

Program Evaluation Basics

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Objectives

- **Understand the purpose of program evaluation**
- **Explain the types of program evaluation**
- **Identify the 5 core steps of implementing evaluation**



What is Evaluation?



What Do We Mean by Evaluation?

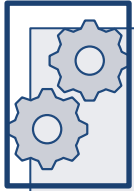


“Evaluation is a systematic and intentional process of gathering and analyzing data (quantitative and qualitative), to inform learning, decision-making and action.”

(Gopal & Preskill, 2014)



Evaluation is...



Systematic

- Methodical
- Deliberate
- Replicable



Intentional

- Planned
- Purposeful



Grounded

- Realistic
- Based on observations and questions related to current program



Goals of Evaluation



Strengthen programs



Empower organizations to make data-based decision, increase effectiveness, expand funding



Measure impact



(Better) Tell stories of what we do



Evaluation is not..

- **Punitive**

- If data doesn't show what you thought it would, it's not a wrongdoing of any person or team. Non-judgmental.

- **Biased**

- Evaluation will not look only for answers to make things look good. It will be honest and open

- **Just about measuring impact**

- You can evaluate many things, including how well the program runs, how to best use partner resources, and so on



Why Evaluate?



Evaluation helps...

- Facilitate Learning
- Inform Decisions
- Improve Strategy & Impact



Why is Evaluation Important?



Helps us
move beyond
assumptions



Enables
strategic use
of limited
resources



Types of Evaluation



Process Evaluation

Are program activities implemented as intended?

Is the program on track to achieve outcomes?

Are we serving who we think we are serving?

Outcome Evaluation

**To what extent
did our
programs
improve
participant
wellbeing?**

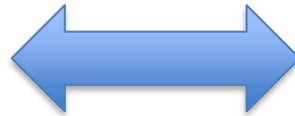
**How did family
communication
improve after
attending
group?**

**How did grief
awareness in
the
community
change?**

What comes first?



**Process
Evaluation**



**Outcome
Evaluation**



**Process
Evaluation**



Where to Start?





Step 1: ASK

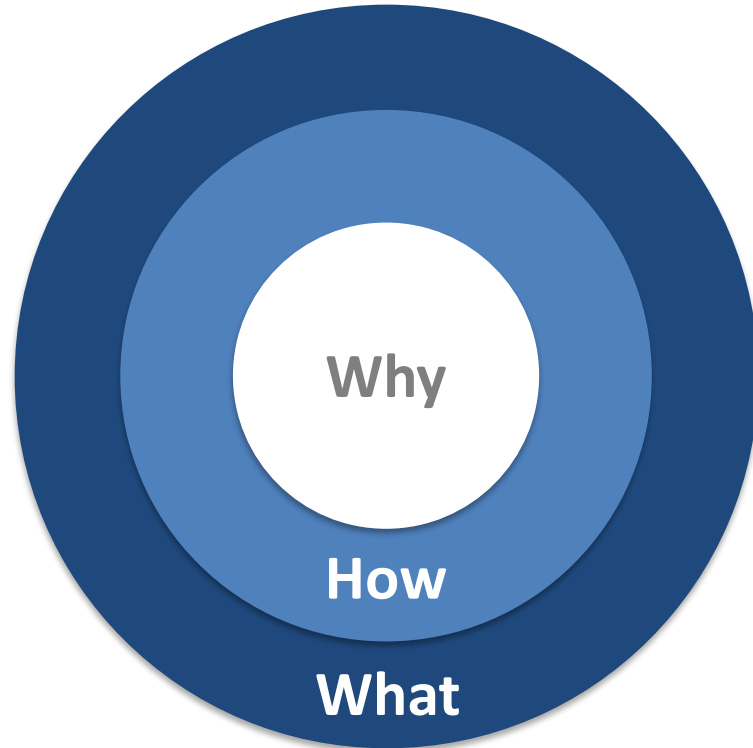
Prioritize evaluation questions

What questions do you have about your program or processes?

- **Need to:**
 - **Document questions to focus the evaluation project**
 - **Group similar questions together**
 - **Prioritize questions**



Simon Sinek's Golden Circle



Evaluation Questions Examples



Who are we serving?

