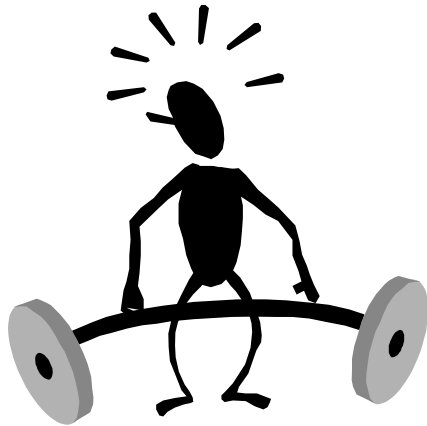


Program Impact Booster



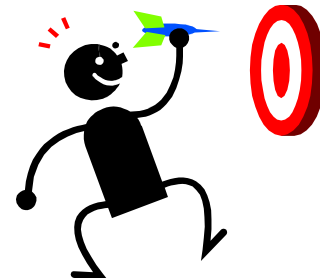
Framework
Measuring
Articulating Impact

About the Instructor

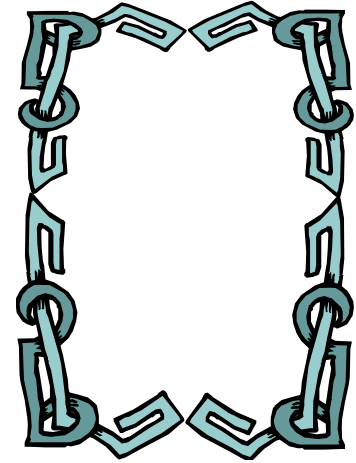
- Chief Solutions Officer, Multicultural Entrepreneurial Institute
 - Executive Director of the Latino Entrepreneurial Network
 - Board Member of HWCC, Our Milwaukee, Business Council and the Wisconsin Board of Nursing
 - 2012 Entrepreneurial Excellence Award
 - 2011 Hispanic Man of the Year
 - 2011 Central City Award
 - 2010 Partnership in Action Award
- Diverse experience
 - Banking
 - Nonprofits
 - Government
 - International Business
 - Utility
 - Marketing
 - Diverse Education
 - MBA/MS
 - BSEE/BA

Webinar Goals

- Have a basic discussion framework and base line
- Introduce program measurement and evaluation tools
 - Provide tips and situation on how to use these tools
- Some tips about Impact articulation



Framework



- Mission
 - Strategic Plan
- Design Programs to Accomplish Mission by
 - Understanding Client Needs and Stakeholders Expectations
 - SWOT Analysis
 - Leveraging Current Organizational Strengths
 - PEST
 - Identifying Co-providers Gaps
 - Identifying and Qualifying Partners

Framework



- Identify organizations that want to address the same needs through funding
- Learn each organization cycle, type of approach and identify key contact
- Talk to the grant officer prior to submit any application
 - Plan the call
 - Have your organizational resume
 - Have your organizational Capability Statement

Types of Grants

Solicited

- Request for Proposals
- Notification of Funds Available
 - *Structured*
 - *Asking you to propose a solution to a problem*
 - Evaluation and Measurement is disclosed
 - Evaluation and Measurement is up to you.

Unsolicited

- You are on the driver seat
- More freedom to articulate the problem, methodologies and solutions.

Grant Writing



It is driving by the type of grant

- Start with needs articulation
- Pose a hypothesis to address the needs
- Propose/Design a Program
 - Use linear or similar model
 - Evaluation method required or proposed shall be identified prior to writing a proposal
- Writer consistently articulates how the evaluation criteria will be used

Grant

- Identify what are the required outcomes
 - How can you measure them?
 - Quantitative
 - Qualitative
 - What resources you need to measure them?
 - How often will you measure them?
 - How often will you communicate them to the grantor and other stakeholders?
 - How do you articulate impact?

