SESSION 6C

EVALUATION AND THE PROGRAM CYCLE: LESSONS FROM THE FIELD

Moderator: Ben Bronfman, the Cadmus Group

PAPERS:

Magic Ingredients in Evaluability Assessments
> *Anne West, the Cadmus Group, Inc., Portland, Oregon*
> *Ben Bronfman, the Cadmus Group, Inc., Portland, Oregon*

Measuring Program Performance from Cradle to Grave
> *Marc Collins, Ontario Power Authority, Toronto, ON, Canada*
> *Andrew Bishop, Ontario Power Authority, Toronto, ON, Canada*

Using Logic Models to Describe Complex Programs in Multi-program Agencies
> *Moria Morrissey, Innovologie, LLC, Rockville, MD*
> *John H. Reed, Innovologie, LLC, Rockville, MD*
> *Charles Bailey, Innovologie, LLC, Rockville, MD*

SESSION SUMMARY:

This session will focus on organizing for evaluation under three different scenarios: West, et al focus on evaluability assessment, ensuring that appropriate data be collected and available from the program outset and securing buy-in from program implementers. Collins, et al, show how ongoing evaluation and feedback contribute to program implementation efficiency and targeting, and Morrissey, et al, tackle the thankless task of integrating disparate federal program under one comprehensive and theoretically grounded logic model.

Each of the authors presents a unique and innovative perspective on evaluation, taking portions of approaches and theories and putting them together in new ways, to produce new tools for program administrators, implementers and evaluators.

"Magic Ingredients in Evaluability Assessments" presents a formal structure and justification for conducting early reviews of data requirements and data quality for program evaluation. Conducted at the outset of program implementation, or earlier in conjunction with program design, the paper shows how both key impact and process evaluation data can be efficiently organized and maintained. And, equally important, it shows how the need for these data can be communicated to program managers and implementers to gain support for the assessment.

"Measuring Program Performance from Cradle to Grave" presents a case study of how continuous awareness and participation polling provided a "early warning" on program performance, and how those results were factored into ongoing evaluation planning and EM&V activities.

Finally, "**Using Logic Models to Describe Complex Programs in Multi-program Agencies**" presents a case study pulling together multiple programs into coherent logic models with a strong underlying theoretical framework, and the relationship among the program activities. The authors argue that instead of pursuing an evaluation of each activity, a much more limited set of common evaluation tasks will more increase the ability to identify changes to the programs that could make them more effective.