- Is who we are serving representing of our service area?



What services are we providing?

- Are we providing services as we intended?
- Are there inefficiencies we can address?



What is our impact?

- How do participants grow or change from receiving our services?



Stakeholders are those who should be involved in the process or may be affected by it

- **Need to:**
 - **Bring them in early!**
 - **Discuss their needs, what questions they have, and how to incorporate input into plans**
 - **Gain their buy in**



Step 1. ASK:

Engage stakeholders

Who are your Stakeholders for Evaluation?

Those who will help you design the data collection

Those who will help you gather data

Those who will provide data

Those who will analyze the data

Those who will report the data

Those who will utilize data



What Questions will Stakeholders have?

Those who will help you design the data collection

Group facilitator:

- Will poor outcomes result in staff losing our jobs?
- Is my performance being evaluated?



What Questions will Stakeholders have?

Those who will help you gather data

Team Member:

- How will this impact my workload?



What Questions will Stakeholders have?

Decision maker:

- What resources are we utilizing to gather data?
- How much will it cost?

Those who will utilize data



Stakeholder Buy In

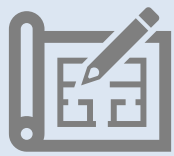


**Must
understand
why**



**Need
motivation &
support**





This is your North Star – what are you working towards?

Step 2: PLAN

**Set an
evaluation goal**

- **Need to:**
 - **Create guardrails to focus evaluation effort**
 - **Define the “end” result of your efforts**



Locke and Latham's 5 Principles

Clarity

Challenge

Commitment

Feedback

Complexity



Example Process Evaluation Goal

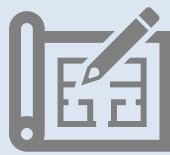
- Collect demographic and family data on participants at enrollment to provide important information on who we are serving. Analyze existing service data along with new attendance data gathered each night of peer support group to determine if services are being offered as intended.



Example Outcome Evaluation Goal

- Understand the level of impact Camp has on participants through administering a pre-test and post-test to measure change in hopefulness over time





Step 2: PLAN

Assign roles

Who is the Evaluation Team?

- **Need to:**
 - **Identify who will be responsible for specific tasks**
 - **Determine what communication channels will look like**



Example Evaluation Roles

**Oversee
Work**

**Program
Expert**

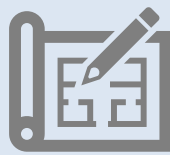
Collect Data

Enter Data

Monitor Data

Analyze Data

**Communicate
with Team**



Step 2: PLAN

Identify essential data capture

What data is needed to answer your evaluation questions/evaluation goal?

- **Need to determine:**
 - **Information needed**
 - **Measures to use**



Data Capture Examples



Who are we serving?

Demographics

- Age, race, ethnicity, gender identity, death-specific variables, relationship to the deceased



What services are we providing?

Participation

- Attendance, frequency, days/times, online/in-person



What is our impact?

Impact

- Whatever the program aims to change (e.g., coping skills, hopefulness, meaning making, isolation)



Step 3. ACT:

Begin data collection

How can you gather needed data?

- Need to determine:
 - Method
 - Protocol



Common Methods for Capture



Surveys

- Paper or online
- Mailed or completed in-person
- Different questions depending on audience



Tallies

- Spreadsheets, database, paper/Word
- Completed by a staff member or volunteer
- Clearly defined





How to get data ready for analysis and how to pull insights from the data

Step 3: ACT

Clean and analyze data

- **Need to:**
 - **Organize data**
 - **Summarize data through counts and calculations**
 - **Identify trends and levels of change**
 - **Refer to questions and goal as guides**



Tips and Resources

- **Excel and other spreadsheet programs allow for some powerful analysis**
 - Use Conditional Formatting and Data Validation to help clean data
 - Use functions and formulas to summarize huge amounts of data
 - Sumif, Countif, and PivotTables can elevate your analysis
 - Create basic charts to make it quicker to see the story being told
- **[Gcfglobal.org](https://www.gcfglobal.org); support.microsoft.com**



Analysis Examples



Who are we serving?

- Demographic summaries



What services are we providing?

