Evaluation Studies Unit
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Program Evaluation Basics

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Evaluation…Is it in my future?

Can you foresee the following…..

Scenario #1: You are a member of a team introducing a "pilot" HIV outreach education program (HP&P) in rural areas of Uganda (new intervention).

Scenario #2: You are a physician lead in a community clinic in the downtown eastside. Your team introduces a change in process/practice -- screening/intake, case management, discharge (changed intervention)

Inevitably, your team, or your organizational leadership, or your funder asks you to report on….

- Does your program work? Is it effective?

- Was your program implemented as planned? And how well is it being delivered?

- Did your process/practice change result in an improvement?

In the end, these are all questions that you would need to conduct some form of an evaluation to address!

Today's Discussion

- Basic Concepts of Evaluation

- Conducting a Program Evaluation (PHAC Tool Kit)
  1. Focus the evaluation
  2. Select methods
  3. Develop tools
  4. Gather & analyze data
  5. Report & make decisions

- Wrap Up

Basic Concepts in Program Evaluation

Definition of Evaluation

Evaluation is…..

- the systematic application of scientific methods to assess…
- the conceptualization and design, implementation and delivery, improvement or outcomes/utility…
- of programs, policies, organizations, technologies, needs, or activities

Types of Evaluation

Program Planning

- Needs Assessment – assesses community needs and identifies service gaps

- Feasibility Analysis – assesses feasibility of proposed service/program idea

Program Implementation

- Process Evaluation – assesses program implementation and/or delivery

- Outcome Evaluation – assesses impact of a program

Benefits/Value of Evaluation

- Gives us a chance to step back and think about what we are doing, how we are doing it, and why

- Helps us understand & demonstrate how well the program is performing

- Helps us identify/understand program strengths & problems/barriers

- Shows us how we might improve our program

- Provides information for planning & policy purposes

- Helps inform others about what works & what doesn't
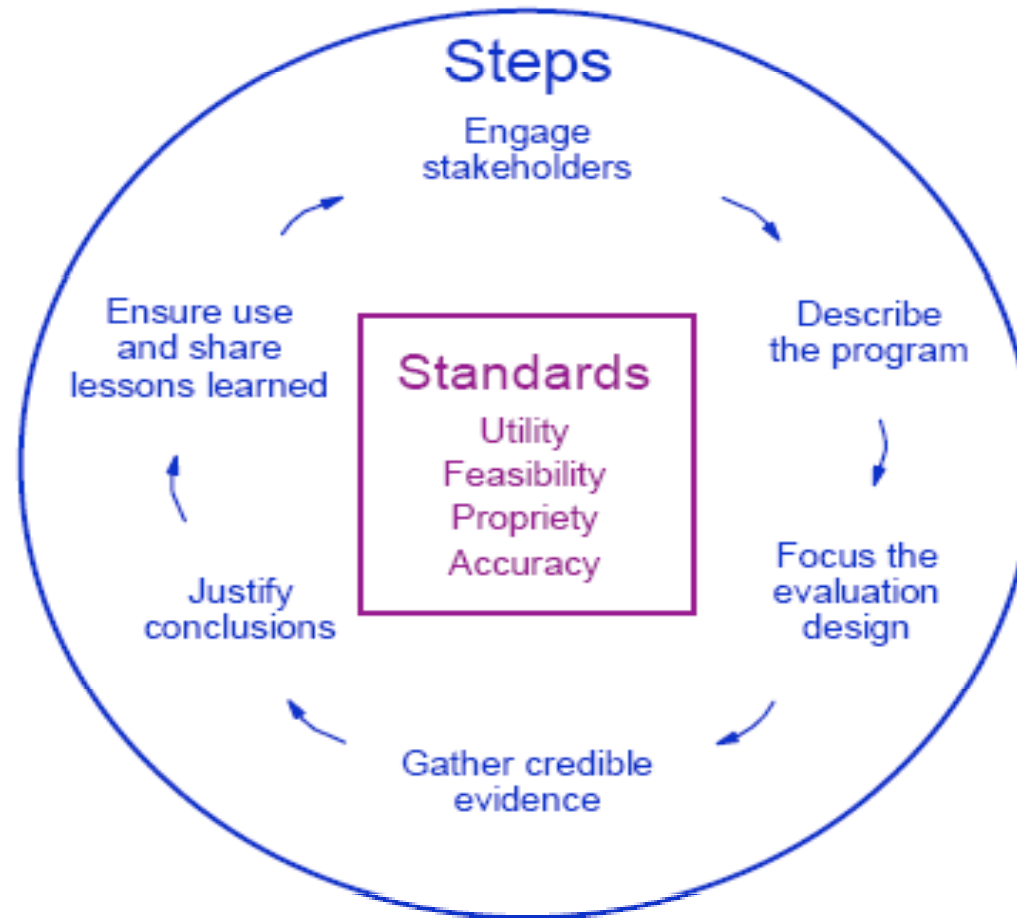
- Helps secure new funding or continued support

