



EVALUATION AS  
AN EFFECTIVE  
GRANTMAKING TOOL

*Southern California Grantmakers  
2010 Annual Conference and Members' Meeting*



**SOUTHERN CALIFORNIA  
GRANTMAKERS**

*Advancing Effective,  
Responsible Giving*



# Evaluation as an Effective Grantmaking Tool

**SCG Annual Conference  
Nov. 3, 2010**



**harder+company**  
community research

**Evaluation  
begins by  
thinking  
about what  
you want to  
know**





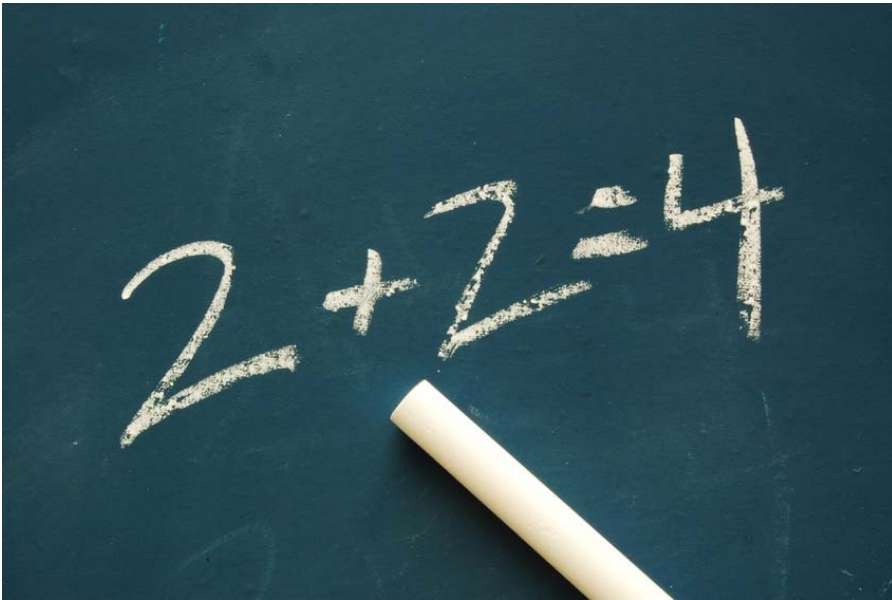
# Preparing and Planning for Evaluation

## Why Evaluate?



# Preparing & Planning for Evaluation

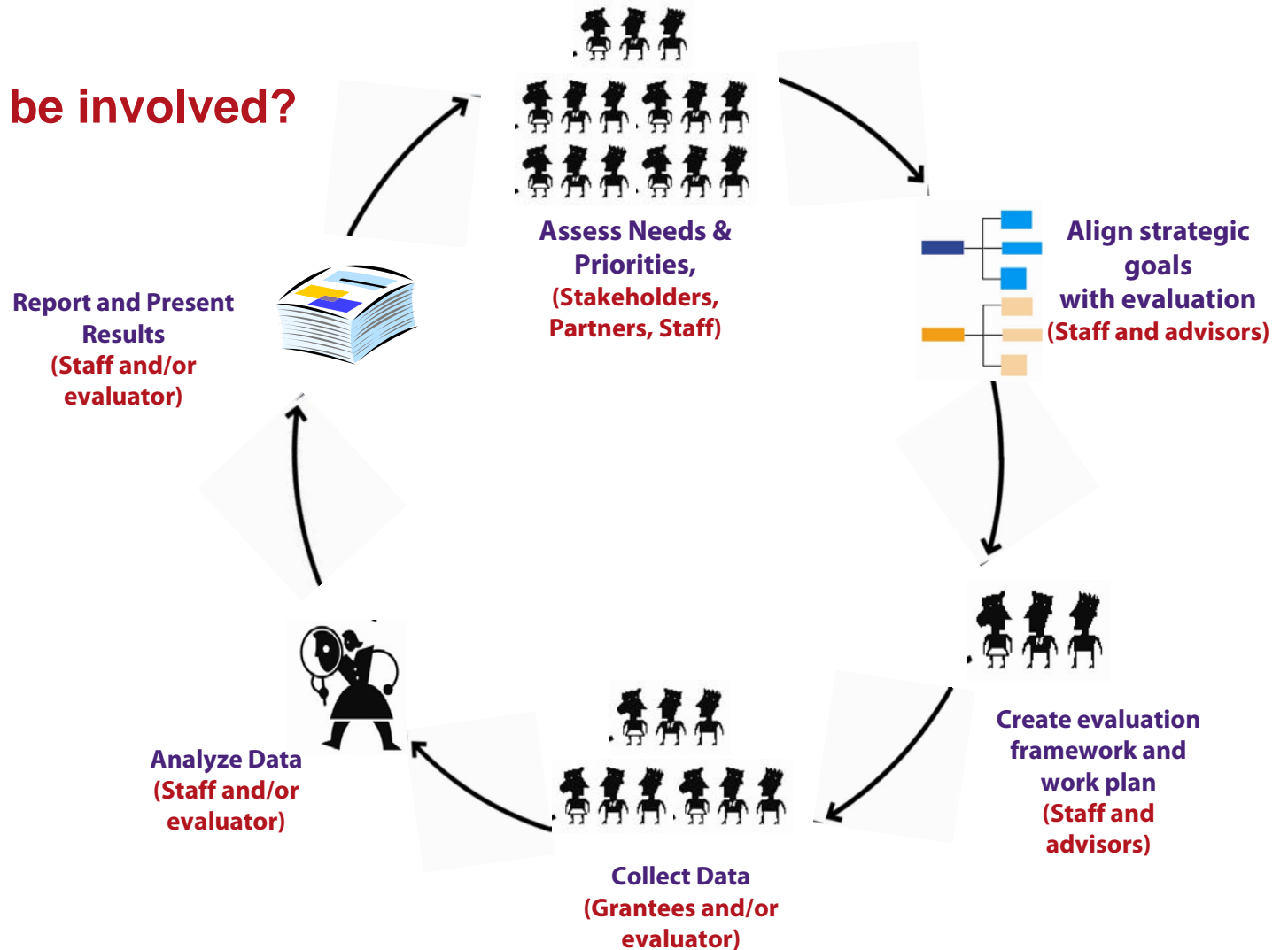
## When Should We Evaluate?



