innovation network

TRANSFORMING EVALUATION FOR SOCIAL CHANGE

Program Evaluation

Assessing and Measuring
Your Program's Performance

Who We Are: Innovation Network

- National nonprofit organization
- Committed to evaluation as a tool for empowerment
- Work with nonprofits at the grassroots level
- Build evaluation capacity of nonprofits and funders so they can better serve their communities
- Practice a participatory approach

Innovation Network, Inc.   (202) 728-0727

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Washington, DC 20006   info@innonet.org

Objectives of this Session

To demonstrate …

- The importance of planning for effective program evaluation

- Innovation Network's Online Tools

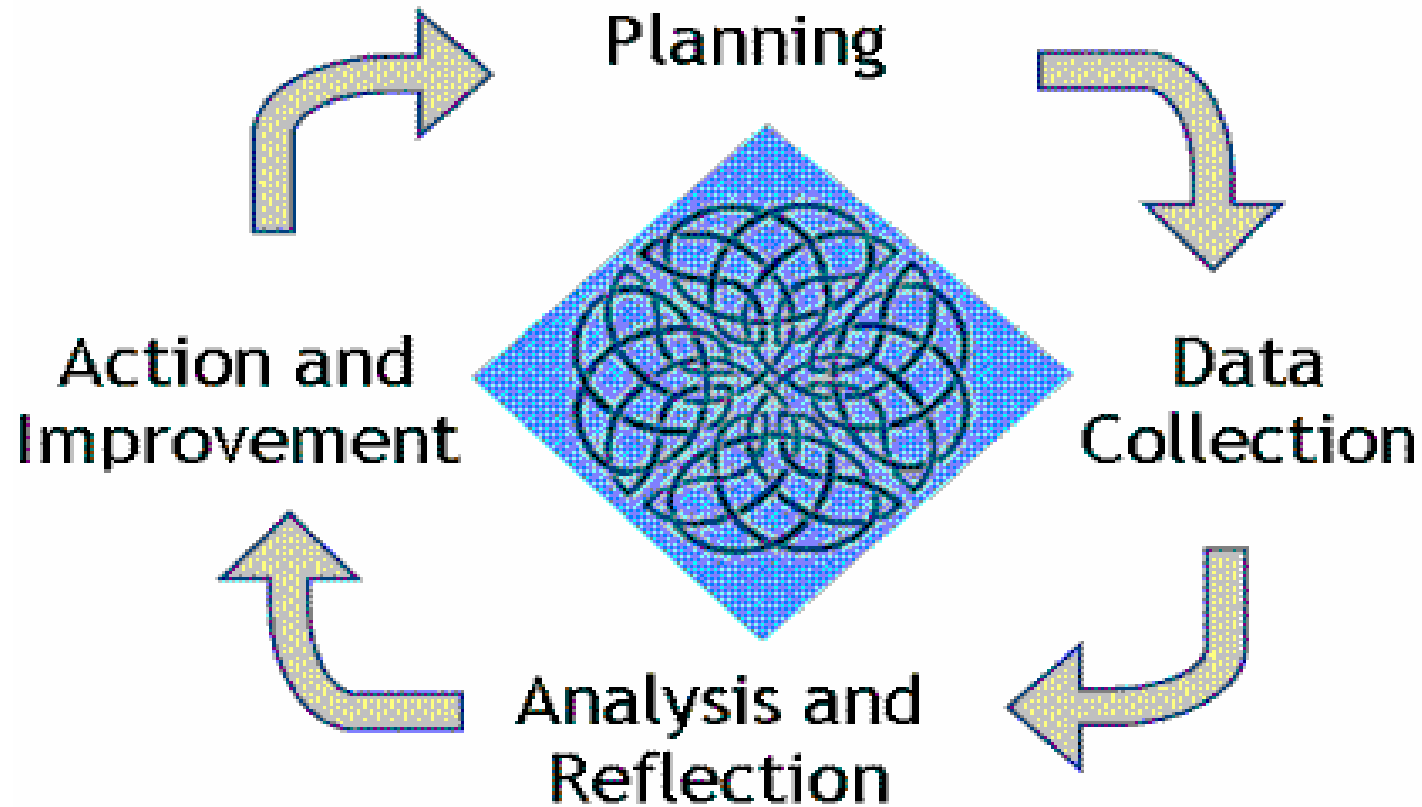- Ways to leverage online community building for impact

Internal Alignment

- Do our program goals line up with our organization's mission?

