

Selecting and Working with an External Evaluator



Healthcare Georgia Foundation
grantmaking for health



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I. Introduction

If you are reading this publication, it is likely that you are thinking about evaluation and considering the possibility of working with an external evaluator. Perhaps you have been running a program for some period of time and are ready to begin measuring its impact, or possibly you are in the early stages of planning a program and are considering ways to monitor and evaluate the program from inception to completion. Regardless of where you are in the process, you are wise to be thinking about evaluation and pondering the ways in which evaluation can be conducted, and by whom.

Evaluation is conducted for many reasons and can be conducted in many ways. Well-designed evaluations can help grantees and organizations assess the impact that their programs are having on the population they are trying to reach. Evaluation can also be used to monitor the extent to which a program is being carried out or delivered in the way in which it was intended to be done. In the first instance, the evaluation can be designed to answer a question such as, "What impact is the program having on childhood obesity rates across Georgia?"; while in the second instance, the evaluation can be designed to answer a question such as, "What types and numbers of evidence-based strategies are being used in the childhood obesity prevention program in Georgia?" In either case, working with an experienced, external evaluator can be an efficient and effective way to design and implement an evaluation that meets your needs and those of your stakeholders.

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II. Making the Decision about Hiring an External Evaluator

Although some organizations have the internal staff and expertise to conduct program evaluation, many organizations find it necessary to hire an external evaluator to conduct some or all evaluation activities. In some cases, hiring an external evaluator can be more efficient and cost-effective than maintaining a qualified internal evaluation staff. Other times, it might be more appropriate to work with an external evaluator who is objective and unbiased (without a vested interest in the evaluation findings) and whose results might therefore be perceived as more credible than if the evaluation were done by an internal evaluator who is associated with the program being evaluated. Still other times, hiring an external evaluator may actually be required—most typically, by a foundation or other funder who has provided your organization with a grant. In other words, there are many reasons for hiring an external evaluator. These reasons include the following:

QUICK TIP

When considering whether to work with an external evaluator, consider:

- (a) expertise,
- (b) impartiality,
- (c) cost, and
- (d) time.

You don't have evaluation capacity within your organization. Regardless of whether you are planning a rigorous evaluation with an experimental design and complex quantitative data analysis or a qualitative evaluation using focus groups and in-depth interviews, your organization simply might not have qualified staff to perform these types of evaluation activities. Healthcare Georgia Foundation's Evaluation Resource Center has a website providing evaluation tools and frameworks for health nonprofits in Georgia. The Evaluation Capacity Checklist may help your organization determine its internal evaluation capacity, thereby identifying what specific skills and expertise of an external evaluator would complement your internal capacity.

<http://www.georgiaerc.org/ch2-e-1.asp>

You need an outsider to gather information about your program. Your program staff may simply be "too close to the subject matter" to collect valid and reliable data from program participants, particularly if the evaluation methods include surveying or interviewing program participants and these participants think that they have something to gain (or lose) by answering questions in a certain way.

You want your evaluation results to be perceived as highly credible. If your program is controversial or there is an expectation that the evaluation findings might be challenged, then it might be especially important to have the evaluation conducted by an external evaluator who will be seen as an independent and neutral party.

Your funder requires an external evaluation. Many federal grants and private foundations require that grantees allocate a portion of their budget (i.e., 10% to 15%) to evaluation and some require the evaluation to be conducted by an external evaluator.

As you can see, expertise, impartiality, cost and time are the key considerations often taken into account when making the decision about whether or not to hire an external evaluator.

Figure A
Pros and Cons of Hiring an External Evaluator

Pros	Cons
<ul style="list-style-type: none">• Less work for your organization• Evaluator's professional expertise• Evaluator brings objectivity• Evaluation results may have more credibility• Can be quicker than relying on internal staff	<ul style="list-style-type: none">• Less control over the process• Evaluator may have lesser understanding of the program than your internal staff• Less opportunity to build internal evaluation capacity• Cost

Adapted from Michael Wells, Using an Outside Evaluator, available at www.charitychannel.com

QUICK TIP

First determine how the evaluation will be used, then select an evaluator with the qualities needed to successfully conduct that type of evaluation.

