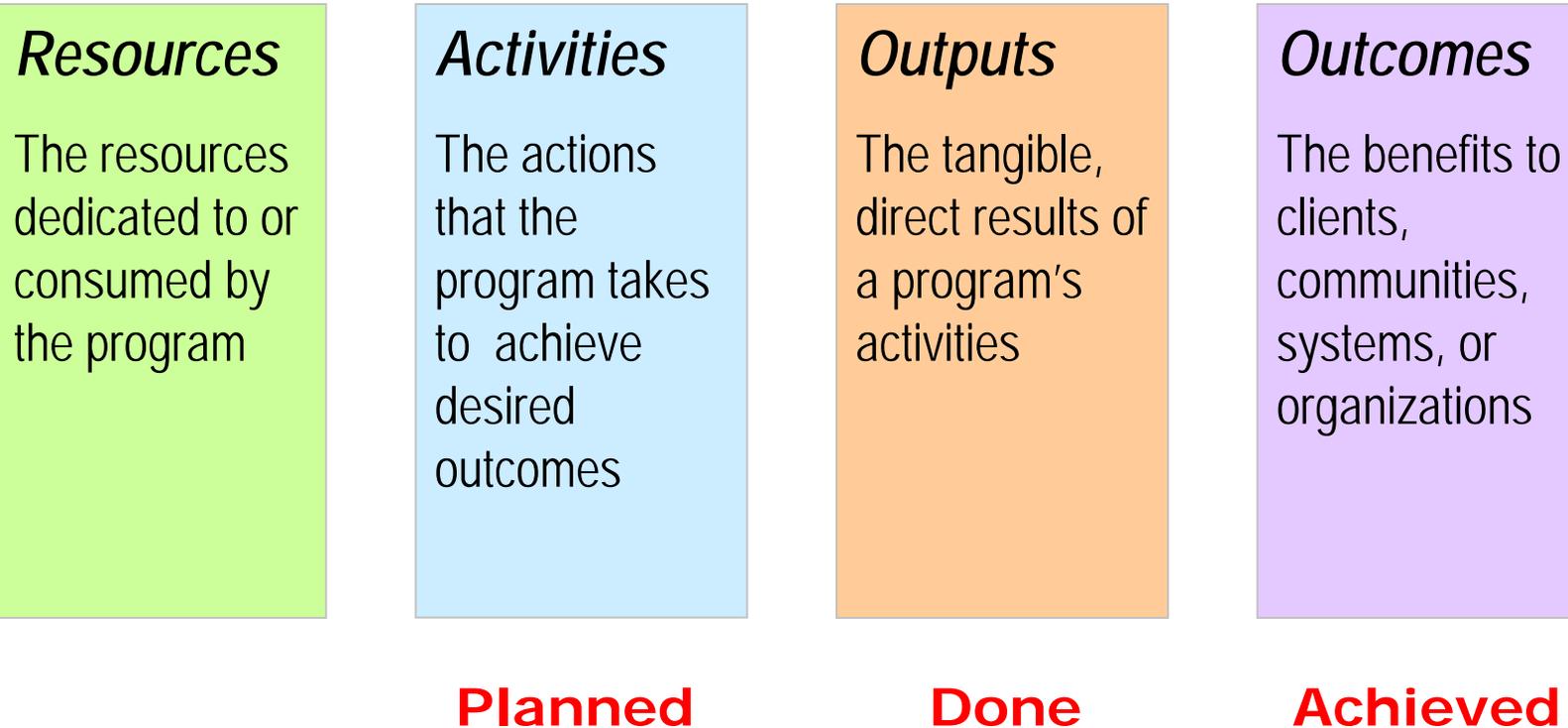
Using the Model For Evaluation

Long Term Outcomes

- Less divorce or separation
- Stronger marriages
- Fewer children placed in foster care system
- Lowered recidivism

- Are clients less likely to divorce?
- Have foster care placements been reduced?
- What account for any observed differences in these outcomes?

To Recap...



Collecting Data for Evaluation

- Objective Metrics
 - ❖ Validated instruments
 - ❖ Observed behavior
 - ❖ Observed outcomes
- Self Reports
 - ❖ Surveys
 - ❖ Focus Groups
 - ❖ Individual Interviews

Analyzing Data for Evaluation

- Basic descriptors
- Targets and benchmarks
- Cross group comparisons
 - *Demographics*
 - *Providers*
 - *Sites*
 - *Dosage*

Five Questions about Evaluation Readiness

- Has your organization articulated a set of questions?
- Do you have enough participants?
- Do you have the resources necessary to get started?
- Do you have a staff member able to drive the work?
- Is your organization able to use the answers you receive to the questions you would like to answer?

Five Simple Rules for Getting Started

- Conduct an evaluation audit
- Involve ALL your stakeholders
- Focus on actionable knowledge
- Focus on incremental improvements

Five Keys to Success

- Be realistic about costs
- Get support from the top
- Be prepared to solicit help from experts
- Mine your data deeply
- Share findings widely

Your Thoughts & Questions





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