

Introduction to Evaluation



AN OVERVIEW OF EVALUATION
&
THE LOGIC MODEL

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Agenda

Part 1: Introduction to Evaluation


- Why Evaluate?
- When to Evaluate?
- How to Evaluate?

Part 2: Using a Logic Model Framework

- Steps in an Evaluation Process

Part 3:

- Evaluation Tips



“Research seeks to *prove*,
evaluation seeks to
improve...”

M.Q. Patton





If the Goal of
Evaluation
is...

... to improve a program

Then an evaluation holds little
worth unless findings are used.



Why Evaluate?



- To **gain insight** about a program and its operations – to see where we are going and where we are coming from, and to find out what works and what doesn't
- To **improve practice** – to modify or adapt practice to enhance the success of activities
- To **assess effects** – to see how well we are meeting objectives and goals, how the program benefits the community, and to provide evidence of effectiveness
- To **build capacity** - increase funding, enhance skills, strengthen accountability

Why Evaluate: Extension?



- One of the primary purposes of evaluation within Extension is to improve the quality of the programs offered
- It allows stakeholders to determine the programs' assets and weaknesses
 - Make appropriate changes
- Extension programs, no matter how large or small, benefit from a review or assessment to see if they accomplished the stated objectives.



When to Evaluate?



Planning a
NEW program

Assessing a
DEVELOPING
program

Assessing a
STABLE, MATURE
program

Assessing a
program after it
has ENDED



Conception

Completion

The **stage of program development and desired information** influences the reason and type of program evaluation.



How to Evaluate: Types of Evaluation



Needs
Assessment

Process
Evaluation

Outcome
Evaluation

Impact
Evaluation



How: Needs Assessment



- Approaches to Needs Assessment:
 - Determine what “need” is
 - Allow stakeholders or others to help define the relevant factors
 - Search for evidence of the problem or lack thereof

- Questions:
 - ✦ What are the characteristics, needs, priorities of target population?
 - ✦ What are potential barriers/facilitators?
 - ✦ What is most appropriate to do

How: Process Evaluation



- **Approaches to Process Evaluation:**
 - What an organization is supposed to do and what it actually does are two different things.
 - Reveals how a plan is actually implemented.
 - Keeping detailed data on the process allows you to say for whom the program is effective, for whom it is not, and sometimes why.
- **Questions**
 - How is program implemented? Is delivery of service adequate, uniform?
 - Are activities delivered as intended? Fidelity of implementation?
 - Are participants being reached as intended?
 - What are participant reactions?

How: Outcome Evaluation



- **Approaches to Outcome Evaluation:**
 - Is used to determine whether change resulted because of participation in the program.
 - Overall, it attempts to link the change to a specific part of the program.
- **Questions**
 - To what extent are desired changes occurring? Goals met?
 - Who is benefiting/not benefiting? How?
 - What seems to work? Not work?
 - What are unintended outcomes?