Starting with Design and Evaluation

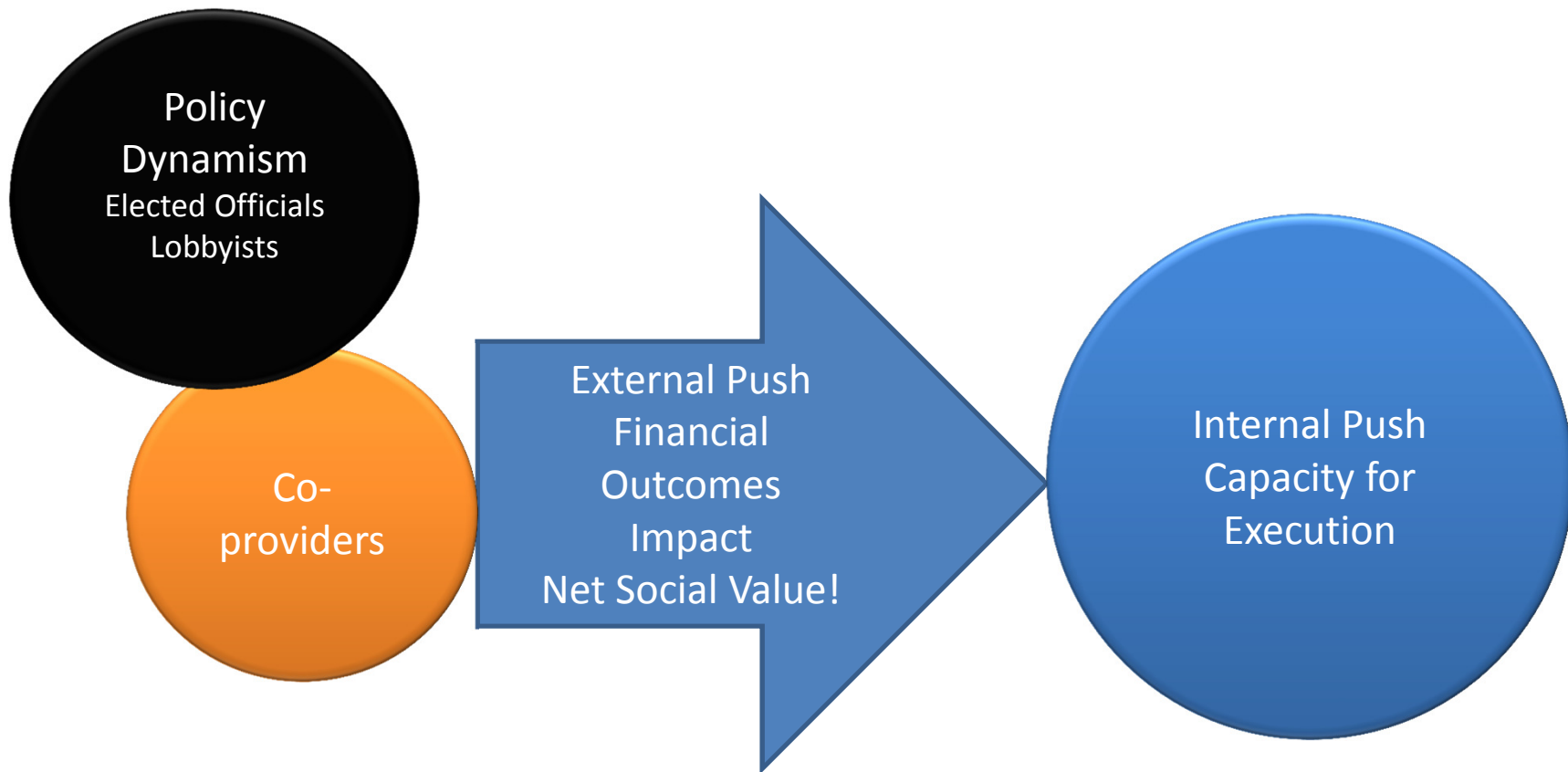


Evaluations

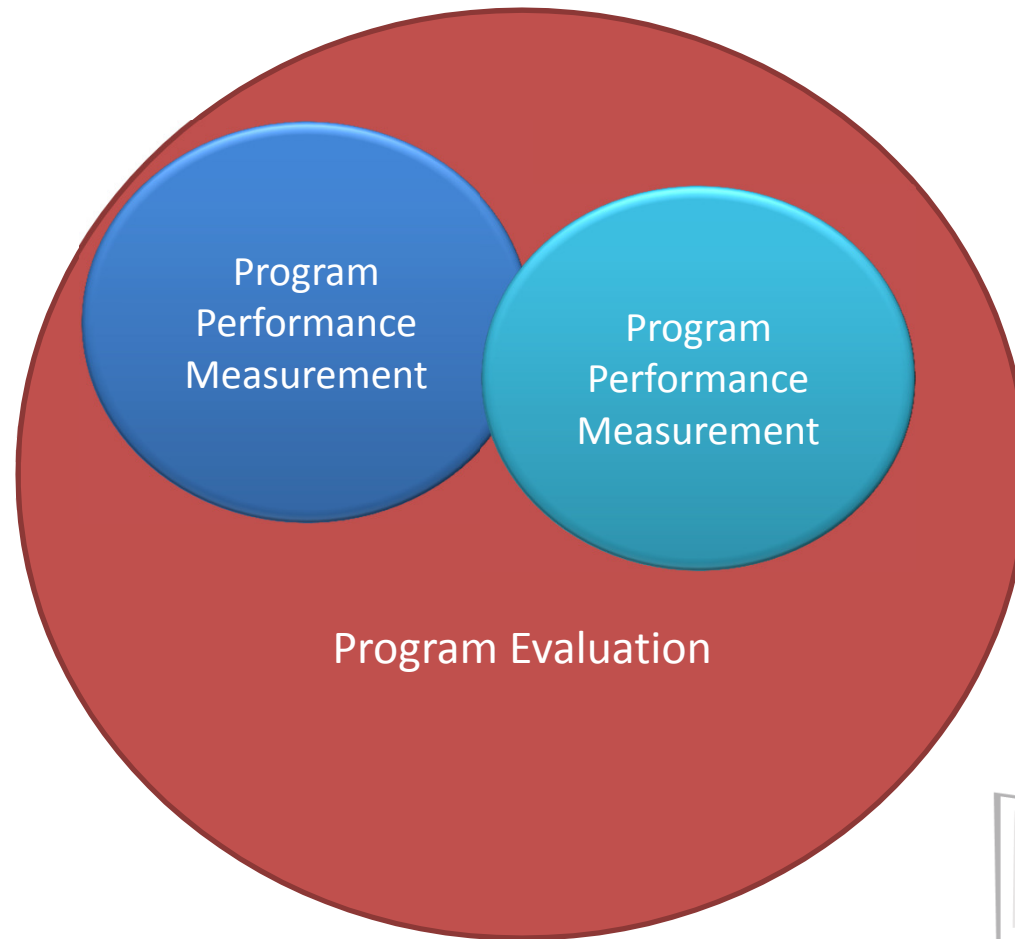
- Program evaluations are individual systematic studies conducted periodically or on an ad hoc basis to assess how well a program is working. They are often conducted by experts external to the program, either inside or outside the agency, as well as by program managers.



