



CENTRE FOR
COMMUNITY
BASED RESEARCH



EVALUATION
CAPACITY
NETWORK



Social Sciences and Humanitie
Research Council of Canada

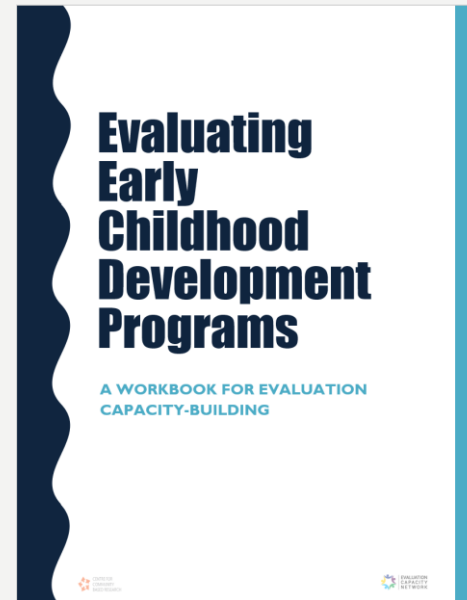
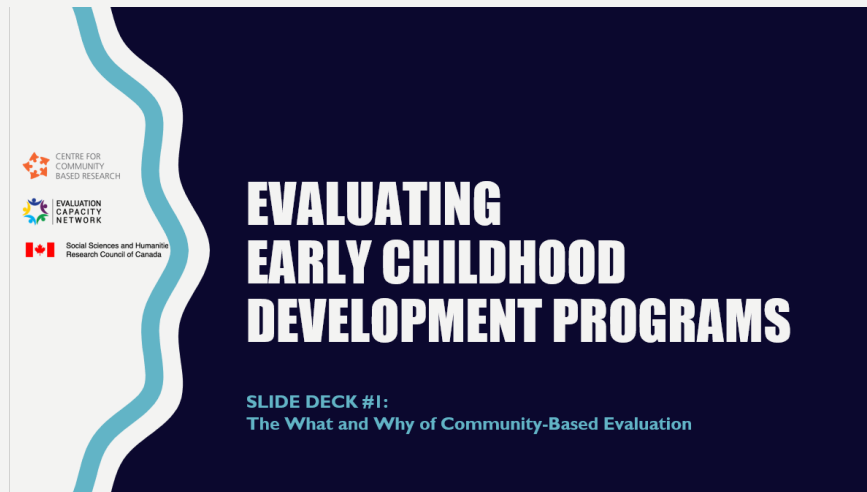
EVALUATING EARLY CHILDHOOD DEVELOPMENT PROGRAMS

Slide Deck #2:

Laying the Foundation in Community-Based Evaluation

How To Use These Slide Decks

Review the [slides](#) and practice on the [evaluation workbook](#).

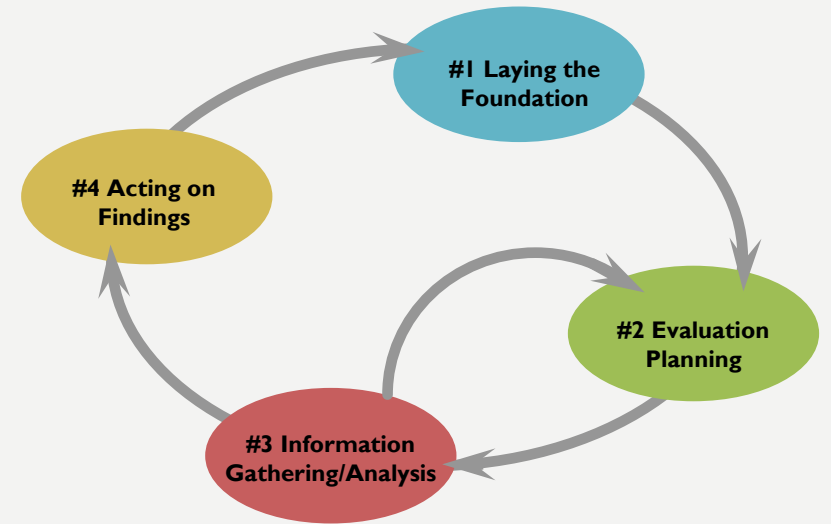


look for  to find the corresponding exercise page on the workbook!

Visit www.evaluationcapacitynetwork.com to access

- The complimentary evaluation workbook
- Complimentary live webinars' recordings

Welcome Back!