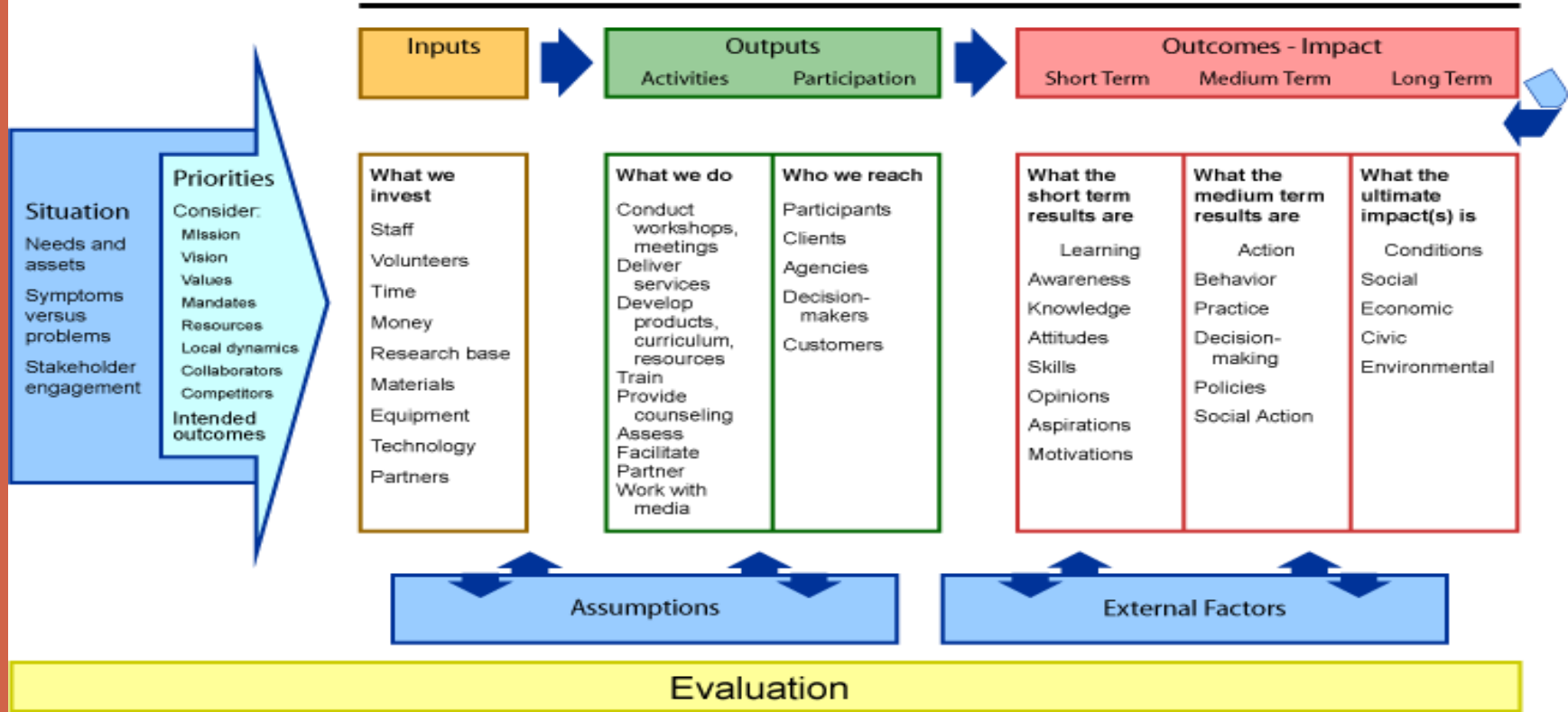
How: Impact Evaluation



- **Approaches to Impact Evaluation:**
 - Examines the longer-term, deeper changes that are potentially a result of the program
 - Questions
 - To what extent can changes be attributed to the program?
 - What are the net effects?
 - What are final consequences?
 - Is program worth resources it costs?



Program Action



Using a Logic Model Framework



Logic Model in Evaluation



- Provides the program description that guides evaluation process
 - Helps match evaluation to the program
 - Helps know what and when to measure
 - ✦ Are you interested in process and/or outcomes?
 - Helps focus on key, important information
 - ✦ Prioritize: where will limited evaluation resources be spent?
 - ✦ What do we really need to know??

Steps in an Evaluation Process



- What are the *desired outcomes* of this program?
 - What are the goals?
 - What is trying to be accomplished within the next month/quarter/year(s)?
- What *activities* will enable the program to reach its outcomes?
 - How will it get there?
- What *resources* are available to help the program achieve the desired outcomes?
 - What will be used to implement the program?

Steps in Establishing an Evaluation



Inputs:

The resources, raw materials, clients, and staff that go into a program.



Program Process:

The service delivered by a program.



Outputs:

The services delivered or new products produced by the program process.



Outcomes:

The impact of the program process on the state of the target population or the social conditions that a program is expected to have changed.



Evaluation Example



For example, examining a food nutrition education program:

Inputs:

Program Coordinator, assistant, nutrition education manuals, videos, schools provide teen participants



Program

Process:

Program provides in-school activities detailing how to make better food choices



Outputs:

Some number of teens attend programs at some number of schools.



