## Program Evaluation and Sustainability Planning

Considerations and Strategies to Support Program Maintenance and Continuity

Juvenile Healing to Wellness Court Development and Planning

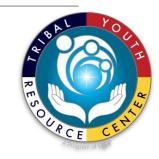
Tribal Youth Resource Center

Materials Adapated from OJJDP Tribal Youth Training and Technical Assistance

2018 Sustainability Planning Workshop- (Thin-Elk and Yarholar) and

Evaluation Materials from Ethleen Iron Cloud-Two Dogs

Updated Fall 2021





#### Welcome- Group Exercise

What are some cultural practices from your tribe that have sustained through generations?

What are the cultural values that contribute to that sustainability?

#### Today's Objectives

- Define program evaluation and sustainability and consider the implications for program continuity and services.
- Identify ways Tribal Nations have always practiced evaluation and sustainability.
- Consider some helpful sustainability tools and an indigenous approach to evaluation.

### Program Evaluation

Where have you been? Where are you going? and How are you going to get there?



- Evaluation is not about judgment, evaluation is about telling your program's story
- Indigenous people have always been evaluators.
- Evaluation is an opportunity.
- Evaluation should be tailored to the cultural context of the community and be responsive to cultural ways of life, including cultural values for parenting and child well-being.

https://www.acf.hhs.gov/sites/default/fil
es/cb/tribal roadmap.pdf

# Why do programs conduct evaluation?



- Evaluations can describe how a program is operating.
- Show whether the program is working as intended.
- Determine whether the program has achieved its objectives.
- Identify areas for program improvement.

"Plan for Program Evaluation from the Start (Martin, NIJ, 2015) <a href="https://nij.ojp.gov/topics/articles/plan-program-evaluation-start">https://nij.ojp.gov/topics/articles/plan-program-evaluation-start</a>

Table 1. Common Types of Evaluation <a href="https://nij.ojp.gov/topics/articles/plan-program-evaluation-start">https://nij.ojp.gov/topics/articles/plan-program-evaluation-start</a>

	Formative	Process	Impact or Outcome
Questions the type of evaluation can answer	•Is the program's implementation optimized for success? •Is the program well developed?	<ul> <li>How is the program operating, and in what context does it operate?</li> <li>Has the program been implemented as planned?</li> <li>How can the program's operation be improved?</li> </ul>	•Did the program reach its objectives? •What impact did the program have on target outcomes? •What long-term changes can be attributed to the program?
When to use the type of evaluation	During the planning stages or beginning of the program's implementation so revisions can be made before the program starts	In the early stages of the program's implementation to provide initial feedback	At the end of the program's development, when the program is stable and unlikely to change in fundamental ways

#### What is indigenous evaluation?

- Indigenous evaluation uses indigenous ways of knowing, frameworks and cultural paradigms.
- "...the evaluator must have an understanding of the self-determination that fuels the goals and aspirations of Indian communities to preserve, restore, and protect their cultures and ways of doing things."(p. 18,

http://www.welllivinghouse.com/wpcontent/uploads/2014/04/reframing-eval-defining-Indig-eval-framework.pdf)



#### **EXAMPLE INDIGENOUS EVALUATION**

8 year old boy picking sage, how did he know when, where and how to harvest? Ancestral teachings handed down to him included evaluating the time of year to harvest sage, understanding the process of making offerings before picking it; how to pick it (don't pull the roots out so it will grow again) and knowing where it grows.

#### **Evaluating JHWC Programs:**

- 1. Where do you start from the beginning (determine where/when the sage grows, make offerings)
- Understanding the process of evaluation (data collection what and how to pick the sage)
- 3. How to be culturally sensitive to the youth, family in the evaluation process (non-invasive, confidentiality, privacy)
- 4. Knowing when to harvest before it seeds (analysis of data)



#### What is indigenous evaluation?

 "Indigenous evaluation is not just a matter of accommodating or adapting majority perspectives to American Indian contexts. Rather, it requires a total reconceptualization and rethinking. It involves a shift in worldview." (J.LaFrance, Brief 02-Indigenous Evaluation & Native Student Success, <a href="http://indigenouseducationtools.org/bf/02">http://indigenouseducationtools.org/bf/02</a>)

- 2. An example of Indigenous evaluation the AIHEC Model for Indigenous Evaluation which includes four elements:
  - Creating the Story
  - Building the Scaffolding (building blocks for evaluation framework)
  - Planning, Implementing and Celebrating
  - Engaging the Community and Capacity Building.

#### Important Questions

- What will be evaluated?
- What criteria will be used to judge program performance?
- What standards of performance on the criteria must be reached for the program or activity to be considered successful?
- What evidence will indicate performance on the criteria relative to the standards?
- What conclusions about program performance are justified based on the available evidence?
- See https://ctb.ku.edu/en/table-of-contents/evaluate/evaluation/framework-for-evaluation/main

#### **Evaluation Considerations**

- Important to plan early for evaluation- develop a plan that identifies the type of evaluation that will be conducted and the timing of evaluation.
- Consider grant requirements related to process or outcome evaluation.
- "Evaluation is an ongoing cycle- the best evaluations involve teamwork that include both youth and adults as well as input from program providers, funding, participants, and technical experts in evaluation." <a href="http://actforyouth.net/youth\_development/evaluation/">http://actforyouth.net/youth\_development/evaluation/</a>
- What resources are available for evaluation of your program?