Slide deck #1: Introduction to community-based evaluation



Slide deck #2: Laying the foundation in community-based evaluation

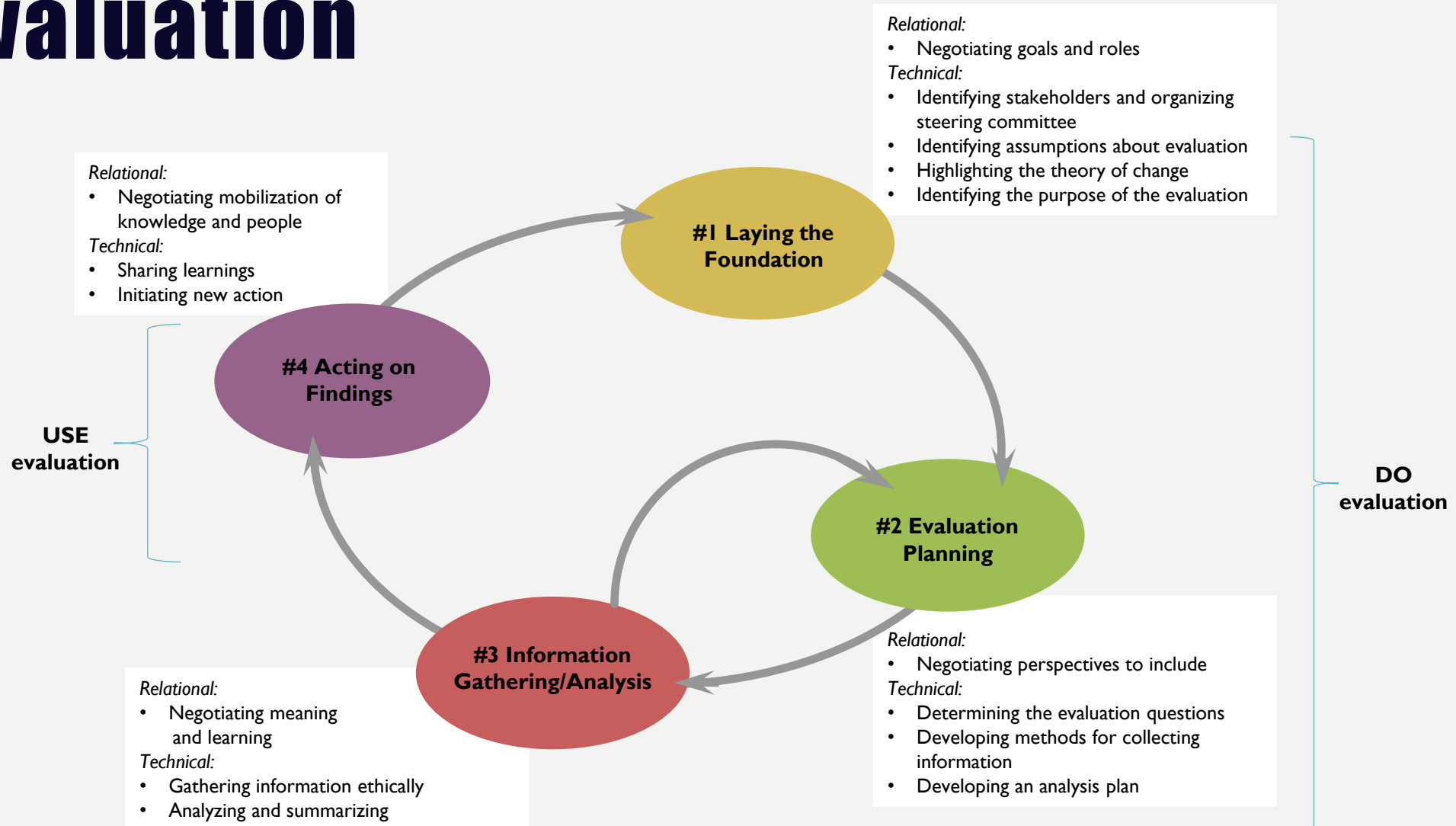


Slide deck #3: Community-based evaluation planning

Slide deck #4: Information gathering and analysis

Slide deck #5: Acting on findings

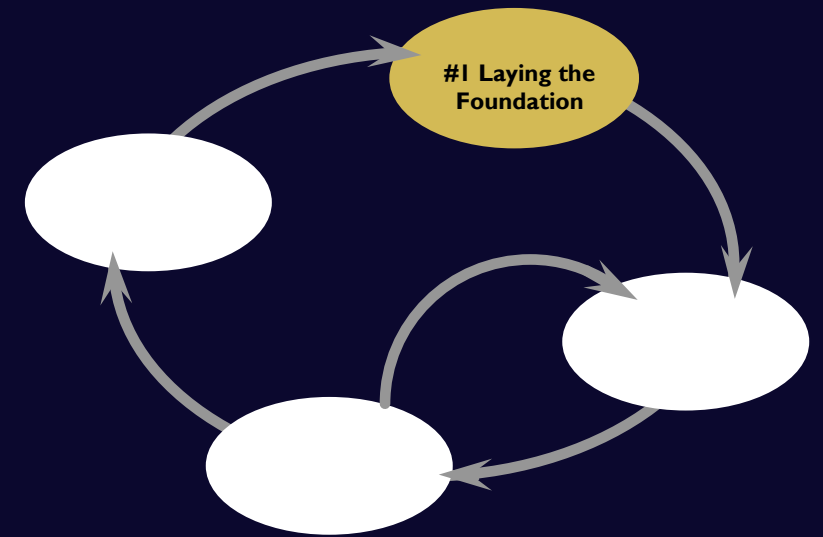
The Four Phases Of Community-based Evaluation



What This Slide Deck Covers

Phase #1 Laying the Foundation

1. Identify stakeholders and organize a steering committee
2. Identify assumptions about evaluation
3. Highlight the theory of change
4. Identify the purpose of the evaluation





1

Identify Stakeholders And Organize A
Steering Committee

Defining Stakeholders

Let's start with a definition!

Stakeholders are **individuals or groups** who have a stake in the **issue(s) under study** and are **important to the success of evaluation**.



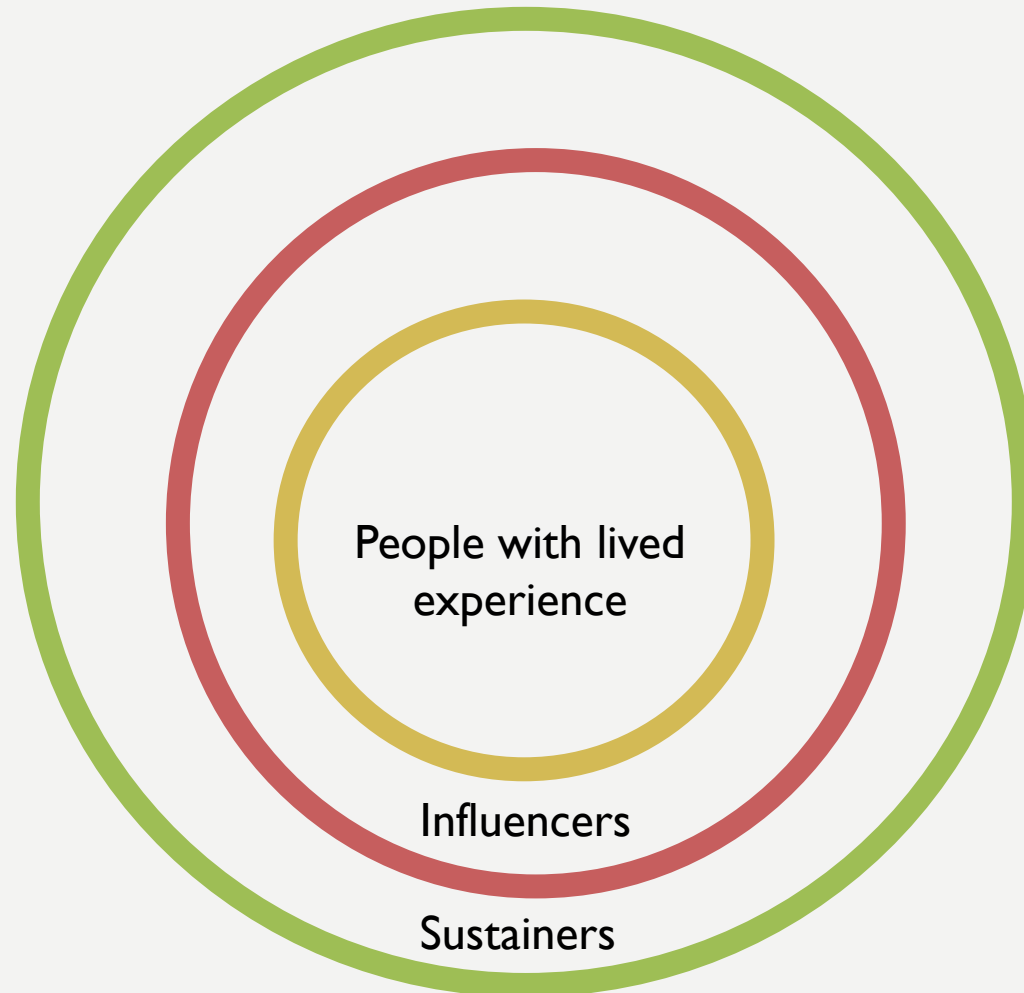
Categorizing Stakeholders

Let's learn about three main categories of stakeholders in community-based evaluation

- **People with lived experience**
 - ✓ People who have direct experience living with the issue like program participants
- **Influencers**
 - ✓ People who impact the lives of those who live with the issue like program providers
- **Sustainers**
 - ✓ People who have the power and resources to make lasting change to improve people's lives like funders

Mapping Stakeholders

Stakeholder Mapping is a way to identify the key stakeholders who should be involved in the evaluation



Why Engage Stakeholder?

Engaging stakeholders ensures that ...

- Ownership of the evaluation is shared
- People will act on findings, as they have increased ownership
- A variety of valuable and informative perspectives are included
- Evaluation skills and knowledge of stakeholders increase
- Evaluation purpose and principles of working together are relevant, clarified and implemented

How To Engage Stakeholders

You can engage stakeholders as ...

- Evaluation Participants
- Research Team
- **Steering Committee**
- Feedback Sessions
- Implementing Recommendations

Suggested by
Community-
Based Approach



What other ways can you think of to involve stakeholders?

