

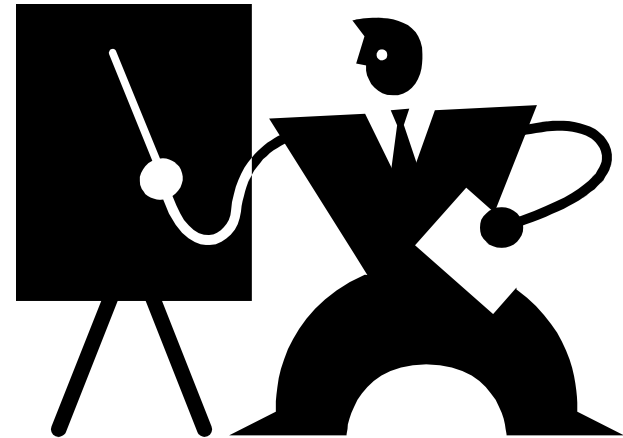
Making Measures Work for You: Outcomes and Evaluation



Please Complete the **Focus on Current Evaluation Efforts Survey** at your table

Discussion Topics

- + Outcomes Evaluation
- + Best Practices in requiring evaluation
- + Communicating Results



Outcomes Evaluation

Defining Outcomes

- + **Outcomes: Defines what difference the intervention makes on people**

**Process Evaluation answers
what happened?**

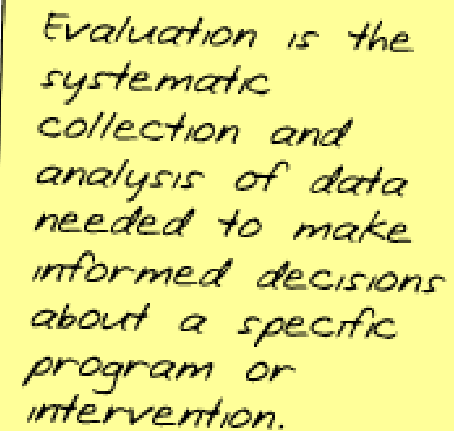
Who?
How many?
What?
How much?

**Outcome Evaluation answers
what changed?**

Individual client outcomes
Program/initiative-level outcomes
System-level outcomes
Community outcomes
Policy outcomes

Why turn to outcomes?

- + Trying something new
- + Supporting something expensive
- + Need to demonstrate impact to policymakers and the community
- + To know what happened to people as a result of money invested



Evaluation is the systematic collection and analysis of data needed to make informed decisions about a specific program or intervention.

Differentiating Monitoring from Evaluation

Grant Monitoring

- + Determine & monitor performance measures
- + Review quarterly program & fiscal reports
- + Facilitate technical assistance
- + Conduct site visits



Outcomes & Evaluation

- + Assess impact and effectiveness
- + Identify barriers & opportunities
- + Identify trends and change over time
- + Identify TA opportunities

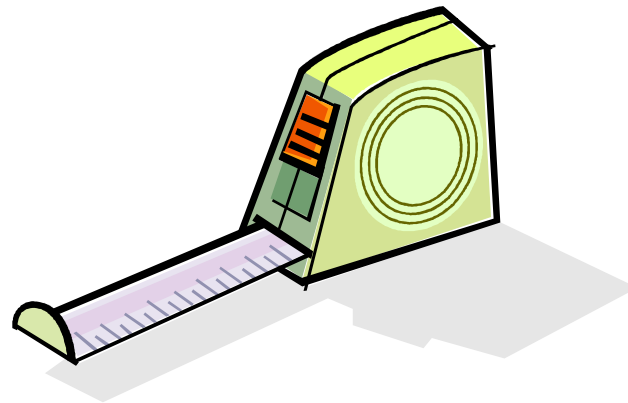
Outcome's Seven Deadly Tensions

- + Which needles are we trying to move?
- + Are we searching under the streetlamp?
- + Mistaking partial measures for the truth
- + Push for accountability may corrupt the data
- + Realities of time and control
- + Complexity of the environment
- + Outcomes as the final word



What Do You Need to Measure Outcomes?

- + Clear statement of what outcomes are expected and can be achieved
- + Valid, useable tools to measure the outcomes
- + The capacity to measure the same thing at least twice (follow-up)



The Outcome Game

Increase the number of children who receive dental examinations	YES!
Case workers will serve 500 children	NO!
% of domestic violence calls in which a child is present and the Response Team attends	KINDA!
20% of youth participate in an after school program	NO!
45% increase in use of library card / library	YES!