III. Finding an External Evaluator

Prior to beginning your search to find the most suitable external evaluator for your program, it is important to think carefully about the type of evaluation you want to conduct and the role that the external evaluator will play in the evaluation. This is important because different types of evaluations are best served by different types of evaluators. For example, if you have already collected a large amount of quantitative data and are most interested in an evaluation that will utilize the data to make determinations about the impact of your program, then you should look for an evaluator with strong quantitative and analytic skills. However, if you are interested in better understanding the challenges and opportunities related to your program's adoption or implementation, then you should look for an evaluator who knows how to ask thoughtful questions, listen carefully, and synthesize qualitative data.

For more on the purposes and types of evaluation, please visit the ERC website at <http://www.georgiaerc.org/ch2-b.asp>.

Figure B

Evaluation Uses

To gain insight

- Assess feasibility or practicality of a new approach for broader implementation
- Identify program-related challenges and opportunities

To change practice or make improvements

- Describe the extent to which a program has met its goals
- Enhance program operations by improving quality, effectiveness, and efficiency of activities
- Monitor activities for program management or routine reporting

To determine or assess effects

- Understand the relationship between program activities and certain effects or outcomes
- Demonstrate accountability to partners and/or funders
- Judge the value or worth of a program

Evaluator Qualities

Evaluator should be:

- Skilled in quantitative and qualitative analysis
- An excellent communicator (speaking and listening)
- Thoughtful and reflective

Evaluator should be:

- Skilled in quantitative and qualitative analysis
- Skilled in speaking and listening
- Innovative
- Persuasive

Evaluator should be:

- Skilled in quantitative and qualitative analysis
- Able to translate data (results) into information (recommendations)
- Highly credible

Adapted from: (a) Evaluation Toolkit for Magnet School Programs (www.evaluationtoolkit.org); and (b) CDC's Evaluation Reporting: A Guide to Help Ensure Use of Evaluation Findings (www.cdc.gov/dhdsp/docs/Evaluation_Reporting_Guide.pdf)

So once you have made the decision to hire an external evaluator, where do you find one? Fortunately, there are several ways to go about the process of identifying a qualified external evaluator. You might start by speaking to others in your organization or area to see if they have worked with an external evaluator whom they would recommend. If you are in an area with a college or university, you might want to check to see if there are professors or other evaluation specialists who are able to provide evaluation services to clients and organizations such as yours. If you have been awarded a grant from a federal agency or a foundation, you should ask the funder if they can provide a list of evaluators with expertise in your program area. There are also a number of professional associations that maintain databases that you can use to find an evaluator. Check with the American Evaluation Association (www.eval.org) to search evaluator listings and identify evaluators in your geographic and/or programmatic area.

IV. Selecting an External Evaluator

If you pursue even a few of the suggested strategies for finding external evaluators, chances are good that you will find not one but numerous evaluators with whom you might be able to work. So, how do you select the best evaluator for your particular program and your evaluation? There are at least two approaches that you could use after you have identified a qualified group or pool of evaluators. One approach is to interview each of the evaluators to identify the one with whom you would most like to work. This approach is sometimes referred to as sole sourcing. Another approach is to develop a Request for Proposals (RFP), send it out to the group or pool of qualified evaluators, and then review the proposals and/or interview evaluators to identify the one with whom you would most like to work. Each of these approaches has benefits and drawbacks, but either approach can be effective in helping you to identify a willing and able program evaluator.

If you decide that the benefits of simply interviewing several evaluators and selecting one to work with outweigh the benefits of using a RFP to select an evaluator, you will want to think carefully about the methods you will use to assess the evaluators' qualifications and evaluation "style."

Naturally, you will want to consider the evaluator's experience in evaluation and attitudes regarding evaluation that might suggest a compatibility with your program, evaluation goals, and organizational dynamics.

Although there are many questions that can be asked when interviewing or meeting with prospective evaluators, the following questions should provide you with sufficient information to make an informed decision about which evaluator to select¹:

- 1. What are the qualifications and skills of the evaluator?** The evaluator should have a Masters degree or a PhD from an accredited university in a field such as public health. They must also have the skill set necessary to perform the work. Depending on your needs, the skills will range from the relatively simple (one-on-one interviews) to the complex (statistical analysis using multivariate techniques). Evidence that the evaluator has the necessary skill set can be found in examples of previous work and by speaking with previous clients.
- 2. Does the evaluator have the demonstrated capacity to do the work?** Ideally, the evaluator should have experience and success in evaluating similar grant programs. The only way to know this with any certainty is to ask for examples of previous work. Look over reports, published articles, briefs, bulletins, PowerPoint presentations, etc. to get some idea of their quality and capacity. The evaluator should be able to write for a variety of audiences. Good evaluators tailor their reports to their audience—there is no one-size-fits-all report. The writing should

QUICK TIP

Healthcare Georgia Foundation's Evaluation Resource Center (ERC) can help you identify an evaluator who is qualified to work with small to medium-sized health nonprofits in Georgia. Contact the ERC at www.georgiaerc.org or call 404-653-0990 for more information.