- Counts and calculations based on tallies

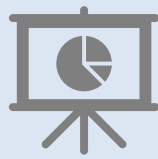


What is our impact?

- Pre-test and post-test score changes

Learn more about working with data by watching our [Data Basics](#) training here





How can we share our findings?

- **Need to:**
 - **Select data to present in a report brief or slide deck**
 - **Provide answers to evaluation questions and new ones that came up during analysis**
 - **Discuss findings with others – what have we learned?**



Step 4: REFLECT

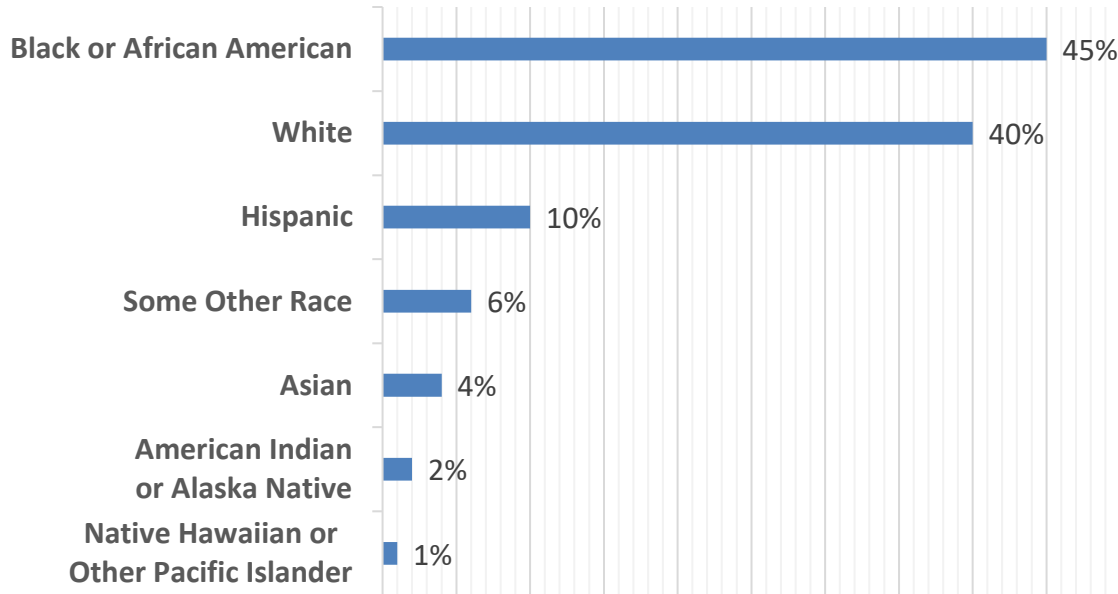
Discuss results

Presentation Example



Who are we serving?

Participants Served by Race & Ethnicity



Include a similar chart using local community data.

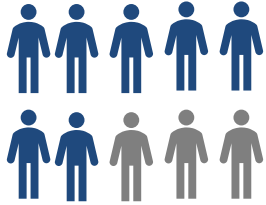
Address when you share how they compare and what that means.



Presentation Example



What services are we providing?