Outcome's Multi-Cultural and Contextual Factors

+ Role of culture

- Trust, rapport, and openness to learning
- Flexibility, adaptation, and creativity
- Community-driven and community relevant
- Meaningful stakeholder participation
- Language and literacy (translation and interpretation)
- Culture affects methods and measures

+ Role of contextual factors

- Socio-political factors (immigration status)
- Gender inequity
- Class stratification
- Power differentials (historic and institutional)



Best Practices in Requiring Evaluation

Know what you want



- + Is this a high stakes environment?
- + Do you want someone to leverage resources and do this?
- + Do you want to tell a comprehensive story?
- + What is realistic given where the developmental stage of your grant organization (or portfolio)?
- + How long is your funding cycle? (outcomes change takes time- at least 3 years...)

Be Realistic with Resources

- + **Benefits of a well-planned & conducted evaluation outweigh its costs**

- + **Budgeting for Evaluation (5-12%) [For demonstration projects (AFL, SafeStart, etc) may want upwards of 20-25%]**
 - Evaluation staff salary & benefits, consultants
 - Travel expenses
 - Communications
 - Printing, duplication, supplies, and equipment
 - Outcomes are the most expensive component

- + **Low-cost options**
 - Use students or volunteers
 - Beg grantee staff to collect data
 - Learning circle approach
 - Process-only evaluation



Set clear expectations for applicants

- + Be clear what you want in an evaluation in the RFP
 - Do you want program level results, or initiative results- handle according (\$ to providers to collect info, \$ to consultant to synthesize and set boundaries)
- + Identify how much grantees should set aside for evaluation (given the above)
- + Be clear of the role you want
- + Build in flexibility



Define how to engage the community

- + **Community input convenings (to understand most pressing needs)**
- + **Community advisory bodies (in developing RFPs)**
- + **Community member proposal review committees**
- + **Bringing evaluation findings back to the community for discussion**

Consider New Evaluation Approaches

+ Participatory Approach

- Engage community stakeholders
- Make sure everyone can participate
- Build local capacity
- Draw on local knowledge
- Encourage partnerships and promote



+ Tools for Participation

- Oral histories
- Participatory photography / photo-voice
- Neighborhood/community mapping
- Focus groups and key informant interviews

+ Shared Learning & Learning Communities

Things to Remember

- + **Shouldn't be used as only factor in funding decisions**
- + **Allow enough time for things to happen**
- + **Give grantees a chance to set the context**
- + **Use as opportunity for learning**
- + **Understand the balance between rigor and responsiveness**



Activity

- + Complete the *Developing a Funder's Evaluation Framework* with members of your grant organization or colleagues at your table



Communicating Results

Internal and External Reporting

Internal: Reporting to Program Staff and Board Members

- + Improve programs
- + Improve organizational effectiveness (grantee and granting organization)
- + Review ways to improve existing grants
- + Identify ways to improve future grantmaking



External: Reporting to the Community at Large

- + Show return on investment
- + Inform policy decisions and policy change
- + Generate new knowledge & inform the field
- + Increase visibility of grant organization as a philanthropic option
- + Opportunities to collaborate with other funders on similar interests

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community research

Communicating Findings

- + **Develop marketing plan for multiple audiences & stakeholders**
 - Evaluation reports
 - Mini reports, executive summaries & articles
 - Press releases & talking points
 - Presentations
 - Websites
 - Photo Exhibits



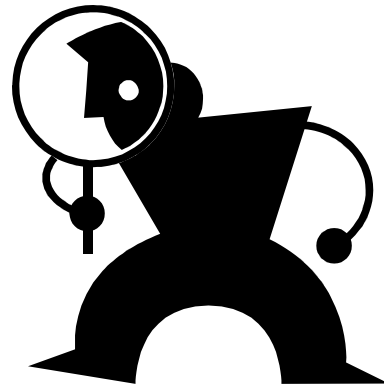
Strategies for Telling the Story

- + Personal and intimate
- + Graphic (where possible)
- + Short
- + Credible
- + Highly targeted
- + Culturally appropriate



Review Survey

- + Complete the **Focus on Future Evaluation Efforts** Survey at your table and report out.



Contact

Jennifer James
jjames@harderco.com

Harder+Company Community Research

2650 Camino del Rio North, Suite 200

San Diego, CA 92108

619.398.1980

www.harderco.com