Conducting a Program Evaluation

Framework for Program Evaluation in Public Health

US-CDC Evaluation Working Group

http://www.cdc.gov/eval/index.html

Steps in Program Evaluation Process

FIGURE 1. Recommended framework for program evaluation

Steps

- Engage stakeholders
- Describe the program
- Focus the evaluation design
- Gather credible evidence
- Justify conclusions
- Ensure use and share lessons learned

Standards
- Utility
- Feasibility
- Propriety
- Accuracy

Steps in the Evaluation Process

from Public Health Agency of Canada
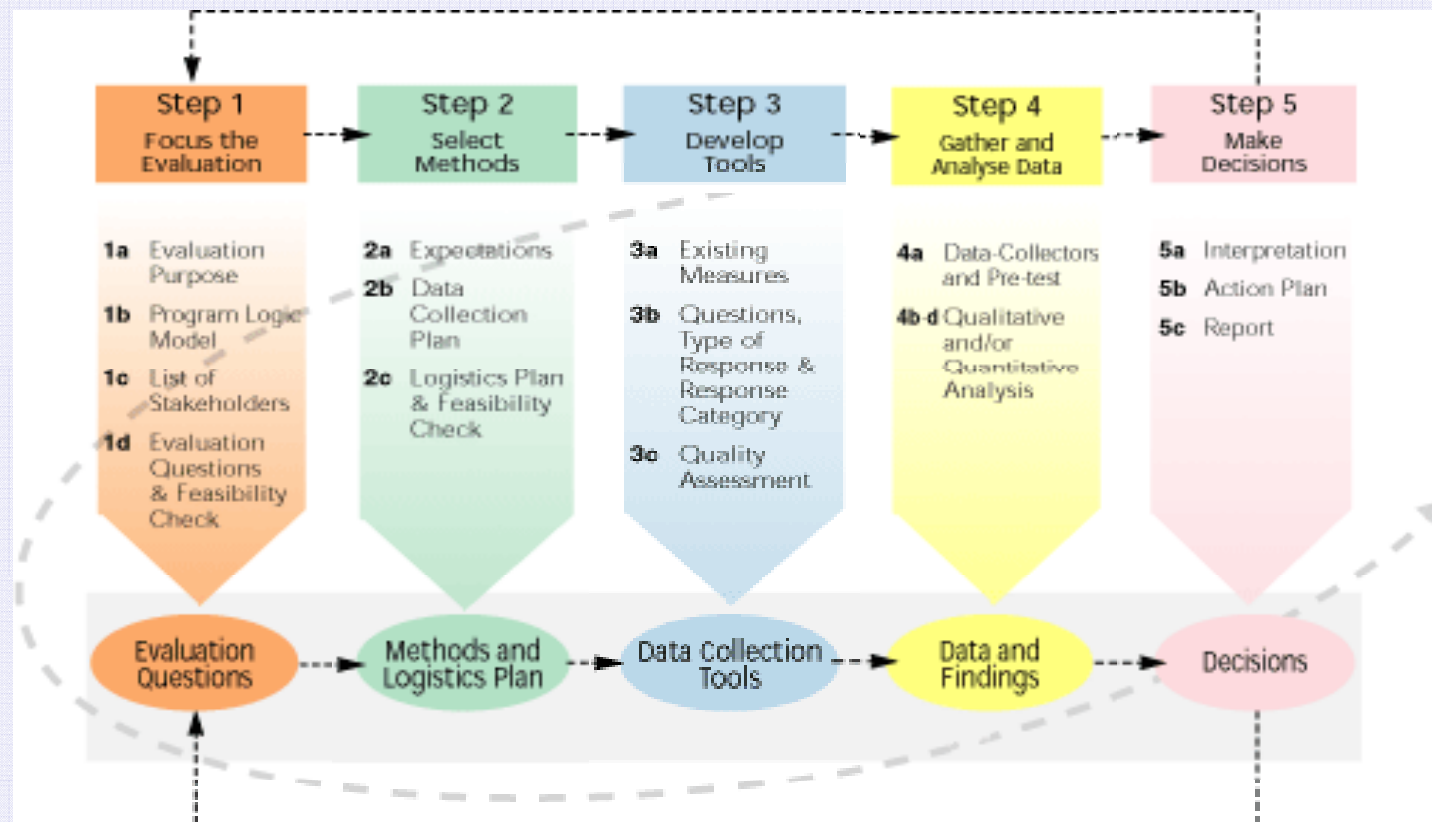
Step 1: Focus the Evaluation

