

THE JOY OF EVALUATION

2021 LANL Foundation Grantees Evaluation Institute

Melissa Binder

mbinder@unm.edu

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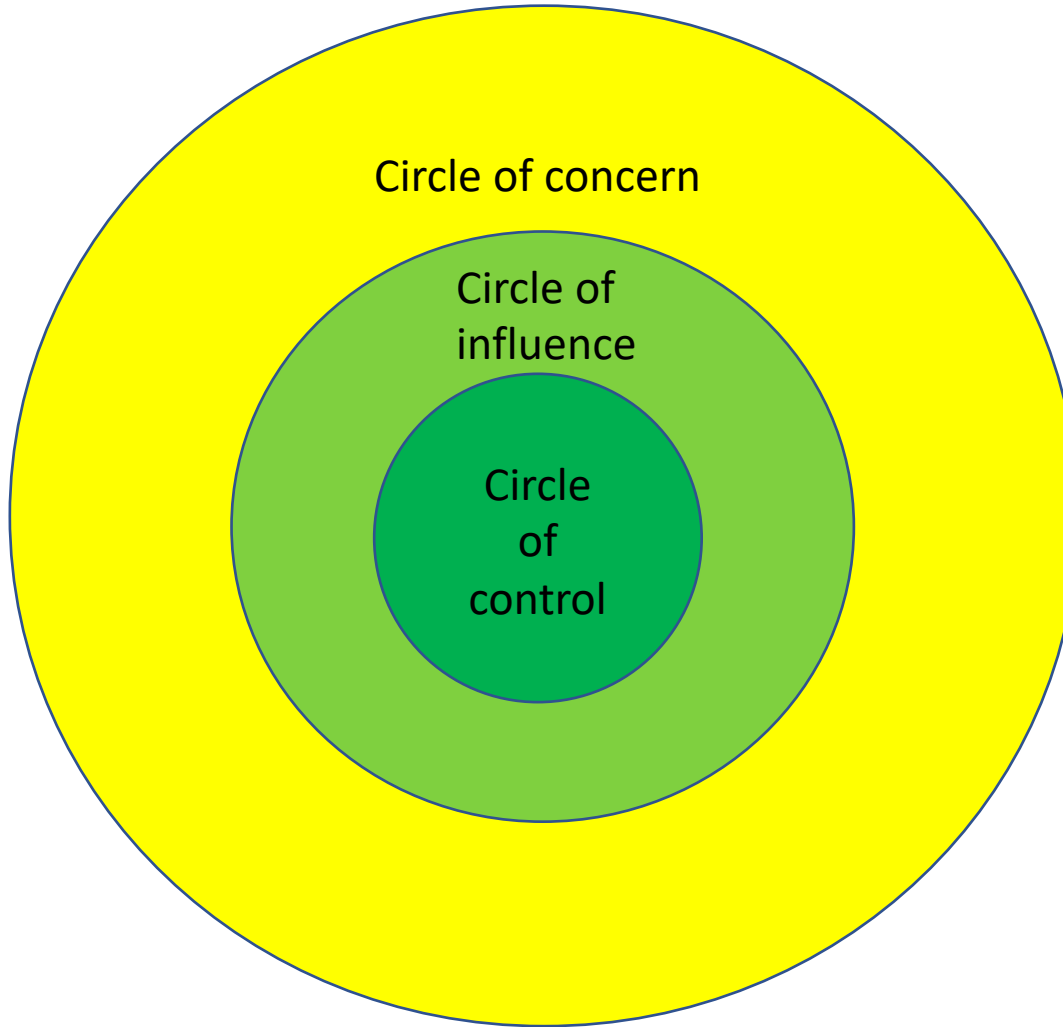


Most people dread evaluation

But some people sing about it <https://www.betterevaluation.org/fr/node/4483>

Why the dread?

Why the dread?



Circle of Concern concept adapted from Steven Covey, 7 Habits of Highly Effective People

Why the singing?