Using A Steering Committee

The steering committee is made up of the various stakeholders of the program

Steering committee ...

- guides the evaluation through each step of the process
- meets regularly throughout the evaluation
- makes it more likely to implement on the evaluation results at the end

A stakeholder map helps you to decide who is on the steering committee!

Illustration

City Kidz Program

- For your better understanding, we used a real-life example (City Kidz Program) to illustrate each phase of the community-based evaluation.
- City Kidz offers programming to children living in poverty in Hamilton, Ontario.
- In 2013, the Centre for Community Based Research conducted an evaluation of City Kidz core programs offered to over 2,000 kids from across Hamilton.

www.citykidz.ca



Let's See How Stakeholders Were Mapped In City Kidz Example

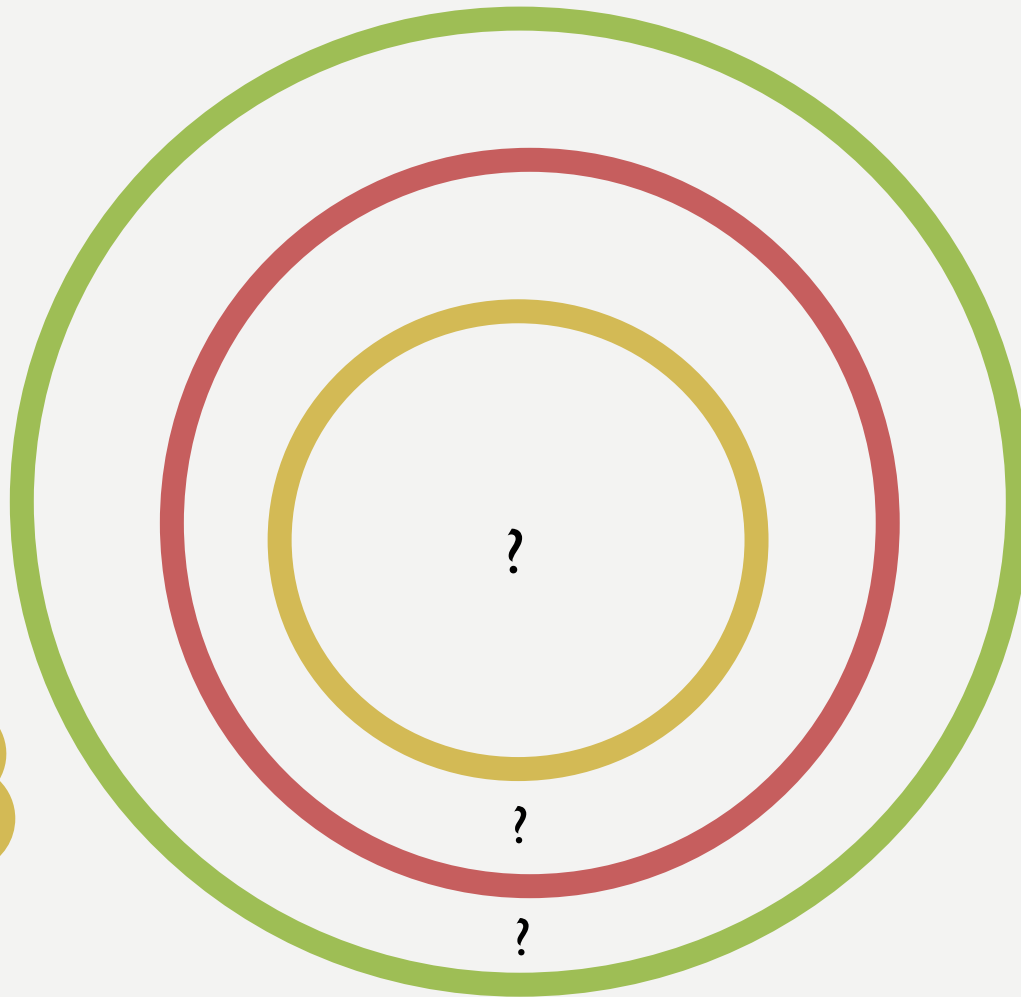
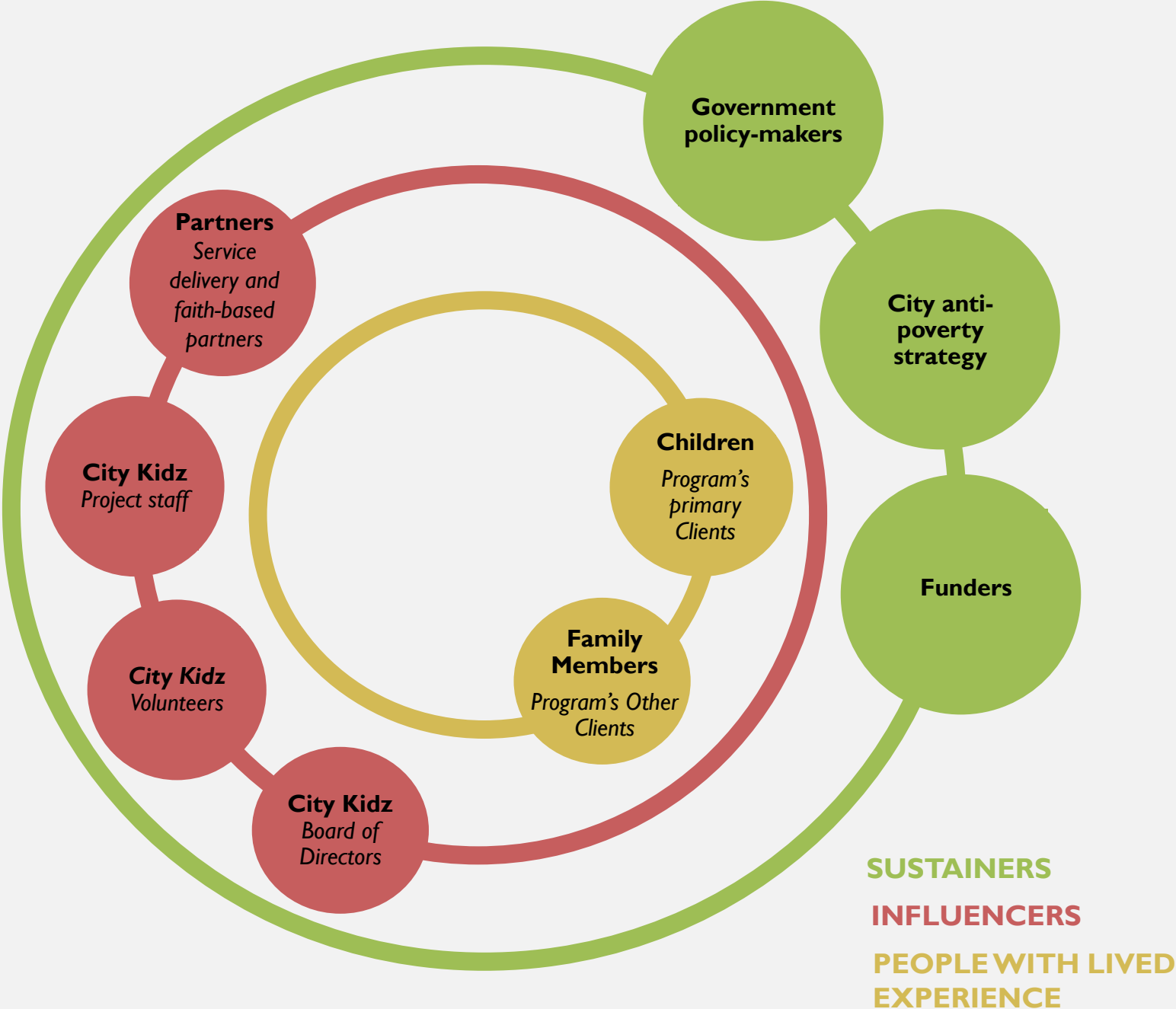