- + Trying something new
- + Supporting something expensive
- + Demonstrating impact to policymakers, community and/or key stakeholders

# Preparing & Planning for Evaluation

Who should be involved?

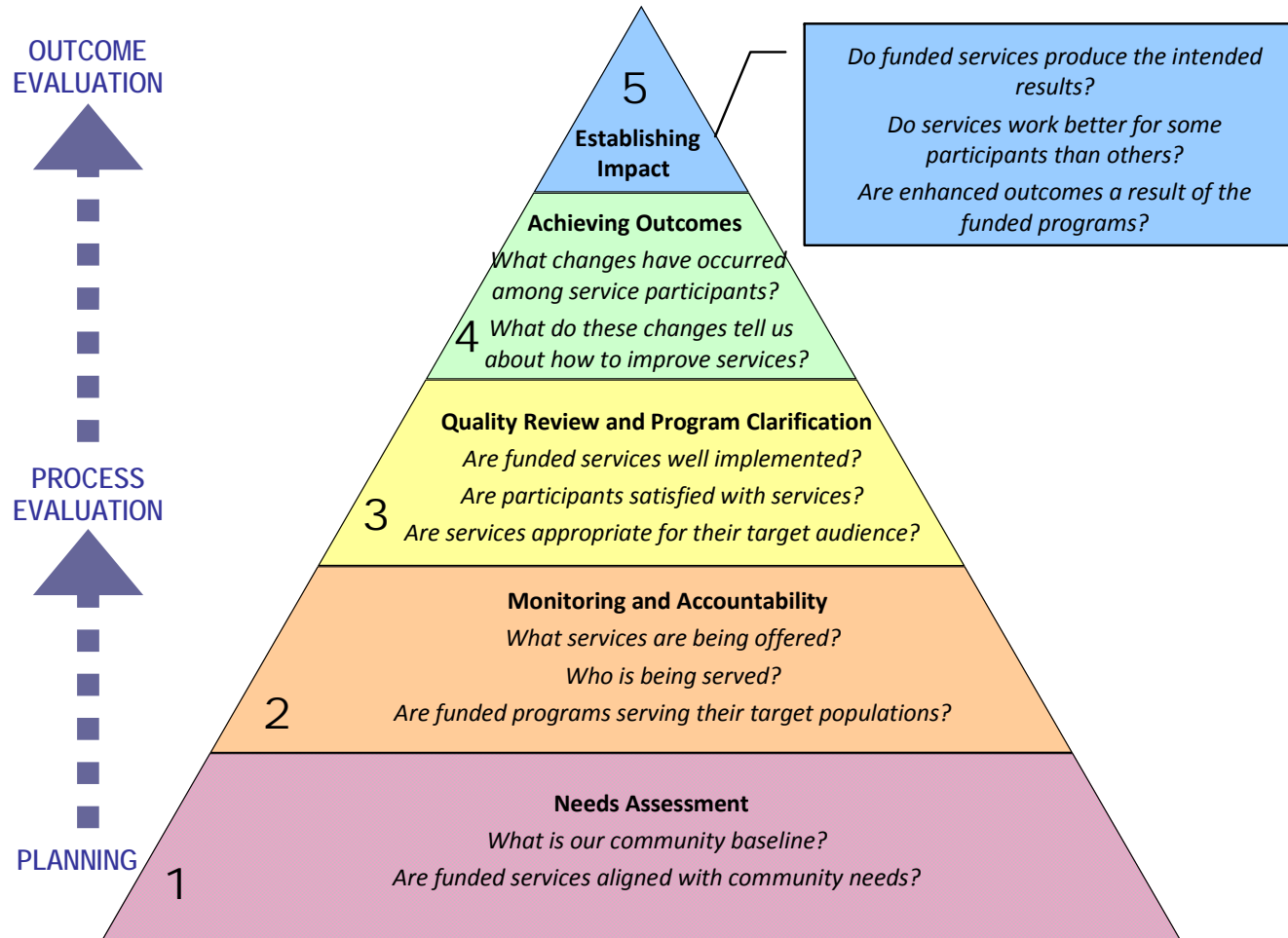


# Preparing & Planning for Evaluation

## How is evaluation different from grant monitoring?

Grant Monitoring	Evaluation
<ul style="list-style-type: none"><li>+ Determine &amp; monitor performance</li><li>+ Review quarterly program &amp; fiscal reports</li><li>+ Facilitate technical assistance</li><li>+ Conduct site visits</li></ul>	<ul style="list-style-type: none"><li>+ Assess impact &amp; effectiveness</li><li>+ Identify barriers &amp; opportunities</li><li>+ Identify trends and change over time</li><li>+ Technical assistance and capacity building</li></ul>