1. Source: www.findgrant-evaluators.com/step_6.php

also be clear, the tables and graphs unambiguous, and the format of the report pleasing to the eye. Recommendations and commendations for timely and informative program enhancement should also be included.

3. What do other people say? Ask for referrals, but be cautious about references since many individuals will only list friends and colleagues who will give them glowing recommendations. Interpersonal skills are critical to being a good evaluator, and this is impossible to assess from finished reports. References should report that the evaluator is reliable, responsive, easy to talk to, and a good listener. Communication is a key to successful evaluation. The evaluator should be able to present information in a clear, concise, easy-to-understand, and jargon-free manner.

4. What is their approach to evaluation? There are many ways to conduct evaluations. Ask evaluators to explain their model or philosophy of evaluation. Some evaluators only use quantitative methods, while others use exclusively qualitative methods. Most use a mixed-methods approach that uses both qualitative and quantitative techniques. Regardless of their preferred method, in the spirit of collaboration the evaluator should actively encourage stakeholder participation in the evaluation. Will they share drafts of instruments and reports? Do they enlist key stakeholders to discuss design, methods, and data collection procedures, or do they dictate the course of the evaluation without seeking input? In other words, is their approach to do evaluation to you or with you?

5. Do they have adequate resources? Evaluators not only need to have the know-how and experience, but they need to have the resources as well. Having a cadre of well trained staff or consultants, the necessary equipment, and infrastructure indicates that the evaluator is prepared to take on the evaluation. You can also determine more about an evaluator's professionalism by factors like the appearance of their website, the quality of their letterhead, their promptness in returning calls, and the quality of their written communications.

6. Are they familiar with the standards and guidelines of the field? Evaluators should be familiar with the American Evaluation Association's Guiding Principles for Evaluators (www.eval.org/Publications/GuidingPrinciples.asp). If they are unfamiliar with these standards and guidelines, cross them off your list immediately.

7. Does the evaluator seem to be a good "fit" with your organization? Does the evaluator communicate well? Does their style mesh with your organizational culture? A good evaluator will almost be able to anticipate your needs before you have voiced them, and will bring a valuable, innovative perspective to your organization.

A list of additional questions to ask prospective evaluators is included in the Appendix.

If you decide to use a RFP process to select an evaluator, you will need to: (1) develop the RFP; (2) circulate the RFP to as many evaluators as possible; (3) review the proposals submitted in response to the RFP; and (4) select an evaluator. Developing an RFP can seem like a daunting task and in fact some RFPs are very complex. However, it is quite possible to develop a simple, straight-forward RFP that will meet your need to have as many qualified evaluators as possible bid on the evaluation services that you need. In fact, you can create such an RFP by following a few simple steps.

Five Simple Steps to Develop a Request for Proposals (RFP)

Step 1. Do your homework so that you can define what you need. Don't jump into the RFP without doing some careful thinking. Prospective evaluators need to understand some of the background of your program and the scope of work involved in your evaluation, so you need to provide them with this information. If you have already developed evaluation questions or can articulate the overall purpose of the evaluation, then include this information as well. After receiving your RFP, evaluators will have dozens of questions; you don't want to be scrambling to find out the answers. Defining your evaluation needs as best you can will enable you to pass that information on to potential evaluators, and it will enable those evaluators to prepare proposals that are tailored to your needs, timeline and budget.

Step 2. Decide how you will distribute the RFP. After the RFP is developed, how will you make sure that prospective evaluators find it or receive it? If you have identified a group or pool of qualified evaluators, then you will undoubtedly want to send the RFP directly to these individuals or organizations. You might also want to post the RFP in places where a larger number of evaluators might see it and respond to it. The American Evaluation Association allows organizations to post RFPs on its website (www.eval.org).

Step 3. Create a reasonable timeline. There are several important dates that you should include in your RFP, including: (a) the date the RFP is released, (b) a deadline for evaluators to submit written questions, (c) the date by which your organization will respond in writing to all submitted questions, (d) the deadline for evaluators to submit their proposals, (e) the date that finalists will be notified, (f) dates of finalist interviews, (g) the date by which an evaluator will be selected, and (h) the date that the evaluation is scheduled to begin.

