



Program Evaluation: 10 Steps for Evaluating Fatherhood Programs

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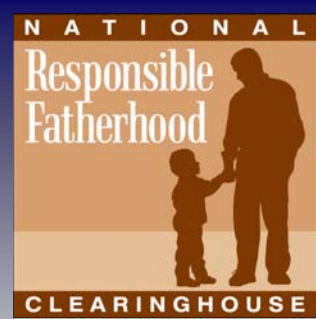
Main Points of Discussion

- Understand what is an evaluation
- Understand why conduct an evaluation
- Understand types of evaluation
- Identify 10 concrete steps for evaluating fatherhood program



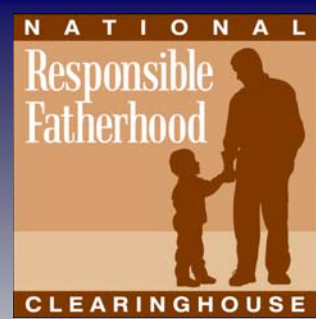
What is Program Evaluation?

Program Evaluation is a *systematic method for collecting, analyzing, and using information to answer basic questions about a program.*



Types of Evaluations

- Evaluation is divided into two areas:
 - Process evaluations assess whether intervention/program model implemented as planned, whether intended target population reached, major challenges/facilitators to program implementation.
 - Outcome evaluations determine whether and extent expected changes in fathers or families occur and whether changes due to program or its activities.



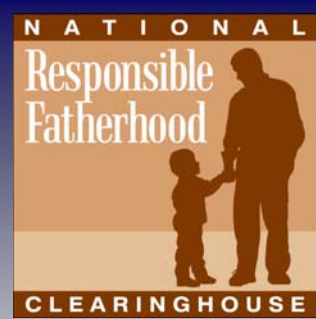
Common Concerns About Evaluation

- Evaluation diverts resources away from program
- Evaluation is a burden on program staff
- Evaluation is complicated
- Evaluation may produce negative results
- Evaluation is just another form of program monitoring



Why Conduct an Evaluation?

- *A program evaluation can...*
 - Find out “what works” and “what does not work”
 - Showcase effectiveness of your program to community and funders
 - Improve your staff’s frontline practice with program participants
 - Increase program’s capacity to conduct self assessment and plan for future
 - Build knowledge for fatherhood field



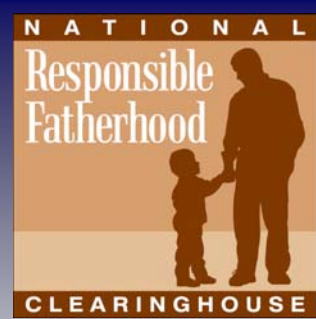
Ten Steps For Evaluating Your Program

- Step 1: Decide what want to evaluate
- Step 2: Choose/assemble evaluation team
- Step 3: Prepare for evaluation
- Step 4: Develop evaluation plan with evaluator
- Step 5: Develop/revisit logic model with evaluator



Ten Steps For Evaluating Your Program

- Step 6: Seek IRB (Institutional Review Board) approval with help of your evaluator
- Step 7: Collect information for your evaluation
- Step 8: Analyze data and make sense of information collected
- Step 9: Present findings
- Step 10: Use findings to improve fatherhood program services



Step 1

Step 1: Decide what you want to evaluate

- When deciding what to evaluate, consider following:
 - Scope and size of program
 - Available financial resources
 - Available staff resources
 - Funder priorities
 - Newness of program



Step 2

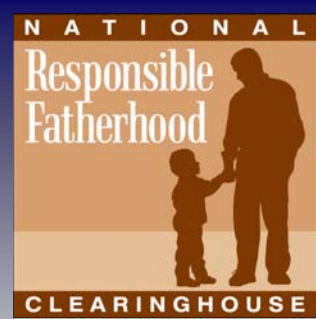
Step 2: Choose/assemble evaluation team

- 5 Steps for selecting evaluator:
 - Assign project manager and steering committee to develop plan
 - Decide whether to use internal evaluator or hire external evaluator
 - Advertise to potential evaluators
 - Create criteria to assess and choose most qualified evaluator
 - Evaluate proposals and select evaluator

Step 2

Internal versus External Evaluator?

