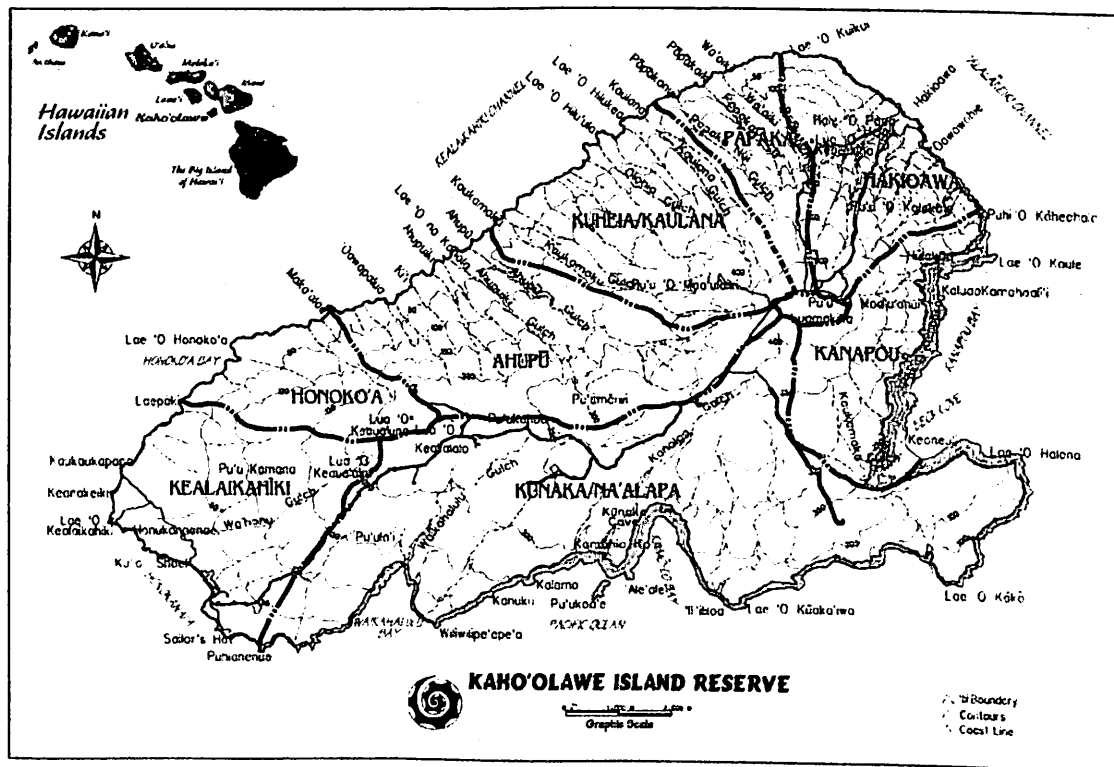


The Kaho'olawe Island Reserve Commission

Program Evaluation & Resource Development Workshop



Presented by:

The Office of Minority Health Resource Center

October 29th - 31st, 2008

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The KIRC Training Outline

Major Training Goals:

1. Provide KIRC staff with tools to assist them in understanding & implementing their strategic planning goals and activities
2. Provide KIRC staff with additional funding strategies for their Resource Development planning efforts
3. Introduce basic program evaluation & measurement topics

Expected Outcomes:

1. Familiarity of KIRC staff with current planning documents
 - a. Draft Infrastructure Development Action Plan
 - b. Fund Development Action Plan
 - c. Resource Management Action Plan
 - d. Cultural Restoration Action Plan
2. Program Map of current activities
3. Resource Development Map

Training Activities

Wednesday: Oct 29th

- Large group presentations of planning documents
- Large group discussions of planning documents
- Team discussions of planning documents
- Small group interactive exercises of program measurements & outcomes
- Large group interactive exercises of program measurements & outcomes
- Priority setting activity

Thursday: Oct 30th

- Trip to Kaho'olawe
- Logic Modeling exercises

Friday: Oct 31st

- Workplans, Timelines & Milestones
- Budgets, Resources & Cost Analysis
- Tying things into the Kihei Center
- Wrap-Ups and Report backs