71%

Participants who attend a 2nd night of group after attending their 1st



98%

Participants who attend a 3rd night of group after attending their 2nd



20%

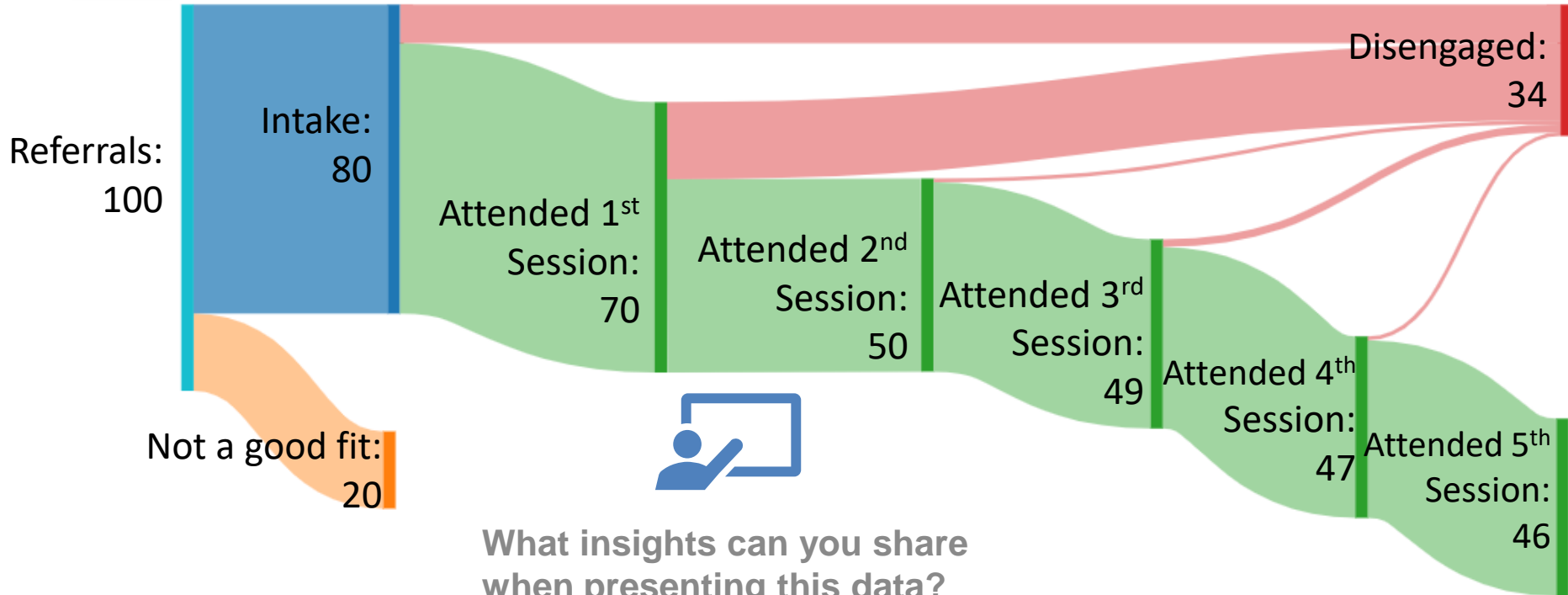
Referrals received noted as “Not a Good Fit”



Presentation Example



What services are we providing?



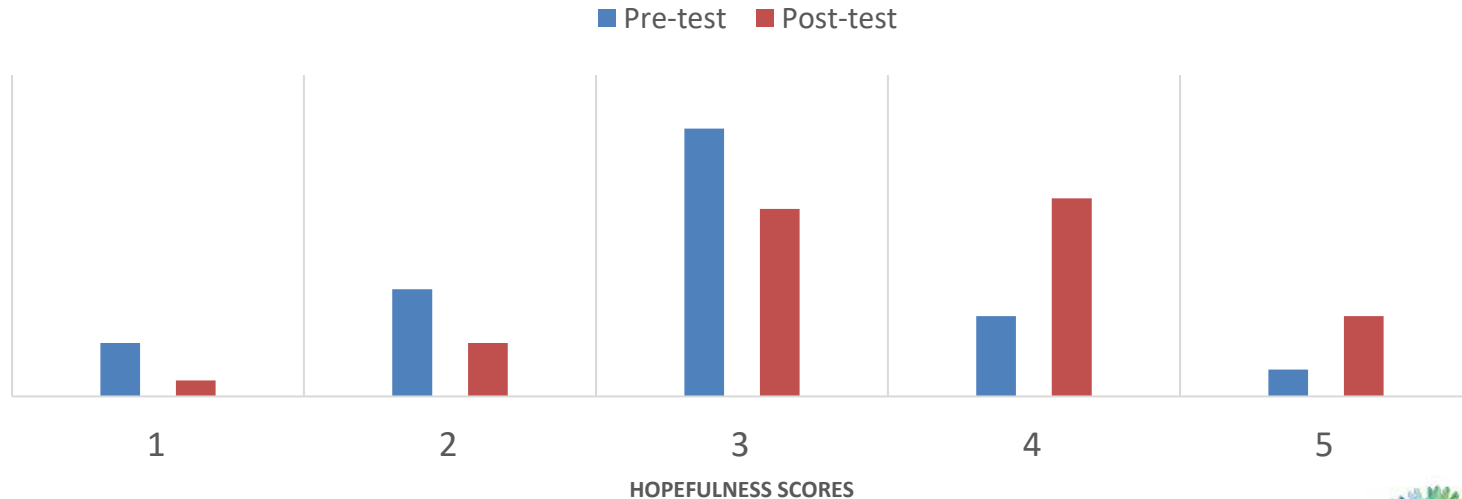
What insights can you share when presenting this data?