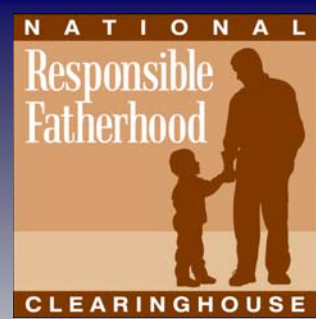
- **Internal evaluator:**
 - *Advantages:* Least expensive; detailed knowledge of program; involvement of program staff; builds capacity for future evaluations.
 - *Disadvantages:* Lack of experience; less objectivity; draws on limited personnel; may inhibit participant honesty; confidentiality; lack of credibility.
- **External evaluator:**
 - *Advantages:* More objectivity; technical expertise; new perspective; fresh insights; more efficient; greater credibility.
 - *Disadvantages:* More expensive; lack of knowledge about program; less involvement of program staff.
- **Cost:** External evaluations range from 10% to 20% of a program's budget.



Step 3

Step 3: Prepare for evaluation

- Attain buy-in from key stakeholders
- Define roles and responsibilities for developing plan and carrying out evaluation
- Develop collaborative environment between program staff and evaluation staff



Step 4

Step 4: Develop evaluation plan with your evaluator

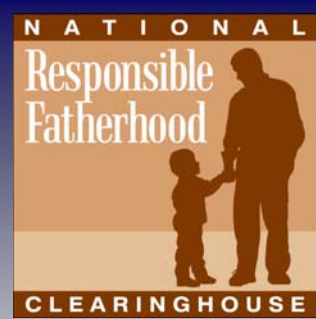
- Your evaluation plan should include:
 - Program or Logic Model
 - Process Evaluation Questions
 - Outcome Evaluation Questions
 - Data collection methodology
 - Procedures for managing and monitoring evaluation



Step 5

Step 5: Develop/revisit logic model with evaluator

- *Logic models*: Tools for designing, planning, implementing, evaluating programs. Visual representations of how program supposed to work to create outcomes for fathers
- Logic models include: *Inputs, Program activities, Outputs, and Outcomes.*
- Logic models help:
 - Set up path to success
 - Provide map how to achieve program goals
 - Assist in planning evaluation
 - Stimulate clear thinking, preparation, organization
 - Facilitate collaboration
 - Assure everyone on same page



Step 6

Step 6: Seek IRB approval

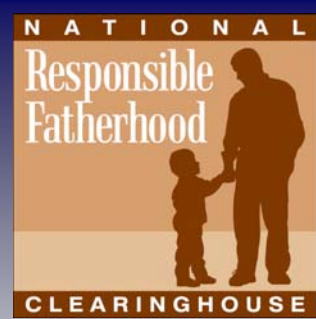
- **Institutional Review Board (IRB):** Group of people who review and monitor research designed to obtain information from or about human subjects
- **Purpose:** Ensure necessary steps taken to protect participants' privacy, confidentiality, welfare, rights, privileges
- **Types:**
 - *Local IRB:* affiliated with program
 - *Commercial IRB:* not affiliated with program; independently paid to review research
- If your program does not have local IRB and you plan to collect confidential data from fathers for research, work with your evaluator to contract with an independent IRB



Step 6

When Working with an IRB:

- Form working group that represents staff and Board members,
- Decide if IRB is needed for particular project,
- Prepare documents for IRB review,
- Select IRB with experience in social science research.



Step 7

Step 7: Collect information for your evaluation

- Process evaluation may involve several activities:
 - Examination of father enrollment forms
 - Tracking Attendance/Retention
 - Analysis of MIS data on fathers
 - Focus Groups with Fatherhood Program Staff
 - Focus Group with Fathers
 - In-person Interviews with Fatherhood Program Staff
 - Father Satisfaction Surveys
 - Interviews with non-participating fathers (those who drop out of program)
- Outcomes evaluation may involve:
 - Pre-/post-test surveys for participants



Step 8

Step 8: Analyze data and make sense of information collected

- Process Evaluation
 - Were implementation objectives achieved? Why or why not?
- Outcomes Evaluation
 - Did the expected changes occur for program participants?
- Qualitative and quantitative analysis
- Use logic model as tool for making sense of data
- Lessons Learned



Step 9

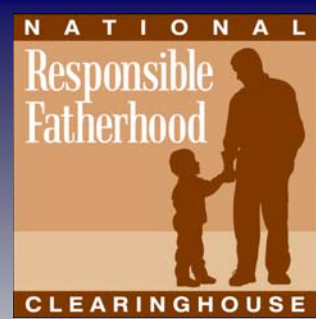
Step 9: Present findings and report what you have learned

- Evaluation reports serve several purposes:
 - Tells “story” of your program
 - Advocates for program with potential funders, community partners
 - Contributes to evidence-base in field of fatherhood
- Critical to report negative findings as well as positive findings
- Know your audience!
- Disseminating results

