

Basic Steps in Program Evaluation

Step	Key Questions
1. Engage Stakeholders	<ul style="list-style-type: none"> • Who are the stakeholders in your program? • What are their interests in the evaluation and what role do they play? • How do you plan to engage stakeholders?
2. Describe the Program	<ul style="list-style-type: none"> • What environmental factors affect your program? • What population(s) does your program serve? • What are the objectives of your program? • What activities are being carried out to accomplish program objectives? • What resources are available to conduct the program activities? • What are the direct and immediate outputs of program activities (materials produced, services delivered, etc.) • What are the intended effects of the program activities (e.g., short-term, intermediate, and long-term outcomes)?
3. Focus the Evaluation Design	<ul style="list-style-type: none"> • Develop 3-5 high priority Evaluation Questions: <ul style="list-style-type: none"> ○ Is it feasible to collect data to answer these questions? ○ Will the data provide accurate information? • Evaluation Design: <ul style="list-style-type: none"> ○ Will you have a comparison or control group? ○ When will you collect data? ○ Will the data be collected retrospectively or prospectively? ○ What type of data do you need? What data do you have already?
4. Gather Credible Evidence	<ul style="list-style-type: none"> • Data Collection <ul style="list-style-type: none"> ○ Where are the data? What methods will be used to collect data? ○ How often will the data be collected? Who will collect the data? • Tools for Data Collection <ul style="list-style-type: none"> ○ What information do you need to collect? ○ How can you most easily collect, analyze, and use the data?
5. Justify Conclusions	<ul style="list-style-type: none"> • Data Analysis <ul style="list-style-type: none"> ○ What techniques will you use to analyze your data? ○ Who is responsible for analysis? • Interpretation of Data <ul style="list-style-type: none"> ○ What conclusions will you draw from your findings? ○ How will you involve stakeholders?
6. Ensure Use and Share Lessons Learned	<ul style="list-style-type: none"> • Dissemination <ul style="list-style-type: none"> ○ What medium will you use to disseminate findings? ○ Who is responsible for dissemination? • Use <ul style="list-style-type: none"> ○ How, where, and when will findings be used? ○ Who will act on the findings?

Source: Centers for Disease Control (n.d.). *A Guide for Developing a TB Evaluation Plan*. Atlanta, GA: CDC, Division of Tuberculosis Elimination.

Logic Model Components

Component	Description
Problem Statement	A description of the problem that a program seeks to solve.
Goal	The intended aim or impact over the life of a program.
Rationale	Why the program activities will produce the intended results.
Assumptions	The factors necessary for the program to succeed that are already in place.
Resources	People, time, materials, and funds dedicated to or consumed by a program.
Activities	The actions a program takes to achieve the desired results.
Outputs	The tangible, direct products of program activities.
Outcomes	The short-term, intermediate and long-term changes expected to result from a program – changes among individuals, families, organizations, communities and/or systems.

Source: The Innovation Network

Logic Model for Consensus Organizing

Problem Statement

Distressed communities often lack the resources, connections, and relationships necessary to facilitate community change.

Goal

Using consensus organizing strategies, the goal is to mobilize and bring together the interests within the community and the political, economic, and social power structure from outside the community to build relationships and create tangible community changes.



Long Term Outcomes

- Partners and funding are secured.
- Tangible community improvement projects are implemented.
- Community capacity is developed: organizational capacity, strong social capital, inter-organizational partnerships, connections and relationships with external players, systems for developing and sustaining community leadership.
- Power is created and shared.

Intermediate Outcomes

- In-depth relationships are built.
- Core group is solidified based on their contributions and leadership.
- Organizational capacity is developed among the core group.
- A strategy/advisory group of external players is formed.
- A town hall meeting is held to clarify goals and priorities.
- Resident-driven action plan; feedback from community and external players. Committees formed to address issues.
- Partners and resources identified.

Short Term Outcomes

- Knowledge of community's characteristics, history, assets, dynamics and resources.
- Understanding of the self-interest of individuals inside and outside the community.
- Residents are willing to become members of the core group.
- Small win-win projects creating tangible changes.
- Community newsletters, phone trees, neighborhood meetings.

Rationales

Solutions should come from communities. Pragmatic leadership is often present in communities, but always recognized. The interests of communities and the power structure can be harnessed to improve communities.



Resources

- Consensus organizers
- A core group of community stakeholders
- A core group of external players
- Start-up funding for consensus organizers, a loan and grant pool for projects developed by the core group of community stakeholders.