- Do our program activities help achieve intended short, intermediate and long-term outcomes?

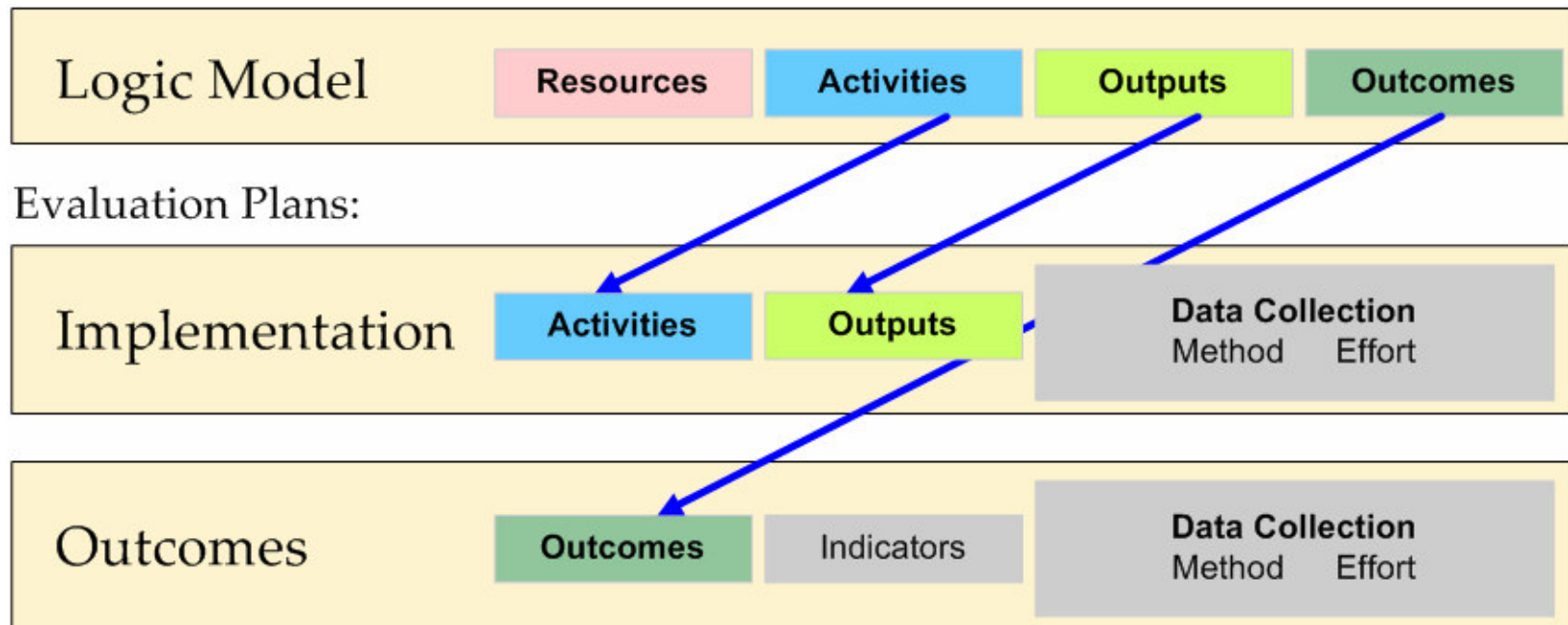- Do these outcomes help us move closer to our mission?

External Alignment

- Does my organization's mission align with my funder's portfolio goals?

- Do my intended program outcomes align with the longer term outcomes of my funder?