#### POTENTIAL NEXT STEPS

- 1. Evaluation Planning Group
- 2. Evaluation Action Plan
- 3. Technical Assistance Available



# Starting the Journey-Preparing for Sustainability



- Traditionally In Native communities each season brings many new tasks- most of which are focused on preparation for winter survival! <u>Sustainability is inherent</u> to Tribal people and communities.
- Today, many communities are heavily reliant on federal funding to meet the needs of youth and families. As a result many equate sustainability with securing continuation of funding for services.
- \* A <u>broader view</u> of sustainability entails using various strategies to maintain the activities of the program.

#### Let's Share-Discussion



- Has the team discussed long-term sustainability of the wellness court?
- Are there other initiatives in the community that have been sustained long term?
- What are some of the aspects of long-standing programs? What are some aspects of short term programs?

#### Sustainability Planning- Who will be involved?

Sustainability Work Group: Identify key tribal administrators and experienced direct service providers, community members, cultural advisors and consumers.

#### Responsibilities:

- Members may be a part of the advisory group or smaller sub working group.
- Able to attend regular meetings (Quarterly throughout life of project)
- Having willingness to collaborate and recognize/support continuity of program services.

#### Who else should be a part?

Youth! The next generation is here now to participate fully in planning for program sustainability.

Encourage peer leaders through returning to teach through speaking, employment or role modeling.

Participate in meetings, planning activities and on-boards

Youth need to have buy-in to the program and contribute to the "word of mouth" about program benefits.



#### **Sustainability Domains** <a href="https://sustaintool.org/">https://sustaintool.org/</a>

What is the purpose of this tool? <a href="https://sustaintool.org">https://sustaintool.org</a>

This tool will enable you to assess your program's current capacity for sustainability across a range of specific organizational and contextual factors. Your responses will identify sustainability strengths and challenges. You can then use results to guide sustainability action planning for your program. *Washington University, St. Louis, MO,2013* 

#### **Sustainability Domains** <a href="https://sustaintool.org/">https://sustaintool.org/</a>

The assessment is made up of 40 multiple choice questions. You will rate your program/coalition/set of activities across <u>8 sustainability domains</u>.

The assessment takes about 10-15 minutes to complete.

The assessment can be used by programs at community, state, and national levels.

The assessment can be taken as an individual or group.

The assessment is used by various programs, though public health, social services, clinical care, and educational programs have all found the assessment to be very relevant to their work.

#### **Sustainability Domains** <a href="https://sustaintool.org/">https://sustaintool.org/</a>

Domain	Definition	
Political Support (now	Having a supportive internal and external climate for your program	
called Environmental		
Support)		
Funding Stability	Establishing a consistent financial base for your program	
Partnerships	Cultivating connections between your program and its stakeholders	
<b>Organizational Capacity</b>	Having the internal support and resources needed to effectively manage	
	your program	
Program Evaluation	Assessing your program to inform planning and document results	
Program Adaptation	Taking actions that adapt your program to ensure its ongoing effectiveness	
Communications	Strategic communication with stakeholders and the public about your	
	program	
Strategic Planning	Using processes that guide your program's directions, goals, and strategies	

#### Sustainability Resources

#### **OJJDP Tribal Youth Online Learning Resources:**

Strategic Action Planning Talking Circle 1: Sustainability

https://www.youtube.com/watch?v=9nofME2bjqs&list=PLEYI nJGyPlF23t4QVc2EnWb75qAouWCX&index=2

#### Strategic Planning Toolkit Session 9: Planning for Sustainability

https://www.youtube.com/watch?v=iQWUqhnz88g&list=PLEYI nJGyPlH6TQxvxbGW6QzKVt71xSjt&index=11

#### **Community Toolbox, University of Kansas**

A free online toolkit to support sustaining work and initiatives with an outline and examples. <a href="https://ctb.ku.edu/en/sustaining-work-or-initiative">https://ctb.ku.edu/en/sustaining-work-or-initiative</a>

#### Program Sustainability Assessment Tool, Washington University in St. Louis

An online tool and resource to understand, assess, plan, and review resources to support program sustainability. <a href="https://sustaintool.org/">https://sustaintool.org/</a>

#### **Creating Sustainable and Effective Tribal Criminal Justice Systems**

National Institutes of Justice

https://www.nij.gov/topics/tribal-justice/Pages/criminal-justice-system.aspx

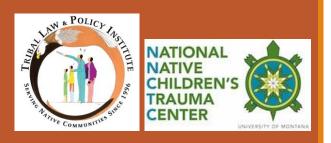
## Potential Next Steps:

- 1. Review the FY2019 Strategic Planning Guide Sustainability Resources.
- 2. Identify ways to start a sustainability working group.
- 3. Add the working group sustainability discussion to a working agenda within the next three months.





The <u>Tribal Youth Resource</u>
<u>Center</u> is led by the <u>Tribal</u>
<u>Law and Policy Institute</u> in
partnership with the
<u>National Native Children's</u>
Trauma Center



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You can contact us by reaching out to your assigned Training and Technical Assistance Specialist or you can email us at TribalYouth@TLPI.org

When you email please note that you need assistance with <u>strategic planning</u>. We will connect you with your TTA specialist or any needed resources.

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