Activities

Step 1: Conduct a Community Analysis
 Step 2: Build Relationships with members of the internal and external community resources based on mutual self-interest
 Step 3: Design and implement Win-Win Projects
 Step 4: Disseminate information about the organizing effort and the issues people care about
 Step 5: Strengthen/Solidify Core Group
 Step 6: Develop Strategies (analyze and prioritize issues and opportunities)
 Step 7: Identify Internal and External Resource Partners and their potential roles and contributions
 Step 8: Develop and Implement Action Plans
 Step 9: Develop Sustainable Neighborhoods



Outputs

1. Written Report of the community analysis.
2. Relationships built with individuals inside and outside the neighborhood.
3. At least 2 win-win projects implemented.
4. Methods to share information with the community.
5. A core group of community stakeholders (20-25).
6. Formal (e.g., town meetings) and informal meetings with the community.
7. External partners willing to make contributions.
8. An Action Plan outlining priorities, issues, opportunities and projects.



Assumptions

Power can be created based on mutual self interest. Genuine partnerships can be formed between individuals inside and outside communities.

**Selecting an Evaluation Design
Questions to Consider**

Area	Questions to Consider
Resources	<ul style="list-style-type: none"> • What resources are available to conduct the evaluation (e.g., staff, software, data, funds to hire an evaluator, etc.)? • What data do you already have that can be used for the evaluation? What data do you need to collect?
Timeliness	<ul style="list-style-type: none"> • When do decisions need to be made about the program? • How long do you have to conduct the evaluation based on when the data is needed?
Stage of Program	<ul style="list-style-type: none"> • Is the program newly established? A process evaluation may be more suitable in order to understand how the program being implemented. • Is the program well established? An outcome or formative evaluation may be more suitable in order to understand the program's impact. In addition, a control/comparison group could compare sites that received the intervention with those that have not.
Data Collection	<ul style="list-style-type: none"> • Will you collect data and measure the program's results before and after the intervention (e.g., pre- and post-test), or over time (e.g., a time series design)? • Will you collect data prospectively or retrospectively? • Do you need in-depth, detailed information about the program (e.g., qualitative data), or specific, targeted information (e.g., quantitative)?
Strengthening your Design	<ul style="list-style-type: none"> • Use mixed methods when appropriate (e.g., qualitative and quantitative – such as focus groups and surveys). • Use repeated measures (e.g., pre-post tests, time series). • Triangulate (use multiple and varied data sources to draw conclusions).

Source: Centers for Disease Control (n.d.). *A Guide for Developing a TB Evaluation Plan*. Atlanta, GA: CDC, Division of Tuberculosis Elimination.

**Examples of Possible Program Indicators and Benchmarks
For a Consensus Organizing Intervention**

Evaluation Question	Process and Outcome Indicators	Program Benchmarks
What relationships and areas of mutual self interest were identified among residents in the community analysis?	The number of one-on-one meetings the consensus organizer held with residents and other community stakeholders.	The identification of at least 10 to 15 residents and community stakeholders willing to be members of the core group.
	The number of small group meetings held among potential core group members.	At least 3 priority areas are identified by the core group where mutual interests overlap.
What specific win-win projects were implemented? What were the results?	The number of win-win projects successfully implemented by the core group.	At least 2 win-win projects are successfully implemented by the core group.
	Potential leaders emerge and new relationships develop from working on win-win projects.	At least 75% of original core group members make a commitment to continue working together, and at least 3-5 new core group members are recruited.
	Tangible changes are made in the community.	Specific improvements are visible and clearly identified by the core group and external players (e.g., vacant lot cleaned up, crime watch group formed, etc.)

**Sample Data Collection Plan
For a Consensus Organizing Initiative**

Indicator	Sources	Data Collection		
		Who	When	How
The number of one-on-one meetings the consensus organizer held with residents and other community stakeholders.	Community Analysis Report	Consensus Organizer	After completion of community analysis	Chart of individuals organizer met with
Potential leaders emerge and new relationships develop from working on win-win projects	Written report by Consensus Organizer	Consensus Organizer	After win-win projects	Narrative analysis of potential core group members, identifying members retained and recruited, and potential leadership roles
	Survey of core group members	Program Evaluator	After win-win projects	Qualitative and quantitative questions asking members their perceptions of collaboration, leadership and working relationships among members

Sample Evaluation Timeline

Individuals Working on this Evaluation: _____

Name of Agency: _____

Program Being Evaluated: _____

Steps for Completing Your Evaluation	Major Tasks to Complete this Step	Person Primarily Responsible for This task	Targeted Dates for Completion
1. Identify the program to be evaluated and develop a Logic Model for the Program			
2. Identify the Purpose of the Evaluation			
3. Identify the Intended Users and Uses of the Evaluation			
4. Identify Evaluation Questions, Design and Methods			
5. Conduct Literature Review (e.g., identify research on similar types of interventions)			
6. Develop and/or Obtain Measurement Instruments (e.g., existing, adapted measures and/or new measures)			
6.1 Pilot new/adapted Instruments			
7. Collect your Data			
8. Analyze your Data			
9. Prepare Final Evaluation Report and other methods for disseminating results.			