KIRC Program Planning & Resource Development Workshop

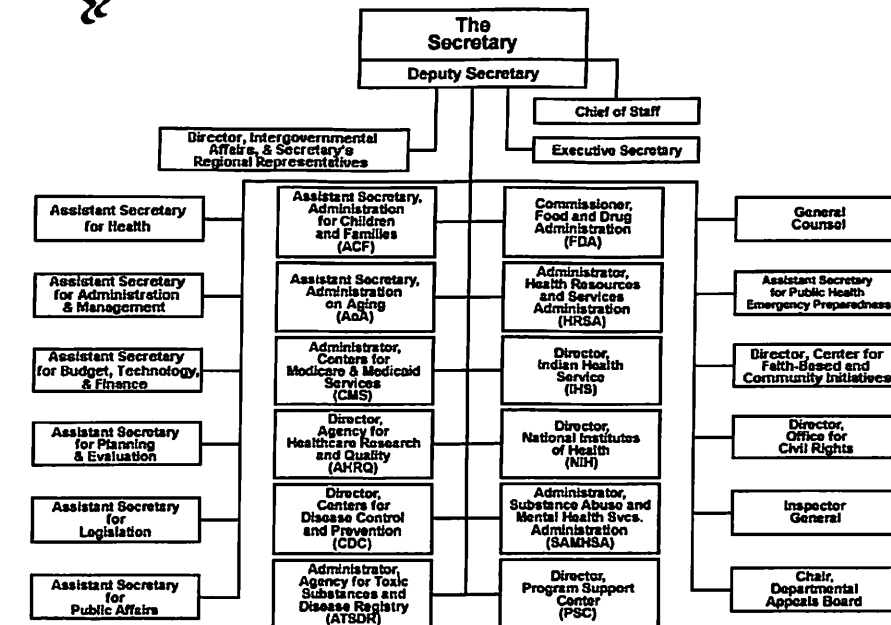
October 29 – 31, 2008
Office of Minority Health Resource Center

Jay Blackwell, Director of Capacity Building
Henry Ocampo, Capacity Building Specialist
Capacity Building Division

Workshop Goals

- Provide KIRC staff with tools to assist them in understanding & implementing their strategic planning goals and activities
- Provide KIRC staff with additional funding strategies for their Resource Development planning efforts
- Introduce basic program evaluation & measurement topics

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Office of Assistant Secretary of Health

- The Assistant Secretary for Health (ASH)
 - The Secretary's primary advisor on matters involving the nation's public health
 - Oversees HHS' U.S. Public Health Service (PHS) for the Secretary
- The Office of the Assistant Secretary of Health operates 5 offices, which address HIV/AIDS programs and activities
 - Office of Civil Rights (OCR)
 - Office of HIV/AIDS Policy (OHAP)
 - Office of Minority Health (OMH)
 - Office of Population Affairs (OPA)
 - Office on Women's Health (OWH)

OMHRC Services

Knowledge Center

Library Services

OMHRC

Information
Specialists

Information Services

Communications

OMH Publications

Technology

Networking and
Outreach

Resource Persons
Network

Resources

Products

Health Campaigns

Capacity Building

Web Services

Technical Assistance 5

Stakeholders

By engaging the stakeholders early on,
everyone will have a better understanding
of the intervention and the challenges it
faces in implementation.

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Stakeholders

While it may be somewhat unwieldy, involvement of stakeholders in this first step is likely to:

- *generate better questions*
- *generate support for the evaluation*
- *increase access to whatever information is available*
- *enhance the acceptance of the final report and recommendations*

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Stakeholders

Sometimes collaboration among different stakeholders may not be possible. Ways of involving the opposition include:

- starting early and broadly
- finding common ground
- dealing with deadlock

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Program Theory

A program theory is a type of program description that includes:

- *normative theory* [programs as they should be],
- theories of people involved with the program, and
- *causative models* [links problem to program] or research-based theories.

These theories, and the knowledge gaps within them, can provide clues to expected outcomes and impacts of the Program or Project.

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Program Theory

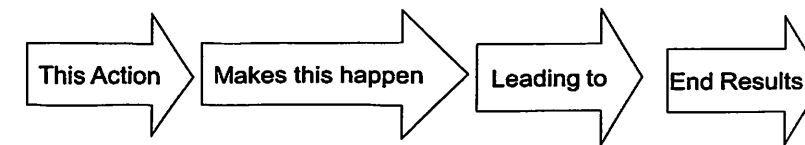
The program ‘theory’ tells us what the research shows to explain or predict about an event.

Then what????

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Logic Model

A Logic Model is an attempt to provide a visual way to depict program theory. It highlights the ***relationships*** between key elements and helps identify the operating assumptions.



