

**SITUATION**

When a donor designates a gift for a specific program, the donor typically wants to know if that program effectively achieves its goals. Ultimately, the value of a philanthropic investment is determined by the impact that the supported program has on its target audience—and this is measured in terms of client outcomes, not merely activities accomplished or organizational outputs achieved. A donor can help to fund a good organization, but the real question is if lives are changed, whether the strategy is effective. In this case, a *Program Evaluation* is required. This usually occurs when a significant grant has been made. Often a program evaluation is specified as a condition of receiving a grant.

**MARKET**

Major donors and foundations use this product. Because of the complexity of the research to measure changes in the lives of persons served, a *Program Evaluation* is usually associated with a large gift. The donor will typically provide the *Program Evaluation* to the nonprofit—as an in-kind gift—so that management can study it to make program adjustments. Evaluations may be shared with donors who are considering support of the organization and value a third-party, objective assessment.

Many external program evaluations are performed directly for the organization and are overseen by the program director. Calvin Edwards & Company works exclusively for donors; we will not conduct a *Program Evaluation* directly for a nonprofit because, from the donor’s perspective, it creates a conflict of interest.

**DESCRIPTION**

A *Program Evaluation* focuses on measuring outcomes, though activities, outputs, and other factors may be included if the client so specifies. This product is a custom-designed, detailed report with substantial quantitative analysis. A research plan will be designed, taking into account factors such as the following:

1. Organization location, U.S. or international
2. Access to populations served, including privacy and language issues
3. Scope of program; number of sites, geographic dispersion of persons served
4. Need for pre- and post-testing, or a more simple approach
5. Evaluation design—experimental, quasi-experimental, or non-experimental
6. Value of a longitudinal versus a short-term study
7. Budget

Generally, a *Program Evaluation* will include design of an evaluation instrument and administration of pre- and post-

tests to a sample of the population served. Data is subjected to in-depth analysis by an in-house statistician using Statistical Package for the Social Sciences software (SPSS). The report typically blends narrative information and quantitative data, and contains the following chapters:

1. Executive summary
2. Background & Methodology
3. Key Findings
4. Observations & Insights
5. Recommendations
6. Statistical Data (in graphic or tabular form)

Commonly, additional information, based on the custom design, is included.

**PRODUCT USES**

Likely uses include helping donors:

1. Assess if a program is working.
2. Determine if a program should be continued, expanded, and/or replicated.
3. Calculate return on investment for a program contribution.
4. Identify program areas that require improvement.

**DELIVERABLES & FEES**

The report is 30-50 pages in length. Five copies will be made available and are included in the fee; additional copies carry a nominal charge. A flat fee is quoted for each engagement; it depends on the complexity and location of the project and may range from \$17,500 to \$50,000 or more, plus out-of-pocket travel expenses for one or two

analysts. One or more multi-day site visits are included.

**BENEFITS**

- ✓ Provides an in-depth, quantitative impact assessment of a single program.
- ✓ Uses a scientific, objective methodology.
- ✓ Facilitates strategic giving to programs with “known” results.
- ✓ The nonprofit receives independent evaluation data to guide in program modification or replication.

**CONTACT US**

For more information on the *Program Evaluation* product, or alternative products and services for committed and reflective philanthropists, please contact us at the address below.

CALVIN EDWARDS  
& COMPANY  
*Maximizing the Good of Giving*