Illustration
City Kidz Program



Exercise 1 3

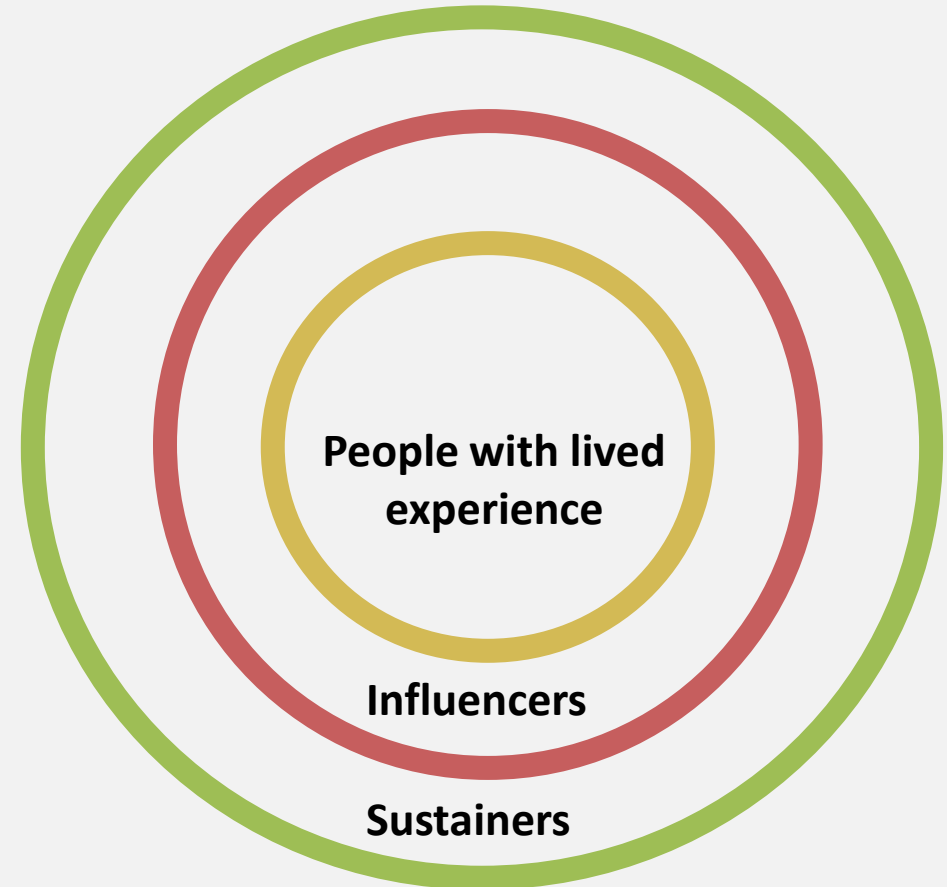
Who is a stakeholder?

- What groups of people have a stake in your early childhood development project?
- Who could join your project evaluation steering committee?

Who could join your evaluation steering committee?

- Who could you invite to join a guiding evaluation steering committee that would bring these different stakeholder perspectives?

Map Your Stakeholder!





2

Identify Assumption About
Evaluation

It Is Time To Identify Assumptions About The Evaluation!

Before you start your evaluation process ...

- Take some time to **understand** the steering committee and other stakeholders' **assumptions about the evaluation** process
- Understand **expectations about the evaluation** and its results
- Explain what community-based approach to evaluation is
- **Clarify roles** of the steering committee and other stakeholders

Why Identify And Clarify Assumptions?

Clarifying assumptions about the evaluation ...

Will ensure that ...

- Everyone's goals or expectations will be met in the end
- Everyone is on the same page about the evaluation and its purpose
- Any mismatched expectations regarding time, financial restraints and commitments are aligned before the evaluation starts

3

Highlight The Theory Of Change

What is a Theory of Change?

- A clear statement about what the program is intended to do
- Explains what a program does (activities) and the results that are expected because of those activities (outcomes/impacts)
- Needs to be agreed upon by the steering committee
- The activities and outcomes (and their links) need to be clear as those are what will be evaluated
- Outcomes can be at the individual and/or community level

Let's see how you can show your theory of change!

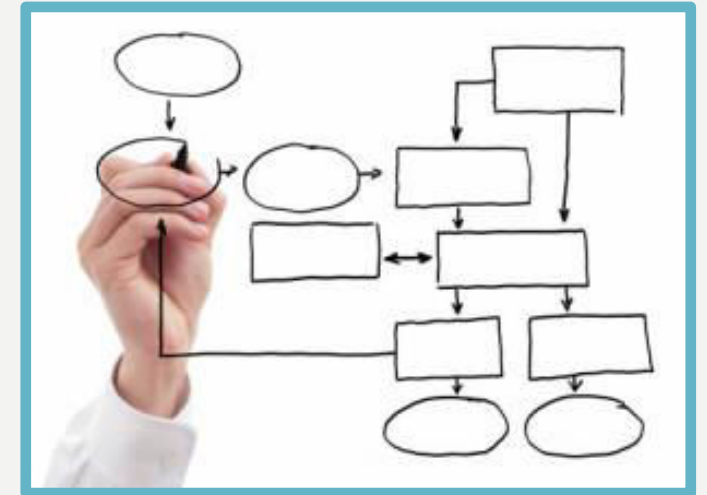
Using a Program Logic Model

One common way to show your theory of change

Program Logic model ...

- Visualises the link between your program activities and its outcomes
- A graphic that shows what your program does and the changes you expect to see
- See some logic model examples at

<https://www.theoryofchange.org/library/toc-examples/>



In the next few slides, you will learn how to outline the components of your logic model.

If you already have a logic model for your program, you can use it.

Program Logic Model Components

A program logic model is an overview of the flow of processes to produce the results intended by the project.

INPUTS	Resources such as staff, volunteers, resources, and funding
ACTIVITIES	Program events or strategies (at the individual or community level) designed to achieve the outcomes
OUTPUTS	Tangible results of the major activities (# of people trained, resources produced, etc.)
IMMEDIATE OUTCOMES	Immediate changes as a result of activities
INTERMEDIATE OUTCOMES	Changes in the mid-term (months/years)
ULTIMATE OUTCOMES	Long-term intended impact (years/decades)

Exercise 2

4

What does the program logic model look like for your early childhood development program?