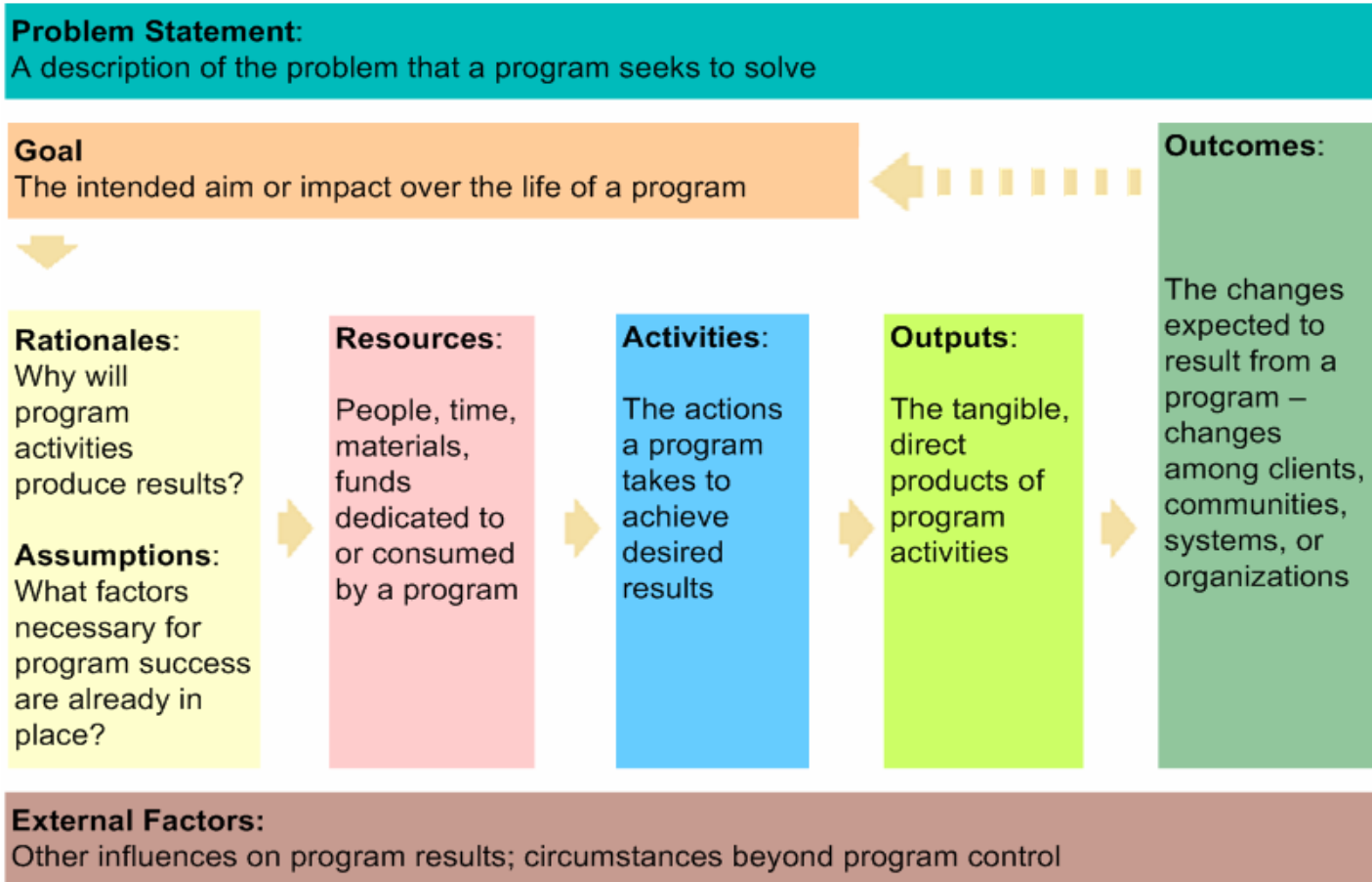- Do I have evidence to demonstrate this connection?

