

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 Adapted 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/files/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) <https://nij.ojp.gov/topics/articles/plan-program-evaluation-start>

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

	Formative	Process	Impact or Outcome
Questions the type of evaluation can answer	<ul style="list-style-type: none"> •Is the program's implementation optimized for success? •Is the program well developed? 	<ul style="list-style-type: none"> •How is the program operating, and in what context does it operate? •Has the program been implemented as planned? •How can the program's operation be improved? 	<ul style="list-style-type: none"> •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/wp-content/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)
2. 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?

1. *“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, <http://indigenouseducationtools.org/bf/02>)

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](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.” http://actforyouth.net/youth_development/evaluation/
- 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! Sustainability is inherent 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 broader view 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 <https://sustaintool.org/>

What is the purpose of this tool?

<https://sustaintool.org>

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 <https://sustaintool.org/>

The assessment is made up of 40 multiple choice questions. You will rate your program/coalition/set of activities across [8 sustainability domains](#).

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 <https://sustaintool.org/>

Domain	Definition
Political Support (now called Environmental Support)	Having a supportive internal and external climate for your program
Funding Stability	Establishing a consistent financial base for your program
Partnerships	Cultivating connections between your program and its stakeholders
Organizational Capacity	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_nJGyPIF23t4QVc2EnWb75qAouWCX&index=2

Strategic Planning Toolkit Session 9: Planning for Sustainability

https://www.youtube.com/watch?v=iQWUqhnz88g&list=PLEYI_nJGyPIH6TQxvxbGW6QzKVt71xSjt&index=11

Community Toolbox, University of Kansas

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

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.

<https://sustaintool.org/>

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 [Tribal Youth Resource Center](#) is led by the [Tribal Law and Policy Institute](#) in partnership with the [National Native Children's Trauma Center](#)



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This project was supported by Grant #2018-MU-MU-K001 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect those of the Department of Justice.