INPUTS

ACTIVITIES

OUTPUTS

**IMMEDIATE
OUTCOMES**

**INTERMEDIATE
OUTCOMES**

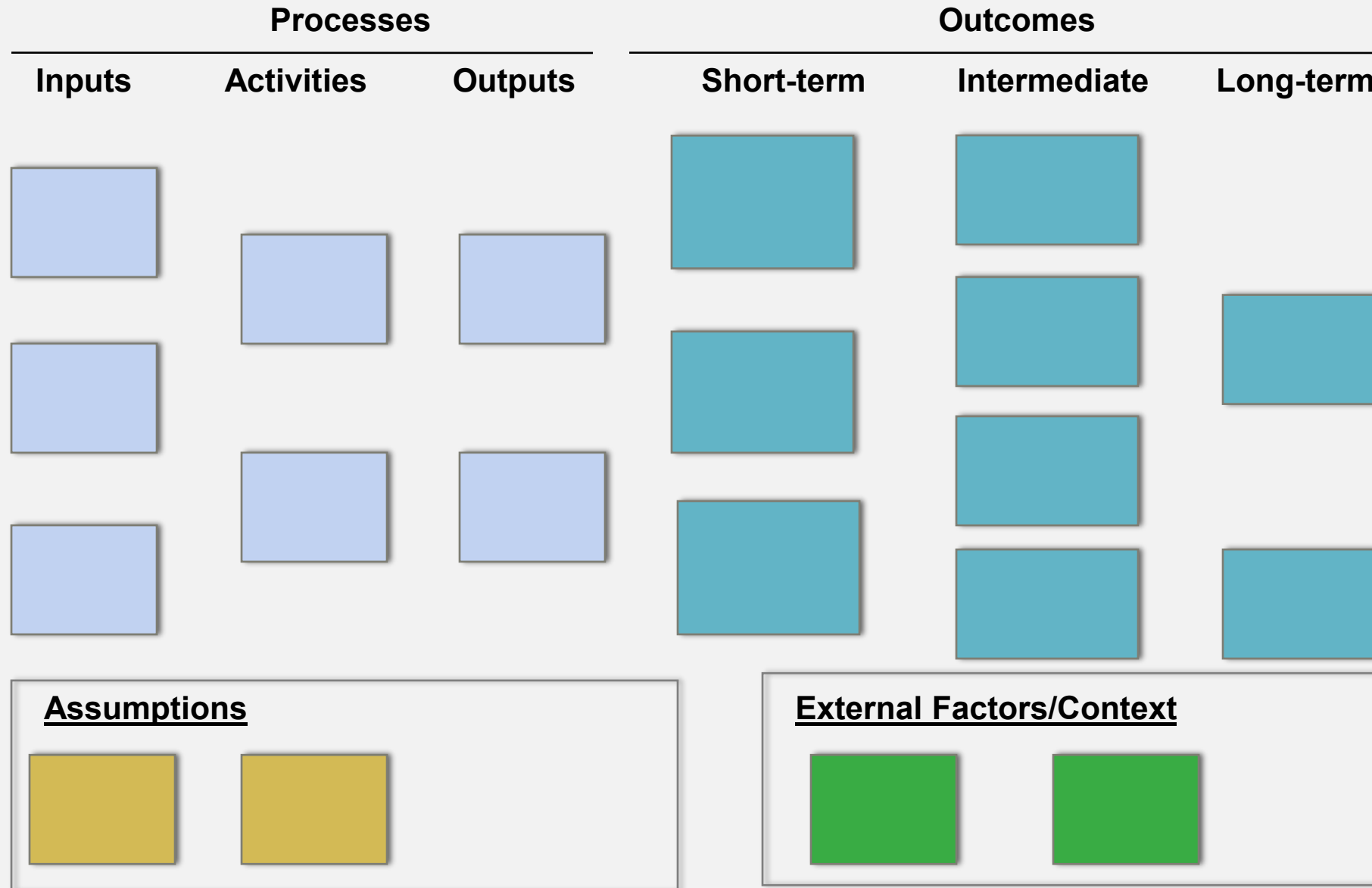
**ULTIMATE
OUTCOMES**

Visualizing A Logic Model

- There are many ways to visualize a logic model
- Not all logic models look the same!
- You can be creative in how you develop it together with stakeholders and how it gets shared in the end
- **Look at program logic model examples in the next few slides**



Example Of A Logic Model Template

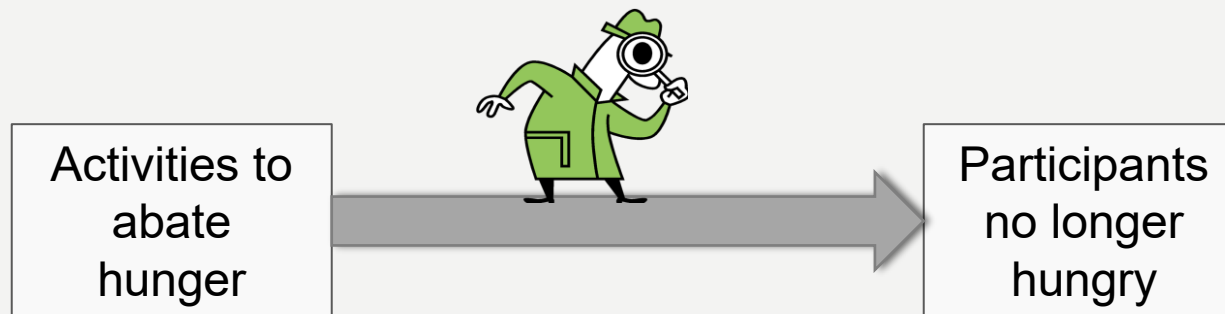


Adapted from Fierro (2019). National Evaluation Capacity Lab. Claremont Graduate University.

Example: Feeding Hungry People

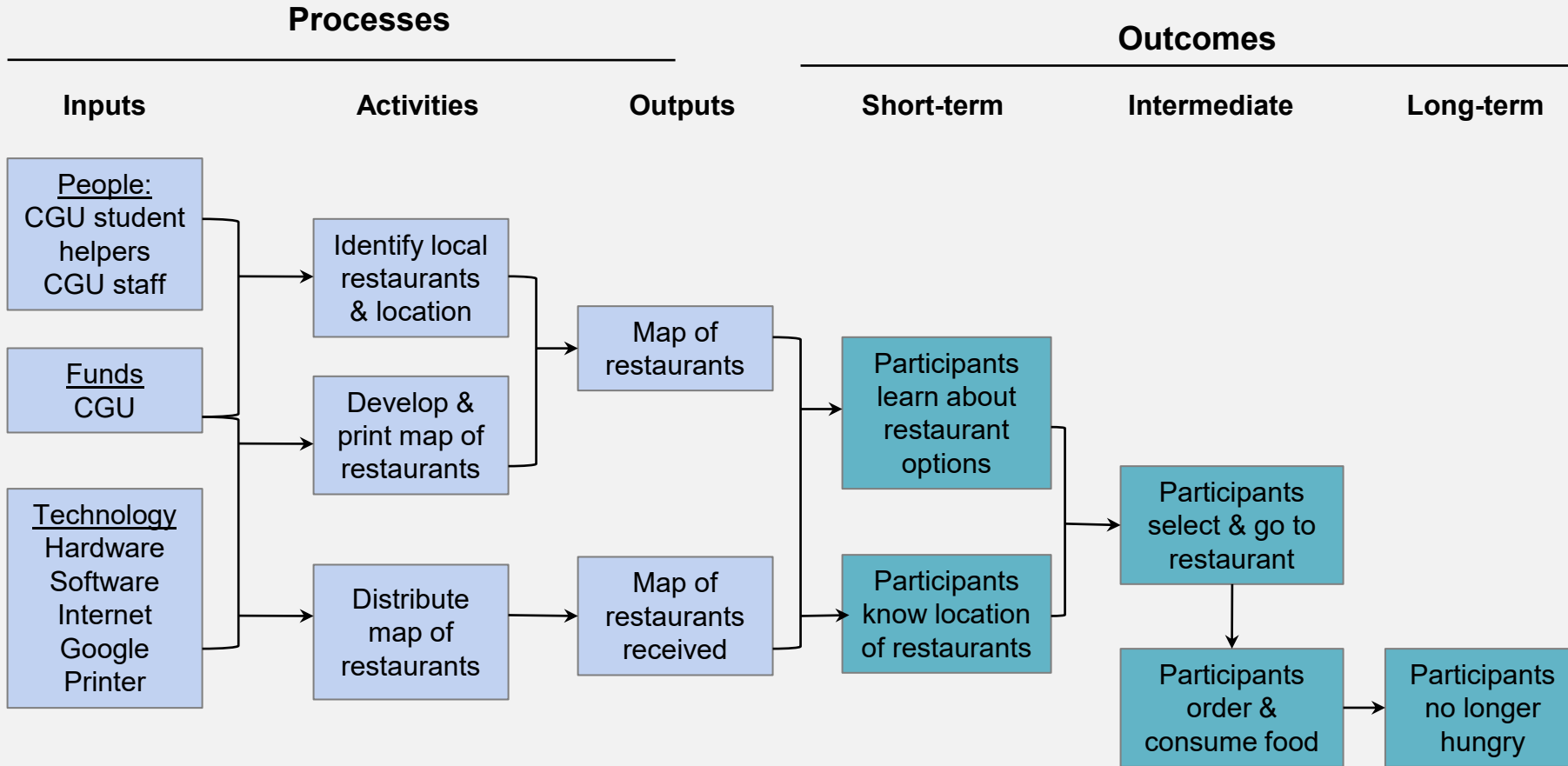
Here is a simple example to outline the components of a logic model for you