Continuous Learning Cycle
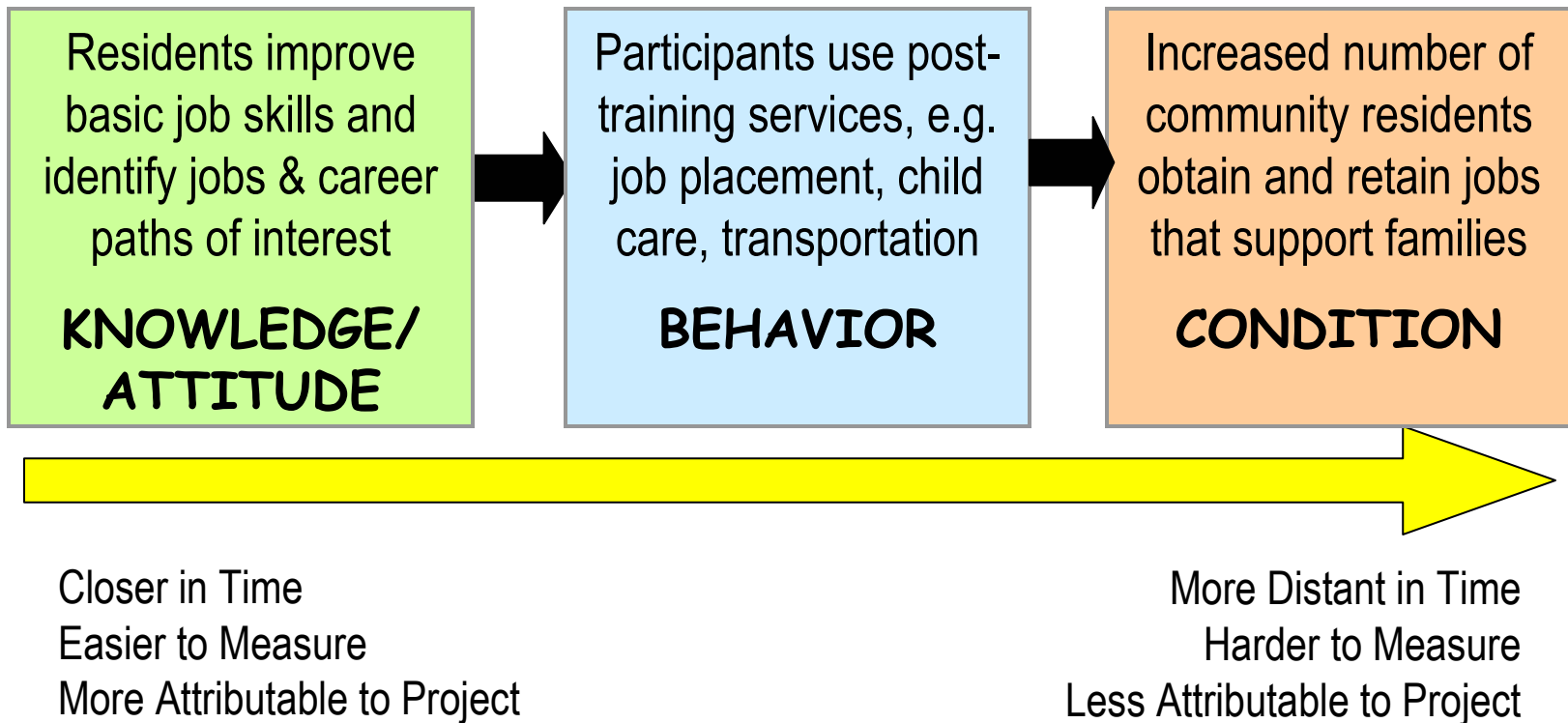
Putting Your Plans Together

Logic Model: Program Picture

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

Outcomes:

The changes expected to result from a program – changes among clients, communities, systems, or organizations

Rationales:
Why will program activities produce results?

Assumptions:
What factors necessary for program success are already in place?

Resources:

People, time, materials, funds dedicated to or consumed by a program

Activities:

The actions a program takes to achieve desired results

Outputs:

The tangible, direct products of program activities

External Factors:
Other influences on program results; circumstances beyond program control

Chain of Outcomes

| Residents improve basic job skills and identify jobs & career paths of interest **KNOWLEDGE/ ATTITUDE** | → | Participants use post-training services, e.g. job placement, child care, transportation **BEHAVIOR** | → | Increased number of community residents obtain and retain jobs that support families **CONDITION** |

Closer in Time
Easier to Measure
More Attributable to Project

More Distant in Time
Harder to Measure
Less Attributable to Project

Implementation and Outcomes

- Evaluating **Outcomes**:
  - What difference did you make through your work, or
  - What changes occurred because of your work?
- Evaluating **Implementation/Process**:
  - What did you do?
  - How well did you do it?

Evaluating Implementation Template

Activities	Outputs & Implementation Questions	Data Collection Method (How to Measure)	Data Collection Effort (have, low, med, high)
Activity Category	Outputs		
	Questions		
Activity Category	Outputs		
	Questions		

Evaluating Outcomes Template

Outcomes (Intended Changes)	Indicators (What to Measure)	Data Collection Method (How to Measure)	Data Collection Effort (Already have, low, med, high)

Point K Learning Center
www.innonet.org

"What difference are we making?" That's a big question. Answer it at Point K.

