Developing an Evaluation Plan

Hosted by C4H: Capacity for Health
Who We Are

Capacity for Health at APIAHF, a Capacity-Building Assistance Program, with offices in San Francisco and Washington, DC
Our Technical Assistance

Our program is funded by the Centers for Disease Control and Prevention (CDC) to provide free trainings and one-on-one technical assistance for community-based organization (CBOs) on:

- Organizational Infrastructure and Program Sustainability;
- Evidence-Based Interventions (EBIs) and Public Health Strategies; and
- Monitoring and Evaluation.

Webinar: Developing an Evaluation Plan
Housekeeping

- All participants are automatically muted by webinar administrators.
- For discussion, please “raise” your hand. You will be called on and un-muted so that you can ask your question live. If your audio is through a telephone, please make sure to enter your audio PIN, otherwise we are unable to unmute you.
- You may ask questions by typing them in using the questions feature.
- If anyone is watching the webinar with multiple people around one computer, please chat in your contact information so that we can include you on any follow up.
- Today’s webinar will be recorded. The recording will be available on our website.
Sonya Dublin, MPH, MSW

Sonya has been working in HIV prevention for 18 years, as a program implementer, director, planner and evaluator.

She believes that evaluation should be about learning how to do what we do even better.

She also believes that evaluation, done right, can be fun!

Webinar: Developing an Evaluation Plan
Goal

To enhance participants’ knowledge and skills related to developing or improving their organization’s evaluation plan
Objectives

By the end of this webinar, participants will be able to:

- List three benefits of developing a written evaluation plan
- Describe the major sections of a comprehensive evaluation plan
- Report increased confidence in developing an evaluation plan
- Identify at least one strategy from this webinar that they will be able to implement in their organization
Today’s Agenda

- Evaluation Plans: Why and How
- Sections of an Evaluation Plan
- Additional Resources

Webinar: Developing an Evaluation Plan
Poll 1: Evaluation in Your Organization

1. Do you currently have a person in your organization who is responsible for evaluation? AND

2. Does your organization have a written evaluation plan?

(select one answer)

- No to both
- Yes evaluation staff but No written plan
- Yes written plan but No evaluation staff
- Yes to both

Webinar: Developing an Evaluation Plan
What is Evaluation?

“The systematic collection of information about the activities, characteristics and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future programming.”

(Michael Quinn Patton, Qualitative Research & Evaluation Methods, 3 ed. p10)
What is Evaluation?

What is evaluation to you?

Please write in using the question feature.
“The systematic collection of information about the activities, characteristics and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future programming.”

(Michael Quinn Patton, Qualitative Research & Evaluation Methods, 3 ed. p10)
What is Evaluation?

What?
So what?
Now what?

(EvalTalk, discussion list of the American Evaluation Association)
What is an Evaluation Plan?

A comprehensive written document that describes all of your intended evaluation activities.
Poll 2: The Benefits of an Evaluation Plan

Which of the following are potential benefits of an evaluation plan?

(select all you like)

- Help you be more systematic and comprehensive in your evaluation efforts
- Synthesize evaluation efforts across multiple programs
- Ensure a relevant and useful evaluation
- Increase staff and stakeholder buy-in
- Can be shredded and used to line cages for pet birds and small mammals

Webinar: Developing an Evaluation Plan
Benefits of an Evaluation Plan

- Help you be more **systematic** and comprehensive in your evaluation efforts
- Help your team stick to its plan
- Synthesize evaluation efforts across multiple programs
- Be shared to demonstrate your organization’s commitment to high-quality programs and services
- Ensure a relevant and useful evaluation
- Increase staff and stakeholder buy-in

Webinar: Developing an Evaluation Plan
Evaluation Plans

CDC Framework for Program Evaluation

1. Engage Stakeholders
2. Describe the Program
3. Focus the Evaluation Design
4. Gather Credible Evidence
5. Justify Conclusions
6. Ensure Use and Share Lessons Learned

From http://www.cdc.gov/eval/framework/index.htm

Webinar: Developing an Evaluation Plan
Sections of an Evaluation Plan

1. Engage Stakeholders
2. Describe the Program
3. Focus the Evaluation Design
4. Gather Credible Evidence
5. Justify Conclusions
6. Ensure Use and Share Lessons Learned

- Introduction
- Program Description
- Engaging Stakeholders
- Focusing the Evaluation
- Gathering Credible Evidence
- Justifying Conclusions
- Using Evaluation Results
- Workplan
- Appendix

Webinar: Developing an Evaluation Plan
Evaluation Plan Section 1: Introduction

Brief overview of the document (1–2 paragraphs):

