

| Evaluation Support Program (ESP)            |   |
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| <b>Project History &amp; Context</b>        | ESP provided evaluation support and training to staff and leadership at a single non-profit, Lifespan, located in Rochester, NY. Lifespan's President and CEO and former REP participant approached the Bruner Foundation to explore ways to enhance organization-wide evaluative thinking. Lifespan leadership was involved in the program design of ESP.  |
| <b>Duration</b>                             | One Year  |
| <b>Participants &amp; Selection Process</b> | A total of 18 staff members (including program managers and organization leadership) participated in all evaluation training sessions; 2 key staff and leadership participated in guided, applied evaluation project design and implementation  |
| <b>Project Design</b>                       | <p>First 5 months (6 hours total)</p> <ul style="list-style-type: none"> <li>Evaluation basics: three 2-hour sessions, including data analysis using Lifespan's program data</li> </ul> <p>Last 7 months (8 hours total)</p> <ul style="list-style-type: none"> <li>Evaluation technical assistance and coaching for one specific Lifespan program</li> <li>Implementation of an evaluation design with supervision and coaching from evaluator</li> </ul>  |
| <b>Alumni Study Group</b>                   | Not established.  |
| <b>Funder</b>                               | Bruner Foundation, <a href="http://www.brunerfoundation.org">www.brunerfoundation.org</a>   |
| <b>Costs</b>                                | Total investment for evaluation consultant = \$10,000 Administrative support & space provided by Lifespan.  |
| <b>Key Capacity Building Components</b>     | <b>Basic Evaluation Training, Advanced Evaluation Training, Applied Learning: Evaluation Design or Implementation, Technical Assistance and Coaching, Anchoring Evaluative Capacity</b>   |
| <b>Evaluation Consultants</b>               | Each session and all coaching led by <a href="#">Anita Baker, Evaluator</a> .   |
| <b>Prior Experience</b>                     | Some staff and leadership at Lifespan had prior evaluation knowledge and skills from their participation in the Rochester Effectiveness Partnership (REP).  |
| <b>Key Results</b>                          | <ul style="list-style-type: none"> <li>At the conclusion of the project, program managers and Lifespan leadership indicated the training helped them conduct better evaluations of their own programs and use evaluative thinking skills in multiple aspects of their work.</li> <li>Several months after the project training completed, participants indicated that the training would have a lasting value.</li> <li>Lifespan leaders described access to the Evaluation Support Project as a critical ongoing support that moved them along as they worked to maintain their data-driven approach.</li> <li>The guided evaluation project was conducted only with a selection of Lifespan personnel, but staff expected to use the</li> </ul> |

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|                                  | experience to help others continue or enhance their use of evaluation.   |
| <b>Challenges</b>                | <ul style="list-style-type: none"> <li>• While almost all participants indicated the number and length of the sessions was about right, a few reported the sessions were not long enough, and some indicated there were not enough of the sessions.</li> <li>• Leaders were clear that they thought the effects of the Evaluation Support Project had lasting value. But they conceded that the support would be more useful if it included ongoing and regular access to an evaluator. Both the President/CEO and VP for Programs expressed the belief that the changes are sustainable, but it will take a concerted effort to keep evaluation as an important part of organizational life.</li> </ul> |