

Evaluation 101

New York City Department of Health
and Mental Hygiene
Program Evaluation and Training Unit
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Objectives

- Definitions of evaluation
- Benefits of evaluation
- Types of evaluation
- Writing SMART objectives
- Data collection/analysis
- Logic Model

Evaluation

- **Definition:**

Evaluation is a process of systematically measuring success based on program goals and objectives and identifying areas for improvement.

- **Success may mean:**

- Objectives were met on time
- Able to recruit hard-to-reach population
- Clients reduced risk behaviors

What does success mean to your program?

Evaluation: Definition

“...is the systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future programming.”

Key Evaluation Questions

1. What did we set out to do?
2. What happened during the activity?
3. Did it work as planned?
4. Did it achieve the expected effect?
5. What can we learn from this?

Benefits of Evaluation

- **Internal**

- Provide direction for staff
- Identify staff training needs
- Identify effective practices
- Identify opportunities for program improvement
- Guide resource allocation

- **External**

- Recruit staff
- Obtain funding
- Disseminate results
- Replication of program
- Demonstrate accountability
- Promote program to referral sources and potential clients

Types of Evaluation

Formative Evaluation

Process Monitoring/Evaluation

Outcome Monitoring/Evaluation

Impact Evaluation

Formative Evaluation

- Collect data **describing** the needs of the population and the factors that put them at risk
 - How should the intervention be designed to meet the needs of the target population?
 - Are the program materials and activities appropriate?

Process Monitoring

- Collect data describing the characteristics of the clients served, services provided, and resources used

Process Evaluation

- Collect data to compare the differences between intended and actual services provided and populations served
 - Was the intervention implemented as intended?
 - Did the intervention reach the intended audience?
 - Were resources used as proposed?
 - What were the barriers to implementation?

Outcome Monitoring

- Collect data about client outcomes before and after the intervention (e.g. pre- and post-test)
- Measures clients' changes to determine if the program was successful in meeting its objectives
 - Outcomes include behavior, knowledge, intentions

Outcome Evaluation

- Collect data about outcomes before and after the intervention for clients as well as with a **control group** that did not receive the intervention
- Demonstrate program effectiveness
 - Did the intervention cause the expected outcomes?

Impact Evaluation

- Collect data about HIV infection at the jurisdictional, regional, and national levels
 - What long-term effects do interventions have on HIV infection rates?

Building Foundations for Results in HIV Prevention

Determining
Broader Impacts

Impact Evaluation

Determining If Intervention
Caused Outcomes

Outcome Evaluation

Determining if Intervention
Achieved Its Outcome Objectives

Outcome Monitoring

Determining if Intervention
Was Implemented As Intended

Process Evaluation

Determining What Services
Were Delivered to Whom

Process Monitoring

Planning Effective Interventions

Formative Evaluation

Developing HIV Comprehensive Plan Priorities

Community Planning

Important Program Components

- Don't leave the “program” out of “program evaluation”!

Program Components

- **Protocols**
 - Staff training
 - Staff can refer to a set of guidelines
 - Replication
- **Documentation Systems**
- **Quality Assurance**
 - A systematic check: how close is the intervention *in practice* to the intervention *on paper*

Program Components

- **Mission Statement:**
 - Overall purpose of the program
- **Goal:**
 - Broad statement about the long-term outcome of program activities (ambitious and realistic)
- **Objectives:**
 - Process
 - Outcome

Types of Objectives

- **Process:**

- The measurable aspects of program implementation (e.g., expected numbers and types of intervention activities and clients)

- **Outcome:**

- The amount of change expected for a given risk behavior or risk indicator for a specified population within a given time frame

SMART Objectives

- **Specific**: Does the objective clearly specify what will be accomplished and by how much?
- **Measurable**: Can the objective be broken into concrete and quantifiable components?
- **Appropriate**: Does the objective make sense in relation to what the intervention is trying to accomplish?
- **Realistic**: Is the objective achievable in terms of available resources?
- **Time-based**: Does the objective specify when it will be achieved?

Sample Objectives: Are these “SMART”?

