SIX STEPS OF EVALUATION

Core Qualities of Evaluation
- **Decide evaluation is important, identify why it's important, and commit to it.**
- **Implement with rigor and consistency.**
- **Be realistic about what you can achieve and what you can measure.**
- **Include it early in your planning and do it often**
- **Use what you learn.**
- **Adopt evaluation as part of your working culture.**

1. Purpose/Background (start with the end in mind)
- **Decide what you want to know and why you want to know it. (To make change? To assess impact?)**
- **Make sure your evaluation goals are in line with your program goals.**
- **Find out if data already exists that may inform your question.**
- **Identify the human and financial resources available to you for this process. (It is scalable – large & small organizations can do this)**
- **Establish a team who will work with you to answer this question.**
- **Have a plan for what you will do with the information you learn and with whom you will want to share it.**

2. Outcome design (what does success look like?)
- **Determine the desired outcomes for a given project, program or initiative.**
- **Identify the indicators of success. (How do you know you are achieving those desired outcomes?)**
- **Identify what method will work best for you and your organization. (ie Logic Model, Theory of Change.)**
- **Involve key program staff, artists, and/or stakeholders in this step of the planning**

3. Data collection
- **Collect a balance of both quantitative data (numbers and statistics) and qualitative data (stories and anecdotes).**
- **Determine your data collection method, which will be unique to what it is you're evaluating.**
- **Examples of how to collect data include:**
  - **Talking to people (ie, interviews, focus groups)**
  - **Getting written Responses (surveys)**
  - **Recording observations using a protocol**
  - **Reviewing existing research and data**
- **Assign roles/responsibilities for your team members to carry out the collection process**

4. Data analysis
- **Be systematic and objective. Don't be afraid to involve people who were not part of the process to help.**
- **Organize the information you gathered and draw conclusions**
- **Draw conclusions and identify lessons learned.**

5. Share the findings
- **Sharing results out more broadly has the potential to connect you to all the communities with whom you're invested in building relationships.**
- **Decide who can benefit from what you learned. (Internal staff, key stakeholders, funders, artists, your community, and/or others in the field)**
- **A written report summarizing your findings remains with your organization as a testament to your hard work and the program's value**

6. Implementation – Taking Action
- **The process comes full circle: Remember step 1 – Know why you're gathering the information and have a plan for what you will do with the information.**
- **The results of evaluation are only valuable if you/stakeholders act on your findings.**
- **Take the opportunity to discuss (and debate) how to act and identify next steps.**