Presentation Example



What is our impact?

HOPEFULNESS SCORE DISTRIBUTIONS



How else can you present the data to discuss this impact?
Prepare discussion points to guide the conversation.





How can we use the findings in our work?

Step 4. REFLECT:

Determine next steps

- Need to:
 - Use your data!
 - Ask: So what?
 - What do you know now that you can use towards improvement?
 - What new questions did you identify?



Discussion Example



Who are we serving?

Finding:

- 10% of participants identify as Hispanic compared to 40% of those living in service area identify as Hispanic

Discussion:

- Are there barriers not being addressed?
- Is outreach about services not reaching everyone you thought?

Discussion Example



What services are we providing?

Finding:

- **Missing a lot of attendance data**

Discussion:

- **How can we improve the data collection process to address this gap?**
- **Who should we work with to develop a plan?**

Discussion Example



**What is our
impact?**

Finding:

- Larger distribution of scores of 3 on the Hopefulness Scale during post-test than anticipated

Discussion:

- Review with team
- Develop a focus group
- Re-review the data
- Gain input on timing



How do we start using the data?

- **Need to:**
 - **Make process improvements**
 - **Adjust your program**
 - **Include findings in grant applications**
 - **Document new evaluation questions, evaluation goal**
 - **Repeat the evaluation cycle**



Step 5. IMPROVE:

Take action

Action Examples



Who are we serving?

- **Write a grant!**
 - **Fund broadening referral sources**
 - **Better reach all in service area**



What services are we providing?

- **Meet with team**
 - **Discuss challenges to consistent data collection**
- **Create improvement goal**
 - **Outline steps in a plan**

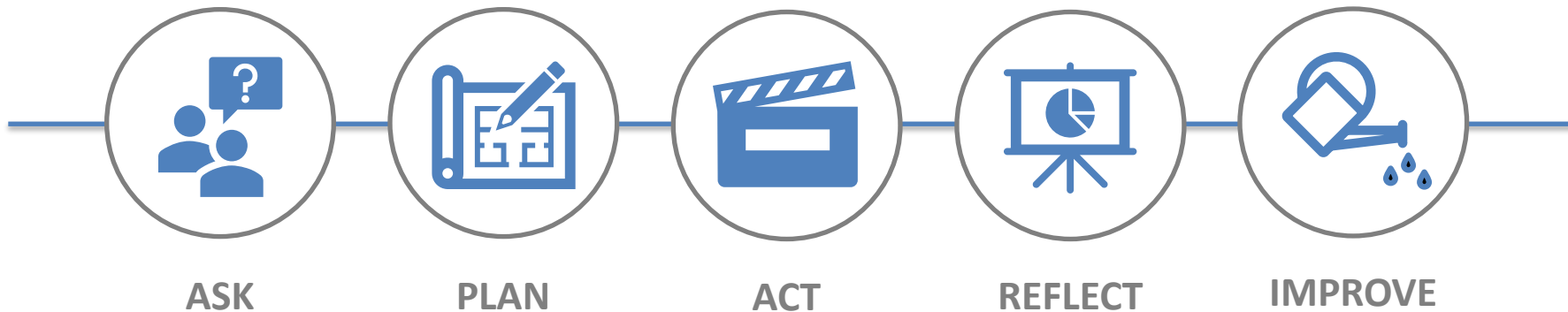


What is our impact?

