

Outcome Based Evaluation: Planning, Process & Implementation

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Overview

- Program Evaluation
 - Definition, myths, process & outcome evaluation
- Outcomes
 - Definitions, types, levels
 - Criteria for selecting outcomes
- Incorporating outcome evaluation in the programs
 - Theory of Change & Outcome/logic model
 - Components & language
 - Development & utilization for evaluation
 - *Evaluation Plan*



What is Program Evaluation?

- **Systematic collection** of information about the activities, characteristics, and outcomes of the program
- *To make judgments about the program, improve program effectiveness and/ or inform decisions about future programming*



Evaluation Interrelated Components

- Systematic collection of information
- A potential range of topics
- Variety of possible judgments and uses



Myths About Evaluation

- Evaluate only when mandated
- Used to negatively judge the program
- Is an add-on
- Activity for experts
- Outside evaluators are the best
- One best evaluation approach
- Quantitative data is the best



Process Versus Outcome Evaluation

- Process Evaluation
 - What are the strengths and weaknesses of the day to day operations of the program?
 - How can the processes be improved?
- Outcome Evaluation
 - SO WHAT?
 - Difference made by the program/ intervention
 - Changes in the participants lives as a result of the program
 - Intended & Unintended



Why Outcome Evaluation?

- Improve programs & services
- Decision making & long term planning
- Focus programs to make a difference to participants
- Attract new participants
- Gain support from community (sustainability)
- Public & professional recognition as a quality program
- Recruit & retain talented staff/volunteers
- Accountability to retain & sustain funding
- Determine cost effectiveness



Limitations to Outcome Evaluation

- Is not formal research
- Suggests cause & effect , but does not prove it
- Shows contribution not attribution



What are Outcomes?

- An outcome is a change(s) or benefit(s) for individual(s) during or after participating in a program/ Intervention.
- *80% of torture survivors will have improved knowledge of depression*
- *70% of torture survivors will report a 50% decrease in depression*