If you want to know:	Focus on:	Use this Point K tool:

What are our strengths, as an organization?
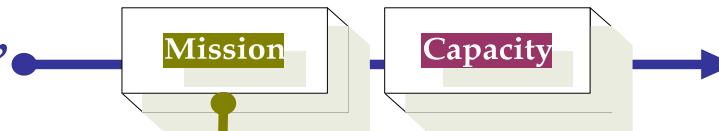
Mission → Capacity → **Organizational Assessment Tool**

What outcomes do we need to fulfill our mission?
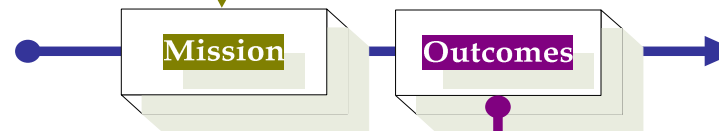
Mission → Outcomes → **Theory of Change Online** (in development)

How do we reach these outcomes?
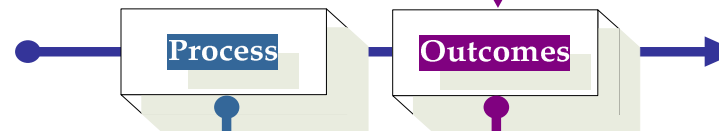
Process → Outcomes → **Logic Model Builder**
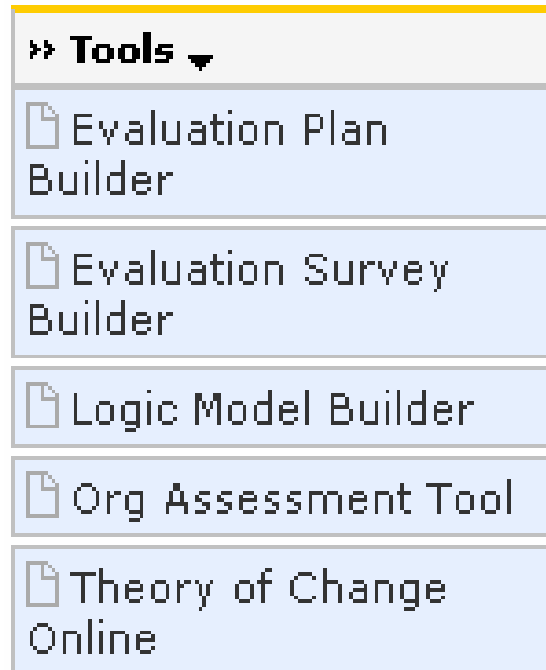
How do we measure our progress toward these outcomes?
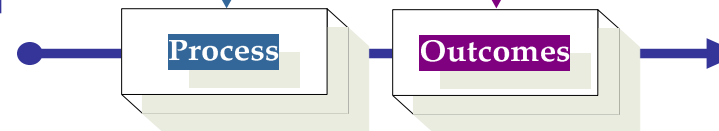
Process → Outcomes → **Evaluation Plan Builder**

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ActKnowledge

Online Tools: Point K

- **Organizational Assessment Tool**
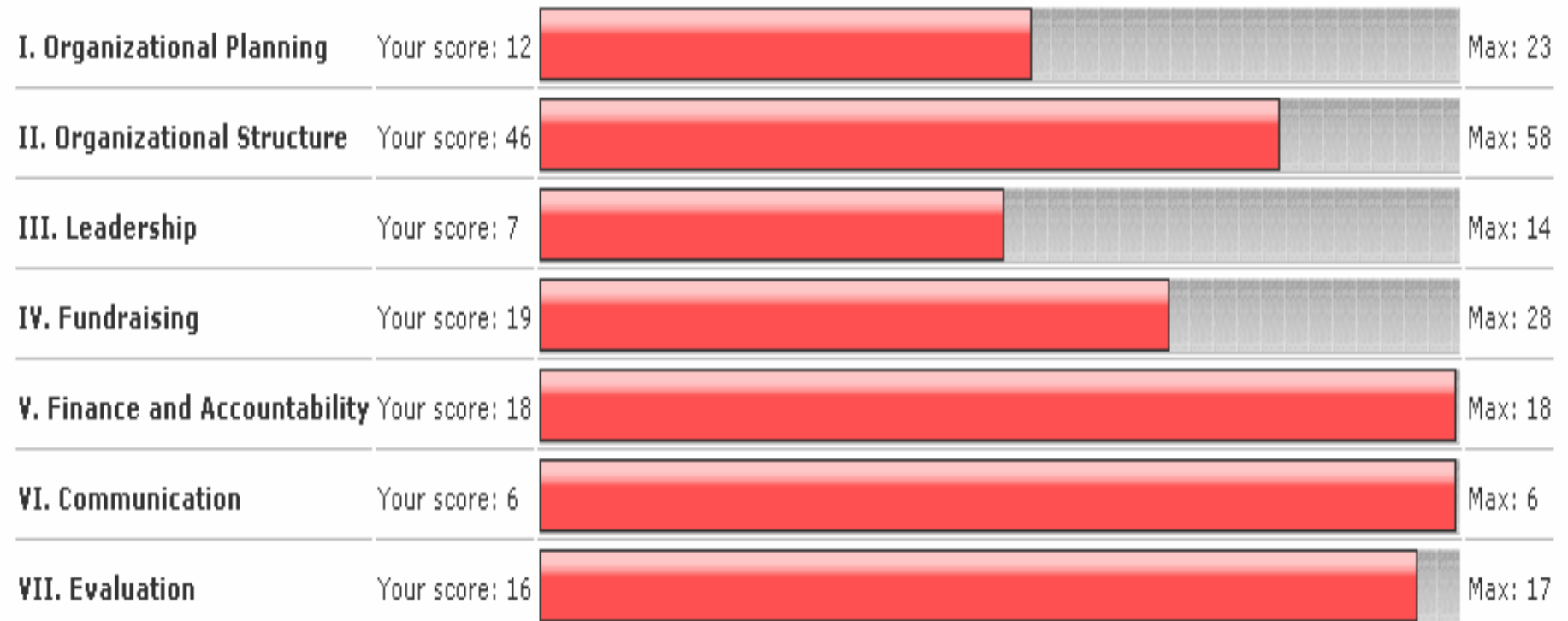- Logic Model Builder
- Evaluation Plan Builder