Step 4. Specify the information you need from the prospective evaluator. If you don't specify the information you need from the prospective evaluator you'll end up getting a hodge-podge of information, some of which might be useful to you, most of which will be boilerplate. To avoid this situation, be sure to request the

QUICK TIP

Don't hesitate to ask prospective evaluators to provide you with copies of reports prepared for previous clients.

following information: (a) proposed approach and work plan for completing the scope of work specified in the RFP, (b) timeline, (c) budget and narrative, (d) qualifications of evaluator or evaluation team, and (e) references and/or work samples.

Step 5. Determine your selection criteria. How will you review all the proposals and determine the best evaluator for your program? Will you use a review panel or review all of the proposals yourself? If all of the evaluators give you proposals for roughly the same price, how will you choose your finalists? Take some time before the proposals arrive to think through these issues and develop a plan to help make the right choice.

Healthcare Georgia Foundation recently developed a simple, straight-forward RFP to identify an evaluator for a childhood obesity prevention program. **The RFP can be viewed at: <http://67.199.70.24/uploads/emails/childhood-obesity-prevention-program/EvaluationRFPForHealthcareGeorgiaFoundation.pdf>.**

QUICK TIP

The evaluation budget should usually be a minimum of 10 percent of the total program budget.

V. Negotiating with an External Evaluator

Regardless of whether you identify an external evaluator through a sole source process or a RFP, you will eventually need to negotiate with the evaluator to establish a budget for the evaluation. Whether you use a sole source process or a RFP, you will need to decide whether to provide a detailed scope of work and ask the evaluator to prepare a cost estimate, or specify the amount of the evaluation budget and ask the evaluator to prepare a detailed scope of work that aligns with your budget. There are pros and cons to each of these approaches. If you decide to ask the evaluator to prepare a cost estimate in response to your scope of work, you might get the best possible price but if you specify the budget and ask the evaluator to prepare the scope of work you might get the best possible thinking about the evaluation activities that can be done within the specified budget.

When thinking about the amount of money that you should be willing to spend on evaluation, keep in mind that the evaluation budget should usually be approximately 10 percent of the total program budget. In fact, some private foundations and federal funders require that 5 to 10 percent of the total program budget is spent on evaluation. So if you have a program budget of \$100,000, you should expect to spend about 10% or \$10,000 on the evaluation. The total amount that you spend on the evaluation will include not only the evaluator's fees, but also expenses related to evaluation and data collection activities such as surveys and focus groups, travel expenses, and sometimes overhead or indirect fees. In addition to budget, you'll want to discuss other items in advance such as communication channels and confidentiality agreements. While there is no "right" answer, the important thing is to establish clear expectations from the beginning, which can be referred to in the event that revisions to original contract are needed.

VI. Working with an External Evaluator

After you have completed the process of identifying qualified evaluators and selecting the best evaluator for your program, and negotiating the budget for the evaluation, you will need to develop a contract. After briefly stating the purpose of the evaluation, the contract should list the evaluator's tasks, as specified in the scope (or statement) of work. All the evaluation tasks should be clearly described, including tasks such as who does data entry, transcribes interviews, develops reports, and similar tasks. If data will be generated as part of the evaluation, the contract should specify who owns the data and how any publications based on the data will be handled (i.e., how authorship will be determined, what approvals are needed to publish with the data). The contract should also include a detailed timeline and a description of the fees that will be charged by the evaluator (hourly or flat fee). Whenever an evaluation report is required, the contract should include a description of what should be included in the report (e.g., narrative, charts, literature review), as well as some language about the number of drafts and extent of revisions that are covered by the contract. It is also a very good idea to use the contract to clearly define the roles and responsibilities of the evaluator and the client (you/your organization). Western Michigan University developed a checklist that can be used by evaluators and clients to inform the development of evaluation contracts that address key contractual issues, including procedural issues, deliverables and due dates, authorship guidelines for publications, and role/responsibilities of the evaluator and the client. **The checklist can be viewed at: http://www.wmich.edu/evalctr/archive_checklists/contracts.pdf**