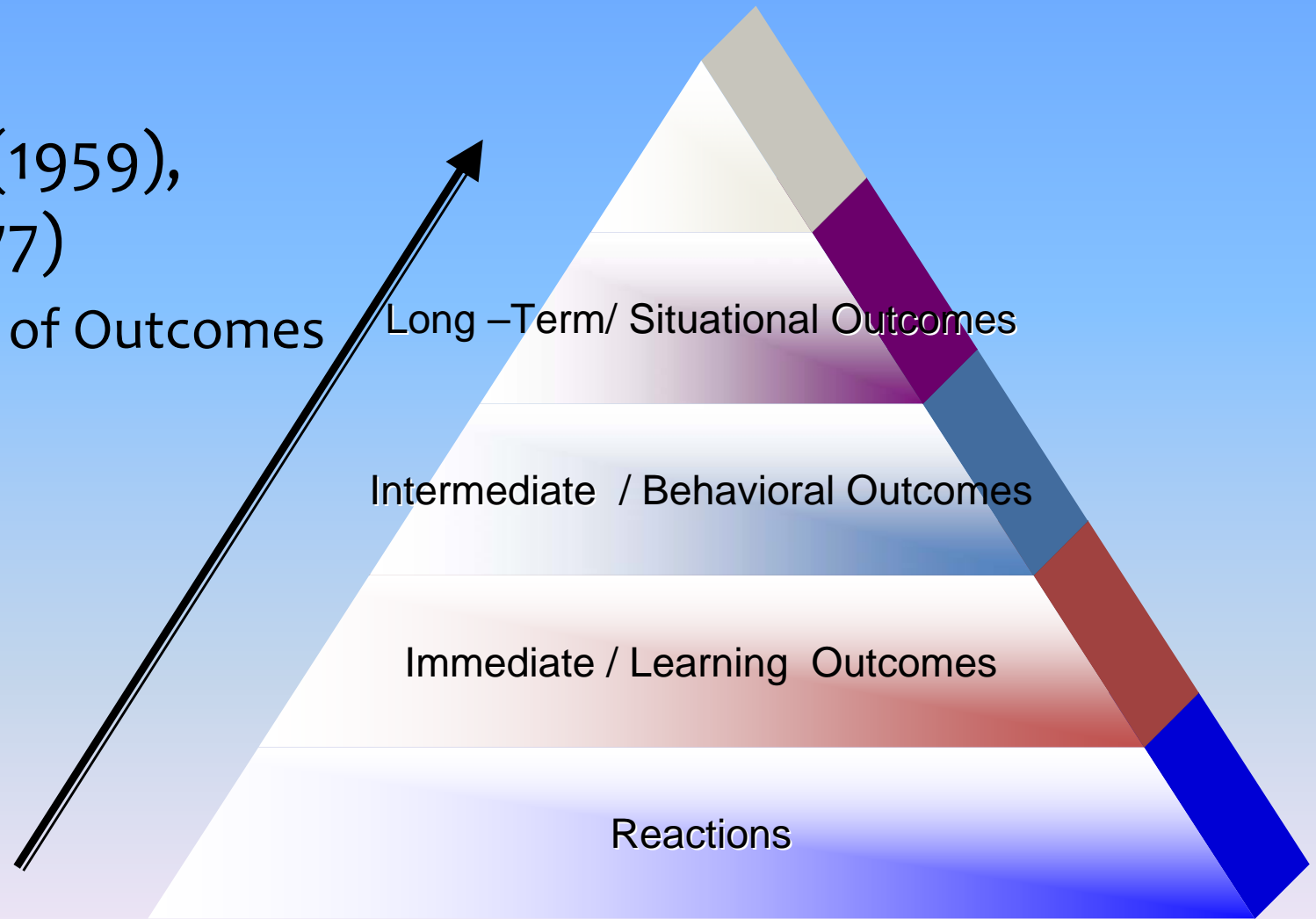
Program Outcomes

- The *intended or desired* changes the program has on clients
- The *effects/unintended* changes the program has on clients



Levels of Outcomes

- Kirkpatrick (1959), Bennett (1977)
 - Four Levels of Outcomes



Levels of Program Outcomes

- Reactions
 - How did participants respond?
 - Satisfaction
- Immediate / Learning Outcomes (KASA)
 - Knowledge, Attitudes, Skills, & Aspirations
- Intermediate / Behavioral Outcomes
 - Specific behavioral changes exhibited & reported by clients
- Long Term/ Situational Outcomes
 - How clients' lives have changed as a result of the program

Foci of Outcomes

- Individual
 - Child, parent, client
- Group
 - Family, team, client groups
- Agency
 - Service provider/ staff
- Service System
 - Depts. or organizations
- Community
 - City, ethnic community



Types of Outcomes by Focus

- Individual
 - KASA
 - Behaviors/actions
 - Lifestyles: employment, income
- Group
 - Interactions
 - Behavior
- Agency
 - Practices
- Service Systems
 - Relationships, interactions, practices
- Community
 - Socio-economic Conditions



Unintended Outcomes

- Can be positive, negative and/ or neutral
- What might result other than what is intended
- Other ways in which a program may unfold
- Who might be affected, unintentionally and/ or negatively
- How the external environment may have unintended influences

Odor R (2006) Logic model and Program Design



Criteria for Determining Outcomes

- Linked to overall program/ intervention underlying **assumptions, objectives & goals**
- Realistic given what the program/intervention can accomplish
- Phase of the program/intervention
- Should be measurable



Checklist for Outcomes

- Is it reasonable to believe that the program/ intervention can influence the outcome in a non trivial way?
- Would measuring the outcome help identify successes & shortcomings?
- Will stakeholders accept this as a valid outcome?
- Is it an outcome or output?



Caution on Outcomes

- The more immediate the outcome the higher the influence a program has on its achievement
- The further the outcome occurs from the program, the less the direct result and greater the likelihood that other extraneous force had intervened