- Evaluation goal
- Evaluation team

Webinar: Developing an Evaluation Plan
Evaluation Plan Section 2:
Program Description

- Program History
- Need Addressed
- Target Population
- Goals
- SMART Objectives
- Resources
- Activities
- Intended Long-Term Outcomes
Evaluation Plan Sections 3-6

“Who”
“What”
“Why” and
“How”

of your proposed
evaluation

Webinar: Developing an Evaluation Plan
3. Engaging Stakeholders (Who)
4. Focusing the Evaluation (What and Why)
5. Gathering Credible Evidence (How) and
6. Justifying Conclusions (How)
Section 3: The “Who”
Engaging Stakeholders

- Who are they?
- What role will they play?
- How will you get and keep them engaged?
Healthy Youth is a fictional youth center that focuses on health education programs for youth ages 12–18.

They have been in operation for 2 years and are about to conduct their first evaluation.
Case Study: Engaging Stakeholders

The key stakeholders involved in the evaluation process will be:

- **Maria F., Youth Program Director—Evaluation Coordinator**
- **Alex R., Youth Counselor—Data Collection**
- **Ana, Marcus, Lee, Clients—Youth Advisory Board and Focus Group Participant**
- **Don P., Board Member—Initial Planning, Receives Results**
- **Ana C., Funder—Initial Planning, Receives Results**
Engaging Stakeholders

Who do you involve in your evaluation processes? How are they involved?

Please write in using the question feature
Sections of an Evaluation Plan

- Introduction
- Program Description
- Engaging Stakeholders
- Focusing the Evaluation
- Gathering Credible Evidence
- Justifying Conclusions
- Using Evaluation Results
- Work plan
- Appendix

Webinar: Developing an Evaluation Plan
Section 4: The “What” and “Why”
Focusing the Evaluation

- Type of evaluation
- Evaluation approach
- Evaluation design
- Evaluation question(s)
Case Study: Focusing the Evaluation

- **Type**: process and outcome evaluation
- **Approach**: Participatory and conventional
- **Design**: Quasi-experimental, wait list design
- **Example Question**: How many youth have participated in different Healthy Youth programs?
Sections of an Evaluation Plan

- Introduction
- Program Description
- Engaging Stakeholders
- Focusing the Evaluation
- Gathering Credible Evidence
- Justifying Conclusions
- Using Evaluation Results
- Work plan
- Appendix

Webinar: Developing an Evaluation Plan
Section 5: The “How”
Gathering Credible Evidence

Webinar: Developing an Evaluation Plan
Section 5: The “How”
Gathering Credible Evidence

CDC Framework for Program Evaluation

1. Engage Stakeholders
2. Describe the Program
3. Focus the Evaluation Design
4. Gather Credible Evidence
5. Justify Conclusions
6. Ensure Use and Share Lessons Learned

Webinar: Developing an Evaluation Plan
Section 5: The “How”
Gathering Credible Evidence

“\textbf{The systematic collection of information...}”

(Quinn Patton)
Section 5: The “How”
Gathering Credible Evidence

- Overall methods for data collection
- Specific data sources or instruments
- Specifics of data collection (who, when, and where)
<table>
<thead>
<tr>
<th>Question</th>
<th>Method</th>
<th>Data Source/ Instrument</th>
<th>Timeline</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many youth have participated in different Healthy Youth programs?</td>
<td>Document review</td>
<td>Youth fill out sign-in sheets for every program/activity.</td>
<td>Compiled every month</td>
<td>Program staff enter into evaluation database</td>
</tr>
</tbody>
</table>
Poll 3: Gathering Credible Evidence

What kind of methods would you like to use more of? (select as many as you like)

- Interviews
- Surveys
- Participatory activities
- Using existing data
- Focus Groups
Sections of an Evaluation Plan

- Introduction
- Program Description
- Engaging Stakeholders
- Focusing the Evaluation
- Gathering Credible Evidence
- Justifying Conclusions
- Using Evaluation Results
- Work plan
- Appendix

Webinar: Developing an Evaluation Plan
Section 6: The “How”
Justifying Conclusions

- Who will be involved in interpreting data?
- Context of the program and community
- Quality assurance (QA)
- Timeline for QA and analysis
## Case Study: Justifying Conclusions

