

# Change and Implementation AT A GLANCE

## Monitoring, Evaluating, and Applying Findings

Monitoring progress toward goals and evaluation can support informed decision-making and guide improvements to a program or other intervention and its implementation. Infusing a focus on racial equity and authentically including lived experts from the very beginning is a critical part of an effective evaluation process.

### What It Takes to Get It Done

#### Setting the Stage for Monitoring and Evaluation

- Consider the circumstances and agency needs
- Develop a logic model
- Identify questions of interest
- Identify measures, data sources, and potential data collection methods
- Develop an evaluation plan (including study design)

#### Collecting and Analyzing Data

- Collect and analyze data
  - Special topic: Examine fidelity
  - Special topic: Analyze costs

#### Using Data to Make Decisions and Adjustments

- Share findings and recommendations
- Make decisions to further spread, adjust, or discontinue the intervention

#### Planning for Sustainability

- Refine and implement a sustainability plan

### Get the Most Out of Monitoring, Evaluating, and Applying Findings

#### Before you get started:

- ◆ Document how youth and families with lived expertise (lived experts) and those receiving the service will be meaningfully involved in designing plans for tracking progress; for example, identify how they will inform data collection, be involved in analyzing data and evidence and interpreting findings, make recommendations, and inform how findings are shared
- ◆ Note the steps agency leaders, evaluators, and researchers have taken to cultivate trusting relationships with program participants, including acknowledgment of historic mistrust resulting from misuse of research and evaluation findings to harm communities of color, and consider the need for a foundation of cultural humility to neutralize the power imbalance
- ◆ Identify how success will be defined and how that aligns with how racial and ethnic groups in the communities served define success

#### As you prepare to collect and analyze data:

- ◆ Document how the team will:
  - ❖ Assess what's working well, what's not working, and for whom and how those findings will inform improvements
  - ❖ Collect feedback on services from program participants about what could be done better and how that feedback will inform service delivery
  - ❖ Determine effectiveness of the intervention for different racial and ethnic groups

#### As you analyze findings and make decisions:

- ◆ Document any differences in outcomes for different racial and ethnic groups and identify the factors that contribute to those differences
- ◆ Be sure that decisions to adjust, sustain, spread, or discontinue the intervention are made collaboratively and reflect the feedback and priorities of current and potential program participants, as well as any differences in outcomes for different racial and ethnic groups
- ◆ Establish a feedback loop so that all team members and partners see what decisions have been made and how their feedback is reflected
- ◆ Track and document how the implementation process has contributed to equitable outcomes for children, youth, and families

Interrelated approaches help answer questions of interest, such as the examples below.

### Monitoring

- ◆ Have activities been conducted as planned, on schedule, and on budget?

### Fidelity Assessment

- ◆ Are staff implementing the intervention as intended by the program designers?

### Formative Evaluation

- ◆ What is working well?  
What needs to be improved, and how?

### Summative Evaluation

- ◆ Is the intervention contributing to desired outcomes? If so, under which circumstances?

## Key Takeaways

- ◆ Tracking progress toward goals and evaluating practice can help agencies explore what is working well, what is not, and what needs to change.
- ◆ Monitoring progress, evaluating, applying findings, and planning for sustainability should be integral parts of change and implementation activities from the earliest phases.
- ◆ In defining the scope of monitoring and evaluation efforts, agencies will need to consider multiple factors, including:
  - The questions that lived experts, including those receiving the intervention, and other partners want to answer
  - The intervention's evidence base (including demonstrated outcomes with the target population) and the degree of adaptation or new design
  - Available timeframes, resources, and capacity for data collection and analysis
- ◆ Partnerships with experienced evaluators and inclusion of the perspectives of diverse groups of lived experts and community members is a vital part of evaluation.

## Looking for more?

- ◆ Explore additional [monitoring, evaluating, and applying findings resources](#).
- ◆ See "[Change and Implementation in Practice](#)" for more information about other change and implementation topics.
- ◆ Find questions for consideration at each phase of the process in "[Focusing on Race Equity Throughout Change and Implementation](#)."
- ◆ Learn more about the integration of lived expertise in "[Strategies for Authentic Integration of Family and Youth Voice in Child Welfare](#)."

## Key Change and Implementation Topics

Monitoring, evaluating, and applying findings supports sustainability and informs future change and implementation efforts.

Click on each icon in the Change and Implementation graphic for more information.



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