



## ORGANIZING EVALUATION PROJECTS

Evaluation can measure many things and must meet many needs. Because of this, there are as many ways to organize an evaluation as there are evaluators.

Here is one way to organize an evaluation into three groupings that may be useful as you think about your project.

### Process Evaluation

Program evaluation often starts with looking at the process. It answers questions like:

- Who is being served? What are the characteristics of program participants?
- How many people are being served? How often?
- How are services being delivered?
- How are staff members used to deliver services?
- How do people hear about the program?

There are many tools used to measure the process. Some of the more common are:

- Program records, kept on paper or in computer files
- Interviews with staff and stakeholders
- Surveys, interviews, or focus groups with program participants

- Reviews of media coverage of the program

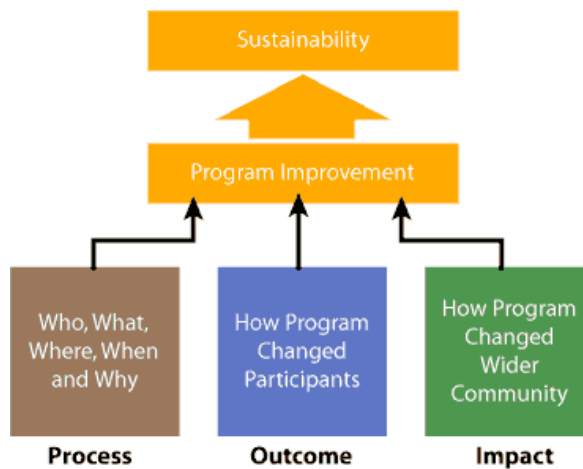
### Outcomes Evaluation

Outcomes evaluation looks not at what activity is taking place, but at changes in program participants. It answers questions like:

- What difference does this program make in the life of a participant?
- What specific parts of the program are most effective at helping participants?
- Which services create short-term change? Which create long-term change?

There are many tools used to measure outcomes. Both quantitative and qualitative approaches are common, often used together:

- Pre and post surveys with participants and with program staff to measure the amount of change during the program
- Focus groups or interviews with program participants to learn which parts of the program had the biggest impact...and why
- On-going surveys and interviews to assess whether short-term change persists after participants exit the program



- Case studies to highlight important or unusual results

### **Impact Evaluation**

Impact evaluation looks at change beyond the program participants. It answers questions like:

- What difference does this program make in the community?
- How have participants impacted the community at large?
- Has the program created systems change—altered the way we do business?

Like outcomes evaluation, there are many tools. Again, both quantitative and qualitative approaches are common, often used in tandem:

- Pre and post surveys to measure the amount of cooperation or collaboration between organizations
- Focus groups with community members to learn which parts of the program had the biggest impact...and why
- On-going community or other large-group surveys to assess the lasting impact of programs
- Interviews with key community informants to gather in-depth stories of large-scale change

### **For more information**

Contact UpFront for more information about your evaluation. We've been helping programs learn what they do best—and what they need to improve—since 1985. Designing, administering and reporting—with a focus on getting you the information that you need most.

### **About UpFront**

UpFront is an organization development consulting firm located in Saint Joseph, Minnesota. We provide organization development, program evaluation and research services. Our company is a partnership between owners Dianne Tuff and Murdoch Johnson—and UpFront's clients.

### **Our Mission**

To help and support teams, organizations and communities as they merge past experience, present strengths and future dreams to create positive change.

### **Our Vision**

UpFront works with progressive, socially-responsible organizations on projects that challenge us and build on our strengths. We strive for balance between the professional and personal—and we integrate our personal values into our professional lives.

### **Contact UpFront**

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