Outcomes:

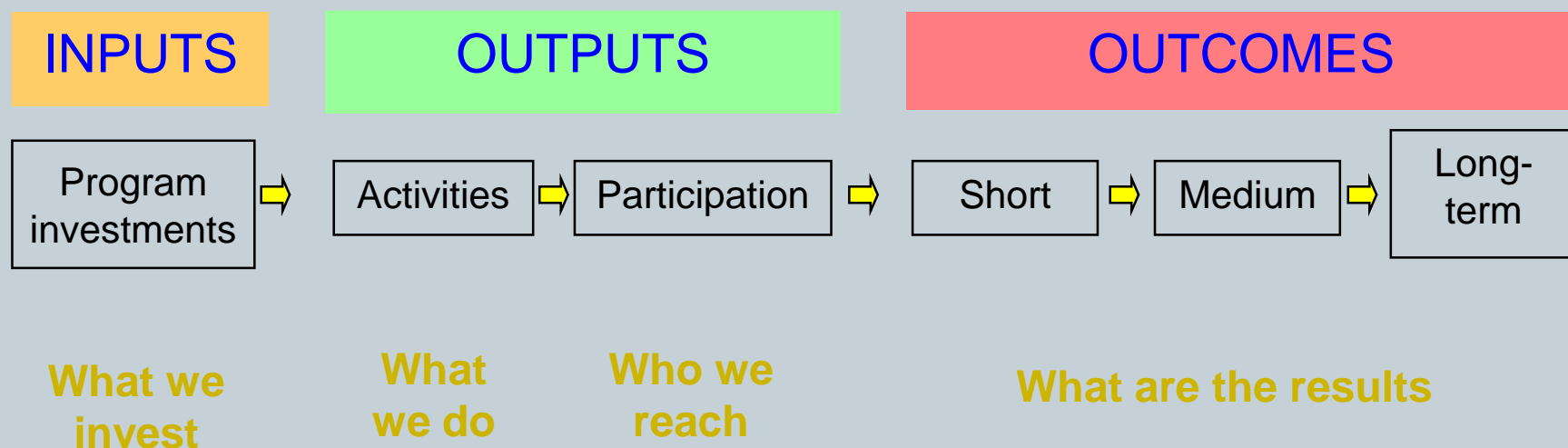
Initial/Short: Teens know more about nutritional food choices.

Intermediate/Mid-term: Teens influence others to make better food choices.