Step 1
Focus the
Evaluation

1a Evaluation
Purpose

1b Program &
Logic Model

1c List of
Stakeholders

1d Evaluation
Questions &
Feasibility
Check

Evaluation
Questions

- Articulate Evaluation Purpose & Planning

- Develop Program Description & Logic Model

- Identify Stakeholders (internal & external)

- Formulate Evaluation Questions

Evaluation Purpose & Planning

Step 1a: Form project team and/or engage stakeholders to discuss and be clear about…

- What is the aim or purpose of the evaluation? (why evaluate)

- What kind of evaluation do we want to do? (process, outcome)

- What are the expectations and needs of stakeholders?

- How committed are people to this evaluation? (supports, opposes)

- Who will be involved in conducting this evaluation?

- What types or sources of information are available?

- What types of analyses will need to be done?

- How much time and money are available for the evaluation?

- Do we intend on publishing our evaluation results? (ethics)

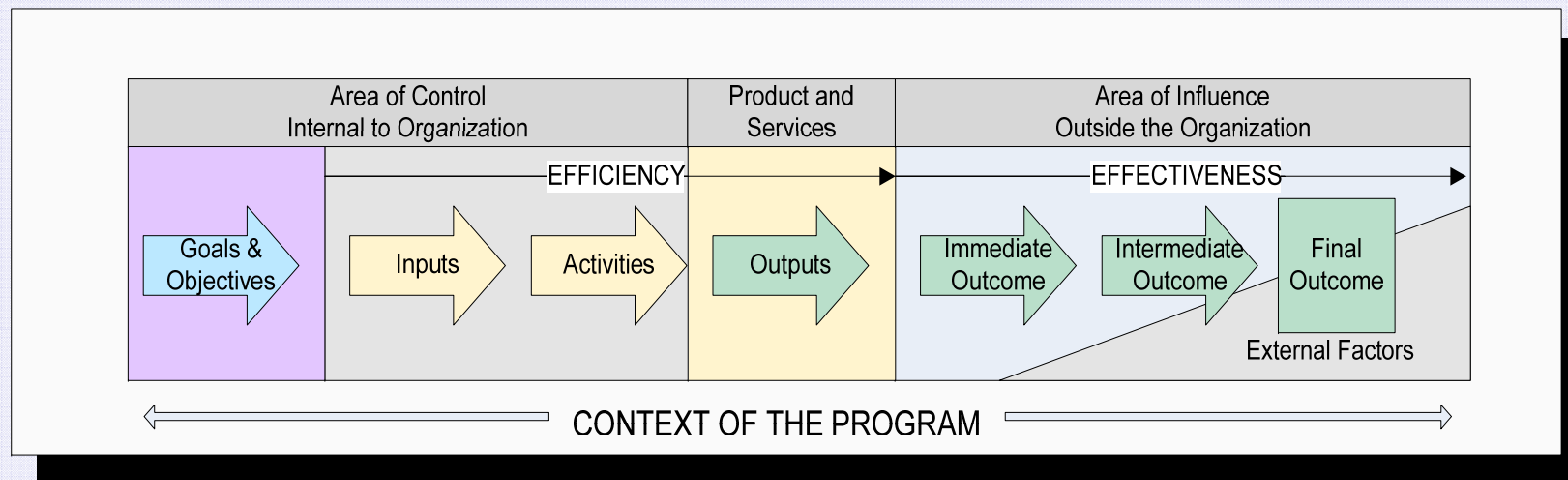Pitfall: Team is not clear about the evaluation & its purpose!