Step 10

Step 10: Use findings to improve program services

- ***Evaluation is not a one time thing! It's an ongoing process that should benefit program and participants.***
- Evaluation useful for program improvement:
 - *Create formal mechanisms for continuous feedback loop. (e.g., sharing administrative data regularly; sharing evaluation data in staff meetings; one or one supervision with staff)*
 - *Share outcome data with staff so they know what is/is not working; ask for input; help use data to drive service planning*
 - *Share outcome data with program participants – seek input!*
 - *Monitor program changes and assess related changes in father outcomes. Continuous process for all programs.*
 - *Create tools for data driven decision-making at the administrative levels*



Questions and Contact Info

- For questions and further information:

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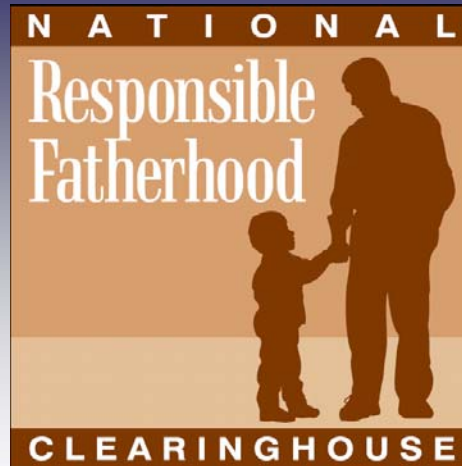
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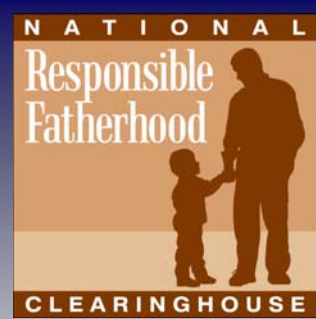
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Eight (8) OFA Evaluation Expectations

Jana Olshansky, MS
National Fatherhood Initiative



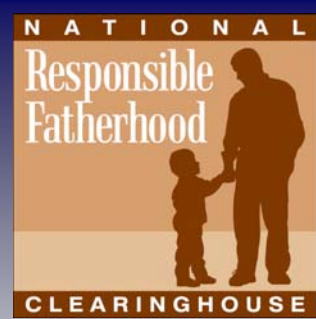
Promoting Responsible Fatherhood

- I. Provide a narrative addressing how the conduct of the project and the results of the project will be evaluated.**



Promoting Responsible Fatherhood

- II. State how you will determine the extent to which the project has achieved its stated objectives.**



Promoting Responsible Fatherhood

- III. **State how you will determine the extent to which the accomplishment of objectives can be attributed to the project.**



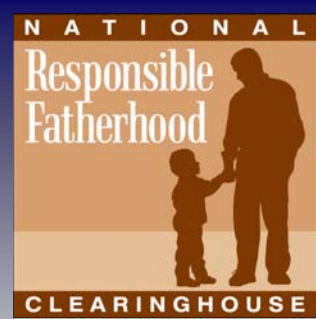
Promoting Responsible Fatherhood

IV. Discuss the criteria to be used to evaluate results.



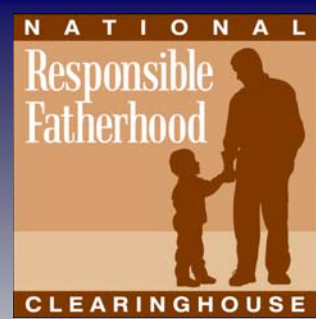
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- V. Explain the methodology that will be used to determine if the needs identified and discussed are being met.**



Promoting Responsible Fatherhood

VI. Explain how the project results and benefits are being achieved.



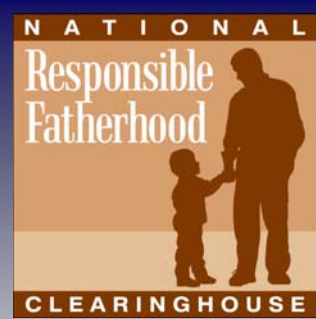
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VII. Define the procedures to be employed to determine whether the project is being conducted in a manner consistent with the work plan presented.



Promoting Responsible Fatherhood

VIII. Discuss the impact of the project's various activities that address the project's effectiveness.



Summary

- I. Briefly describe your program, and how you planned to evaluate it.**

- II. How did you determine your project achieved its objectives?**

- III. How did you determine the program influenced outcomes? What does your logic model say?**

- IV. What are the criteria you used for being in this evaluation? Who gets to be a part of the program, and why? Which services are specific to your grant? What are the criteria to be included?**



Summary

- V. What method or methods did you use to collect your information and perform your evaluation?**

- VI. What were your project results? (Your logic model and description of your program should sufficiently explain what the benefits are, but maybe there are other benefits you can describe!)**

- VII. How did you you monitor your program activities to ensure people were doing what you said they would do?**

- VIII. How did all of the components of your program contribute to getting you to your final objective?**