- Process Objective:

- Reach people at risk with HIV prevention messages

- Outcome Objective:

- Decrease risk behaviors

SMART Objectives

- Process Objective:
 - Enroll 20 adolescent girls per month in a 4 session group-level intervention
- Outcome Objective:
 - Increase condom use skills among 70% of adolescent girls participating in group-level intervention

Measuring Objectives

- You can develop ways to measure your intervention's objectives, such as changes in:
 - Knowledge
 - Attitudes
 - Intentions
 - Skills
 - Behavior

Measuring success

- Use a question or set of questions that reflect your objectives
 - **Pre-test:** baseline, measures where clients are before the intervention began, benchmark against which you will measure change
 - **Post-test:** measures how much clients have changed during the course of the intervention.

Pilot test your instrument

Data Collection Methods

Create tools for documentation of the process and the effects of the intervention

- **Surveys**
- **Interviews**
- **Focus groups**
- **Structured observations**
- **Client satisfaction surveys**

Data Collection

- Who will collect the data?
- Who will enter the data?
- How will you detect data entry errors?
- Where will you store the data?
- How will you ensure the data are confidential?

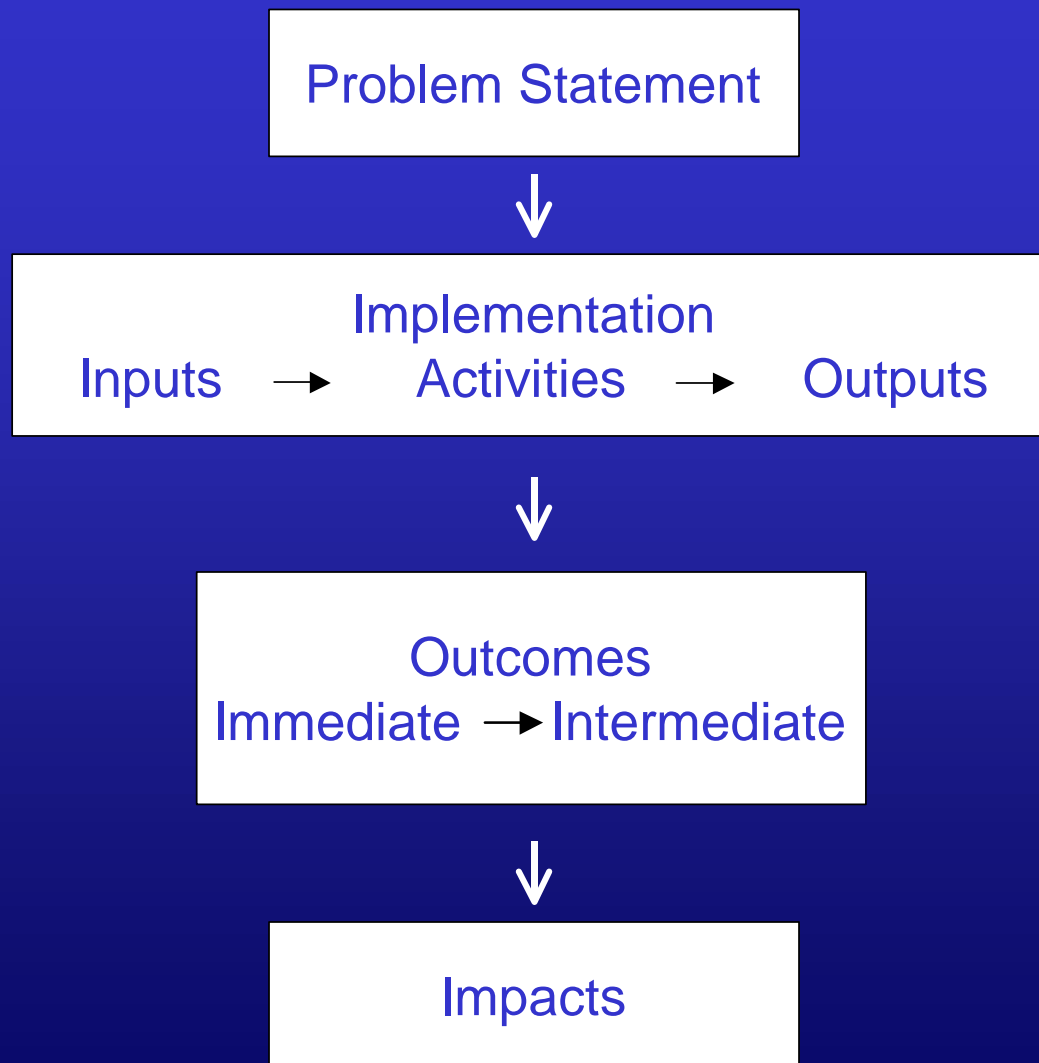
Data Analysis

- Who will analyze and interpret the data?
- Who will prepare reports?
- Who will the data be presented to?
- How will the data be used?

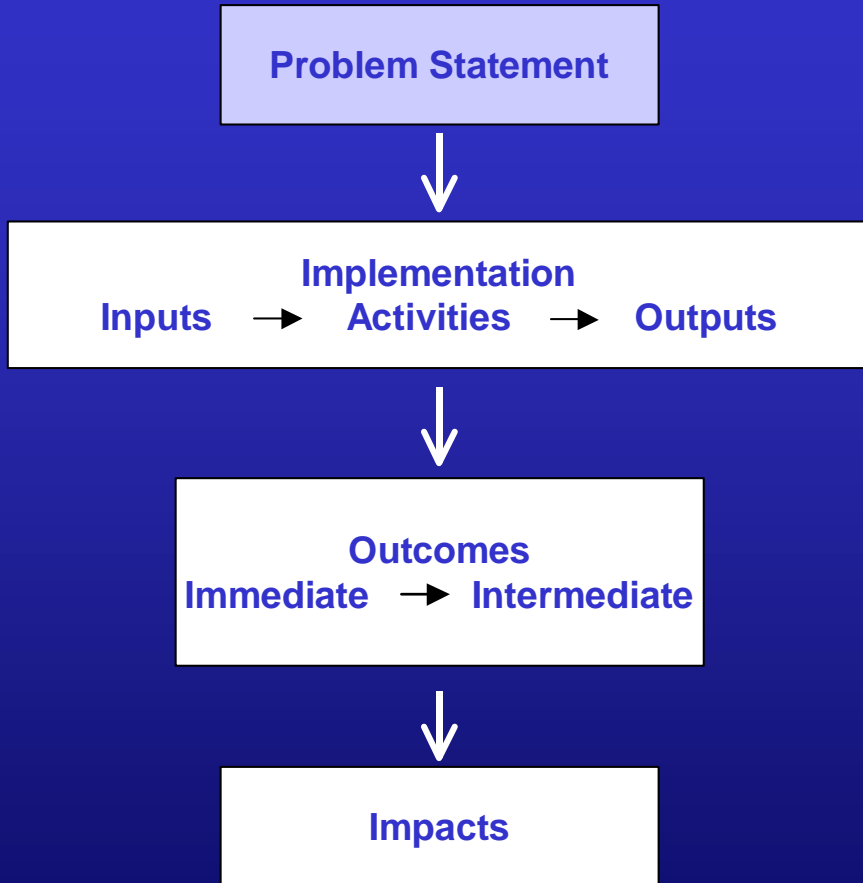
Logic Model

A logic model visually describes the main elements of your intervention and how they work together to prevent HIV in your target population.