- **Research additional measures**
 - **What measures impact other than hopefulness?**

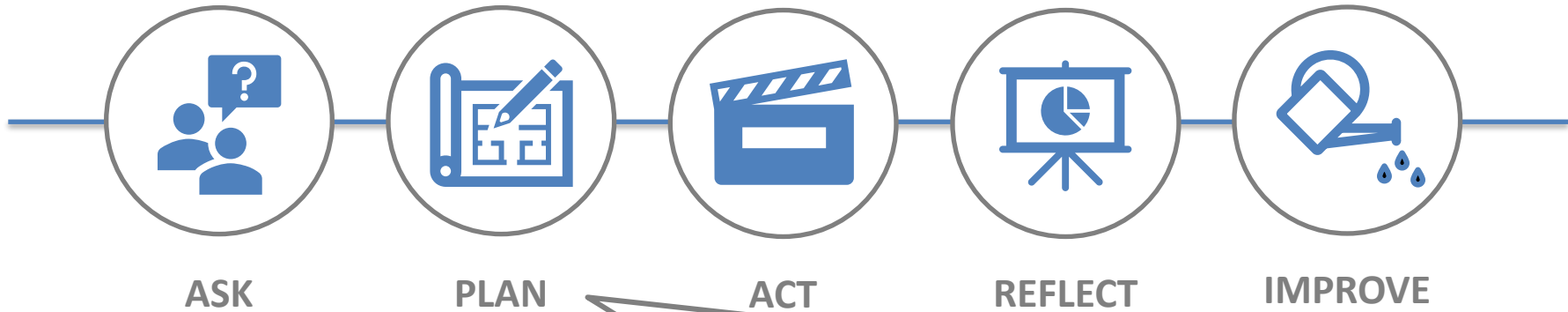
Wrapping-Up





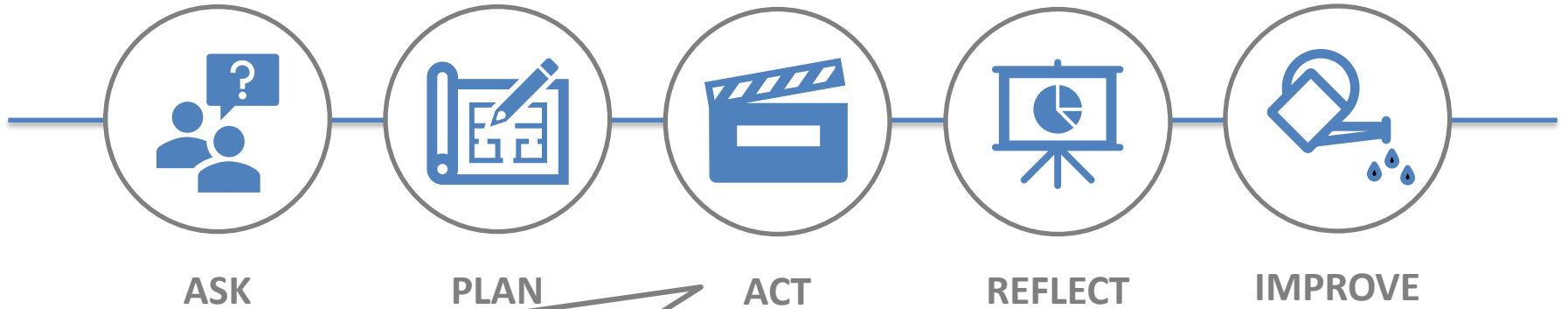
- What do we want to know?
 - **Who are we serving?**
- What feedback do our stakeholders have?
 - **Interested in income data to see if reaching all in service area**





