

Introduction to Program Evaluation

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Online Documentation

You will find electronic copies of the files for Introduction to Program Evaluation at the following website if you would like to follow along during class:

<https://www.sog.unc.edu/courses/introduction-program-evaluation>

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What is NOT Program Evaluation?

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Performance Measurement

- Monitors performance data
- Used for comparisons with self over time or peer organizations
- Is ongoing



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Performance Audits

- Audits are always “after the fact”
- Audits tend to focus on adherence to rules
- Did you do what you said you would do

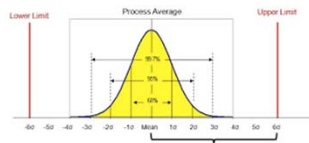


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Six Sigma

- Process improvement approach
- Statistical approach to reduce error

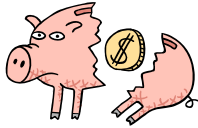


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Price/Per Studies

- Are you doing the most for the least?
- Could you do more with the same amount of \$
- Could you do the same with less \$



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What is Program Evaluation?

- Is there a problem?
- How would a program solve the problem?
- Is it working the way we intended?
- Is there any way we can improve the current program?
- Did the program work?

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Problem? Needs Assessment

Understanding
the nature
and extent of
a problem



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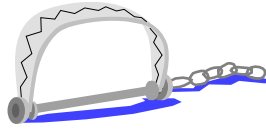
What Can Happen if Needs Assessment is Ignored?

Right program → wrong population

Wrong program → right population

Program → no need

Program (can be) doomed from start



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What is your problem?

Describe the problem your program or service is meant to 'solve'



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Solution Idea? Program Theory

Showing the connections between problem and proposed solution

Also called Logic Model

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Steps in Outlining Program Theory

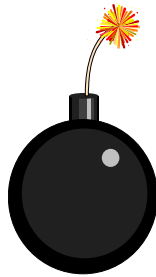
- What is program supposed to do and what results are expected? Outline theory of how program addresses need.
- Talk with stakeholders, get materials, articulate and question assumptions
- I.D.'s the links between theory and program goals/objectives/ implementation

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What Can Happen if Program Theory is Ignored?

- Poor focus of evaluation
- Misunderstanding/ Miscommunication
- Conflict of expectations
- failed program
- Flawed evaluation



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What's your theory?

Outline the logic model behind your program



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What is Going On? Process Eval

Outlining *exactly* how a program works

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Steps in Process Evaluation

- Outline the program activities (the step by steps) that should take place (and are they linked to the program theory?)
- Outline the program activities that **actually do take place**

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What Can Happen if Process Evaluation is Ignored?

Evaluation results can be misleading, even wrong

Limits accountability

Even with good results, there is question about link between program and outcome - **where/why did program fail or succeed?**



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If you evaluated a process...

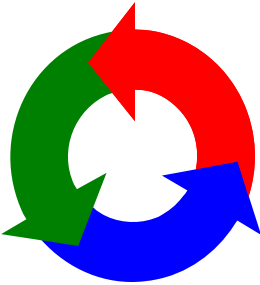
Brainstorm how you would evaluate a process in your program or service



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Links Between All



- Needs Assessment is basis for intervention
- Program theory provides blueprint for program/intervention design
- Process Evaluation tests design to see if it is working as intended

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Is it Working (Part 1)?

Formative Evaluation:
Assessing the **short-term** impact of your program in order to improve program design


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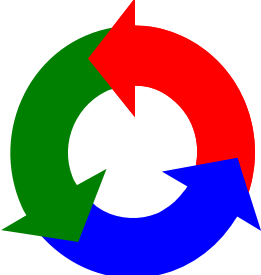
Is it Working (Part 2)?

Impact/Outcome Evaluation:
Assessing the long-term impact of
your program


Measuring Your Success

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“Real” Evaluation




- Did you meet your goals/objectives? Goal-based Evaluation
- Did your program make a difference – did it address the need? Impact Evaluation

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Pull It All Together

How do people “do” Impact Evaluations?

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Impact Evaluation – Goal and Outcome Based

- Must answer the “if you are successful” and “why or why not” questions
- Must define success with agreed upon goals, objectives, and outcomes
- Must define criteria and standards
- Must gather data
- Must know your timeline, stakeholders, budget and audience

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How do people gather data?

- Surveys
- Interviews
- Documents – records, memos, numerical data
- Case Studies/Comparison studies
- Almost way is legitimate if done well, is acceptable to stakeholders and objective



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Additional Approaches

- Participatory Evaluation
- Collective Impact Evaluation



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Where do I start?



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Important Context

- Before you start, you should know....

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Important Context

- Before you start, you should know....
- Program's history, growth, target audience
- The reason the evaluation is taking place
- How results will be used

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Important Context

- What's the story? And just the facts, ma'am.....



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Stakeholders

- Who funds, supports, criticizes the program?
- Who does the program impact, positively or negatively?

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Stakeholders

- Who is important to the evaluation?
- Who are involved, from program delivery to program beneficiaries?

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Stakeholders

- All are stakeholders, but not all need to be involved in the actual evaluation
- Who should participate in the evaluation?
- Who should be directly consulted?
- Who should be just informed?

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FM Food Donation Program

- Example: The TarHeelBoro Farmer's Market Food Donation Program

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FM Food Donation Program

- Farmers



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FM Food Donation Program

- Direct donors



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FM Food Donation Program

- Potential Funders



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FM Food Donation Program

- Potential Regulators



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What is success in this program?

- What was the hoped for outcome? (remember logic models and program theory?)
- Operationalized
- Measureable!

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Success!

- In X years, I'll know the program is a success if....

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Success!

- In X years, I'll know all the hard work I put was successful if I get an admission letter...



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Success!

- In X years, I'll know all the hard work I put was successful if I get an admission letter...
- Anywhere..



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Success!

- In X years, I'll know all the hard work I put was successful if I get an admission letter...
- Anywhere..
- Please.....



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