Evaluation Planning

April 12, 2023

Laura J. Landry & Maddy Verheyden
Judi’s House/JAG Institute
## Evaluation Trainings

<table>
<thead>
<tr>
<th>Data Basics</th>
<th>Program Evaluation Basics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data capture &amp; basic</td>
<td>Types of evaluation – approaches, goals</td>
</tr>
<tr>
<td>data utilization</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Theory of Change</td>
<td>Evaluation Planning</td>
</tr>
<tr>
<td>Define your model – first</td>
<td>Steps – key questions, design, measures</td>
</tr>
<tr>
<td>step in planning</td>
<td></td>
</tr>
</tbody>
</table>
Objectives

• Summarize the purpose of developing an evaluation plan
• Explain how to use evaluation planning to achieve goals
• Identify the essentials elements of a good evaluation plan
• Describe the core steps of evaluation planning
Evaluation Plan Basics
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)
Foundations of Evaluation

- **Before the evaluation plan**
  - Evaluation Goal & Questions
  - Logic Model/Theory of Change

**Program Evaluation Basics**
Types of evaluation – approaches, goals
(NACG website here)

Theory of Change
Define your model – first step in planning
(NACG website here)
What is an evaluation plan?

“A written document that describes how you will monitor and evaluate your program, as well as how you intend to use evaluation results for program improvement and decision making.” (CDC Program Performance and Evaluation Office)
Purpose and Role

- **Why** are we evaluating?
- **How** will we evaluate?
- **What** data will we gather?
Poll

Do you currently have an evaluation plan in place at your organization?
Evaluation Plan & Goal Achievement
Why use an evaluation plan?

• Focus
• Accountability
• Organization
• Stakeholder engagement
• Resource allocation
I HAVE NO IDEA WHAT I’M DOING
Essential Elements
Evaluation Goal

Data needed

Measures and questions to get the data

Survey

Data collection process

Data analysis & cleaning

Evaluation Plan

Data needed

Measures and questions to get the data

Tally

Data utilization

Data needed

Measures and questions to get the data

Survey
Evaluation Plan Sections

1.) Introduction
   • Purpose
   • Program Description
   • Evaluation Focus
   • Evaluation Roles

2.) Evaluation Design
   • Data Collection Process
   • Data Analysis Plan

3.) Data Utilization

4.) Communication & Reporting

5.) Timeline

6.) Future Evaluation
Introduction

- Purpose
- Program Description
- Evaluation Focus
  - Evaluation Goal
  - Evaluation Questions
- Evaluation Roles
Purpose Statement

• The purpose section will include the “why” to your evaluation.
• Why engage in evaluation?
Purpose Statement Example

Sunrise Grief Center will be conducting new evaluation work within the Peer Support Group program.

We are engaging in this work to better understand who is utilizing our services, if we are reaching all those in need, and if we are providing services as intended.
Program Description

• Program process/overview

Description of the program or process being evaluated

• What is the program?
• What does the program look like?
Program Description

- Program process/overview

Sunrise Grief Center offers peer support groups for children ages 6-18 and their caregivers. Grief Groups meet once every other week in-person and are provided at no cost.
Program Description

• Program process/overview
• Current evaluation practices

• What are the current practices related to evaluation?
• Are you currently collecting any data for this program?
• What does data collection currently look like?
Program Description

- Program process/overview
- Current evaluation practices

<table>
<thead>
<tr>
<th>Data Collector Name</th>
<th>Data Collector Type</th>
<th>Timing</th>
<th>Current Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intake Assessment</td>
<td>Paper survey</td>
<td>After initial call</td>
<td>Collect kay information about participants for reporting</td>
</tr>
<tr>
<td>Attendance sheet</td>
<td>Paper form</td>
<td>Daily</td>
<td>Track who is at group to create a count</td>
</tr>
</tbody>
</table>
Program Description

- Program process/overview
- Current evaluation practices
- Logic model

Description of what a program does & what its outcomes are

A visual summary of the program
Program Description

- Program process/overview
- Current evaluation practices
- Logic model

<table>
<thead>
<tr>
<th>Goal</th>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Impacts</th>
</tr>
</thead>
</table>
| • Promote healthy adjustment to loss through connection | • Volunteers  
• Funding  
• Meeting space | • Facilitate peer support groups for children  
• Collect data on who attends  
• Serve a meal prior to group | • # of children served  
• # of sessions  
• Hours of service  
• # of volunteers  
• Average # of sessions attended | • Increased hopefulness  
• Increased sense of community and belonging  
• Decreased feeling of isolation in grief |
Program Description