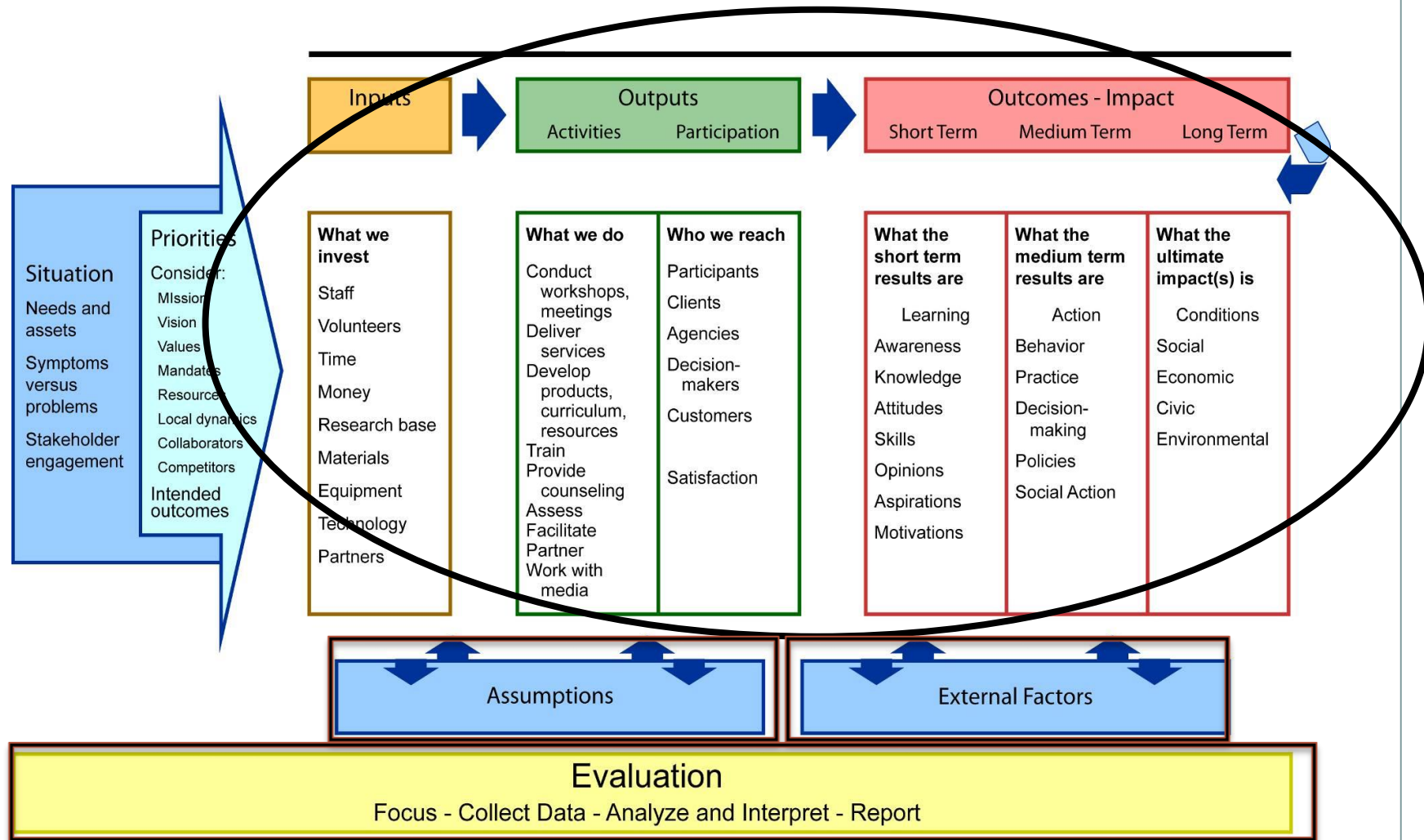
Long-term: Healthier community and lower obesity related rates.



Logical chain of connections showing what the program is to accomplish



Fully detailed logic model



Inputs

What we invest

Staff

Volunteers

Time

Money

Research base

Materials

Equipment

Technology

Partners

OUTPUTS

What we do

Who we reach

ACTIVITIES

- Train, teach
- Deliver services
- Develop products and resources
- Network with others
- Build partnerships
- Assess
- Facilitate
- Work with the media
- ...

PARTICIPATION

- Participants
- Clients
- Customers
- Agencies
- Decision makers
- Policy makers

Satisfaction



Steps in an Evaluation Process



- The ***activities*** are the interventions that your program will provide in order to bring about the intended outcomes.
 - Programs offer all sorts of different activities to address their desired outcomes
 - For the most part, program activities can be classified as any type of direct service or information that is provided to participants
- The ***participants*** are those on the receiving end of program activities.



OUTCOMES

What results for individuals, families, communities.....

SHORT

Learning

Changes in

- Awareness
- Knowledge
- Attitudes
- Skills
- Opinion
- Aspirations
- Motivation
- Behavioral intent