Logic Model for HIV Prevention



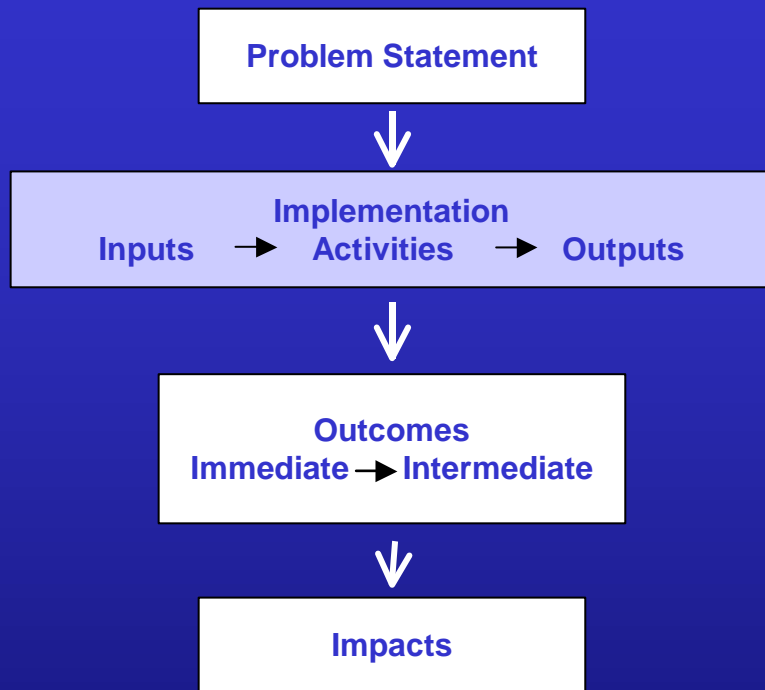
Definitions of Logic Model Components



Problem Statement: Factors that put a population at risk, such as knowledge, attitudes, beliefs, behaviors, skills, access, policies, and environmental conditions.

- MSM youth do not perceive themselves to be at risk for HIV, lack condom use skills, and have low self-efficacy for condom use.

Definitions of Logic Model Components



Inputs: Resources used in an intervention, such as money, staff, curricula, and materials.

- \$50,000 grant
- Two 1/4 FTE prevention educators
- The Safe Skills Curriculum
- 500 condoms

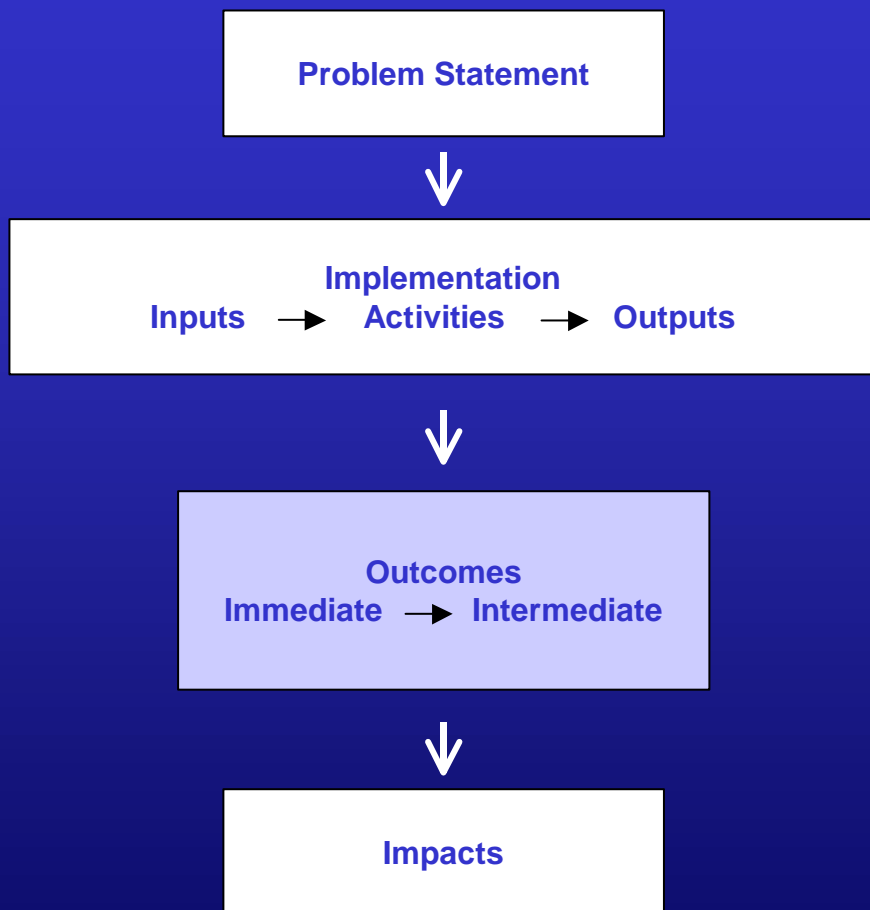
Activities: Services that the intervention provides to accomplish its objectives, such as outreach, materials distribution, counseling sessions, workshops, and training.