# Preparing & Planning for Evaluation



**References:** Jacobs, F.H. (2003). Child and Family Program Evaluation: Learning to Enjoy Complexity. *Applied Developmental Science*, 7(2), 62-75.

# Preparing & Planning for Evaluation

## What are key considerations for planning evaluation?

- + Know what questions you want to answer
- + Stage or life cycle of project or initiative
  - **Context evaluation:** Assess needs, assets, capacities, and contextual factors that impact work
  - **Implementation evaluation:** Assess implementation of new programs; continuous monitoring and feedback
  - **Outcome evaluation:** Assess impact of more mature programs on individuals, organizations, communities or systems

# Preparing & Planning for Evaluation

## What are key considerations for planning evaluation?

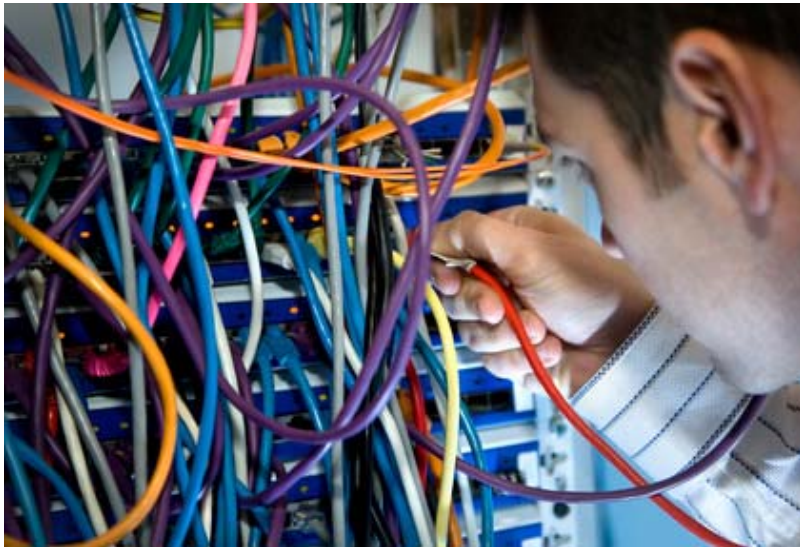
- + Consider multiple approaches and mixed methods
- + Address real issues and gather meaningful information
- + Allow for flexibility
- + Create a participatory process
- + Build capacity
- + Understand the role of culture