>> Tools ▾

- Evaluation Plan Builder
- Evaluation Survey Builder
- Logic Model Builder
- Org Assessment Tool
- Theory of Change Online

# Organizational Assessment Tool

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Overall · I. Organizational Planning · II. Organizational Structure · III. Leadership · IV. Fundraising · V. Finance and Accountability · VI. Communication · VII. Evaluation · All · Show Responses

YOUR OVERALL SCORE: 124 out of a possible 164

Category	Your score		Max
I. Organizational Planning	Your score: 12		Max: 23
II. Organizational Structure	Your score: 46		Max: 58
III. Leadership	Your score: 7		Max: 14
IV. Fundraising	Your score: 19		Max: 28
V. Finance and Accountability	Your score: 18		Max: 18
VI. Communication	Your score: 6		Max: 6
VII. Evaluation	Your score: 16		Max: 17

Online Tools: Point K

- Organizational Assessment Tool
- **Logic Model Builder**
- Evaluation Plan Builder

>> Tools ▾

- Evaluation Plan Builder
- Evaluation Survey Builder
- Logic Model Builder
- Org Assessment Tool
- Theory of Change Online
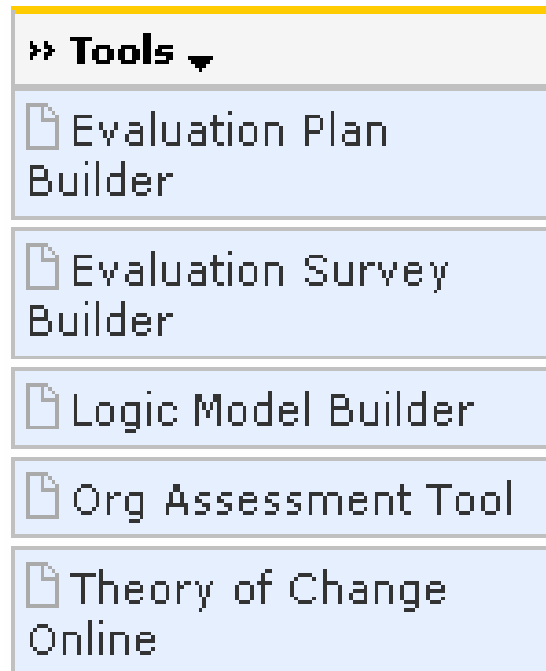
Help Features

Problem / Goals

Problem Statement 📄? Usability Help

A growing number of women in Harrison County lack the confidence and know-how to obtain employment and be self-sufficient.

Goals 📄? Usability Help

a. Participating women achieve economic self-sufficiency.