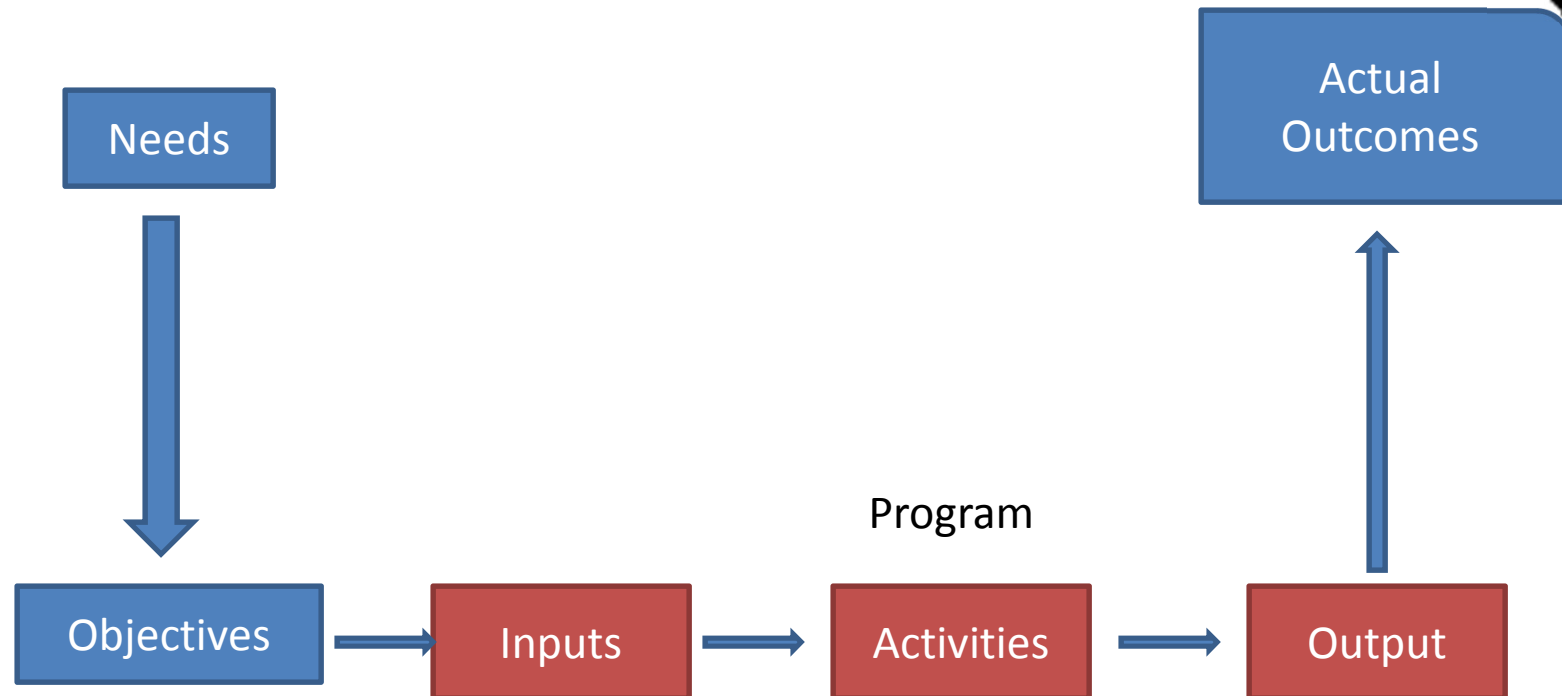
Balancing Forces



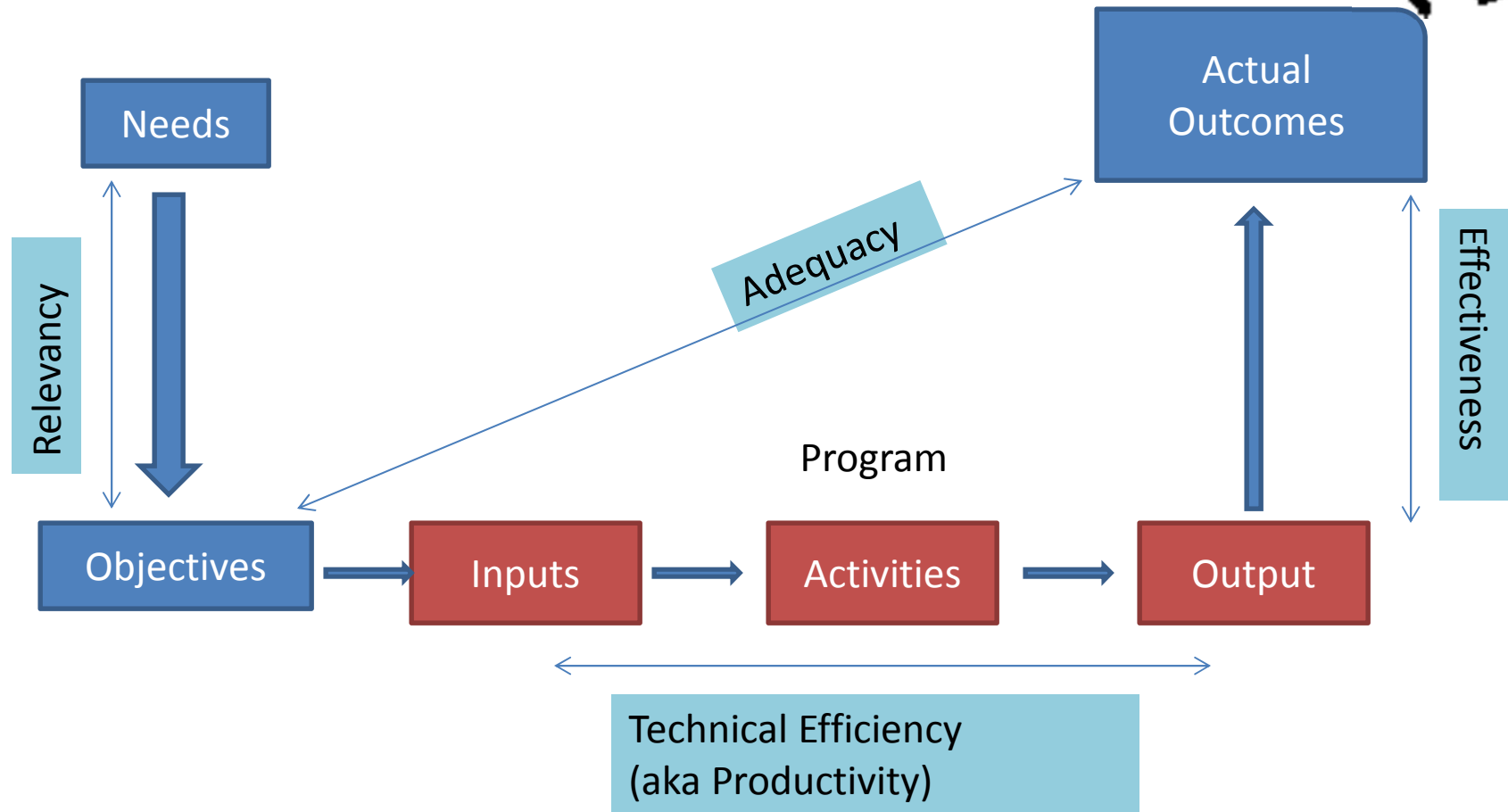
Visual View



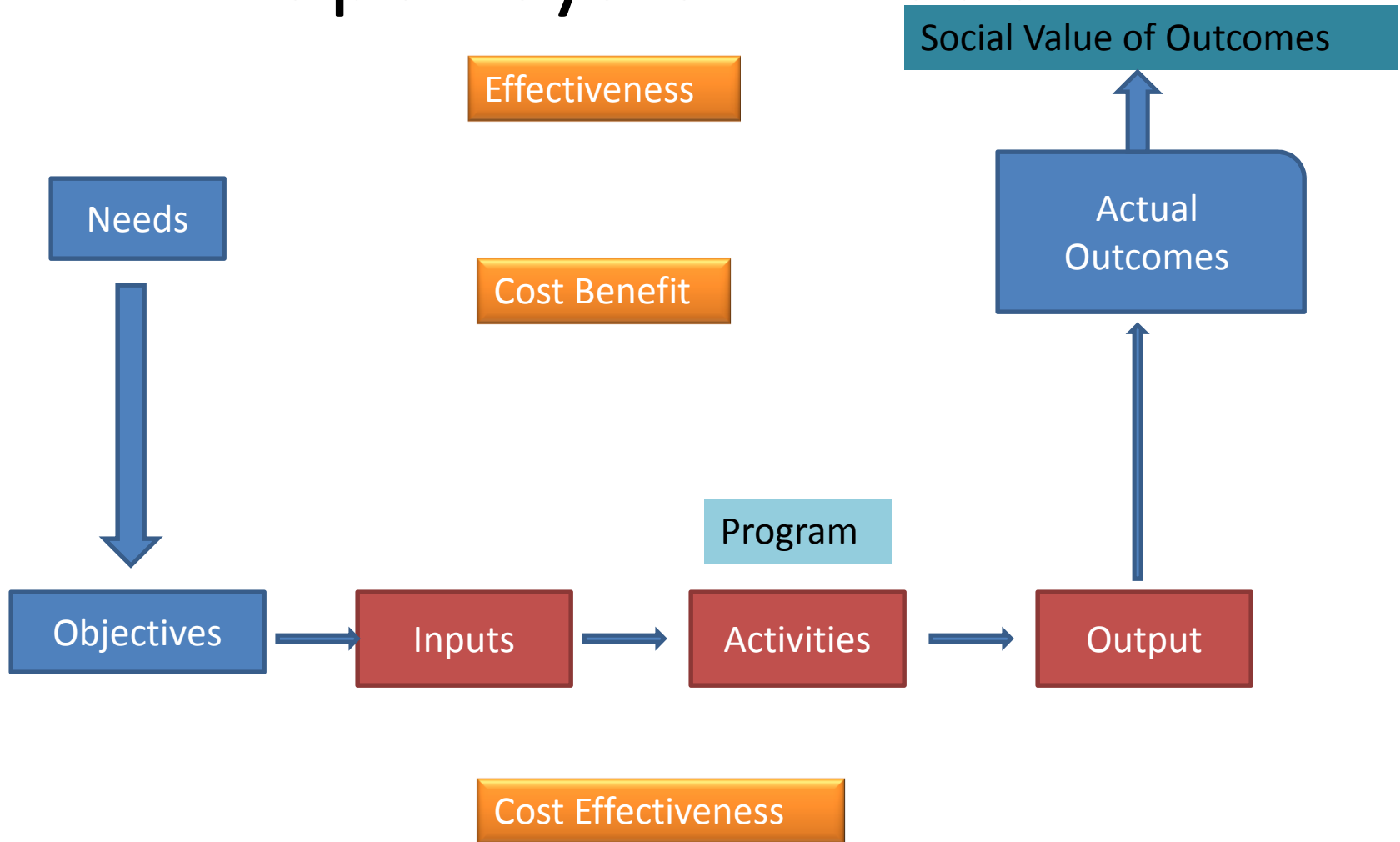
Open System Model



Open System Model



Open System Model



Check Point





Measuring

Quantitative

Qualitative

Collecting and Organizing Information

While Collecting Information

- Get permission from clients
- Calibrate for intended audience
- Be culturally competent
- Be conscious of “Multi-era”
 - Multicultural
 - Multiethnic
 - Multilingual
 - Multigenerational

Measuring: Collecting Information

Surveys

Questionnaires

Check Lists

Data Collection

Quantitative

Observations

Interviews

Focus Groups

Testimonials

Qualitative

Qualitative

Advantages

- Tell Story
- Create context
 - PEST

Disadvantages

- Organizing
- Insufficient for many: “Show me the numbers”
- Can be hard to articulate
- Lack of a clear method or process may create confusion to reader