United Way (1996) Measuring Program Outcomes: A practical Approach

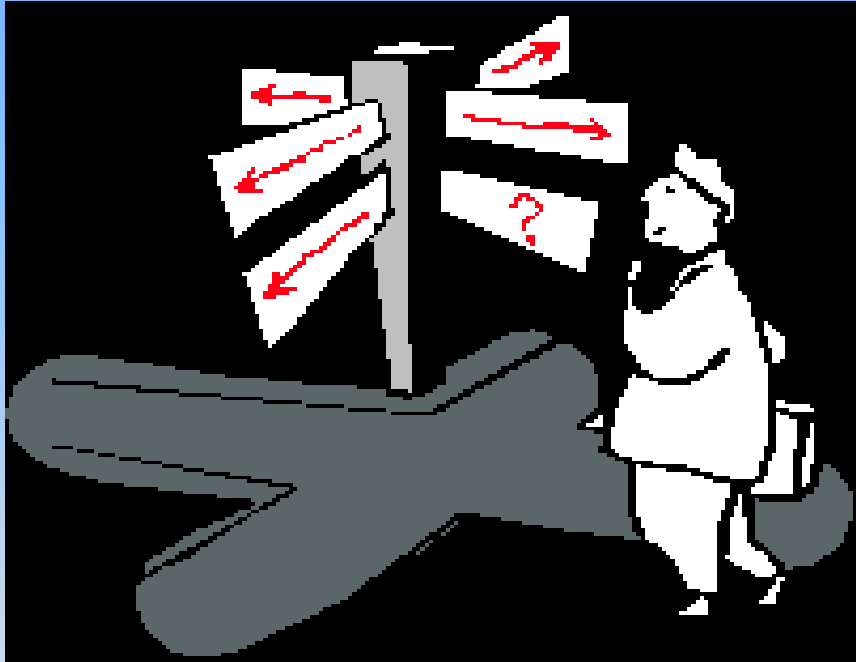


Other Caution

- There is no right number of outcomes
- Outcomes may seem like outputs
- Outcomes should be included even if affected by external forces
- Long term outcomes should not go beyond the program purpose or target audience
- There may be more than one outcome track



Where do we start?



- Theory of Change/
Practice
- Outcome/Logic Model

"If you do not know where you are going how will you get there?" Yogi Berra



Benefits of the Outcome/ Logic Model

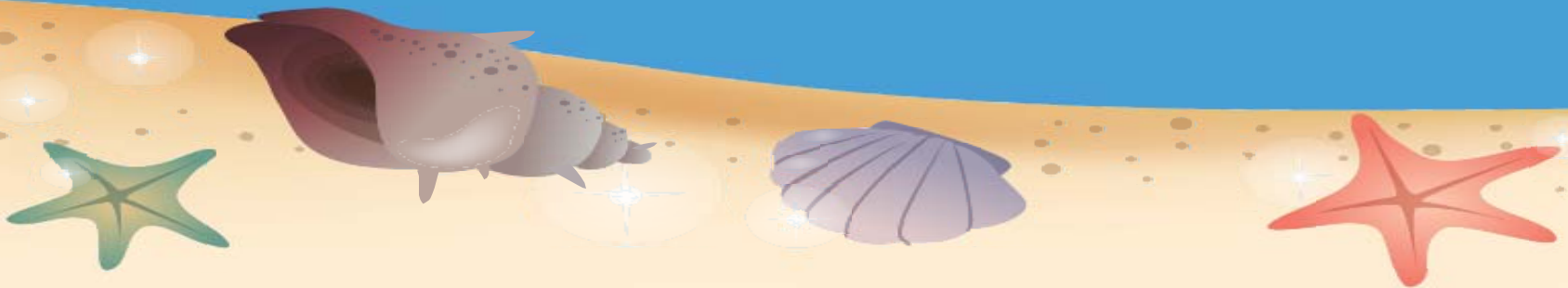
- Focuses and promotes accountability for what happens
- Provides a common language
- Supports continuous improvement
- Promotes communication
- Improves documentation on outcome/ impact
- Makes assumptions **EXPLICIT**



Program Theory of Change/Practice

*“A description of **how and why** a set of activities—be they part of a highly focused program or a comprehensive initiative—are **expected to lead** to early, intermediate & long term outcomes over a specific period of time.”*

(Anderson, 2000)



Program Theory of Change/Practice

- *Articulates assumptions* about the process through which change will occur
- *Specifies ways* in which all required immediate & intermediate outcomes *related to achieving* the long term outcomes will be brought about
- *and documented as they occur*



Program Outcome/Logic Model

- Logic
 - Principles of reasoning
 - Reasonable
 - Relationships of elements
- Model
 - Small object representing another
 - Preliminary pattern serving as a plan
 - Tentative description of a system or theory that accounts for all its properties

