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

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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

- Planning
- Data Collection
- Analysis and Reflection
- Action and Improvement

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Putting Your Plans Together

Logic Model:
- Resources
- Activities
- Outputs
- Outcomes

Evaluation Plans:
- Implementation:
  - Activities
  - Outputs
  - Data Collection Method
  - Data Collection Effort

Outcomes:
- Outcomes
- Indicators
- Data Collection Method
- Data Collection Effort
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

**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

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

**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?
<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs &amp; Implementation Questions</th>
<th>Data Collection Method (How to Measure)</th>
<th>Data Collection Effort (have, low, med, high)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity Category</td>
<td>Outputs</td>
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<td></td>
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<tr>
<td></td>
<td>Questions</td>
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<tr>
<td>Activity Category</td>
<td>Outputs</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Questions</td>
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</tbody>
</table>
# Evaluating Outcomes Template

<table>
<thead>
<tr>
<th>Outcomes (Intended Changes)</th>
<th>Indicators (What to Measure)</th>
<th>Data Collection Method (How to Measure)</th>
<th>Data Collection Effort (Already have, low, med, high)</th>
</tr>
</thead>
<tbody>
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The Big Picture

“What difference are we making?” That’s a big question. Answer it at Point K.

If you want to know:

What are our strengths, as an organization?

What outcomes do we need to fulfill our mission?

How do we reach these outcomes?

How do we measure our progress toward these outcomes?

Focus on:

Mission

Capacity

Mission

Outcomes

Process

Outcomes

Process

Outcomes

Use this Point K tool:

Organizational Assessment Tool

Theory of Change Online (in development)

Logic Model Builder

Evaluation Plan Builder
Online Tools: Point K

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

**Your Overall Score:** 124 out of a possible 164

<table>
<thead>
<tr>
<th>Section</th>
<th>Your Score</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Organizational Planning</td>
<td>12</td>
<td>23</td>
</tr>
<tr>
<td>II. Organizational Structure</td>
<td>46</td>
<td>58</td>
</tr>
<tr>
<td>III. Leadership</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>IV. Fundraising</td>
<td>19</td>
<td>28</td>
</tr>
<tr>
<td>V. Finance and Accountability</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>VI. Communication</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>VII. Evaluation</td>
<td>16</td>
<td>17</td>
</tr>
</tbody>
</table>
Online Tools: Point K

- Organizational Assessment Tool
- Logic Model Builder
- Evaluation Plan Builder
## Help Features

### Problem / Goals

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>A growing number of women in Harrison County lack the confidence and know-how to obtain employment and be self-sufficient.</td>
<td>a. Participating women achieve economic self-sufficiency.</td>
</tr>
</tbody>
</table>

**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

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

- Invite reviewer
- Edit/comment
- Presentation View

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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.

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.

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 5 representatives from relevant agencies attending

Intermediate-Term Outcomes
- 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.

Long-Term Outcomes
- Corporation X changes incineration practices to comply with regulations and reduce local air and water contamination.
Online Tools: Point K

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

**Example Indicator Statement:** [how many] of [who] will [change] [what] by [how much] in [when].

**Outcome:** Participants have improved job seeking skills

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How many:</strong></td>
<td>the percentage of the population that you expect to achieve change</td>
<td></td>
</tr>
<tr>
<td><strong>Who:</strong></td>
<td>population you’re targeting for change</td>
<td></td>
</tr>
<tr>
<td><strong>Change:</strong></td>
<td>nature of the change (increase/decrease, create/eliminate, improve/reduce)</td>
<td></td>
</tr>
<tr>
<td><strong>What:</strong></td>
<td>condition, behavior, characteristic that will change</td>
<td></td>
</tr>
<tr>
<td><strong>How much:</strong></td>
<td>the amount of change intended</td>
<td></td>
</tr>
<tr>
<td><strong>When:</strong></td>
<td>the timeframe in which the change will occur</td>
<td></td>
</tr>
</tbody>
</table>

**Rank:** □

[SAVE | CANCEL]
Data Collection Planning
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

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

- **Guido**: [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.

- **Patricia**: 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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