Building Equity into Monitoring & Evaluation

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Learning Objectives from this Presentation

- **What** is program monitoring and evaluation?
- **Why** should programs care about having a monitoring and evaluation plan?
- **How** can programs build data equity in their program monitoring and evaluation framework?



Meeting the demands of public administration

- Administration of public programs often entails making decisions based on competing priorities, uncertain funding streams, and limited resources
- Program monitoring and evaluation are tools that can support decisionmakers via systematic collection, analysis, interpretation, and communication of program data
- To ensure data equity in program administration, key measures must be developed and tracked over time so that programs can measure how well they succeeded in meeting the program goals



It's so complex!

What is Program Monitoring & Evaluation?

- **Program monitoring** involves the continuous tracking, analysis, and interpretation of program data and activities
  - Tracks and integrates routine information systems used by programs
  - Provides regular feedback that is more **real time** about how well a program is performing its critical functions, allowing program managers to pivot if necessary
  - Information is **critical for program administration** and needed for program managers, sponsors/funders, evaluators, and participants themselves (aka, community members!)
- **Program evaluation** uses social science research methods to collect, analyze, interpret, and communicate information about program workings and **effectiveness**
  - Evaluation measures whether a program was effective in achieving its goals (i.e., improving social conditions) and the degree of program impact

Ensuring equity in Monitoring and Evaluation

Questions for Monitoring

- Are program services being delivered as intended?
- Are program services being delivered to the appropriate recipients?
- Are recipients utilizing program services as anticipated?
- Are some recipients accessing program services more than others?

Questions for Evaluation

- Did the program achieve its outcomes, goals, and objectives?
- Do recipients benefit from the program?
- Are some recipients affected more by the program than others?
- Have there been any unintended effects of participating in the program?
- How would recipients' lives have been different had they not participated in the program?

Planning for program evaluation

- Identify the goals and outcomes of the evaluation
- Develop a logic model, understand program theory
- Develop evaluation questions
- Develop evaluation methods
- Analyze and interpret evaluation data
- Communicate evaluation findings
- Utilize evaluation findings for future program design

Building equity into program monitoring and evaluation

- Learn about and consider the political, social, geographical, cultural, and other contextual factors under which the program and evaluation are operating
  - How do these factors influence how people interact with the program, participate, and show up in the evaluation (and the data)?
  - Modify and adapt more traditional evaluation approaches to incorporate these contextual factors
- **Involve/collaborate with/defer to interested parties (e.g., program participants, staff, and sponsors/funders) at each step****

Involve/collab/defer to interested parties

- Developing evaluation questions
  - What do program participants want to know? What do staff want to know? What do sponsors/funders want to know?

- Developing evaluation methods
  - What methods work best for program participants? For staff? For sponsors/funders?
  - Through which kind(s) of data do program participants feel heard? What assumptions/biases are baked into different data sources?

Involve/collab/defer to interested parties, cont.

- Analyzing and interpreting evaluation data
  - What do the data say? Do participants agree with the data? How do participants interpret the data? What are the limitations?

- Communicating evaluation findings
  - How do we make sure everyone knows and understands what we learned?
  - What communication methods will ensure the evaluation findings will be used?
  - What communication tools can we develop for partners to advance what has been learned?

THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP

Facilitating Power

STANCE TOWARDS COMMUNITY	0 IGNORE	1 INFORM	2 CONSULT	3 INVOLVE	4 COLLABORATE	5 DEFER TO
IMPACT	**Marginalization**	**Placation**	**Tokenization**	**Voice**	**Delegated Power**	**Community Ownership**
COMMUNITY ENGAGEMENT GOALS	Deny access to decision-making processes	Provide the community with relevant information	Gather input from the community	Ensure community needs and assets are integrated into process & inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity through community-driven decision-making; Bridge divide between community & governance
MESSAGE TO COMMUNITY	***Your voice, needs & interests do not matter***	***We will keep you informed***	***We care what you think***	***You are making us think, (and therefore act) differently about the issue***	***Your leadership and expertise are critical to how we address the issue***	***It's time to unlock collective power and capacity for transformative solutions***
ACTIVITIES	Closed door meeting Misinformation Systematic	Fact sheets Open Houses Presentations Billboards Videos	Public Comment Focus Groups Community Forums Surveys	Community organizing & advocacy House meetings Interactive workshops Polling Community forums	MOU's with Community-based organizations Community organizing Citizen advisory committees Open Planning Forums with Citizen Polling	Community-driven planning Consensus building Participatory action research Participatory budgeting Cooperatives
RESOURCE ALLOCATION RATIOS	**100%** Systems Admin	**70-90%** Systems Admin **10-30%** Promotions and Publicity	**60-80%** Systems Admin **20-40%** Consultation Activities	**50-60%** Systems Admin **40-50%** Community Involvement	**20-50%** Systems Admin **50-70%** Community Partners	**80-100%** Community partners and community-driven processes ideally generate new value and resources that can be invested in solutions

Pop Quiz!

When developing **evaluation questions**, it's important to consider...

A) What sponsors/funders want to know
B) What program participants want to know
C) What program staff want to know
D) All of the above

Pop Quiz!

When developing **evaluation methods**, it's important to consider...

A) Only the methods preferred by the sponsor/funder (they're paying for the eval, after all!)
B) Which methods work best for program participants
C) Which type(s) of data help program participants feel heard
D) B & C

Pop Quiz!

Collaborating with program participants to analyze and interpret **evaluation data**…

A) Is not worth the extra time
B) Helps to ensure data validity
C) Isn’t necessary because they don’t have the data expertise
D) None of the above

Pop Quiz!

True or false: Results of the evaluation should be shared back with program participants (aka the people who provided the data)

Summary

- Program monitoring and evaluation **are tools** that can support decisionmakers via systematic collection, analysis, interpretation, and communication of program data
- Each method responds to **different questions**, and some questions are better suited for a standalone process evaluation
- Monitoring is focused on **real time data** while evaluation focuses on **impact, sustainability and over all effectiveness and equity goals**.
- One way to help build equity into program monitoring and evaluation is **to involve, collaborate with, and defer** to **interested parties** (e.g., program participants) at each step of the evaluation process
- A tool such as the **Spectrum of Community Engagement** can help you reflect on how your process is/is not sharing power

Appendix

Perhaps more suited for process evaluation…

- Are members of the intended population aware of the program?
- Does the program meet the needs or wants of the intended population?
  - Are some populations' needs/wants being met while others' are not? Why?
- Are program recipients satisfied with the services?
  - Are some recipients more/less satisfied with the services compared to others?
- Is the program well organized? Do staff work well with each other?