Figure C Evaluator Responsibilities

- Develop an evaluation plan in collaboration with program staff
- Design or select data collection tools (e.g., surveys, interview guides)
- Implement data collection procedures
- Establish and oversee confidentiality procedures
- Develop progress and final reports
- Attend staff, board and/or funder meetings, as requested
- Present evaluation findings to staff, board and/or at conferences, as requested

Client/Organization Responsibilities

- Provide evaluator with background information about the program
- Collaborate with evaluator in development of evaluation plan
- Provide feedback on data collection tools
- Keep evaluator informed of program changes
- Specify information to be included in report(s)
- Assist in interpreting evaluation findings
- Monitor contract and timeline

Source: Michael Wells, Using an Outside Evaluator, available at www.charitychanel.com

Even when an evaluator is thoughtfully selected and a contract is carefully developed, problems can still arise. So, what should you do if problems do arise? Don't worry. Here are some effective ways to prevent and mitigate some problems that might arise during the evaluation process²:

Problem: Evaluation approaches differ. In other words, you don't see eye to eye with your evaluator.

Strategy: Try to reach a common ground where both programmatic and evaluation constraints and needs are met. If many reasonable attempts to resolve differences have been tried and severe conflicts still remain that could jeopardize the program or the evaluation, program staff should consider terminating the evaluation contract. This decision should be weighed carefully and discussed with your funder, as a new evaluator will need to be recruited and brought up to speed midstream. In some situations, finding a new evaluator may be the best option. Before making this decision, however, you will need to discuss this with your program funders, particularly if they are providing financial support for the evaluation.

Problem: You discover that your evaluation requires more advanced analytic methods than originally planned.

Strategy: You may find that your evaluator is in agreement with your assessment and is willing to add another person to the evaluation team who has expertise and skills needed to undertake additional or different analyses. Many times additional expertise can be added to the evaluation team by using a few hours of a consultant's time. Programmers, statisticians, and the like can augment the evaluation team without fundamentally changing the evaluation team's structure.

Problem: The evaluator leaves, terminates the contract, or does not meet contractual requirements.

Strategy: If the evaluator leaves the area or terminates the contract, you will most likely be faced with recruiting a new one. In some instances, programs have successfully maintained their ties to evaluators who have left the area, but this is often difficult. When your evaluator does not meet contractual requirements and efforts to resolve the dispute have failed, you will have to establish a contract with a new evaluator.

Problem: The evaluator is not culturally competent or does not have any experience working with your community and the participants.

Strategy: It is not always possible to locate an evaluator with both experience in the type of evaluation that you need and experience working with specific groups and subgroups in the community. If your evaluator does not have experience working with the particular group reached by the program, you must educate this person about the culture (or cultures) of the participants' community and how it might affect the evaluation design, instruments, and procedures. The evaluator may need to conduct focus

QUICK TIP

Unexpected things happen and evaluation is no exception. When changes occur, work with your evaluator to revise the evaluation approach as needed.

2. Source: HRSA, Choosing and Using an External Evaluator. https://careacttarget.org/sites/default/files/file-upload/resources/Evaluation_Guide.pdf.

groups or interviews with community members to make sure that evaluation questions and activities are both understood by and respectful of community members.

Problem: You are not happy with the evaluator's findings.

Strategy: Sometimes program managers and staff discover that the evaluator's findings are not consistent with their impressions of the program's effectiveness with participants. Program staff believes that participants are demonstrating the expected changes in behavior, knowledge, or attitudes, but the evaluation results do not indicate this. In this situation, you may want to work with your evaluator to make sure the instruments being used are measuring the changes you have been observing in the program participants. Also, remember that your evaluator will continue to need input from program staff in interpreting evaluation findings. You may also want your evaluator to assess whether some of your participants are changing and whether there are any common characteristics shared by participants that are or are not demonstrating changes. However, be prepared to accept findings that may not support your perceptions. Not every program will work the way it was intended to, and you may need to make some program changes based on your findings.

VII. Conclusion

Well-designed and carefully implemented evaluations are worthwhile endeavors. Certainly, program evaluation can help you determine what is and is not working in your program. It can also be used to show your funder(s) and other stakeholders what your program does and how it benefits program participants. In fact, the results of program evaluation can even assist you in raising money for your program by providing evidence of effectiveness. In addition, program evaluation adds to the existing knowledge about which types of programs are most effective with which types of program participants.

An external evaluator can serve as a valuable partner to ensure that your evaluation is thoughtfully designed and carefully implemented. This partnership must be built on a shared understanding of the goals and objectives of the evaluation, a clear delineation of the roles and responsibilities of each partner, and mutual respect.