MEDIUM

Action

Changes in

- Behavior
- Decision-making
- Policies
- Social action

LONG-TERM

Conditions

Changes in

Conditions
Social (well-being)
Health
Economic
Civic
Environmental

CHAIN OF OUTCOMES

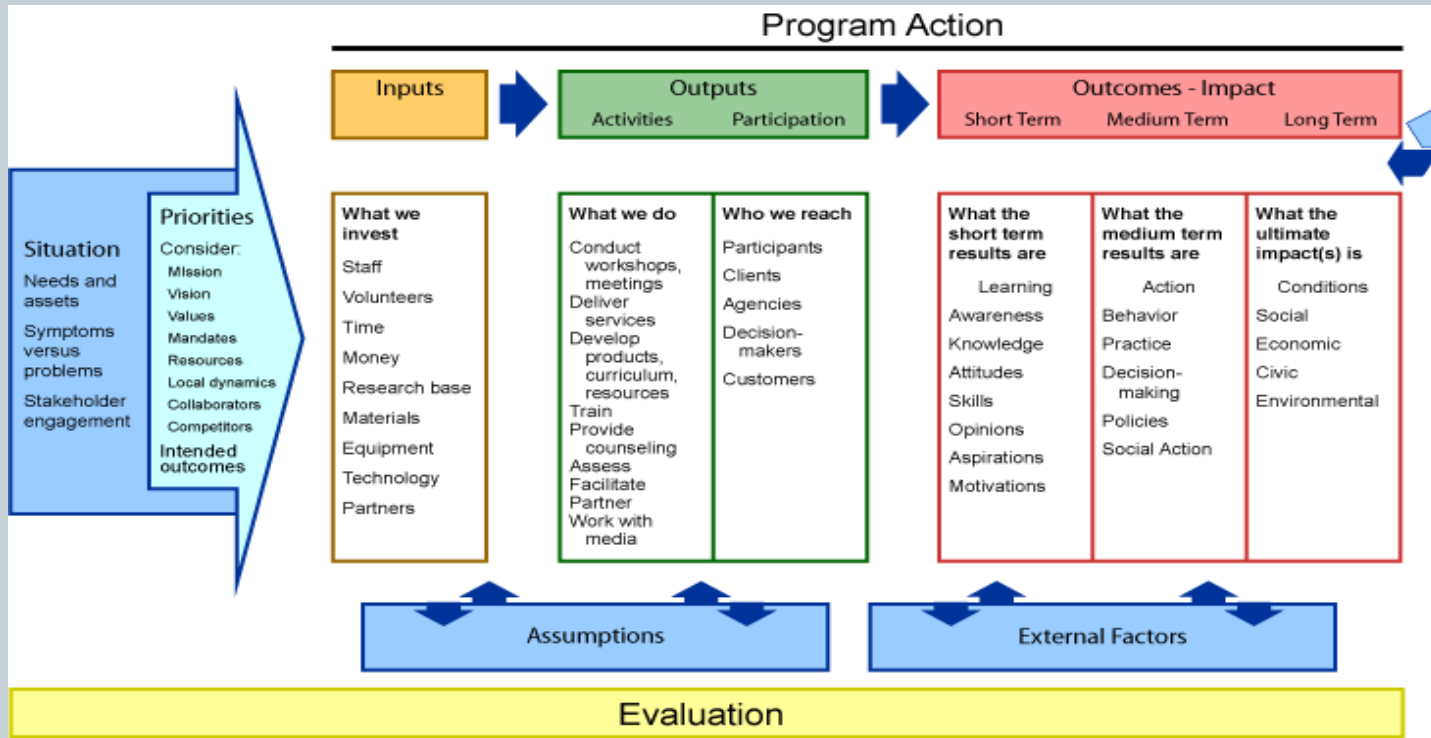


Steps in an Evaluation Process



- **Outcomes** should be consistent with what could reasonably be accomplished
 - Provide a foundation for *all* subsequent program implementation and evaluation activities
 - Each of the outcomes should be evaluated