- Problem: Participants are hungry and they are in an unfamiliar neighborhood attending an evaluation training ...
- How do we go about fixing this problem?
- What occurs between our “fix” and satiation?



Adapted from Fierro (2019). National Evaluation Capacity Lab. Claremont Graduate University.

Logic Model For Feeding Hungry People Project



Assumptions:
 Food offered is appetizing
 Restaurants are appealing
 Restaurants are where map says they are

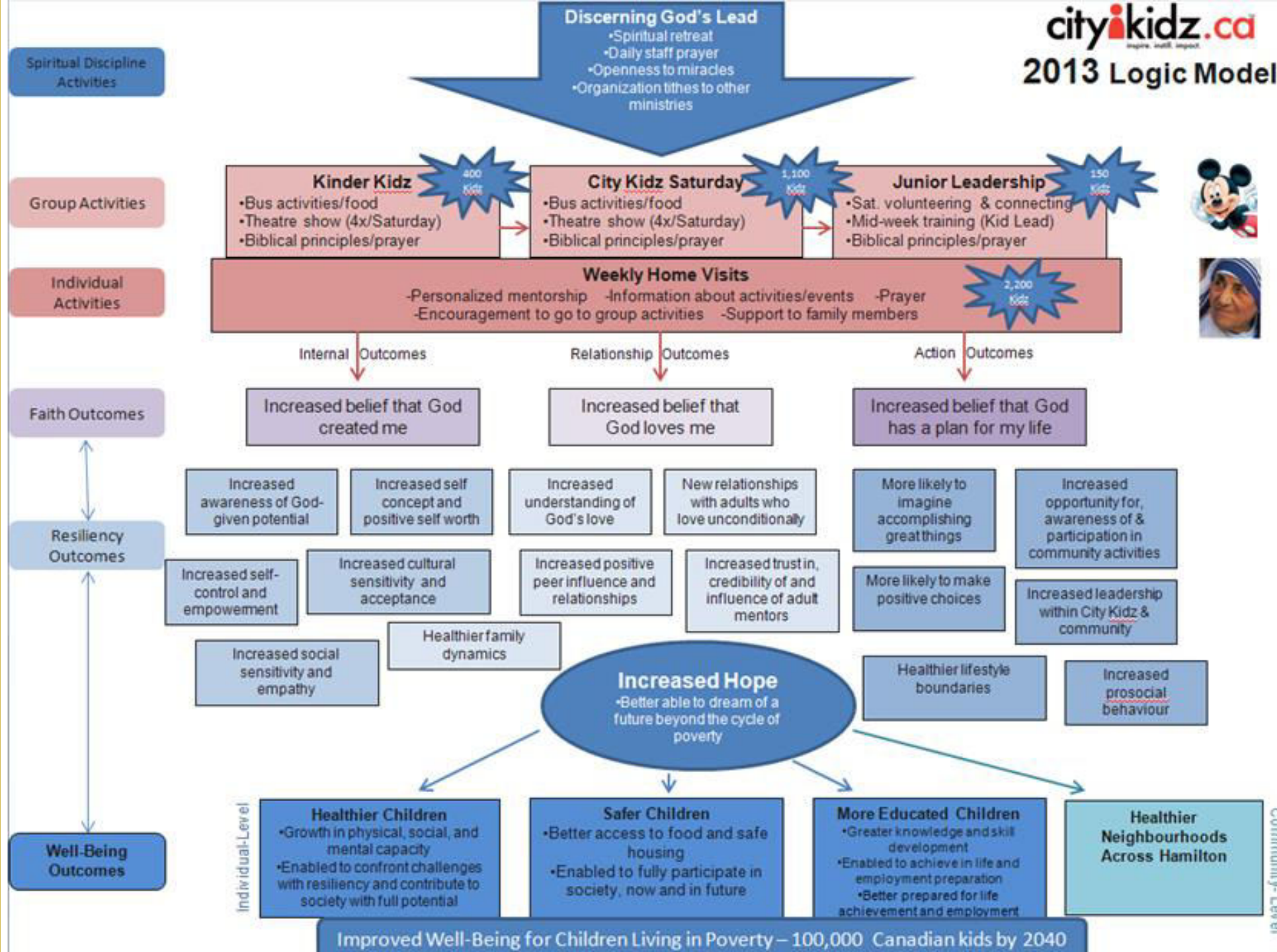
Context:
 Claremont
 Food preferences of participants

Real-Life Examples Of Logic Models

In the next two slides, you can see real-life examples of logic models ...

- The first one is for the City Kidz program
- The second one is for Supportive Housing Model For Teen Families

Remember that you can be as creative as you want when visualizing your logic model!



