

# Change and Implementation at a Glance

## Monitoring, Evaluating, and Applying Findings



Monitoring and evaluation support informed decision-making and guide improvements to a program or other intervention and its implementation.

### Key Takeaways

- ◆ Monitoring and evaluation help agencies explore what is working well, what is not, and what needs to change.
- ◆ Monitoring, 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 stakeholders want to answer
  - The intervention's evidence base 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 diverse stakeholder perspectives can strengthen evaluation efforts.

### Different Evaluations for Different Purposes

- ◆ Through systematic collection, analysis, and use of data, **formative evaluation** guides improvements and adjustments to implementation processes and/or the intervention.
- ◆ Once an intervention is no longer being adjusted, a **summative evaluation** can be used to assess the intervention's effectiveness.

### What It Takes to Get It Done

#### 1. 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).

#### 2. Collecting and Analyzing Data

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

#### 3. Using Data to Make Decisions and Adjustments

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

#### 4. Planning for Sustainability

- Refine and implement a sustainability plan.

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?

## Monitoring, Evaluating, and Applying Findings Milestones

- ◆ Logic model developed and documented
- ◆ Evaluation plan developed
- ◆ Fidelity data collected and analyzed
- ◆ Formative evaluation data related to outputs, implementation, and short-term outcomes collected and analyzed
- ◆ Intervention and/or implementation processes adjusted, as needed, based on usability testing, piloting, and formative evaluation
- ◆ Summative evaluation data related to intervention effectiveness and short-term, intermediate, and long-term outcomes collected and analyzed
- ◆ Evaluation findings discussed with key stakeholders and disseminated
- ◆ Decision made to adjust, sustain, spread, or discontinue the intervention based on the evidence collected
- ◆ Sustainability plan developed and discussed with stakeholders

Agencies may meet these milestones at various points over the course of the change and implementation process, and may circle back to some milestones multiple times.

## Need more information on monitoring, evaluating, and applying findings?

Detailed resources are available on the **Change and Implementation in Practice** website at <https://capacity.childwelfare.gov/states/focus-areas/cqi/change-implementation/monitoring-evaluating/>



Indepth **brief** offers step-by-step guidance.

Learn the details of how to monitor implementation, conduct formative and summative evaluations, apply findings, and plan for sustainability.



Short **videos** and a workbook reinforce key concepts.

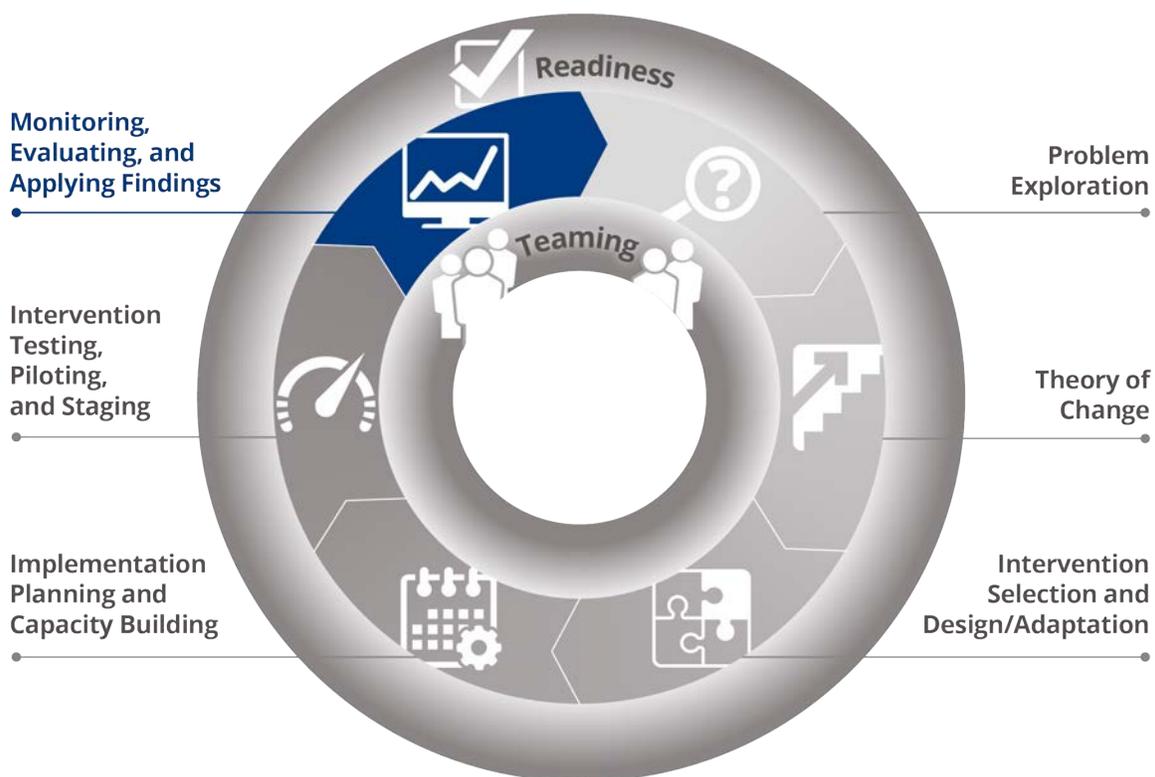
Use for training and to start thinking about application in your agency.



Recorded **webinars** feature real world examples.

Hear lessons learned and tips from experts and peers.

## Key Change and Implementation Topics



For resources on other **Change and Implementation** topics, visit <https://capacity.childwelfare.gov/states/focus-areas/cqi/change-implementation/>

