**Program Evaluation**

Program evaluation for governmental programs is an assessment that outlines how the program demonstrates accomplishing its stated goals and objectives toward advancing public interest. Performance measurement and evaluation often incorporatea set of standard instruments (what will be measured) aimed at answering a series of assessment questions (what is to be known) by following a life cycle of identifying the data type and source, collecting and analyzing the data, and interpreting and communicating the data results.

Since performance measurement and evaluation protocols are unique to every program, it begins with developing and maintaining a set of common administrative tools, including (but not limited to): an organizational chart, a logic model, performance and milestone schedule, a series of reports on a quarterly and annual basis, as well as a final report. Such efforts are also supported by developing an organizational chart and a performance and milestone schedule. Utilization of these items provide a clear snapshot of the program or project’s overall organizational capacity, permitting the continual monitoring and adjustment to yield maximum outputs and optimal outcomes throughout the intended period. Program or project results, both intended and unintended, are carefully documented throughout the plan, to yield thorough reporting on status-to-date and completion.

* Organizational Chart – An organizational chart outlines the separation of tasks and activities by identifying a unity of command (who is in charge), a line-staff distinction or division of labor (who does what), departmentalization (how is the work grouped), and a clear span of control (who has which types of responsibilities). It is necessary to work with leadership and support staff in the articulation of a sound organizational structure to ensure that team members have adequate knowledge, skills, and abilities. This mechanism permits its employees to easily recognize a hierarchical and accountability distinction between positions.
* Logic Model –A logic model rationally details how a program will operate under certain atmospheric conditions toward solving identified problems. Although logic models take on many different forms, they are comprised of a series of basic features (inputs, participants, activities, outputs, and outcomes) that can be formed and reformed at any given time within the life cycle of the program. The utility of the logic model works toward building a common understanding of the program and its expectations, and is, therefore, extremely useful for sharing ideas, identifying assumptions/external factors or constraints, and inner team building.
* Performance and Milestone Schedule – A performance and milestone schedule is a work breakdown structure that illustrates the itemized progress of a program. It represents the defined scheduled project activities by signifying whether or not the listed time-based activity has been conducted on time or is within its expected time-based range of completion. The performance and milestone schedule is especially useful for visually informing program participants on the overall status of the program.
* Quarterly Report – A quarterly report qualitatively details the progress of the program, including inputs, activities and outputs, delays or deviations from the timetable, recommendations, and budgetary expenses. More specifically, it documents the inputs pertaining to general infrastructure needs, describes what activities have been conducted, provides updates on any progress toward the completion of any outputs and/or outcomes, records any encountered delays in projected activities, and lists any recommendations on how you think the assessment process or associated program activities could be streamlined or improved.
* Annual Report – An annual, technical report thoroughly details the specifics of the items as referenced in the sharing and documentation section will be provided that outlines each of the goals and objectives as related to performance measurement activities. This report will be written in an understandable prose suitable for multiple audiences and will use graphical images where needed to enhance clarity. The report will also describe any methodologies employed and findings/assumptions made as well as include an executive summary for ease of review. The findings will also be presented to the group in a professional manner.
* Final Report – A final report, similar to an annual report, will serves as a program or project close out report that provides a chronological and comparative view across each of the respective years.