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Logic Model

- provides a common language
- helps differentiate between “what we do” and outcomes
- increases understanding about the program
- leads to improved planning and management
- increases intentionality and purpose
- provides coherence across complex tasks, diverse environments
- enhances team work
- guides prioritization and allocation of resources
- informs staff of vision and direction
- helps to identify important variables to measure, identify resources & opportunities

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Logic Model

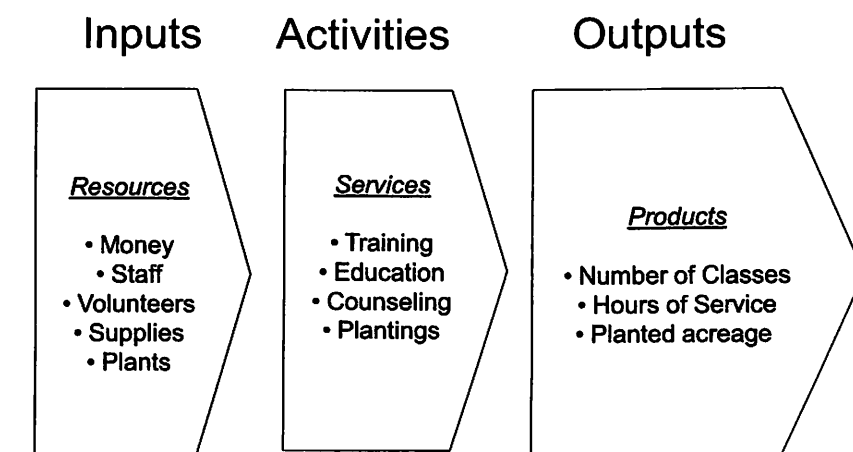
Articulating the logic model for a policy or program offers several benefits:

- It helps identify elements of programs that are critical to success.
- It builds understanding of the program expectations among stakeholders.
- It provides a foundation for evaluations.

Poorly specified models limit the ability to identify and measure intervening variables on which outcomes depend.

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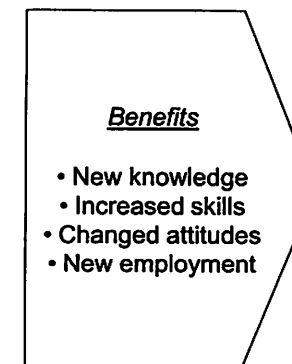
Outcome Model



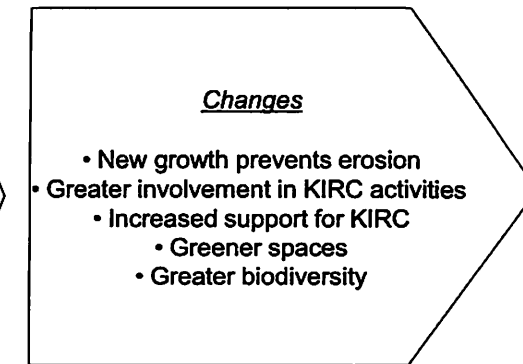
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Outcome Model

Outcomes



Impacts



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Idea Banks & Resource Development

- Raw ideas presented for fund raising support
- Compiled by individuals, groups or teams
- Includes the vision for change, inputs, activities, outputs, outcomes and impacts
- Results in logical framework for action
- Includes budgets, timelines, milestones and measurements

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Budgets

Budgets specify the money needed for the resources that are necessary to implement the annual plan. Budgets also depict how the money will be spent, for example, for human resources, equipment or materials.

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Budgets

- **Operating budgets** are usually budgets associated with major activities over the coming year.
- **Project budgets** are associated with major projects, for example, constructing a building, developing a new program or product line.
- **Cash budgets** depict where cash will be spent over some near term, for example, over the next three months.
- **Capital budgets** are associated with operating some major asset, for example, a building, automobiles, furniture, computers, etc.

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Timelines

A linear representation of important events in the order in which they occur

An organized list, usually set out in tabular form, providing information about a series of events: in particular, the time at which it is planned these events will take place

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Milestones

A milestone is a clearly defined measure of accomplishment of a task or sub task.

Tasks require participation from team members, individuals or groups.

If one team member fails to complete a critical task on time, the whole project could fail to be completed on time.

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Measurements

Are you measuring

Numbers?

Processes?

Methodology?

Impacts or Outcomes?

Funding?

Services?