# Preparing & Planning for Evaluation

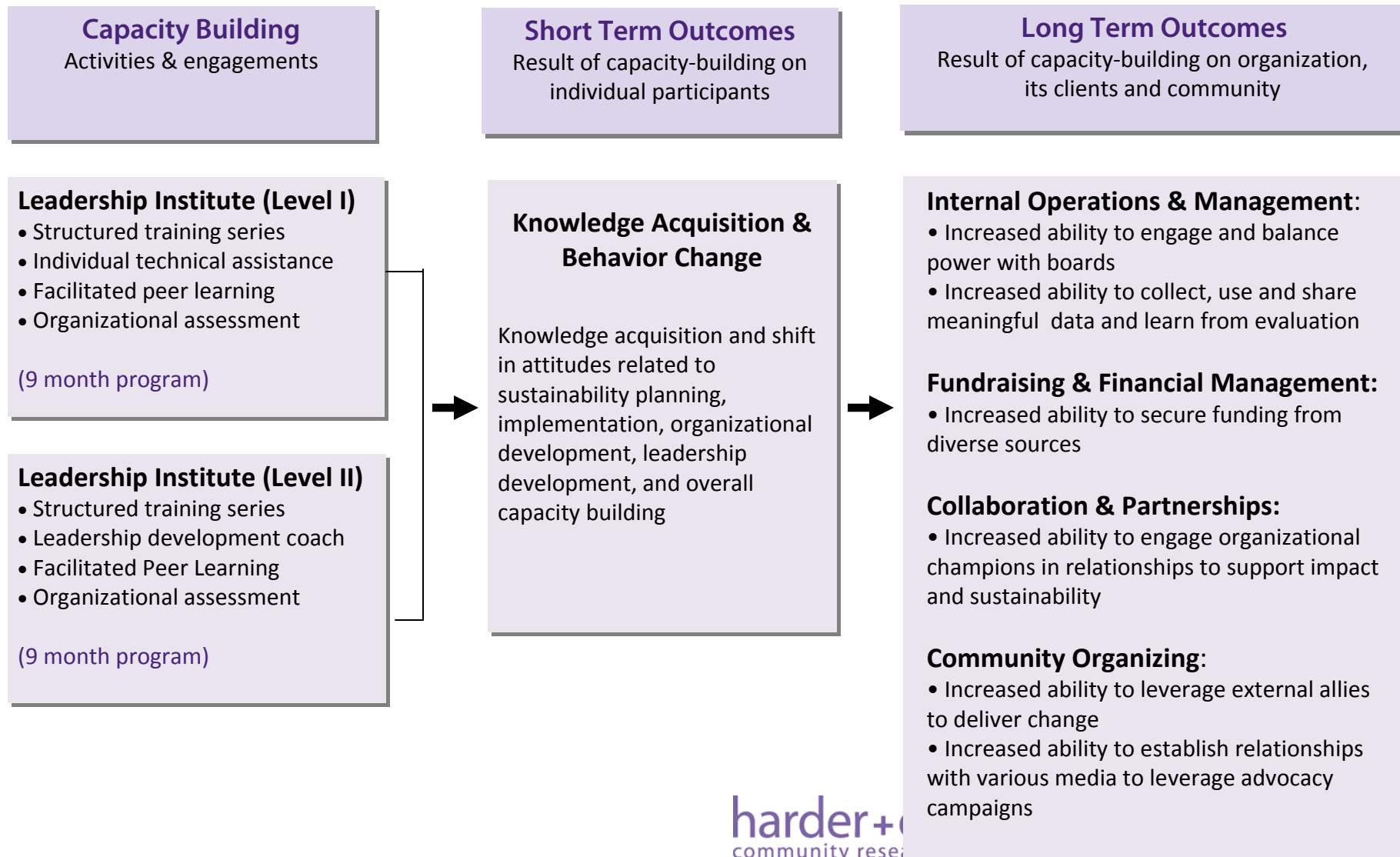
## What are specific planning steps?

