

# Evaluation, Impact and Sustainability

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# Rationale for evaluation: the usual suspects

- Evaluation is the process of assessing the impact of a project, programme or policy while it is in operation, or after it has come to an end
- It's an essential aid to improving project performance, achieving best value for money improving decision-making and learning lessons
- It can cement upward accountability from stakeholders if results are aligned with their wider goals

# Evaluation – risk mitigation



# How to evaluate

- Horses for courses: use of a matrix to list project objectives against indicators and measures for assessing outcomes
- Some evaluation methods may favour an action research approach. Others may be tethered to a risk assessment approach




# Critical success factors for developing evaluation coherence

- Resources and incentive structures
- Relationship between evaluation, impact and sustainability needs to be constantly reviewed
- Disseminating beyond project proximities - to media, policy, practitioner and commissioner audiences
- Developing capacity strengthening mechanisms

# Measuring evaluation and impact: some cautionary tales

- Impact is multidimensional - manifests itself on various dimensions including: the **depth or degree** of the change generated and the **spread of the change** across single or multiple stakeholders
- Evaluation – proliferation of different types
- Big projects can become a dumping ground for all the organisation's ills!

# Measuring evaluation and impact: spread and depth

		Spread			
		Limited	Enclosed	Pervasive	Global
D e p t h	Surface				
	Shallow				
	Deep				
	Profound				 

# Pre-requisites for successful evaluation: the lessons learnt

To ensure maximum pay-off from evaluation, it is important to:

- View the evaluation as an integral part of the project and plan for it at the outset. The evaluation should be costed and resourced as part of the project.
- If project is large and complex - secure commitment and sign off from senior management teams within the organisation.
- Involve all key stakeholders in its planning and execution. For large projects, many organisations find it useful to set up an Evaluation Group at the inception of the project.
- Develop relevant criteria and indicators to assess project outcomes from the outset of the project.
- Put in place mechanisms to enable monitoring and measurement of progress and set aside resources for a recovery plan
- Foster a learning environment to ensure lessons are heeded (e.g. promote use of PDSA iterative cycles)

# WL LLN Evaluation Framework

- At LLN organisation and project level
- Focus on:
  - a) outcomes (benefits)
  - b) wider impact
  - c) lessons learnt
  - d) outputs (targets)
  - e) activities (processes)
  - f) inputs (resources)

# Dual Diagnosis (Mental Health/Substance Misuse) for Criminal Justice: Skills for Health National Demonstration Site Evaluation Framework Action Plan

	Evaluation	Who	Actions & Status
1.	Data analysis from application forms	WS	Initial analysis undertaken to highlight participant 'demographics' – needs to be worked up
2.	Questionnaire to managers/supervisors	WS	Managers contacted and telephone interviews conducted – initial findings articulated
3.	In vivo course evaluation	LH, TO, JT & CT	Feedback sheets from both groups analysed and key issues identified
4.	Post- course (re-rate using screening template)	WS	DD Capability Framework screening template (used during selection process) to be emailed / posted to participants
5.	Course team evaluation	All	Template devised and completed by delivery team
6.	Skills for Health project evaluation reports: a)Interim b)Case study c)End of project	DI	Interim and case study reports completed and sent to SfH
7.	Evaluation report	WS & DI	<ul style="list-style-type: none"> <li>Assimilation of activities 1-6 into final report. Would need to be signed off by DM, LH, CT, DI</li> <li>Formatting, design and production of report</li> </ul>
8.	Report dissemination	DI	Distribution of report to stakeholders, commissioners via email, web, print, e-networks