Program Description

Step 1b: Discuss and be clear about the program…

- Program purpose

- Goals & objectives

- Core program activities

- Population served

- Program theory/approach

- Program resources

- Expected outcomes (short, long-term)

Pitfall: Team is not clear and gained consensus about the program!

Program Logic Model

Area of Control Internal to Organization			Product and Services	Area of Influence Outside the Organization		
Goals & Objectives	Inputs	Activities	Outputs	Immediate Outcome	Intermediate Outcome	Final Outcome

EFFICIENCY → EFFECTIVENESS →

External Factors

CONTEXT OF THE PROGRAM

- Widely used in program planning and evaluation
- Diagram – captures "essence" of program – from inputs to final outcomes
- Chain of events depicted as linkages connecting the boxes
- Cause-effect linkages can be expressed as "if-then" statements
- As you move from immediate to final outcomes – decreased levels of control with shared accountability and difficulty in evaluating attribution

Overarching logic model: Reducing and Preventing Youth Tobacco Use

Outcomes - Impact

Inputs	Activities	Reach	Short	Medium	Long

Inputs:
- Coalition Members
- Funding
- Partners
  - Local
  - Regional
  - State
- Research and best practices
- See Treating Tobacco Addiction Youth Logic Model

Activities:

Promote community involvement in restricting tobacco access to youth
- Establish baseline of current practices
- Inform/educate
- Eliminate self-service
- Facilitate active enforcement of laws

Facilitate youth involvement in policy change
- Recruit youth
- Involve youth/adults
- Educate

Promote school and community based prevention programs and policies
- Establish baseline of existing resources
- Educate
- Assist with planning and implementing programs/services

Promote youth cessation services and policies

Reach:

Public, community
Parents,
Caretakers
Law enforcement
Retailer
Health Depart.

Community org,
Businesses
Policy makers
Adults
Youth serving org
Youth

Schools
Community
Families
Youth serving org
Youth

Short:

Increased awareness of need to eliminate youth access to tobacco products, including tobacco industry tactics, laws, noncompliance

Increased commitment to eliminate access/sources

Increased knowledge and skills in participating in policy change

Increased commitment by youth and adults for youth to participate in policy change

Increased knowledge about tobacco dependence; benefits and options for youth prevention (e.g, CDC guidelines, school-family initiatives)

Increased commitment to adopt effective programs/policies for youth prevention

Medium:

Increased compliance and enforcement of laws and policies

Decreased supply to minors

Increased # of youth actively engaged in policy change

Increased adoption of policy changes that involve youth in the change process

Increased # of effective prevention programs or policies adopted

Increased # of youth participating in prevention programs

Long:

Decreased access to tobacco for minors

Social norms less supportive of youth tobacco use

Delayed average age at first use; reduced initiation

Reduced morbidity and mortality

UW-Extension-Cooperative Extension, Local evaluation project.   DRAFT,   Fall 2003

Evaluation Questions

Step 1c: Discuss and articulate the "key" or "priority" evaluation questions. Examples include….

- What happened? (program documentation)

- Was the project implemented as originally planned? Are you doing what you said you would do? (program implementation)

- What went well and what didn't? (program delivery)

- Is the project effective? Is it achieving its goals? (program impact)

- What worked well and what didn't? (program effects/impact)

- Is there a need to make changes/improvements (QI)

- Is there a need to continue this program?

Pitfall: Team is not clear what questions they wanted to answer!

GHI Kenya-Pamoja

- ## Where?

- Kit Mikayi sub-location of Nyanza Province in Kenya

Social Determinants of Health

Public Health   Agence de santé
Agency of Canada   publique du Canada

1.Income and Social Status

2. Social Support Networks
3. Education and Literacy
4. Employment/ Working conditions
5. Social environments
6. Physical environments
7. Personal Health Practice and Coping Skills
8. Healthy Child Development
9. Biology and Genetic endowment
10. Health services
11. Gender
12. Culture

http://www.phac-aspc.gc.ca/sdh-dss/csdh-cdss-eng.php

Needs Assessment

Discussion Questions?

Scenario: Your team is piloting a new community-based health promotion & prevention program in two clinics in rural India.

- What are some examples of evaluation questions?

- What are the short-term (immediate) and longer-term outcomes?

Step 2: Select Methods

Step 2
Select Methods

2a Data Collection Plan

2b Logistics Plan & Feasibility Check

Methods & Logistics Plan

- **Develop Data Collection Plan**
  - ☐ Select methods
  - ☐ Select design
  - ☐ Identify sources
  - ☐ Determine responsibility
- **Assess Logistics and Feasibility**

Data Collection Plan

Guided by the evaluation questions….