1. Determine who needs to be involved (stakeholders)
2. Articulate what you want to achieve (goals/outcomes)
3. Develop evaluation questions



4. Determine how you'll know you're making progress (indicators)
5. Develop framework or logic models (tools)

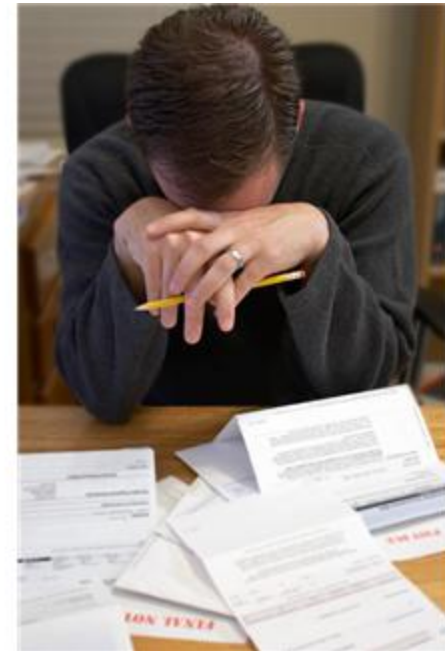
# Preparing & Planning for Evaluation



# Preparing & Planning for Evaluation

## What does it cost to do evaluation?

- + **Benefits of a well-planned & conducted evaluation outweigh its cost**
- + **Budgeting for evaluation (5-10%)**
  - Evaluation staff and/or consultants
  - Gather & maintaining data
  - Analyzing data
  - Preparing reports
  - Incentives & other costs
- + **Low cost options**





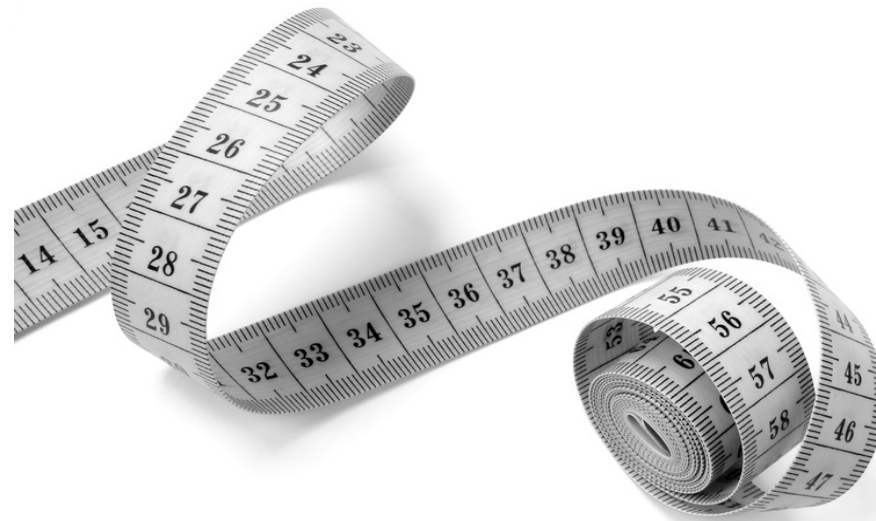
**What opportunities and challenges have you experienced implementing evaluation at your foundation?**



# Implementing Evaluation

**How do we determine what to measure?**

**Some things are easy to measure...**



**...and others are harder**

# Implementing Evaluation

<b>Process Evaluation</b> (Descriptive)	<b>Outcome Evaluation</b> (Measuring Change)
<ul style="list-style-type: none"><li>+ Who was served?</li><li>+ How many were served?</li><li>+ What service was provided?</li><li>+ How much was provided?</li><li>+ What was the context?</li></ul>	<ul style="list-style-type: none"><li>+ What happened as a result?</li><li>+ What changed (behavior, attitudes, etc)?</li></ul> <p><u>Multiple Levels of Impact</u></p> <ul style="list-style-type: none"><li>+ Individual level outcomes</li><li>+ Program level</li><li>+ Organizational level</li><li>+ Systems level</li><li>+ Community level</li></ul>

# Implementing Evaluation

## What are commonly used methods?

- + Surveys & Pre-post tests
- + Interviews & focus groups
- + Existing data and information
- + Emerging use of visual data



# Implementing Evaluation

## What should be considered when selecting methods?

### + Target Population

- Language & literacy
- Cultural considerations (beliefs, attitudes, norms, bias)

### + Contextual Factors

- Socio-political (immigration)