Any comments?

Quantitative



Advantages

- Most understand and relate to numbers, percentages etc.
- Standardized approaches and/or methodology

Disadvantages

- Lack of context
- Difficult to adapt for changing environments
 - Some the data is hard to compile i.e. transient groups
- Requires a level of expertise
 - Sampling, Error Measurement etc.
- Can be expensive

Any comments?

Used a mixed method

- Evaluate Intent versus Impact
- Include Social Outcomes
- Objective versus Actual Outcome

Mixing Methods

- Examples:
- Before designing a questionnaire have in-depth interviews with a group of program participants
- Conduct a Focus Group before designing a survey

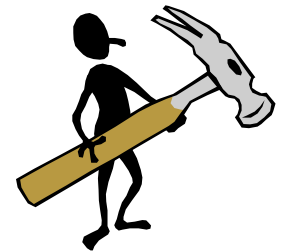
Check Point



What is Impact?

The positive and negative, intended and unintended, direct and indirect, primary and secondary effects produced by an Intervention

(OECD Development Assistance Committee definition).



Managing/Reporting Unexpected Outcomes

- Golden Rule: Always notify grantor of any diversion from original proposal!
 - Make them part of the process and jointly find a resolution
- Think about other outcomes that may be important to the grantor.



Tips when Reporting Outcomes and Impact

- Start with your program design
 - Review RFP or NOFA
- Manage the context
- Be neutral in reporting
- Five principal elements are involved in justifying conclusions based on evidence:
 - Standards
 - Analysis and synthesis
 - Interpretation
 - Judgment
 - Recommendations



Tips in Reporting Outcomes and Impact

- Can you identify Causality?
- A Correlation between an objective and an outcome
 - Does the outcome precede the program?
 - Can the outcome occur without the program?
 - Are there any environmental changes that have led to the outcome?



Check Point