1. Determine "methods" for gathering data:

- ☐ Admin/Clinical data (client, program, community level data)

- ☐ Interviews (in person, by phone)

- ☐ Questionnaires/surveys

- ☐ Standardized measures

- ☐ Focus Groups

- ☐ Observations

2. Determine "design" for gathering data:

- ☐ Pre & Post-Test (comparison group?)

- ☐ Post-Test Only

Data Collection Plan (cont.)

3. Identify Data Sources:

- ☐ Electronic Records (DB), Paper Records (charts/files)

- ☐ Patients/clients

- ☐ General public

- ☐ Service providers

4. Determine Data Gathering Responsibility:

- ☐ Evaluation team

- ☐ Program staff

Data Collection Plan Sample

Evaluation Questions	Data Collection Methods	Design	Source	Responsibility	Timeframe
1. Did public education campaign impact attitudes about HIV?	Survey	Post-test only (sample)	General Public	Evaluation Team	Feb-Mar 2011
1. Did health promotion & prevention initiative impact rates of HIV?	Archival – HIV rate data	Pre &Post-test (all cases)	Min of Health Database	Evaluation Team	Feb-Apr 2011

- In developing the data collection strategy, make efforts to employ multiple methods, and multiple sources (triangulation on "the truth")

- As you develop the evaluation plan, and again upon it's completion, do a check to assess "utility", "feasibility", "propriety" and "accuracy" of plan

Step 3: Select/Develop Tools

Step 3
Develop Tools

3a Existing
Measures

3b Questions,
Type of
Response
& Response
Category

3c Quality
Assessment

Data
Collection
Tools

- **Existing Measures**
  - ☐ Consult literature
  - ☐ Standardized measures (valid, reliable)

- **New Tools/Measures**
  - ☐ Generate items
  - ☐ Determine response types/categories

- **Quality Assessment**
  - ☐ Assess Content & Clarity

Baseline Survey – July 2010   n=70

Examples

Would you drink goat milk?
a. Yes
b. No
c. I don't know

How much money does your family spend on vegetables per week on average?

Problems with the Survey

Do you think your family eats a nutritious diet? (1 = not nutritious at all; 10 = extremely nutritious)

1   2   3   4   5   6   7   8   9   10

Not nutritious at all   Extremely Nutritious

Discussion Questions?

Scenario: Your team is piloting a new community-based health promotion & prevention program in two clinics in rural India.

- What design might you use?
- What data gathering methods/tools might you use?

Step 4: Gather & Analyze Data

Step 4
Gather &
Analyze Data

4a Data
Collection
& Pre-test

4b Qualitative
and/or
Quantitative
Analysis
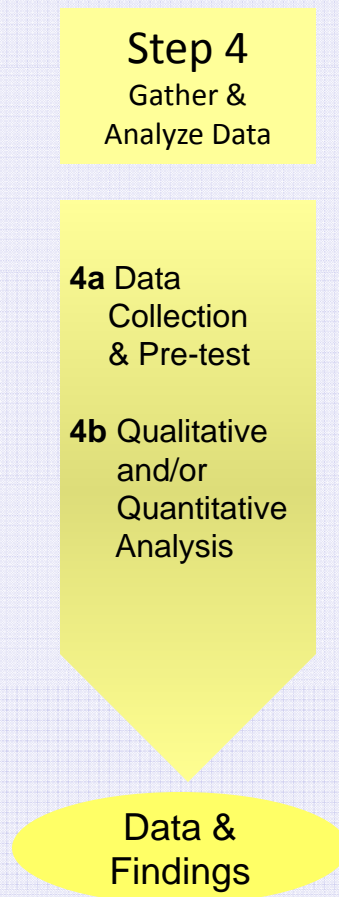
Data &
Findings

- **Gather Data**
  - ☐ Recruit & prepare data collectors (instructions, training, etc.)
  - ☐ Pre-test tools (as required)
  - ☐ Initiate & monitor data collection
- **Analyze Quantitative Data**
  - ☐ By Hand – organize & sum/tally
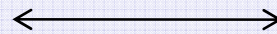 - ☐ By Computer – keypunch & analyze (descriptives, comparisons)
- **Analyze Qualitative Data**
  - ☐ Summarize key themes