### + Relevance

### + Nature / sensitivity of issue

### + Resources & logistical feasibility

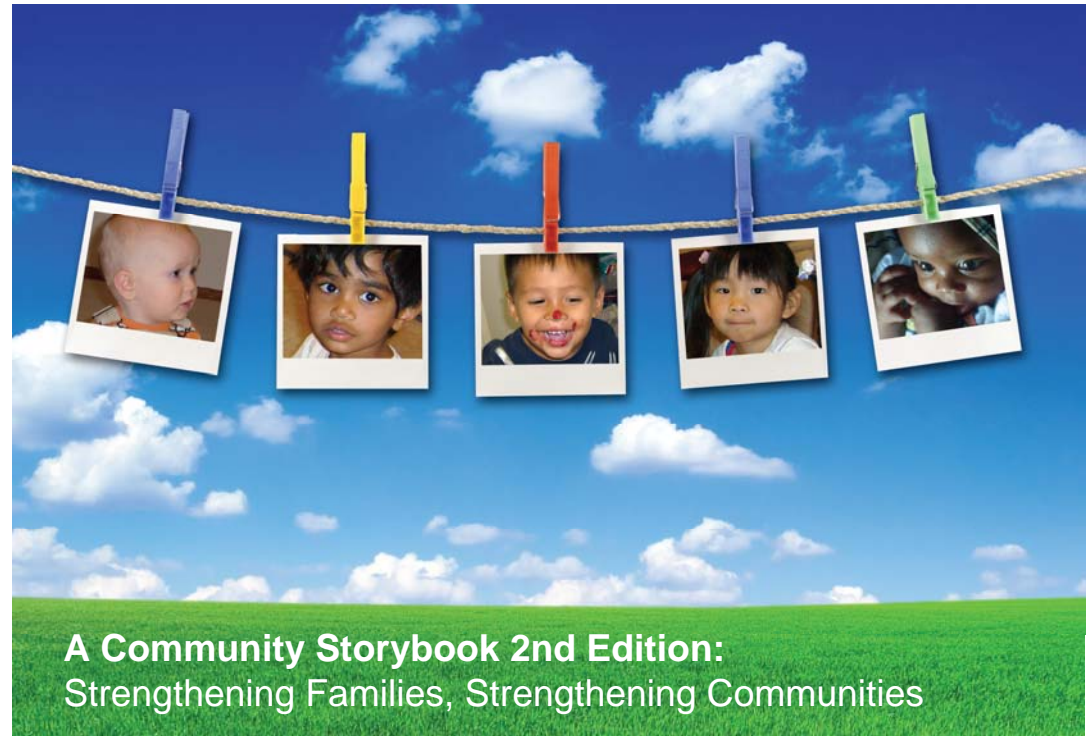


# Implementing Evaluation

## What about other participatory approaches?

### + Innovative and Participatory Approaches

- Oral Histories
- Participatory Photography
- Participatory Action Research



A Community Storybook 2nd Edition:  
Strengthening Families, Strengthening Communities

# Implementing Evaluation

## How do we “operationalize” our evaluation?

- + **Develop evaluation work plan to articulate:**
  - **Connections between funded activities and desired outcomes**
  - **What you want to measure**
  - **What tools or methods will be used**
  - **Who or what will be the source of data**
  - **When data will be collected and analyzed**

# Implementing Evaluation

## Example of “Evaluation Work Plan”

	Purpose & Key Questions	Tools & Methods	Who	When
Implementation	<ul style="list-style-type: none"> <li>Assess quality and usefulness of guest speaker presentations</li> </ul>	<ul style="list-style-type: none"> <li>Post survey</li> </ul>	<ul style="list-style-type: none"> <li>Participants</li> </ul>	<ul style="list-style-type: none"> <li>Administered after each guest session</li> </ul>
	<ul style="list-style-type: none"> <li>Assess quality and usefulness of overall <i>Institute</i></li> </ul>	<ul style="list-style-type: none"> <li>Post survey</li> <li>Observations of sessions</li> <li>Staff survey/interview</li> </ul>	<ul style="list-style-type: none"> <li>Participants</li> <li>Observation by external person</li> <li>Program staff</li> </ul>	<ul style="list-style-type: none"> <li>Participant surveys at last session</li> <li>Observation throughout program</li> <li>Staff interview (end)</li> </ul>
	<ul style="list-style-type: none"> <li>Assess recruitment and collaboration with partners</li> </ul>	<ul style="list-style-type: none"> <li>Staff survey</li> <li>Partner survey</li> </ul>	<ul style="list-style-type: none"> <li>Program staff</li> <li>Partners</li> </ul>	<ul style="list-style-type: none"> <li>Administered at end of program</li> </ul>
Impact	<ul style="list-style-type: none"> <li>Increased knowledge and awareness about health careers and disparities</li> </ul>	<ul style="list-style-type: none"> <li>Pre/Post</li> </ul>	<ul style="list-style-type: none"> <li>Participants</li> </ul>	<ul style="list-style-type: none"> <li>PRE: Administer within 3 weeks of entry</li> <li>POST/Retrospective: Administer at end</li> </ul>
	<ul style="list-style-type: none"> <li>Improved skills and experience</li> </ul>	<ul style="list-style-type: none"> <li>Pre/Post</li> </ul>	<ul style="list-style-type: none"> <li>Participants</li> </ul>	
	<ul style="list-style-type: none"> <li>Increased support from peers, adults and role models</li> </ul>	<ul style="list-style-type: none"> <li>Pre/Post</li> </ul>	<ul style="list-style-type: none"> <li>Participants</li> </ul>	