- Program process/overview
- Current evaluation practices
- Logic model
- Gaps being addressed

Document reflections after reviewing what is currently in place and what you might want to gather, based on logic model
Program Description

- Program process/overview
- Current evaluation practices
- Logic model
- Gaps being addressed

Recognized that we need to gather data on who attended, not just track counts of attendance, to connect attendance data to outcome data in future.
Evaluation Focus

• What is the focus of your evaluation?
  • Evaluation goal
  • Evaluation questions
Evaluation Focus

• What is the focus of your evaluation?
  
  • Evaluation goal
  
  • Evaluation questions

Example: Sunrise Grief Center

This process will address the following 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 group to determine if services are being offered as intended.
Evaluation Focus

• What is the focus of your evaluation?
  • Evaluation goal
  • Evaluation questions

Example: Sunrise Grief Center

We intend to answer these questions at the end of this process:
• How many participants are we serving?
• Who are we serving?
• Are we providing services as intended?
• How many services did we provide?
Evaluation Roles

- Who will lead the effort
- Who is a part of the team
- Responsibilities of each team member
- Optional
  - Timeframe of tasks
# Evaluation Roles Example

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Jenny Pretend  | Director| • Oversee evaluation  
|                |         | • Assign tasks  
|                |         | • Design tools  
|                |         | • Train facilitators                                  |
| Mike Fake      | Coordinator| • Conduct literature review  
|                |         | • Oversee data collection  
|                |         | • Monitor data  
|                |         | • Clean data                                          |
| Chris Invented | Intern  | • Test tool  
|                |         | • Enter data                                          |
“Jenny Pretend, the director of Sunrise Grief Center, will oversee the evaluation, assign tasks, design tools, and help train facilitators. Mike Fake, the coordinator at Sunrise Grief Center, will support the evaluation by conducting a literature review, overseeing data collection, monitoring data, and cleaning data. Chris Invented, an intern at Sunrise Grief Center, will play a key role in testing tools and entering data.”
Section 2

Evaluation Design

AKA: Methodology

Strategy for your research approach
Evaluation Design

AKA: Methodology

- Addressing Evaluation Questions

Describe how evaluation questions will be broken up for data collection

Will this be done in phases? Will there be a pilot?
**Evaluation Design Example**

“Addressing Evaluation Questions

To reach the evaluation goal, guiding questions have been broken down to identify how we to plan to answer them:”

<table>
<thead>
<tr>
<th>Question</th>
<th>Data required</th>
<th>Data Collection</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many participants are we serving?</td>
<td>Count data of all participants and families. Ability to match participants to families.</td>
<td>Intake assessment and Attendance sheets (current) Additional details added by volunteer to match attendance to distinct participants</td>
<td>Intake assessment Attendance Sheets Attendance tally</td>
</tr>
</tbody>
</table>
Evaluation Design

AKA: Methodology

- Addressing Evaluation Questions
- Description of Population

Who are you collecting data from?
What will the sample look like?
How will someone meet criteria to be part of the evaluation process?
“Sunrise Grief Center provides support to children and families grieving a death. Services are provided to children ages 6-18 and their families at no charge. Most families who participate in peer support groups live in and around the Green Bay area. We will ask all families to participate in the evaluation.”
Evaluation Design

AKA: Methodology

• Addressing Evaluation Questions
• Description of Population
• Data Collection Plan
Data Collection Plan

• What data is being collected?
• How is the data being collected?
• When is the data being collected?
• What measures are you using?
• Who is the data being collected from?
• Who is entering collected data?
• What database will data be entered in?
• How will the data be monitored?
Evaluation Design

“The evaluation will refine current data collection processes to capture who we serve in addition to introducing new data collection processes and forms.