Logic model in evaluation

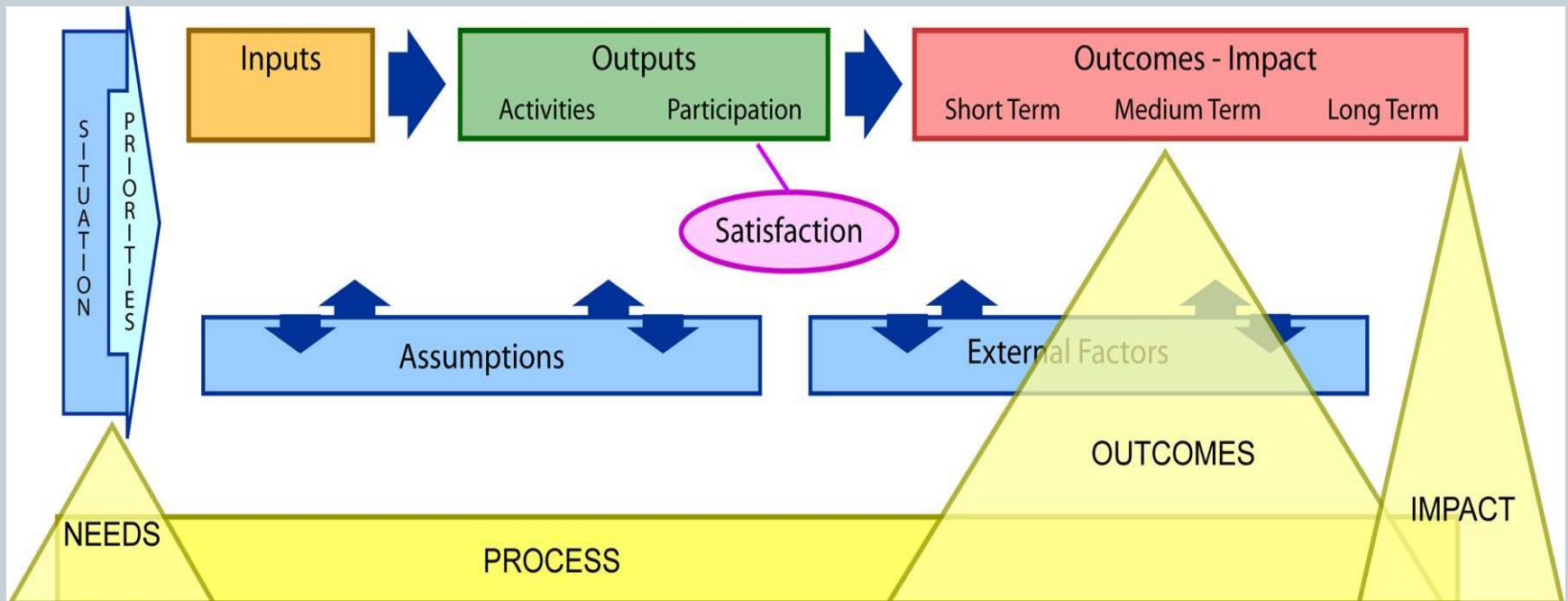


What do you want to know?

How will you know it?

EVALUATION: check and verify

Logic Model & Common Types Of Evaluation



Evaluation Tips



- **Outputs and outcomes may already be expected of or available to the program**
 - **Review** relevant documents from the funding agency and the larger organization to determine what outcomes are of greatest priority
 - **Ascertain** what measures of effectiveness are used by other agencies (governmental, non-profit, etc.) and determine if it makes sense for the program to use the same or similar



Evaluation Tips



- When creating data collection instruments, you should revisit program's outputs and outcomes to develop questions that address:
 - What you want to know
 - What information you need to capture

Evaluation Tips



- **When gathering data:**
 - It's essential to utilize data collection tools from the outset of the project
 - If a data collection system is not developed early, it will be difficult to gather accurate data
 - Streamline your process as much as possible
 - Gather similar outputs and outcomes where possible
 - Use technology to the greatest extent possible
 - ✦ Excel spreadsheets, online data collection

Evaluation Tips



- For funding purposes:
 - Be sure that outputs and outcomes are representative of the funding / grant
 - ✦ A mismatch between desired outcomes and the funder's intentions could prevent funding.
 - ✦ Once funded, a mismatch could jeopardize continued and/or future funding.



Evaluation Tips



- **On an annual basis:**
 - Revisit the stated inputs, outputs, including activities, and outcomes to ensure they are focused, pragmatic, and provide a current roadmap for the program
 - Reviewing these items will ensure that the program and its evaluation are proceeding as expected





Questions?

Please feel free to get in touch if you have questions:

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