- Conduct 3 two-hour small group sessions with MSM youth
- Distribute condoms

Outputs: Direct products or deliverables of the intervention, such as intervention sessions completed, people reached, and materials distributed.

- 4 programs conducted
- 40 MSM youth completed all sessions
- 500 condoms distributed

Definitions of Logic Model Components



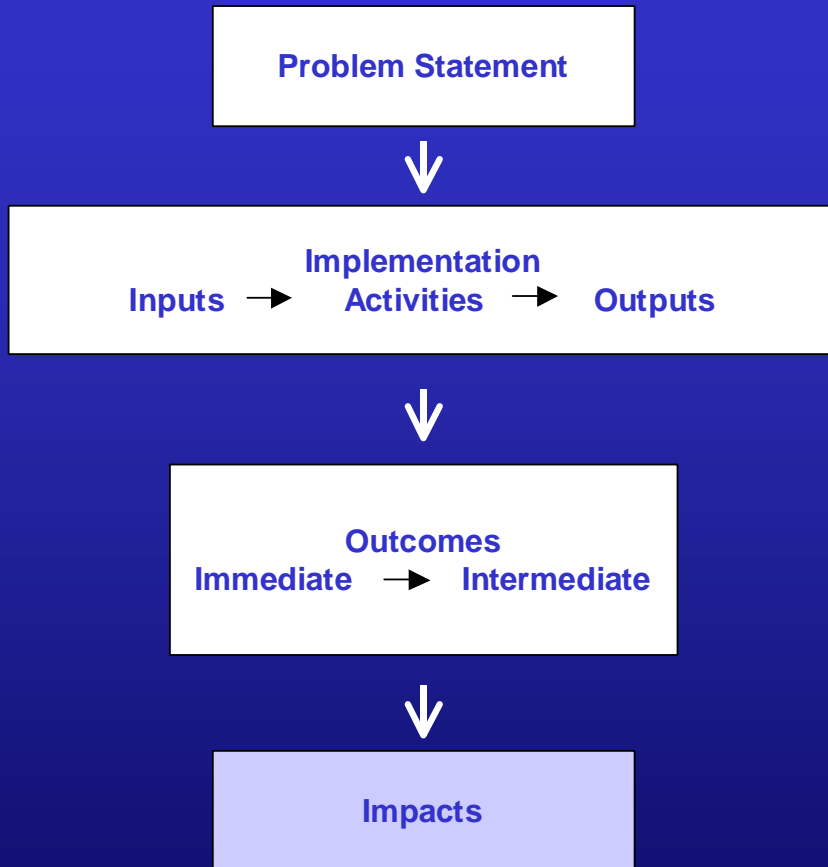
Immediate Outcomes: Immediate results of the intervention, such as changes in knowledge, attitudes, beliefs, and skills.

- Increased perception of HIV risk
- Increased condom use skills
- Increased condom use self-efficacy

Intermediate Outcomes: Intervention results that occur some time after the intervention is completed, such as changes in behaviors, skills, access, policies, and environmental conditions.

- Increased condom use

Definitions of Logic Model Components



Impacts: Long-term results of one or more interventions over time, such as changes in HIV infection, morbidity, and mortality

- Decreased HIV rates

Benefits of Using a Logic Model

- Provides a clear plan for the intervention
- Shows internal consistency between the objectives, activities, and outputs
- Displays a theory of behavior change
- Helps identify when outputs are unrealistic

Factors Influencing Evaluation

1. Funding agency expectations
2. Resources
3. Leadership and staff
4. Evaluation tools and technology
5. Staff turnover
6. Competing agency priorities

Summary

- Program Evaluation:
 - Tailored to your program and your clients' needs
 - Integrated into the program and implemented systematically
 - Results are used to improve client services
 - Guides program developers, funders, and administrators in allocating resources

Re-evaluate the evaluation process!

Thank you!

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