1. Deploy new data collectors developed to answer evaluation questions
2. Routinely monitor and analyze data to search for trends
3. Continue data collection when discussing data utilization
4. Revise process as needed when issues are identified
5. Strategize Action Plan to respond to data trends
6. Determine with Evaluation Team if this data collection will continue and for how long”
# Data Collection

## Data Collection by Timepoint

<table>
<thead>
<tr>
<th>Attendance Tally</th>
<th>Timing</th>
<th>Weekly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Format</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Follow-up process</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Timing**: Weekly
- **Format**: Spreadsheet tally, some data taken from attendance sheet
- **Data Collected**: Distinct counts for participants and families separated by group
- **Follow-up process**: Volunteer responsible will reach out to group facilitator if any missing data
Evaluation Design

Intake Process
- Data entry process
- Response quality

1st session survey
- Facilitation
- Response quality
- Process

Service tracking
- Timing
- Data quality
- Data Structure
Does your organization currently map out your data collection plan?
Evaluation Design

AKA: Methodology

- Addressing Evaluation Questions
- Description of Population
- Data Collection Plan
- Data Analysis Plan

Includes:
- Cleaning the data
- Analyzing the data
- Connecting data to evaluation questions
Data Analysis Plan

• Cleaning the data

Incorrect Data

<table>
<thead>
<tr>
<th>Group Type</th>
<th>Adolecent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Adolescent</td>
</tr>
<tr>
<td></td>
<td>Adelesent</td>
</tr>
</tbody>
</table>

Spelling errors
Data Analysis Plan

• Cleaning the data

Bad Formatting

<table>
<thead>
<tr>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 4, 1977</td>
</tr>
<tr>
<td>5/4/1977</td>
</tr>
<tr>
<td>1977.05.04</td>
</tr>
</tbody>
</table>
Data Analysis Plan

- Cleaning the data

Duplication

Duplicate entries

Client IDs

4545
4545
4546
Data Analysis Plan

- Cleaning the data

### Missing Data

<table>
<thead>
<tr>
<th>Family ID</th>
<th>Client ID</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>8765</td>
<td>JOY8765</td>
<td>Joyce</td>
</tr>
<tr>
<td>8765</td>
<td>JON8765</td>
<td>Jonathan</td>
</tr>
<tr>
<td>8765</td>
<td></td>
<td>Will</td>
</tr>
</tbody>
</table>
Data Analysis Plan

“First, the team will clean the data. This includes removing incomplete responses and identifying missing data.”
Data Analysis Plan

- Cleaning the data
- Analyzing the data

How will data be analyzed?

What is the plan for analysis?
Data Analysis Example

“First, the team will clean the data. This includes removing incomplete responses and identifying missing data. Then, the team will analyze the data using descriptives (mean, median, mode, etc.).
Data Analysis Plan

- Cleaning the data
- Analyzing the data
- Connecting data to evaluation questions

What does all this data mean in terms of your evaluation questions?
Data 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
“First, the team will clean the data. This includes removing incomplete responses and identifying missing data. Then, the team will analyze the data using descriptives (mean, median, mode, etc.). From there, we will use the data to answer the identified evaluation questions and inform the overall goal.”
Data Utilization

- How the data will be utilized by the organization?
  - Document current program efforts
  - Process improvement
  - Program improvement
  - Decision-making
  - Inform future evaluations
Begin with the End in Mind
Data Utilization

• How the data will be utilized by the organization?
  • Document current program efforts
Data Utilization

• **How the data will be utilized by the organization?**
  - Document current program efforts

Who are we serving?

What services are we providing?
Data Utilization

• How the data will be utilized by the organization?
  • Document current program efforts
  • Process improvement

  • Finding: Missing a lot of attendance data
  • Process Improvement: Better nightly tracking
Data Utilization

• How the data will be utilized by the organization?
  • Document current program efforts
  • Process improvement
  • Program improvement

• Finding: Coping skills
• Program Improvement:
  Additional time focused on coping skills
Data Utilization

• How the data will be utilized by the organization?
  - Document current program efforts
  - Process improvement
  - Program improvement
  - Decision-making

• Finding: High # 11-13 year olds
• Decision: Additional middle-school age group
Data Utilization

• **How the data will be utilized by the organization?**
  - Document current program efforts
  - Process improvement
  - Program improvement
  - Decision-making
  - Inform future evaluations

- What went well?
- What did not go as planned? What should be changed for the next cycle?
- What were some lessons learned during each part of the evaluation?
Data Utilization

“The evaluation findings will be used to guide ongoing decision-making and program improvement efforts. The results will also be used to document the effectiveness of the stated goal.”
Section 4

Communication & Reporting

• Who will you communicate with?

  • Funders
  • Stakeholders
Communication & Reporting

- Who will you communicate with?
- How will you communicate?
  - Informal/Formal meetings
  - Email
Communication & Reporting

• Who will you communicate with?