Step 5: Report Results & Make Decisions

Step 5
Make Decisions

5a Summarize Results

5b Interpretation

5c Action Plan

5d Report

Decisions
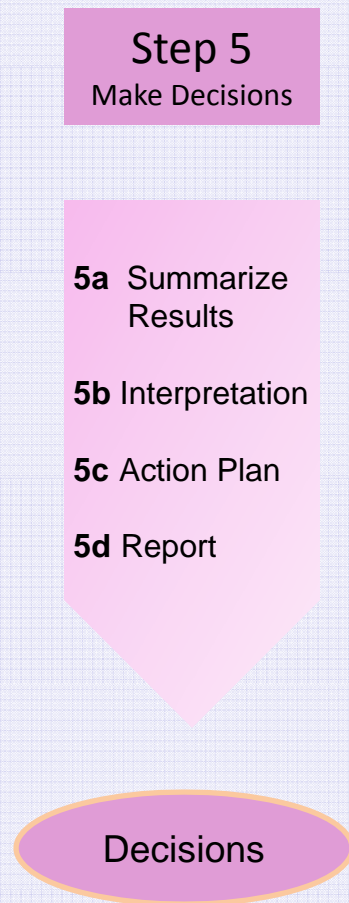
Communicating Results

Least Interactive ←——————→ Most Interactive

- written report
- web report
- memo
- summary

- working session
- personal discussion
- video/web-based conference

Potentially interactive – presentations, video, posters, photography, poetry, drama

Evaluation Report

Your evaluation report should include:

- Title page

- Executive Summary (key findings & recs)

- Introduction

- Program Profile

- Evaluation Plan

- Evaluation Results/Findings

- Recommendations

Evaluation is a Rational Enterprise in a Political Context

In preparing your report, and planning the actions & dissemination, be mindful that…..

- Programs & policies are creatures of political decisions

- Evaluation reports part of political arena

- Evaluation itself represents a political stance

Baseline Survey Results

Sac Gardens Project

97% say sac gardens would be helpful

97% say will help them make money

43% rank their nutrition 5-6/10; 24% 10/10

99% say will improve family nutrition

Avg of 209 KSh/wk spent on veggies

Maintenance of Sac Garden

77% have reliable water source

50% knew about sac gardens before and how to build one

Goat Project

87% own at least 1 goat

94% show interest in their doe mating with a purebred milk producer

97% would drink goat milk

73% think goat milk is as nutritious as cow milk

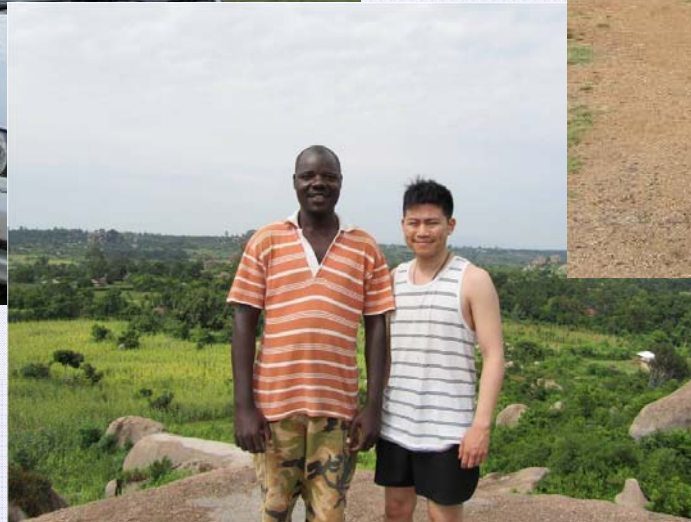87% think they will like the taste of goat milk

Current source of milk

37% get milk from personal cow

46% buy from village and 17% buy from local market

Avg of 175 KSh/wk spent on cow's milk

6 month Follow-up Survey

- To be administered Jan 2011 by local NGO Pamoja

Discussion Questions?

Scenario: Your team is piloting a new community-based health promotion & prevention program in two clinics in rural India.

- What strategies would you use to share/ disseminate results?

- Who should the results be shared with?

- Do you foresee any political or contextual issues which might impact this?

A Roadmap for Evaluation……..

Apply and digest….

1. What are the main points from this workshop that you want to remember?
2. What did you think was a very important point?
3. Was there anything that helped you or that you think you will use? What was it?
4. What did you not understand or want to know more about?