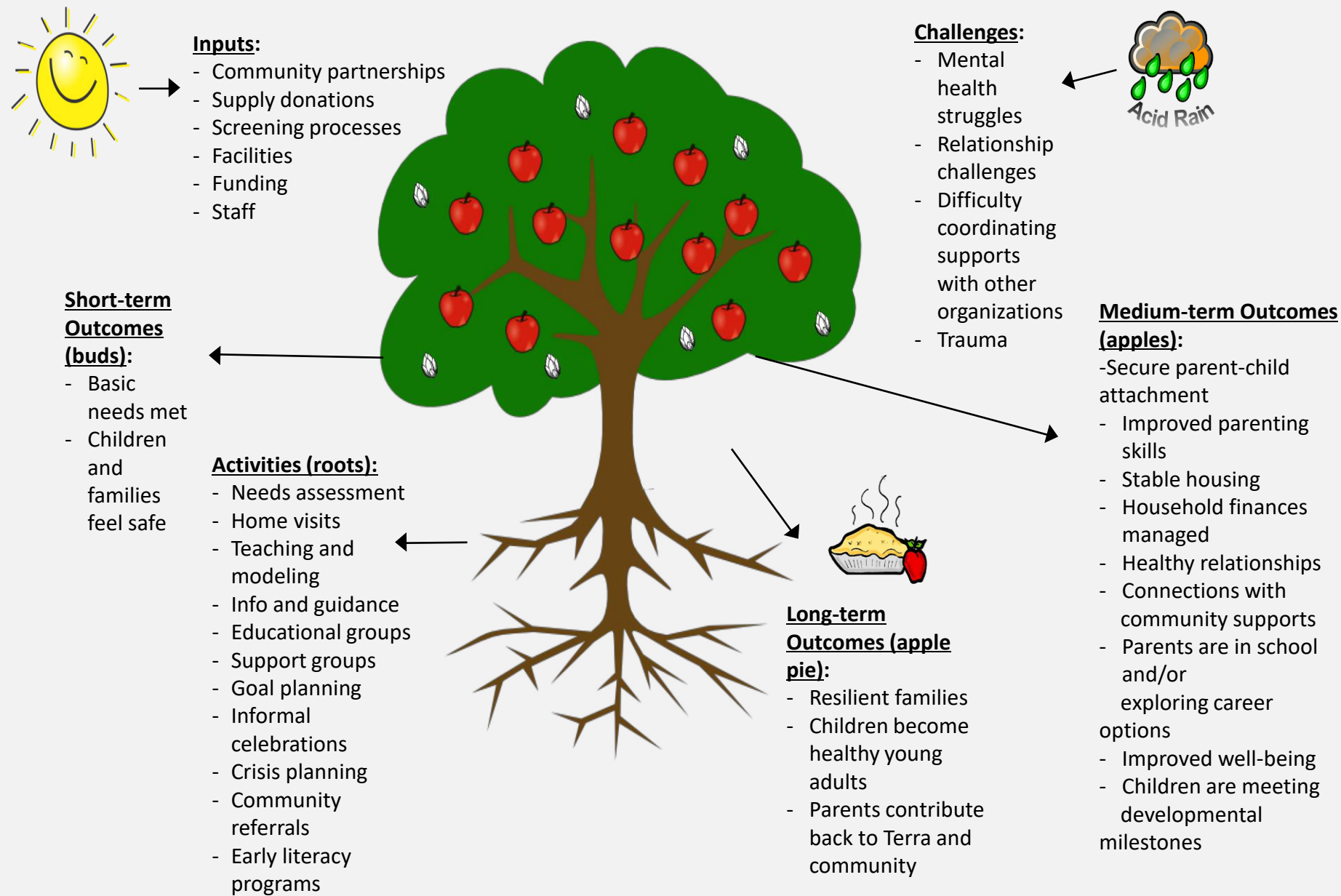
Illustration

City Kidz Program



Illustration

Supportive Housing Model For Teen Families





4

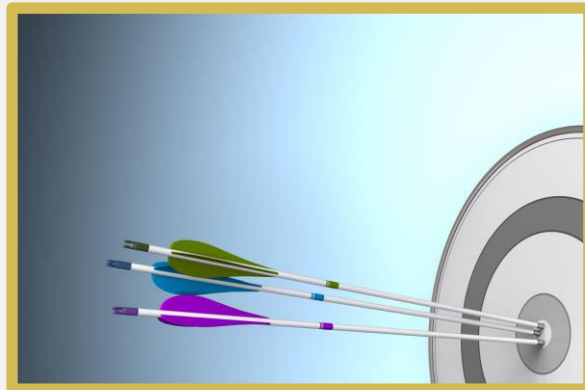
Identify The Purpose of The
Evaluation

Evaluation Purpose Statement

Let's learn what a purpose statement is!

Purpose statement ...

- Creates clarity on what the program is and why the evaluation is being done
- Is collaboratively developed to clarify common goals
- Reflects the interests of all stakeholder groups
- Is clearly worded



Different Evaluation Purposes

There are different types of evaluation each with a different purpose

Knowing these evaluation types can help you when creating your unique purpose statement

Summative Evaluation

Usually serves an accountability function.

At the end of the program, a summative evaluation is completed to describe the overall successes of the program and to determine whether the program should be continued.

Formative Evaluation

Used for the improvement of an ongoing program.

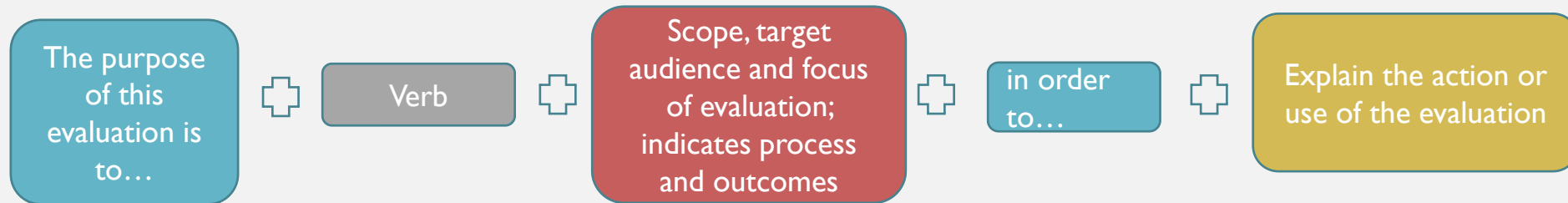
Based on the outcome(s) of the formative evaluation, the program can be modified to improve on problems or difficulties.

Developmental Evaluation

Used for the development of new programs or in contexts which require responsiveness to complex influences to remain innovative.

Elements Of A Purpose Statement

- Evaluation purpose statements have some elements in common
- The purpose is usually captured in one or two sentences



A good purpose statement will clarify if and how your evaluation is focused on:

- Process/implementation (assessing the activities in your logic model)
- Outcomes/impacts (assessing the outcomes in your logic model)
- Future directions (determining/changing your logic model)

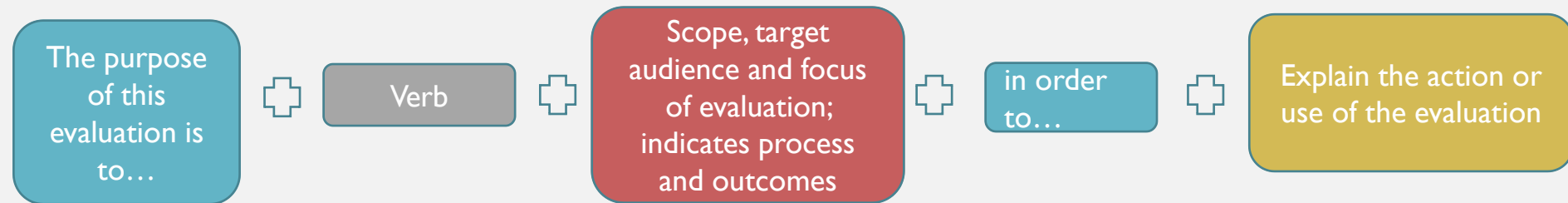
Illustration

City Kidz Program

The City Kidz evaluation had three inter-related purposes:

1. to collaboratively understand how existing core programs are being implemented, what presently is working well and what needs improvement. (*processes*)
2. to determine the impact that City Kidz has had on participants was also explored. (*outcomes*)
3. and to make suggestions for improving on and replicating City Kidz core programs in other Canadian cities. (*future directions*)