Why the singing?

Evaluation as validation

Recognition for what is working feeds desire to make the work even better



How to transform evaluation from a dreaded chore to something you feel like singing about

Evaluation Lab principles



Measuring
What Matters

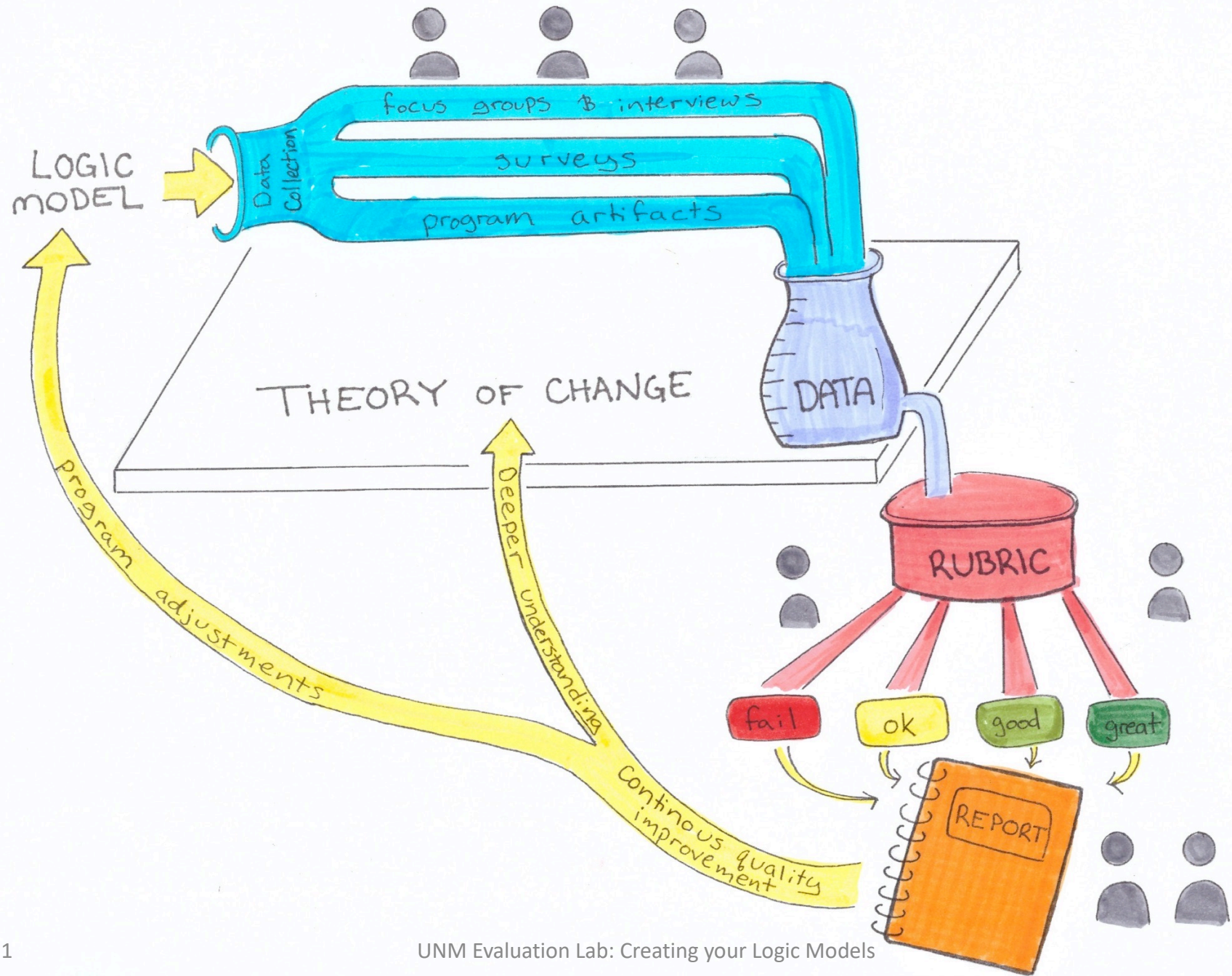


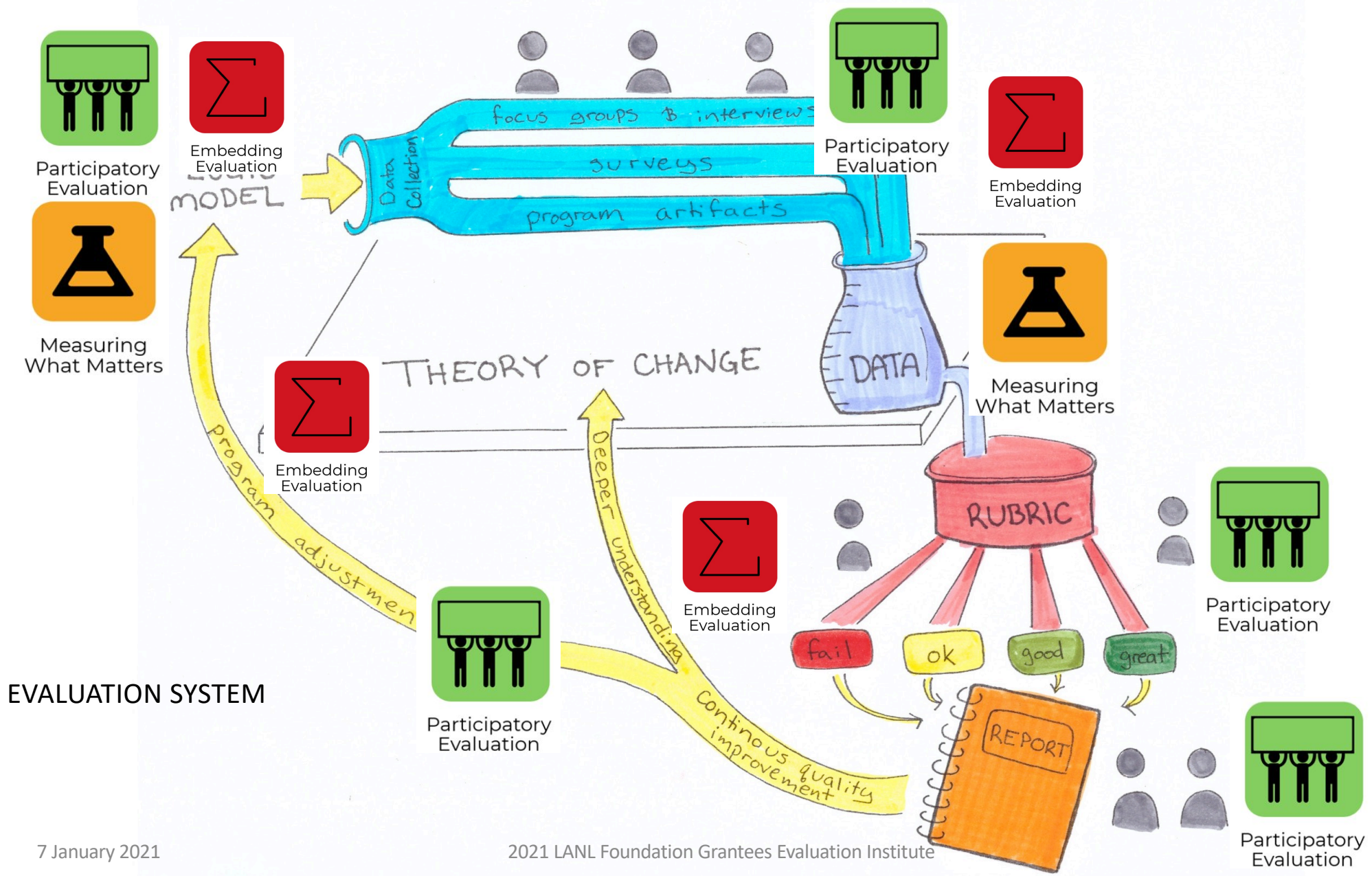
Participatory
Evaluation



Embedding
Evaluation

- measuring what matters
and everything can be measured
- participatory evaluation
evaluation works best when lots of people representing lots of groups are involved: leadership, front-line staff, Board of Directors, participants (or former participants), community members
- embedding evaluation
evaluation is part of the daily routine, and is used to achieve organization's mission





Evaluation is central to achieving your mission

- If you really care about your mission, you need to know what you are and aren't achieving, and how you can do better
- That is the work of evaluation



Measuring
What Matters

Involve everyone

- Staff
- Participants
- Board
- Partners
- Funders



Participatory
Evaluation

Value of asking people what they think: NMPCA's experience

Value of sharing the data that your staff has so laboriously collected

Embedding I: Mission time

- Moving reflection work from meetings imposed by your evaluator to time imposed by you
 - Agenda item for staff and board meetings
 - Internal evaluation coordinator / evaluation team
- Making time for evaluation means your organization will be moving in the right direction
- Plus mission time brings joy



Embedding
Evaluation

David Grant. 2015. *The Social Profit Handbook: The Essential Guide to Setting Goals, Assessing Outcomes, and Achieving Success for Mission-Driven Organizations*. White River Junction, VT: Chelsea Green Publishing.