• How will you communicate?

• How will you report the results of the evaluation? When?

- PowerPoint
- Word documents - Reports
- Dashboard
"Updates will be given via informal meetings and through email communication. The team will schedule a data discussion with program team members to aid with interpretation of results. The findings will be communicated to Sunrise Grief Center leadership via an annual report."
Report Example

Sunrise Grief Center

What services are we providing?

Referrals: 100
Intake: 80

Attended 1\textsuperscript{st} Session: 70
Attended 2\textsuperscript{nd} Session: 50
Attended 3\textsuperscript{rd} Session: 49
Attended 4\textsuperscript{th} Session: 47
Attended 5\textsuperscript{th} Session: 46

Disengaged: 34

Not a good fit: 20

What insights can you share when presenting this data?
How does your organization typically report data?
Section 5

Timeline

- Calendar of Milestones
- When will data collection begin?
- When should data analysis begin?
**Timeline Example**

**November**
- Identify data for collection
- Research measures

**December**
- Select or create measures
- Create data collectors
- Test data collectors
- Review data storage system

**January**
- Finalize Evaluation Plan
- Train staff and volunteers
- Launch data collection

**February**
- Monitor
- Weekly review meetings
- Test data cleaning
Data Collection: Wednesday night groups

- Meet with team to finalize collectors
- Afternoon training for staff and volunteers
- Program team meeting: Evaluation on agenda
- Monitoring Data Collection
- Process Review meeting
- Process Adjustment Plan

Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | Week 7 | Week 8 | Week 9 | Week 10 | Week 11
Timeline

- High level?
- Lots of detail?
- Minimum = Major milestones
Timeline

• Minimum = Major milestones

Update Intake Form by July 15, ready to review with team and launch by August 1
Timeline

• Minimum = Major milestones

- Review gathered data after administering new form for 3 months
Timeline

- Minimum = Major milestones

Clean & analyze data by January 11, ready for February Board meeting & Impact Report
Future Directions

• How will this inform future projects?

• What other evaluation questions do you have that have been “pinned?”
Future Directions

“Planning this process has surfaced several other areas we are interested in evaluating in the future:

• Impact of peer support groups
• How attendance trends affect impacts
• Most utilized referrals
• How most participants hear about our program

The outcome of the current evaluation plan will also drive additional evaluation efforts based on understanding how effective our responses are.”
Length of Evaluation Plan

- Does not need to be long to be effective
- Should be concise & to the point
- Should be specific & accurate
Core Steps in Evaluation Planning
Core Steps

1. Form your team
2. Access example/template
3. Document ideas, plans, processes
4. Engage stakeholders
5. Implement!
Core Steps

1. Form your team

- Program Director
- Program Coordinator
- Intern/Volunteer
- Facilitator
- Board Member
Core Steps

2. Access example/template

- Centers for Disease Control & Prevention Evaluation Plan Outline
- U.S. Department of Education Evaluation Plan Outline
- Illinois.gov Evaluation Plan Outline
- National Rural Health Resource Center Evaluation Plan Outline
Core Steps

1. Form your team
2. Access example/template
3. Document ideas, plans, processes

- Evaluation Focus
- Evaluation Roles
- Data Collection Process
- Data Analysis Plan
- Data Utilization
- Communication & Reporting
- Timeline
Who are your Stakeholders for Evaluation?

1. Those who will help you design the data collection
2. Those who will help you gather data
3. Those who will provide data
4. Those who will analyze the data
5. Those who will report the data
6. Those who will utilize data

Build
Buy-In

Engage stakeholders
Core Steps

You are ready!

- Use the evaluation plan as a guide to your evaluation
  - Refer stakeholders to the plan
- Use the evaluation plan as a reflection tool
- Use evaluation plan to inform future evaluations

Implement!
Wrapping-Up
Take Aways

• The purpose of developing an evaluation plan is to stay organized and prepare for program evaluation.

• Using your evaluation plan to guide your work will help you achieve your goals

• A good evaluation plan has an introduction, evaluation design, data utilization, communication & reporting, timeline, & future evaluation section
Learnings from this session
Upcoming Trainings

Data Basics
• July 2023
• Recording of 2022 training currently available online @ NACG website here

Program Evaluation Basics
• August 2023
• Recording of 2022 training currently available online @ NACG website here

Theory of Change
• September 2023
• Recording of 2022 training currently available online @ NACG website here
Questions?