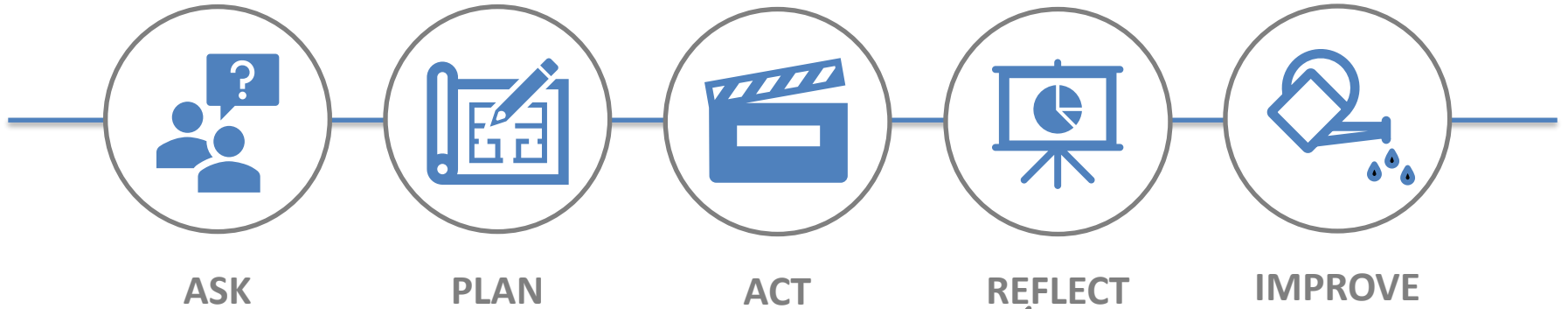
- What is our goal?
 - **Collect demographic and family data on at enrollment to provide important information on who we are serving**
- Who is our team?
 - **Intake counselors, data entry volunteer...**
- What data do we collect?
 - **Race, ethnicity, income, zip code**





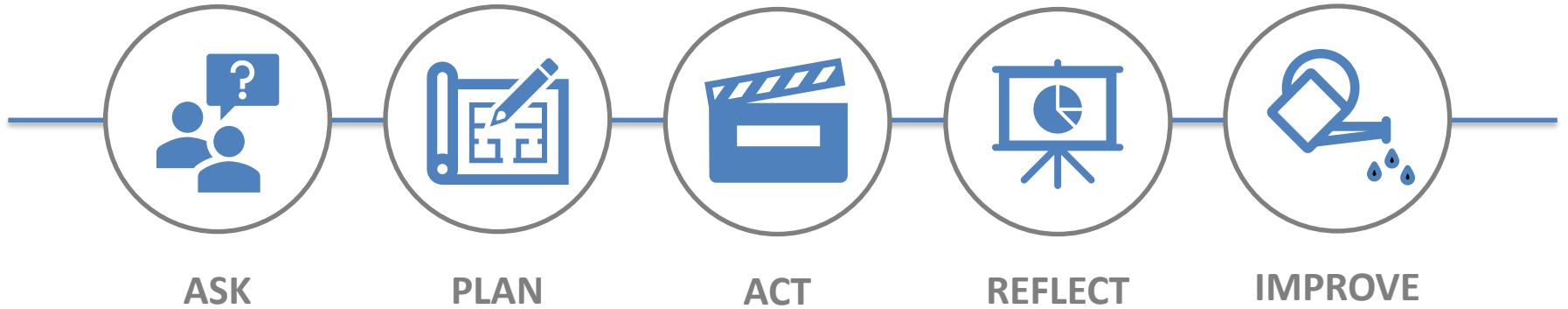
- How do we begin collecting data?
 - **Update intake survey**
 - **Research community data**
- What do we do with the data?
 - **Count responses for distinct participants**
 - **Calculate proportions**





- How do we discuss our findings?
 - **10% of participants identify as Hispanic, compared to 40% in service area**
- What next steps do we brainstorm?
 - **Are there barriers to attending?**
 - **Is our outreach reaching everyone in need?**





- How do we take action?
 - **Apply for grants**
 - **Gain new funding to improve outreach efforts**
 - **Develop new outreach plan**
 - **Cultivate new partnerships**
 - **Research new platforms to use to share service information**



Take Aways

- Evaluation helps us go from *assumptions* to *understanding* regarding processes & impact
- Evaluation empowers us to strengthen programs, make data-based decisions, & expand funding
- Evaluation is not one-size fits all:
it should answer *your* questions about *your* program
- Core steps of evaluation:
Ask, plan, act, reflect, improve



Upcoming Trainings

Theory of Change

- December 2022

Evaluation Planning

- Winter 2023

Data Basics

- Spring 2023
- Recording currently available online @ NACG website [here](#)



Closing

Questions?





judi's house / JAG Institute
For Grieving Children and Families