Covey Quadrants

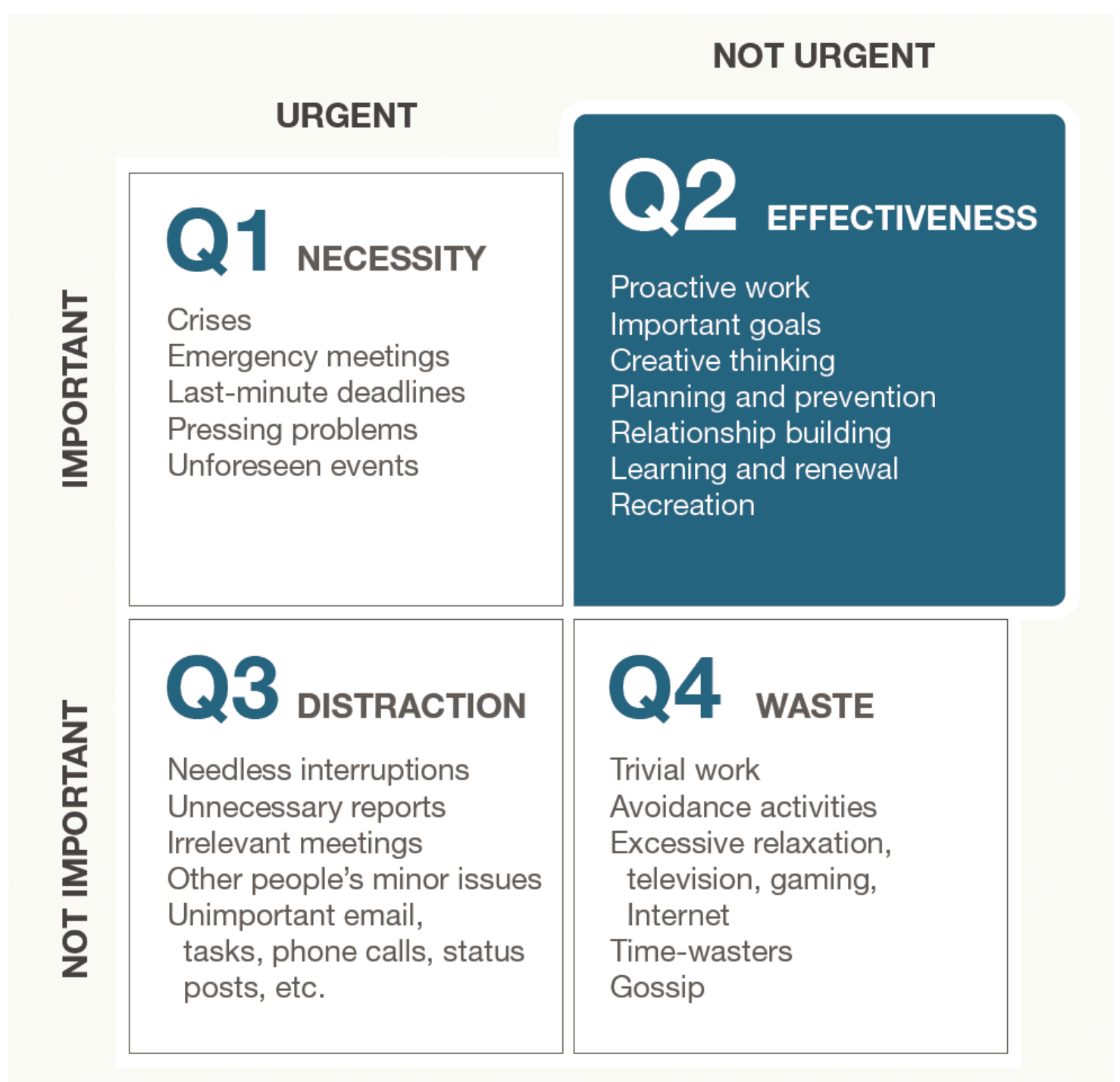
Steven Covey

7 Habits of Highly Effective People

Habit 3: "Put First Things First."

<https://www.franklincovey.com/the-7-habits/habit-3.html>

22 July 2019



NOT URGENT

URGENT

IMPORTANT

Q1 NECESSITY

Crises
Emergency meetings
Last-minute deadlines
Pressing problems
Unforeseen events

Q2 EFFECTIVENESS

Proactive work
Important goals
Creative thinking
Planning and prevention
Relationship building
Learning and renewal
Recreation

NOT IMPORTANT

Q3 DISTRACTION

Needless interruptions
Unnecessary reports
Irrelevant meetings
Other people's minor issues
Unimportant email,
tasks, phone calls, status
posts, etc.

Q4 WASTE

Trivial work
Avoidance activities
Excessive relaxation,
television, gaming,
Internet
Time-wasters
Gossip

**Mission Time
Evaluation**

Mission time is energizing

- Helps you focus on what you care about
- Feeds sense of agency
 - Working with others to find ways to align actions with goals
 - Problem-solving
- Provides a break from the day-to-day frenzy and allows you to go back into the fray with renewed purpose

The Eval Institute is Mission time

Big time

Embedding II: Evaluation team

- Someone in your organization needs to be responsible for evaluation—consider designating an Evaluation Coordinator
- The Evaluation Coordinator can lead the evaluation team to:
 - Design effective data collection tools
 - Oversee data collection
 - Analyze data
 - Communicate data (to staff, participants, Board, community)
- Evaluation team
 - You DON'T want an Evaluation Coordinator working alone
 - The team provides different perspectives
 - Include as many stakeholder groups as possible: leadership, front-line staff, Board members, participants