**What are some data collection issues you or grantees have faced and how did you address them?**

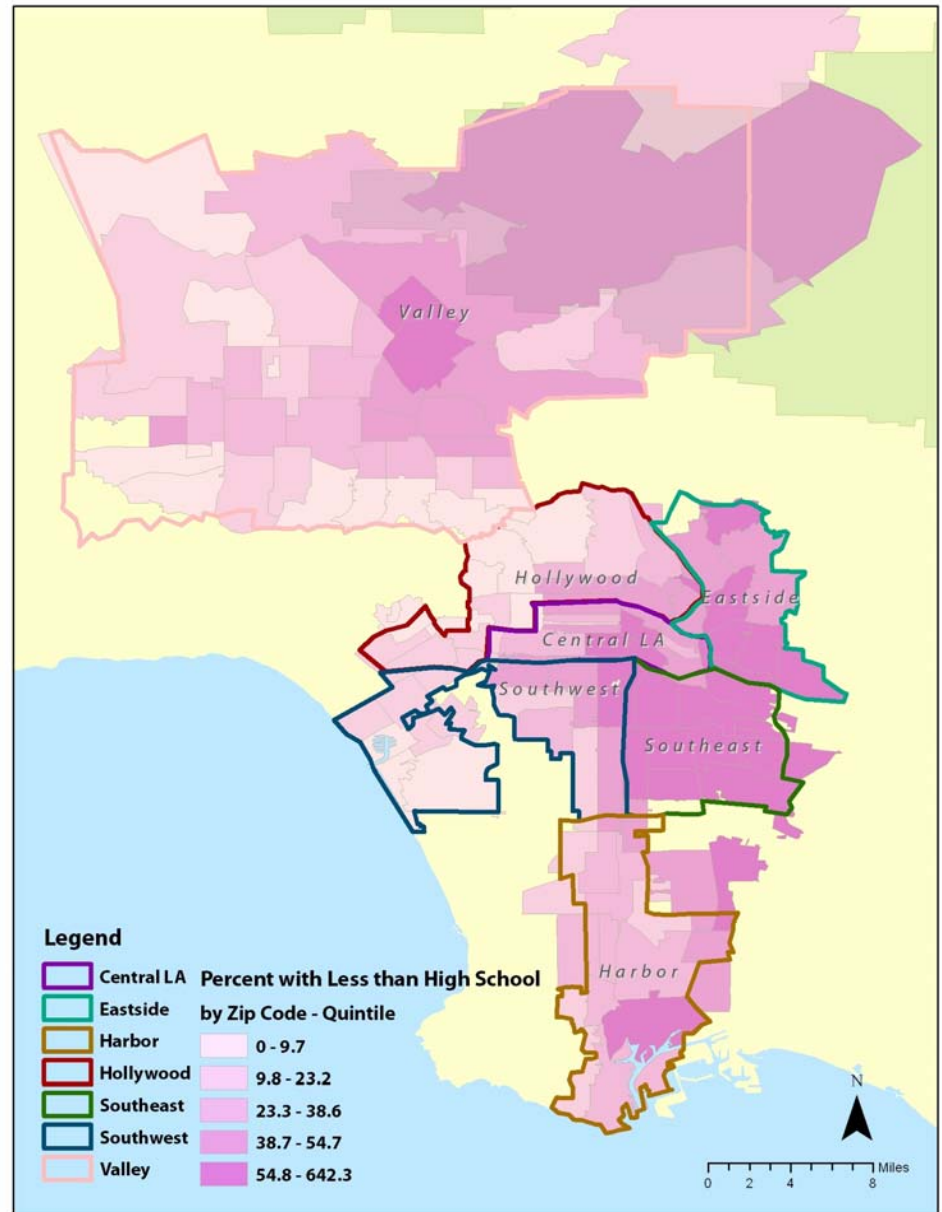


# Presenting & Using Results

How do you maximize use?