The American Heritage Dictionary, 2nd Ed



Other Terms

Logic Models

Program Logic

Outcome Map

Program Action

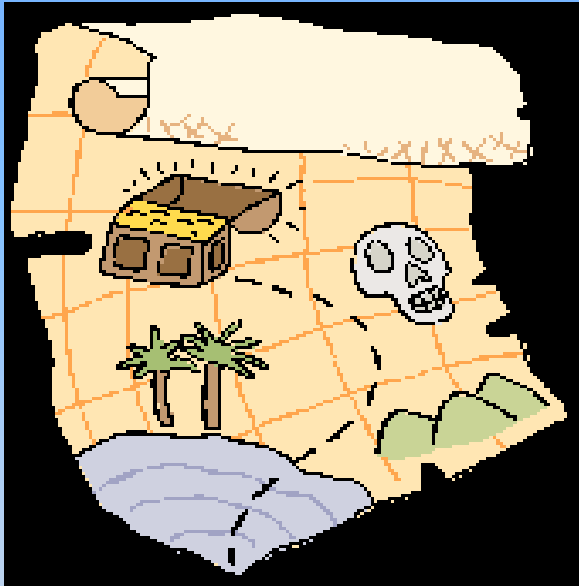
Conceptual Map

Theory of Change

Model of Change



Other Definitions



- A roadmap
- A simplified picture of a program, initiative or intervention that is a *response to a given situation*

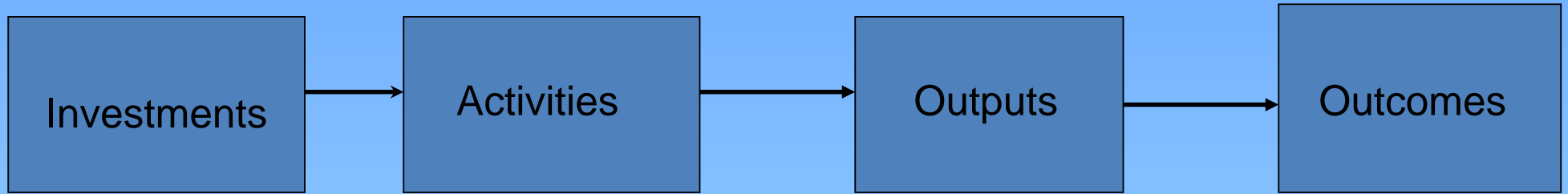


Also described as ..

- A depiction of a program showing what the program *will do & accomplish*
- A series of *if-then* relationships that if implemented as intended will lead to the desired outcome
- The core of program planning and evaluation



Simple Outcome/ Logic Model



- Graphic Representation
 - What is invested
 - What is done
 - Results



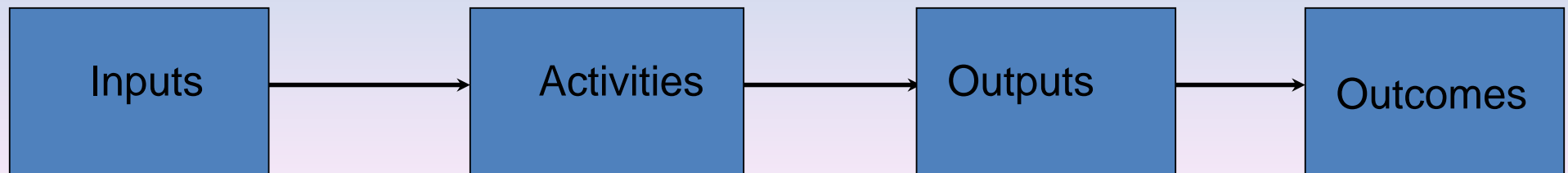
Reading an Outcome/Logic Model: If-Then Relationships Between Components

Certain resources
are needed to
operate your
program

If you have
access to
them, **then**
you can
accomplish
your activities

If you
accomplish
your activities
then you will
deliver the
amount of
product/or
intended
service

If you
accomplish
your
planned
activities to
the extent
you intended
then
participants
will benefit in
certain ways



Reading a Outcome/Logic Model

How or What Relationships between components

How will we operate the program?

What resources are needed to operate your program

How will we accomplish these activities?