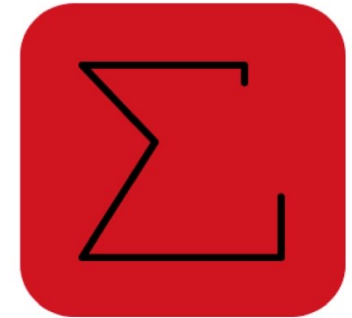
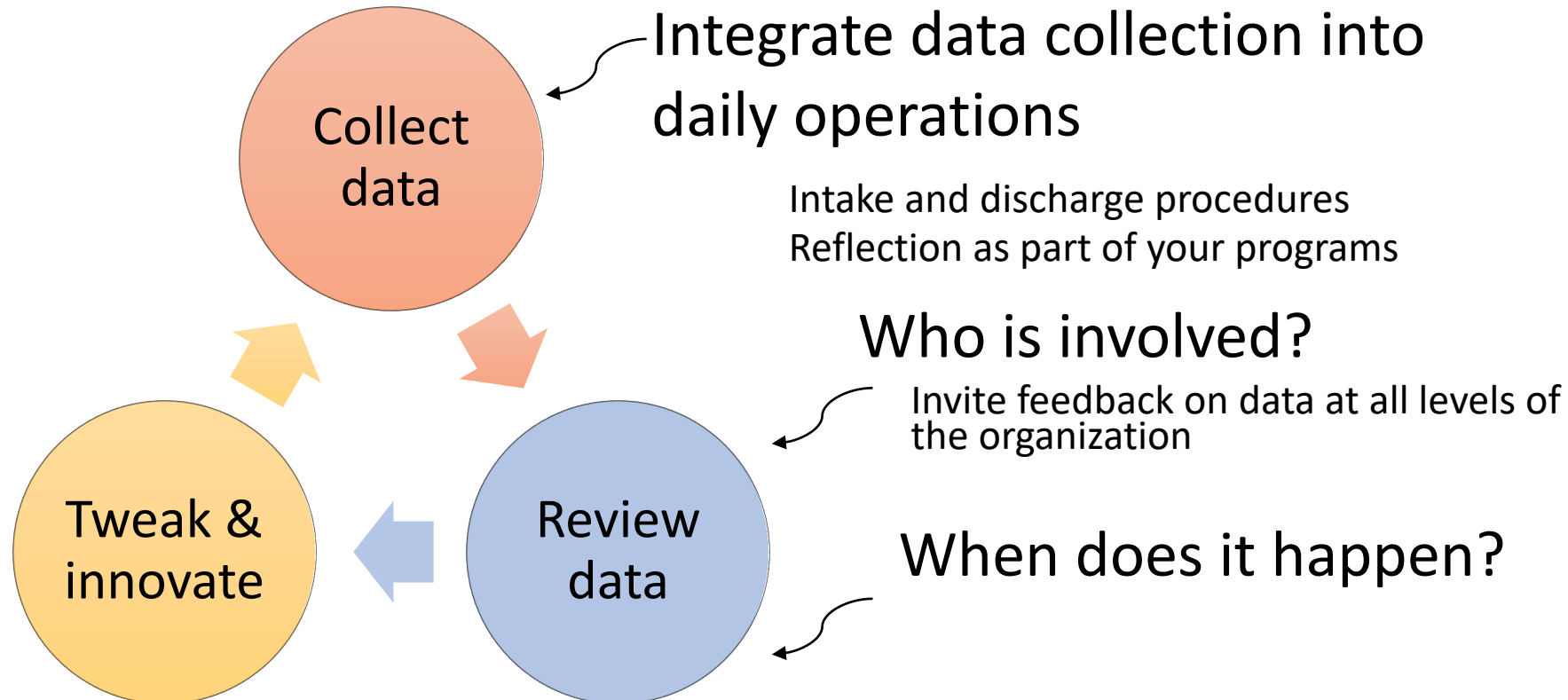


Embedding
Evaluation



Participatory
Evaluation

Embedding evaluation III: Feedback loop



Embedding Evaluation



Participatory Evaluation

Embedding IV – Continuous learning/training



Embedding
Evaluation



Participatory
Evaluation

Embedding evaluation

Our experience at the Eval Lab

Our evaluation system at the Eval Lab



Embedding
Evaluation I

Mission time: one-hour meeting once per week,
January-May

- Review/revise logic model
- write rubrics
- plan annual evaluation
- plan Annual EXPO



Participatory
Evaluation

At the table:

- Director
- Associate Director
- Team Leads
- Students

* Evaluating the Evaluation Lab => Eval X Eval => Eval ^2

Evaluation team: Eval²*



Embedding
Evaluation II

At the table:

- Director
- Associate Director
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Participatory
Evaluation

Challenge of including participants. . .