Presenting data

- + Know your audience
- + Visual data
- + Stories
  - Case studies
  - Vignettes & Quotes
- + Maps (GIS)
- + Dashboards

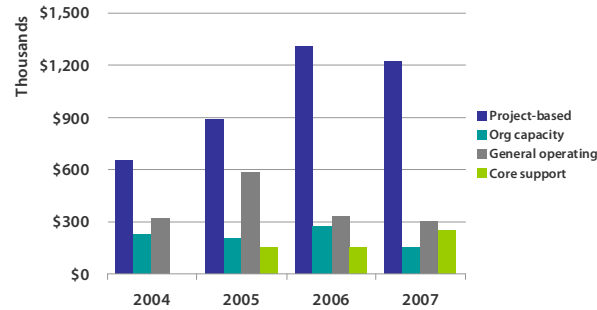


# Presenting & Using Results

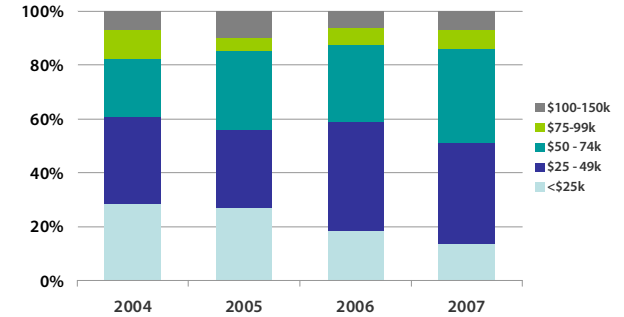
## 1. How much funding have we awarded?

Funds Awarded, 2004-07	
2007	\$1,929,625
2006	\$2,069,175
2005	\$1,827,975
2004	\$1,200,480
<b>TOTAL</b>	<b>\$7,027,255</b>

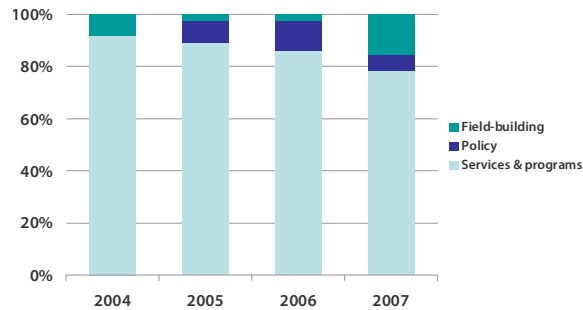
## 2. What types of grant support are we providing?



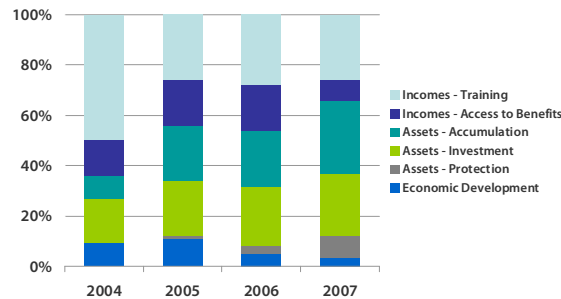
## 3. What size grants are we awarding?



## 4. What activities are grantees undertaking?



## 5. What strategies are we investing in?



## 6. How many people do our grantees serve?

Strategies*	#
Income – Enrolled in training <sup>(17)</sup>	5,700
Income – Secured benefits <sup>(3)</sup>	51,300
Assets – Savers <sup>(11)</sup>	1,400
Assets – Self-employment / home ownership <sup>(13)</sup>	1,500
Assets – Protection information & counseling <sup>(3)</sup>	600
<b>TOTAL</b>	<b>60,500</b>

\*Number in parentheses refers to organizations funded to deliver services and programs in 2004-06

# Presenting & Using Results

## How do you maximize the use?



- + Communicating with trustees & internal audiences
- + Process for engaging with results
- + Peer learning communities (grantees)
- + Marketing & media
  - Talking Points
  - Strategic messaging



**How have evaluation efforts informed your grantmaking and/or grantees' work?**



# H+Co Evaluation Team

## Contact Information

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