Goal(s): Goals are clear statements of the overall purpose of your program. They provide an answer to the problem statement and communicate the intended aims or impacts over the life of the program.
⊕ Evaluation Help
☑ Tips

Example—Goal(s): "Participating women achieve economic self-sufficiency through training, placement, and support services."
☆ More Examples

Logic Model Builder

Activities / Outputs / Outcomes

Activities [?] Usability Help	Outputs [?] Usability Help	Shorter-Term Outcomes [?] Usability Help	Intermediate Outcomes [?] Usability Help	Longer-Term Outcomes [?] Usability Help
1. Outreach and Selection			i. Community agency staff make appropriate referrals to the program	i. Participants are able to manage their money
a. Develop flyer describing program's services and eligibility requirements b. Disseminate flyer to community agencies serving target population c. Meet with Community agency staff to discuss program d. Select participants	a. Flyer developed b. Flyer disseminated to 20 community agencies c. 10 meetings held with community agency staff d. 30 participants selected	i. Community agency staff have increased knowledge about the program ii. Participants have improved knowledge about the program	ii. Participants insitiute money management practices iii. Participants obtain full-time, paid employment iv. Participants, with the help of program staff, are able to manage workplace issues	ii. Participants stay employed for at least a year iii. Participants move into higher-paying jobs iv. Participants take steps to increase their income/improve their marketability v. Increased self-esteem among participants

Collaboration Features

My Organizations » Innovation Network, Inc.

| Organization Work | Programs | 👥 Manage Membership | Organization Profile |

New Members   « back to Member List

How many members would you like to add/invite? [2]

First Name	Last Name	Email	Country	Zip / Postal Code	Role	Add/Invite
			United States ▼	20006	Member ▼	Add ▼
			United States ▼	20006	Member ▼	Add ▼

[SAVE] [CANCEL]

■ Invite reviewer

■ Edit/comment

■ Presentation View

Innovation Network, Inc.

Activities 📗 Usability Help

1. Outreach and Selection

   a. Develop flyer describing program's services and eligibility requirements
   b. Disseminate flyer to community agencies serving target population
   c. Meet with Community agency staff to discuss program
   d. Select participants
   e. [NEW]

Comment - Add	When/Who	Action
should include media outreach activities	May 24, 2006 1:44 PM By Jennifer Bagnell Stuart	E

Presentation View

Problem Statement

The health and quality of life of the citizens of Green County are threatened by air pollution and chemical contamination of the local water supply.

Logic Model Diagram:
Environmental Justice Sample

Goal

To reduce the high incidence of disease and other risks to health and quality of life associated with environmental contamination for the citizens and communities of Green County.

Long-Term Outcomes

Corporation X changes incineration practices to comply with regulations and reduce local air and water contamination.

Rationales

Corporation X's adoption of more stringent waste disposal practices will make a dramatic and positive difference in Green County air and water quality.

Assumptions

Corporation X's incinerators west of Greentown are the single greatest contributor of local pollutants.

For the past 15 years, Green County government agencies have carried out weak enforcement of local environmental and waste management regulations.

Resources

Program manager / community liaison

2 part-time community action advisors

10 volunteers

Office space for program manager and volunteers

Telephone system

3 computers with email and internet access

Printing supplies and costs

$25,000 in grant funds

$35,000 in direct mail contributions

Activity Groups

Launch outreach and public education campaign targeting citizens and local public officials.

Mobilize and organize Green County citizens through information sessions, letter writing, etc.

Galvanize local public officials from relevant agencies through town hall meetings, filing complaints, etc.

Outputs

• 30-sec. radio ad, airing 3x day for 2 weeks on KGCR
• 5 flyers; 10,000 copies distributed
• Mailing list of county households
• 35,000-household postcard mailing
• Feature in local paper

• 20 info sessions hosted, 75 participants each
• 10 sample letters with talking points
• 150 letter-writing events
• 3,000 letters to local public officials

• 100 meetings w/ local public officials & agency staff
• 250 official complaints filed with local agencies
• 10 town hall meetings, each with 3 representatives from relevant agencies attending