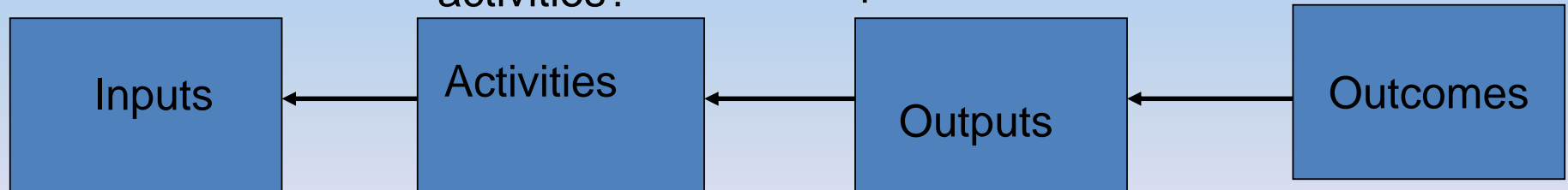
What resources do we need to accomplish these activities?

How will we deliver these products?

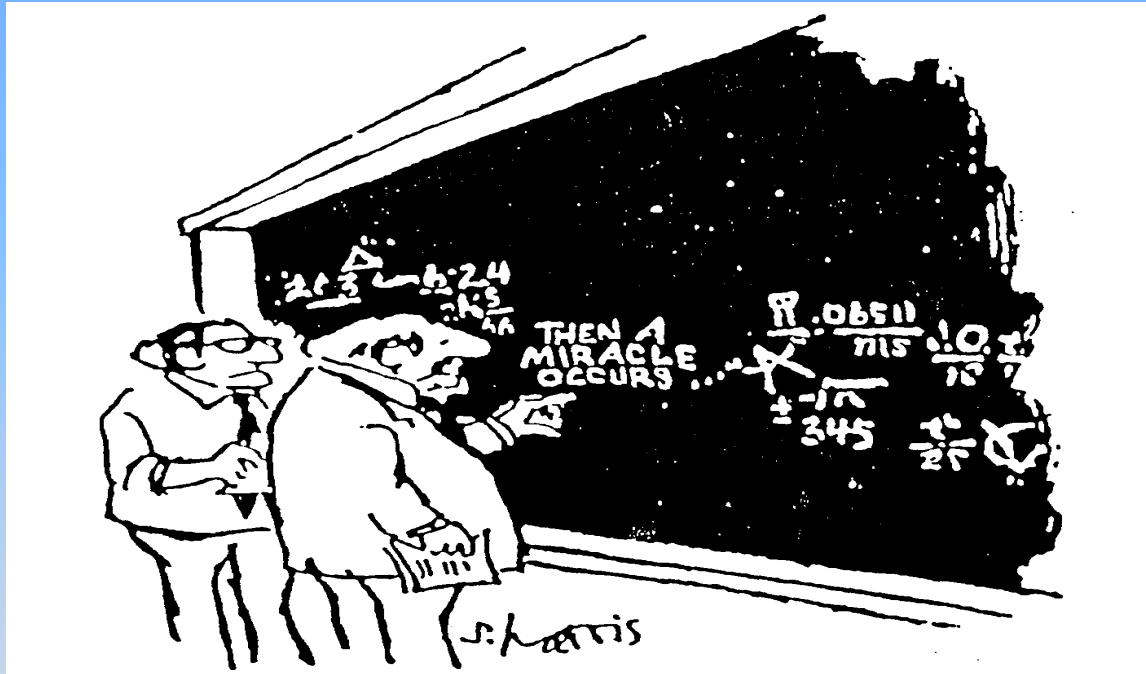
What activities will help us accomplish these products?

How will we get participants to benefit certain ways

What activities do we need?