* Evaluating the Evaluation Lab => Eval X Eval => Eval ²

Feedback loop

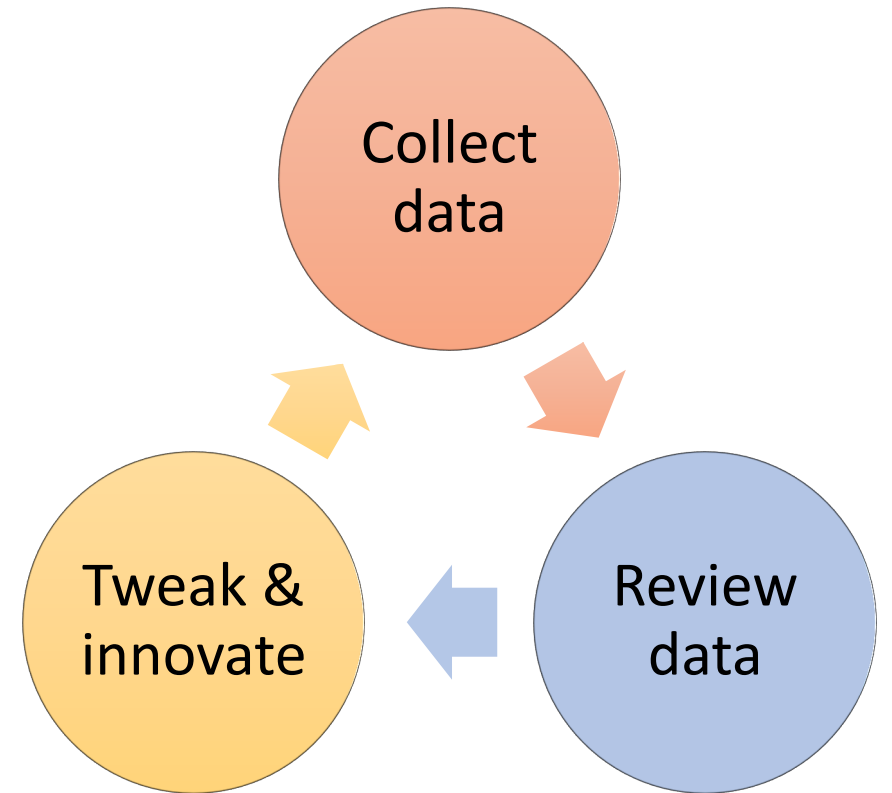


Embedding
Evaluation III

- Eval² compiles and reviews data, makes recommendations
- Advisory Council (leadership of partnering organizations) reviews data
- Evaluation Reports shared on website
- We tweak & innovate based on data results



Participatory
Evaluation



* Evaluating the Evaluation Lab => Eval X Eval => Eval ²

Embedding IV – Continuous learning/training



Embedding
Evaluation IV



Participatory
Evaluation

What works for your organization?

“Embedding Evaluation!” document:

evallab.unm.edu => Eval Institute => Session 8

EMBEDDING EVALUATION

Exercise

1:15-1:45pm Embedding evaluation

12:30-12:45pm Welcome

12:45-1:15pm The joy of evaluation

1:15-1:45pm Embedding evaluation

1:45-2:00pm BREAK

2:00-2:30pm Embedding evaluation discussion

2:30-2:40pm Debrief

2:40-2:55pm BREAK

2:55-3:30pm "Evaluation is important to everyone in the organization" - Community-Based Participatory Research

3:30-3:55pm Participatory Evaluation activity

3:55-4:20pm Debrief / Survey

4:20-5:00pm Small group consultations