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Measurements

There a number of ways to collect data but there is no one single best way. The decision about which approaches to use depends upon:

- *what you need to know*
- *where the data resides*
- *resources and time available*
- *complexity of the data to be collected*
- *frequency of data collection*

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Vocabulary List

Stakeholders - people or representatives of organizations that have a “stake” in the intervention.

Logic Framework - the key components and interactions of a project, program, or policy. Techniques that attempt to show the cause and effects of projects, programs, or policies.

Outcome model – These are visual attempts to show the links in a chain of reasoning about "what causes what," in relationship to the desired outcome or goal. The desired outcome or goal is usually shown as the last link in the model.

Inputs – These are the resources that go into a project or a program. This might include labor, raw materials, funds, volunteers or articles which can be counted.

Activities - What we do. These are the main actions of the project. The description may begin with an action verb (e.g., market, provide, facilitate, or deliver).

Outputs – What we “produce”. The tangible products or services produced as a result of the activities. They are usually expressed as nouns. They typically do not have modifiers. They are tangible and can be counted. Activities that conclude in the production and delivery of services or products

Outcomes - The effect or result of the activities and outputs. It is the thing that gets changed because of the program. For example, as a result of the 50 drainage ditches, 100,000 ha of land are now available for farming. As a result of more land available for farming, farmers are able to produce more crops.

Impacts - The longer term consequence of the program. Typically, impacts refer to goal attainment. For example, the outcome of producing more crops is to increase income. As a result of increased income, poverty is decreased.

Logic model - attempts to provide a visual depiction of program theory. It highlights the relationships between key elements and helps identify operating assumptions.

Stakeholder Roles in Program Planning

This chart illustrates different types of stakeholder relationships that can exist when developing a program or project for an agency. Please check the column that best describes each statement.

Individuals, groups, families or agencies	To make program policy	To make operational decisions	To provide input to evaluation	To react	Participate in program activities
Developer of the program					
Funder of the program					
Person/agency who identified the local need					
Boards/agencies who approved deliver of the program at local level					
Local funder					
Other providers of resources (facilities, supplies, in-kind contributions)					
Top managers of agencies delivering the program					
Program managers					
Program directors					
Program evaluators					
Direct clients/consumers of the program					
Indirect beneficiaries of the program (parents, children, spouses, employers)					
Potential adopters of the program					
Groups excluded from the program					
Groups perceiving negative side effects of the program or the evaluation					
Groups losing power as a result of use of the program					
Groups suffering from lost opportunities as a result of the program					
Public/community members					

Outcome Model Worksheet

Below are lists of statements and columns indicating inputs, activities, outputs or outcomes. Please check the column that best describes each statement.

Statement	Input	Activity	Output	Outcome	Impact
Poverty rates decline in areas which have the project schools					
Built new educational facilities					
5,000 students attended classes last year					
80% of graduates are hired at above poverty wages					
Hired 20 new teachers					
Provided \$6 million in loans and grants for construction					
Implemented new curriculum to teach more practical skills for the marketplace					
Test scores improved 20%					
1,000 students graduated last year					
Employers are satisfied with skills of graduates					
Provided 500 students with classes in job search strategies					

Initial Project Ideas

Project Statement:

Inputs:

Activities:

Outputs:

Outcomes:

Resource Development & Funding Diversity Grid

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Board Activities												
Direct Mail												
Foundations												
Corporate Relations												
Workplace Giving												
Special Events												
Planned Giving												
Governmental Grants												

Tasks & Milestones

Each major activity is comprised of several tasks. These tasks will have major markers to indicate their progress. In the boxes below, indicate what milestones are associated with the major tasks of your project.

Task:

Milestones:

Task:

Milestones:

Developing Your Budget

	Cash Required	In-Kind Contributions	Total Budget
Revenue			
Government Funding			
Foundation Funding			
Corporate Funding			
Individual Contributions			
Donated Services			
Volunteer Services			
Other Funding Stream (Identify)			
Other Funding Stream (Identify)			
Expenses			
Salaries			
Payroll			
Taxes/Benefits			
Bookkeeping Services			
Consultants			
Evaluation Costs			
Total Personnel			
Equipment			
Incentives			
Office Rent			
Supplies			
Printing			
Utilities			
Telephone			
Copying Services			
Postage			
Travel			
Dues/Memberships			
Travel			
Internet			
Indirect Rate			
Total Non- Personnel			
Total Expenses			