Intermediate-Term Outcomes

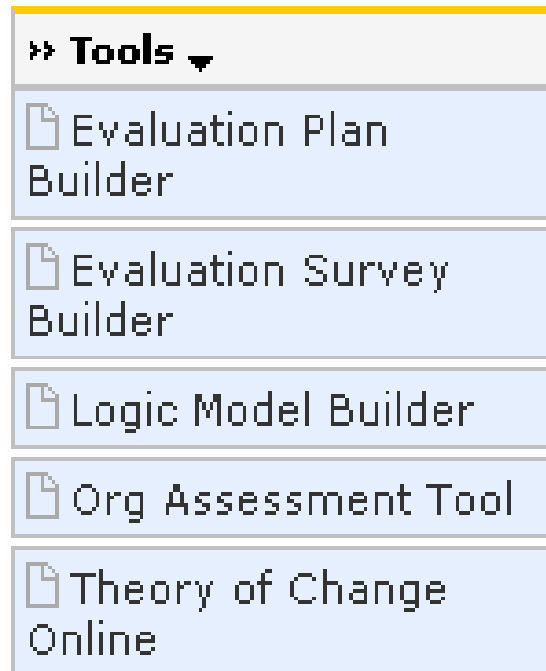Green County citizens display increased community activism

Increased enforcement of environmental regulations by local public officials

Short-Term Outcomes

Build awareness among (a) Green County citizens and (b) local public officials about local pollution levels, Corp. X's incinerator facility and noncompliance with local regulations, and associated health risks.

Online Tools: Point K

- Organizational Assessment Tool
- Logic Model Builder
- **Evaluation Plan Builder**

>> **Tools** ▾

📄 Evaluation Plan Builder

📄 Evaluation Survey Builder

📄 Logic Model Builder

📄 Org Assessment Tool

📄 Theory of Change Online

Evaluation Plan Builder

Add Indicator

Example Indicator Statement: [how many] of [who] will [change] [what] by [how much] in [when].
Outcome: Participants have improved job seeking skills

How many: *the percentage of the population that you expect to achieve change*

Who: *population you're targeting for change*

Change: *nature of the change (increase/decrease, create/eliminate, improve/reduce)*

What: *condition, behavior, characteristic that will change*

How much: *the amount of change intended*

When: *the timeframe in which the change will occur*

Rank »

SAVE   CANCEL

Data Collection Planning

Add Data Collection

Method [-- please select -- ▼]   Level Of Effort [-- please select -- ▼]

-- please select --
Other
Multimedia (Photos)
Expert Review
Journal Log, Diary
Observation
Document Review
Focus Group
Interview
Survey

Rank »

SAVE

Data Co

Data Collection [?] Usability Help

Questio

- Interview (Survey or interview with agency

Who Uses Point K?

- Online community of over **8,600** active members.
- Over **1,800** organizations are registered to use the tools.
- Over 14% of Point K members are outside the United States—representing **60** countries and counting.
- The Point K community is **diverse**:
  - grassroots nonprofits
  - consultants
  - schools and universities
  - government service and funding agencies

Point K Community Face: Guido Sanchez

- **HudsonPride Connections**
- Founded in 1994 by local lesbian, gay, bisexual, and transgender activists to address the unmet needs of the LGBT community in Hudson County, NJ.
- $265,000 operating budget

- *"Point K tools helped push us to establish protocols for the implementation and refinement of our services."*

Point K Community Face: Deborah M. Avens

- **Virtuous Enterprises, Inc.**
- Devoted to the spiritual, educational, and economical empowerment of underserved women and girls in the Washington Metropolitan Area.
- $500,000 operating budget

- *"I've started using the Logical Model for all of our organization's programs to help our board members and volunteers to logically grasp the overall purpose of all of our programs."*

Point K Community Face: Patricia Ochoa

- **Pacoima Beautiful**

- Founded to beautify the Pacoima community in California's San Fernando Valley; evolved to address environmental justice issues such as industry impacts on community health.

- $740,000 operating budget

- *"We use Point K for program staff to communicate with each other regarding different projects each one is undergoing and how they can collaborate."*

Learning from Our Community

- <u>Deborah</u>: Offer this tool to its members to demonstrate how this tool can be integrated with securing funds to help organizations achieve growth or *sustainability*.

- <u>Guido</u>: [The Point K Tools are] interactive and built by the organization, so they are not top-down guidelines that don't apply, they are a *realistic creation* of the tool user.

- <u>Patricia</u>: Since being introduced to Point K, we have made it mandatory for every program to develop and update their Logic Models. They are reviewed periodically to ensure they follow the strategic plan and that there is *future thinking* taking place.

Thanks for Your Participation!
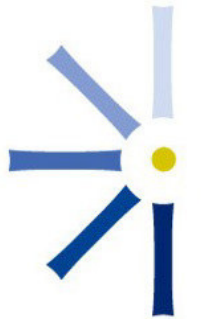
Measure results.

Make informed decisions.

Create lasting change.

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