Here Are More Examples of Purpose Statements



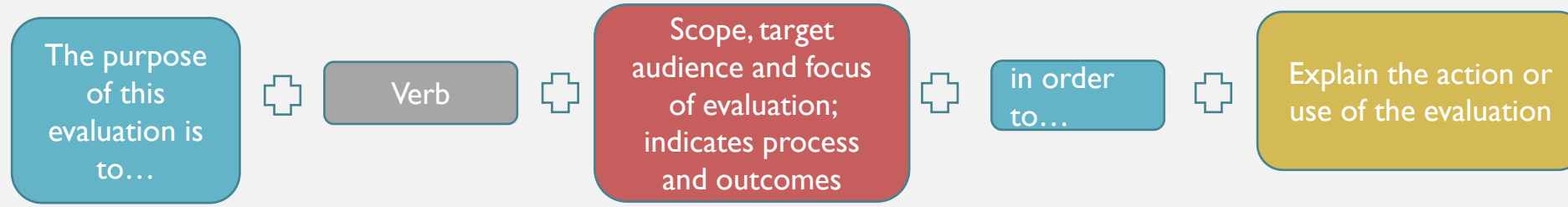
The purpose of this evaluation is 1) to assess the impacts of the program expansion on the participants, family members, and the healthcare system as a whole, and 2) to understand any barriers to participation in the program.

The purpose of the evaluation is to understand how existing core programs are being implemented, to determine the impact that core programs have made on children since its inception, and to provide concrete recommendations for the improvement of the programming both in our city and beyond.

The purpose of the evaluation was to collaboratively determine the impact of the program, especially on clients' quality of life, and the extent to which the program was implemented successfully, in order to determine how the program can be improved.

Exercise 3

6



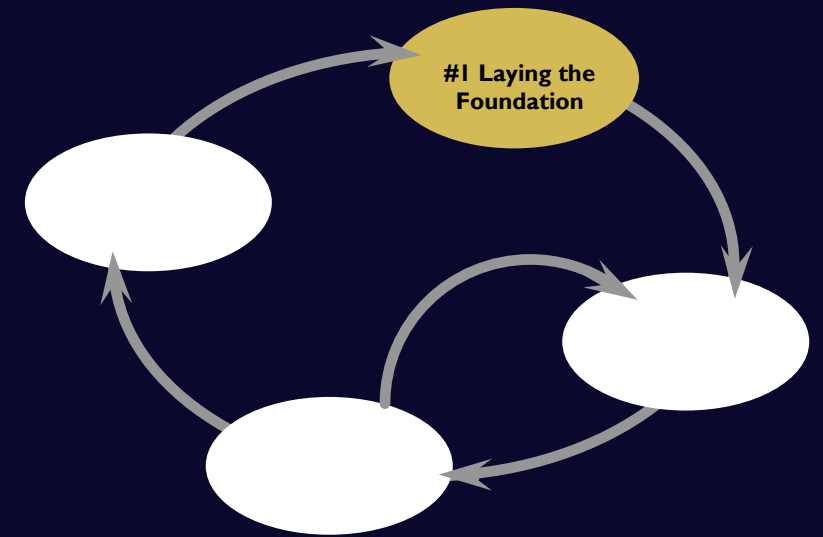
What is your evaluation purpose statement?

- Try drafting out a purpose statement keeping in mind the components above.
- Make sure that the Steering Committee agrees on the evaluation purpose statement!

Recap

Phase#1- Laying The Foundation

- Identify stakeholders and organize steering committee
- Identify assumptions about evaluation
- Highlight the theory of change
- Identify the purpose of the evaluation



What's Next ...

In slide deck #3, you will learn about community-based **evaluation planning** that includes:

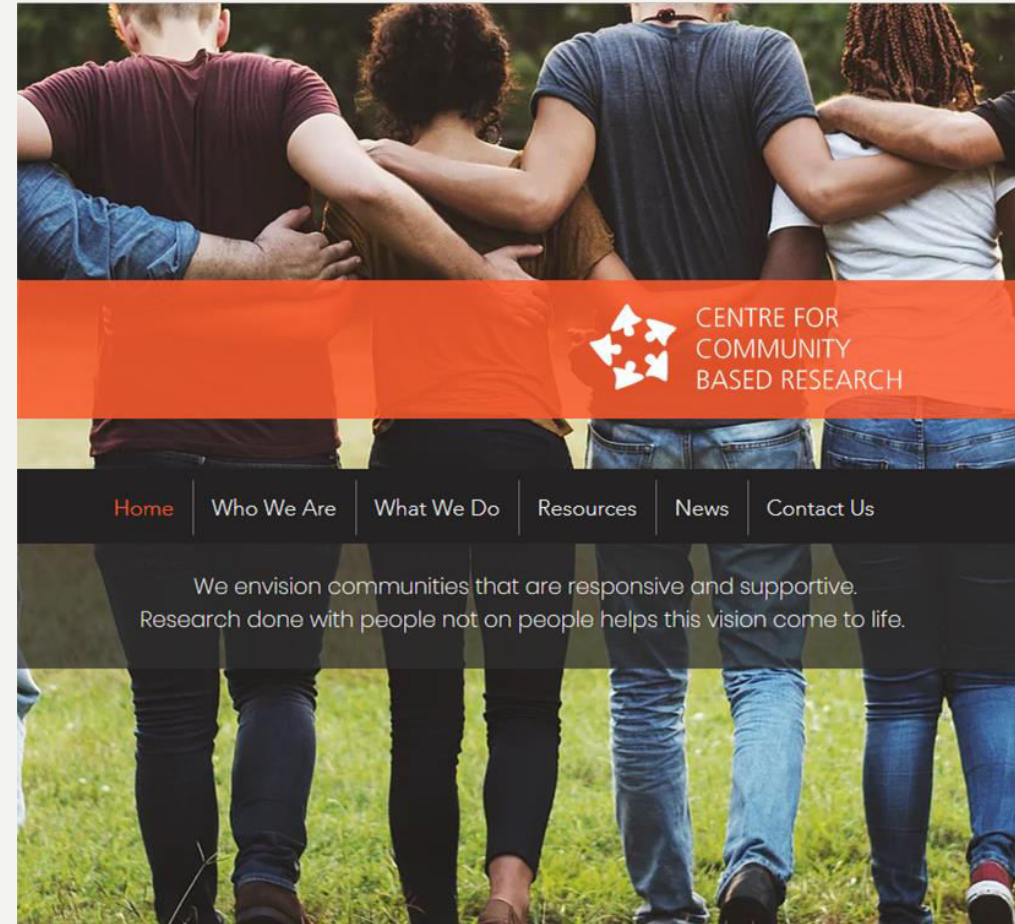
- Determining the evaluation questions
- Developing methods for collecting information
- Developing an analysis plan

Need Additional Support?



CENTRE FOR
COMMUNITY
BASED RESEARCH

- Coaching and mentoring
- Partnering on an evaluation
- Proposal development
- Evaluation support, training and webinars using the [Community Based Research Excellence Tool \(CBRET\)](#)
- Customized training in community-based research and evaluation
- For even more support, visit: www.communitybasedresearch.ca



And More Support...



- Coaching and mentoring
- Enroll in [UEval](#), a one-week evaluation institute
- Participate in the [Eval Lab](#)
- Access online resources (lectures, modules, tip sheets)
- Join the [ECN Network](#)!