### Data Source/Instrument: Youth sign-in sheets

<table>
<thead>
<tr>
<th>Quality Assurance</th>
<th>Analysis/Timeline/Staff Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accuracy:</strong> Staff will do data entry; Manager will check every 4th sheet.</td>
<td>Manager will do monthly analysis and share data with staff at monthly staff meetings for staff input on interpretation.</td>
</tr>
<tr>
<td><strong>Confidentiality:</strong> Original sign-in sheets will be stored in a locked file cabinet. The Data Coordinator will keep the key to this cabinet. Electronic files will be password protected; only staff can access.</td>
<td>Manager will compare attendance with other programs as well as 2010 attendance in this program for context. Manager will give data to outside evaluator every quarter. Outside evaluator will provide oversight for QA and interpretation.</td>
</tr>
</tbody>
</table>

### Webinar: Developing an Evaluation Plan
How do you use the “context” of the program or community to help you understand what your data means?

- Who is involved in interpreting data?
- Do you compare data to other programs or standards in the community?

Please write in using the question feature

Webinar: Developing an Evaluation Plan
Webinar: Developing an Evaluation Plan
Sections of an Evaluation Plan

- Introduction (1-2 paragraphs)
- Program Description (2-3 paragraphs)
- Engaging Stakeholders
- Focusing the Evaluation
- Gathering Credible Evidence
- Justifying Conclusions
- Using Evaluation Results
- Work plan
- Appendix

Webinar: Developing an Evaluation Plan
Evaluation Plan Section 7: Using Evaluation Results

- Sharing results with other stakeholders
- Using results to improve your program(s)
“We plan to share our results with multiple stakeholders, and solicit their input into program improvements for the future.”
Sections of an Evaluation Plan

- Introduction (1-2 paragraphs)
- Program Description (2-3 paragraphs)
- Engaging Stakeholders
- Focusing the Evaluation
- Gathering Credible Evidence
- Justifying Conclusions
- Using Evaluation Results
- Work plan
- Appendix

(As long as needed)

Webinar: Developing an Evaluation Plan
The Finishing Touches: Workplan & Appendices

Workplan: Who will do what by when?
## Evaluation Task

<table>
<thead>
<tr>
<th>Task</th>
<th>Person(s) Responsible</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engaging Stakeholders</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Example: Hold meetings with various key stakeholders (e.g., Executive Director, Program Manager, program facilitators, and clients) to discuss the evaluation and ask for their input on what should be evaluated.</td>
<td>Evaluation Coordinator &amp; Program Manager</td>
<td>Month 2</td>
</tr>
<tr>
<td><strong>Focusing the Evaluation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Example: Develop evaluation questions and get feedback from management team.</td>
<td>Evaluation Coordinator with feedback from Executive Director and Program Manager</td>
<td>Month 2</td>
</tr>
<tr>
<td><strong>Gathering Credible Evidence and Justifying Conclusions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Example: Develop client satisfaction survey, end of year interview tool, and staff survey.</td>
<td>Evaluation Coordinator with review by Program Manager</td>
<td>Month 3</td>
</tr>
</tbody>
</table>

### Staffing

- Example: Hire Evaluation Coordinator
- Program Manager
- Month 1

- Evaluation Coordinator & Program Manager
- Month 2

- Evaluation Coordinator with feedback from Executive Director and Program Manager
- Month 2

- Evaluation Coordinator with review by Program Manager
- Month 3
Appendices: Tables, charts, evaluation instruments, logic model
Sections of an Evaluation Plan

- Introduction (1-2 paragraphs)
- Program Description (2-3 paragraphs)
- Engaging Stakeholders
- Focusing the Evaluation
- Gathering Credible Evidence
- Justifying Conclusions
- Using Evaluation Results (2-3 paragraphs)
- Work plan (as long as needed)
- Appendix (optional)

Webinar: Developing an Evaluation Plan
Who Develops the Evaluation Plan?

A multi-disciplinary team:
- Cross-fertilization
- Buy-in

Webinar: Developing an Evaluation Plan
What new idea will you take away from today’s webinar?

Please write in using the question feature
Additional Resources

- Evaluation Plan Information Sheet
  (Summary of today’s webinar information)

- Evaluation Plan Template (Word document)

- Evaluation Glossary

- Sharing Evaluation Findings

  [http://www.apiahf.org/resources/webinar-developing-evaluation-plan](http://www.apiahf.org/resources/webinar-developing-evaluation-plan)

- Other evaluation related webinars and resources: [www.capacity4health.org](http://www.capacity4health.org)
Still More Resources

Slides and a recorded version of this webinar will be available on our website at
www.capacity4health.org

Contact us for individualized capacity-building assistance
Sonya Dublin, Capacity for Health
415-568-3335, sdublin@apiahf.org

Thank you!