External evaluators can greatly enhance the quality and usefulness of program evaluations if the purpose and tasks of the evaluation are clearly defined, adequate time is devoted to the evaluator selection process, and a collaborative approach is taken between the partners to design and implement the evaluation. If the guidelines and suggestions identified in this report are followed, the evaluation process should be enjoyable and productive for your organization and the external evaluator.

Appendix

List of interview questions for prospective evaluators

- 1. What is your general experience in evaluation?**
Try to get a sense of how much experience the evaluator has in conducting program evaluation.
- 2. How long has your organization been in business?** If the evaluator works for an organization, find out how long they have been in business; if the evaluator is an independent contractor, find out how long they have been working in the field of evaluation.
- 3. Do you specialize in one type of evaluation, or a broad range?**
Some evaluators prefer to undertake either formative or summative evaluation, but not both.
- 4. What is your general experience with activities like ours? With program participants like ours?**
Look for evaluators that are familiar with the types of activities that your program conducts, and with the types of program participants you have in your program.
- 5. We want to know X about our program. Have you evaluated this type of question before for other projects?**
For example, if your main goal is to assess the economic impact of Medicaid expansion in Georgia, then you will want to find an evaluator who has knowledge and experience with Medicaid and health policy.
- 6. What evaluation approaches do you think are relevant to our situation? Are the results likely to be more subjective (assessing changes in emotions, beliefs, etc.), objective (offering statistical data), or a combination of the two?**
Much of this will depend on the types of questions you ask, but you should be aware of the kind of evaluation that will be acceptable to you and what may be required by your funders.
- 7. What do you consider to be aspects of a strong evaluation? A weak evaluation?**
How well does the evaluator articulate components that contribute to a successful evaluation effort? Does he or she talk about tailoring efforts to each project, using a combination of subjective and objective measures, focus groups, surveys, and other approaches as appropriate to different situations?
- 8. What processes and evaluation approaches would you use for this project?**
Will the evaluator use a cookie-cutter approach for your project or design one specifically tailored to your needs? For example, a mixture of focus groups, surveys, and telephone interviews may or may not be appropriate to your situation. You want an evaluator to be thinking about the particulars of your project.

9. What would you need to know from us to determine appropriate evaluation approaches and methods?

An evaluator will typically need to have several conversations with you and other program staff and read all relevant background material to fully understand your program, its goals, and what you will consider important evaluation results.

10. Do you subcontract for any services? If so, can resumes of subcontractors be provided for our information?

You want to be sure that the credentials you are buying are the ones you're actually getting.

11. Are you willing to sign a nondisclosure or confidentiality agreement?

Do you want the evaluator to share the results of your project with others without your knowledge or approval? If not, you should be clear about this from the beginning.

12. We have a budget of XX. What type of evaluation plan would you recommend for this budget?

Is the evaluator creative in working within your budget?

13. How rapidly do you provide feedback, and in what form?

This is particularly important for front-end and formative evaluation, since you will want to get timely feedback that can inform the further development of your activities.

In addition, make sure to ask for references from people with whom a potential evaluator has worked on prior evaluations. An evaluator is likely to give you names of satisfied customers only. One way to gather more information is to ask for a list of all clients from the previous year and request permission to contact whomever you choose. Another option is to write down the names of organizations that the evaluator references when you meet and ask to talk directly to those clients. If the evaluator uses them as examples, you should be able to speak with them for more information. You may also ask to see samples of an evaluator's reports to assess if they meet the scientific rigor you want and are compatible with the type of audience you expect to reach with the evaluation results and reports.

Acknowledgments

About Experion Healthcare Group, LLC

Experion Healthcare Group, LLC is a full service research and evaluation firm dedicated to helping public and private healthcare organizations enhance and demonstrate the value of their health promotion and disease prevention programs and services. Carol McPhillips-Tangum, M.P.H., Principal



About the Georgia Evaluation Resource Center (ERC)

Healthcare Georgia Foundation's Evaluation Resource Center (ERC) offers evaluation tools and services tailored to help nonprofit health organizations achieve better outcomes.

About Healthcare Georgia Foundation

Healthcare Georgia Foundation is a statewide, private independent foundation. Through its strategic grantmaking, Healthcare Georgia Foundation supports organizations that drive positive change, promotes programs that improve health and healthcare among underserved individuals and communities, and connects people, partners and resources in Georgia.



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