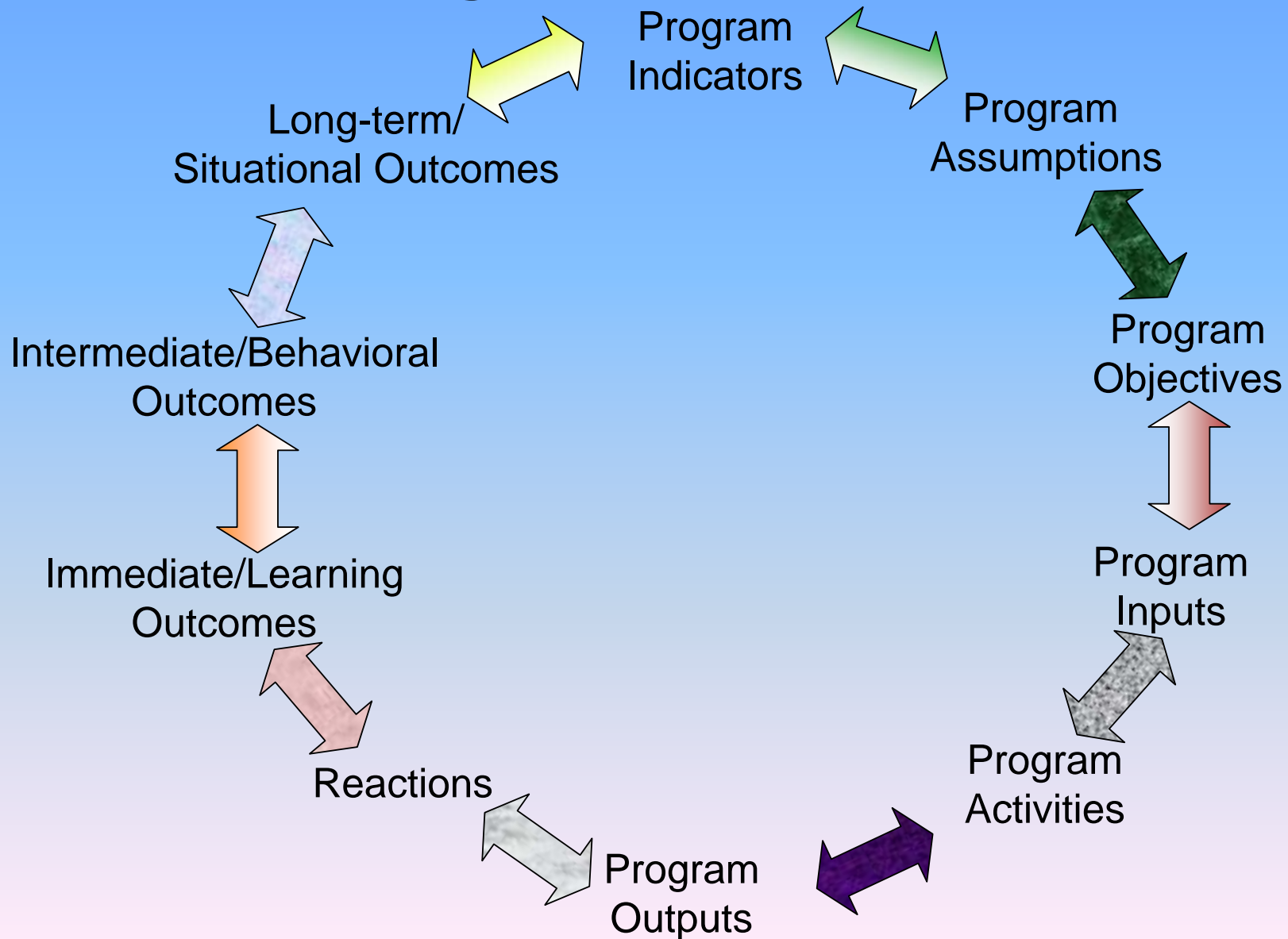
Review your if-then statements to ensure that they make sense and will lead to the desired outcomes



"I think you should be more explicit here in Step Two."



Outcome/ Logic Models are not Linear



Outcome/Logic Model vs. Theory of Change

- Program/Logic Model
 - Graphical illustration of core components
 - Facilitate stakeholders' understanding of outputs, outcomes & activities
 - Are they in sync?
- Theory of Change
 - Links assumptions, outcomes & activities
 - Explains HOW & WHY of desired change
 - *Requires justification*



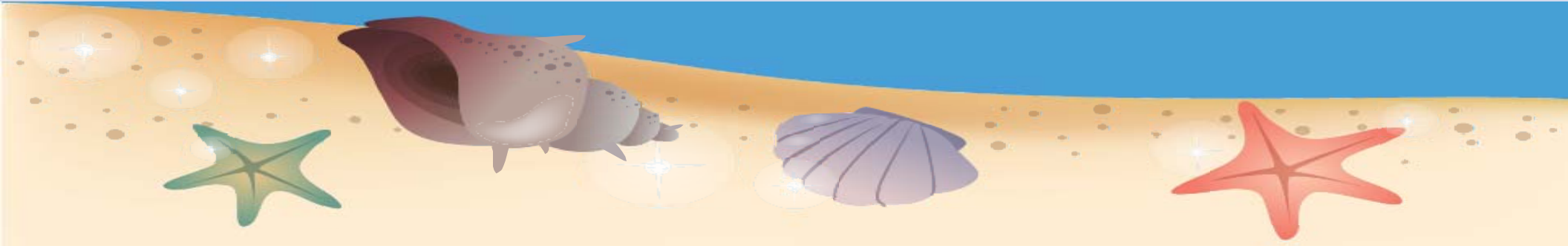
Outcome/Logic Model vs. Theory of Change

Outcome/Logic Model	Theory of Change
Representation	Critical Thinking
List of Components	Pathway to Change
Descriptive	Explanatory



Utility of Outcome/Logic Model vs. Theory of Change

- Outcome/Logic Model
 - Snapshot of program
 - Demonstrate the identification of basic inputs, activities, outputs & outcomes
 - Summary
- Theory of Change
 - Rigorous plan of success
 - Evaluate appropriate outcomes – time, sequence
 - Explains success, shortcomings & WHY



Caution on Outcome/Logic Model & Theory of Change

- Terms used interchangeably
- Confusion by funders & grantees
- Limited knowledge on utility
- Can “blend” together
- Funders demand one or the other
- Outcome/logic models are not linear



Goal of Outcome/Logic Model

- Tell program/
intervention story
- Facilitate the program/
intervention theory of
change
- Articulate linkages
between program/
intervention
assumptions, objectives
& outcomes
- Determine & prioritize
realistic outcomes



It further informs..



- Where you are going
- How you will get there
- What will show that you have arrived?



Components of Outcome/Logic Model

- *Assumptions*
- Goals
- Objectives
- Inputs
- Activities
- Outputs
- Outcomes
- *Indicators*



Program Assumptions

- Represent beliefs or ideas about why the specific strategies & activities implemented by the program will lead to the desired outcomes.

Taylor-Powell, Jones & Henert (2001)



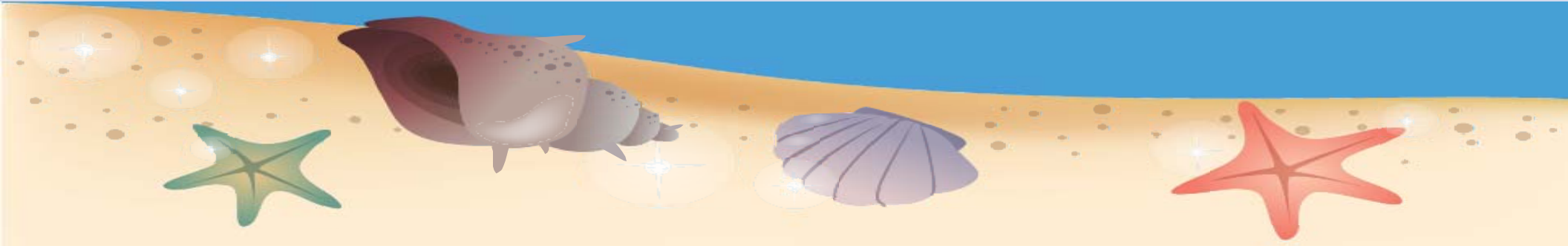
Program Assumptions

- Underlying basis
 - Problem/issue
 - Causes
 - Solutions
- Context/environment
 - Social
 - Economic
 - Political
 - Policy
- Helps articulate “why”
“whether” & “how”



Ideas on Assumptions

- The problem/existing situation
- Expected outcomes & benefits
- Staff
- Participants
 - Demographics
 - How they learn
 - Behavior
 - Motivations/knowledge base/research
- Program operations
- External environment



Ideas on Assumptions

- External Influencers
 - Funders
 - Politics
 - Target audience
 - Organization mission
 - Administration & board
 - Community
 - Program partners
 - Media



Basis for Assumptions

- About the program/ intervention
- Clients, staff & other stakeholders' experiences
- Research
- How the program/ intervention will work



Checklist for Assumptions

- Are they realistic and sound?
- Does the evidence support your assumptions?
- Have you addressed the environmental context & external conditions
 - Program exists
 - Influences the success of the program



Assumptions

- According to the Forum of Australian Services for Survivors of Torture (FASSTT), refugees and other survivors of torture experience the impact of torture in many different ways. It has a **profound, immediate and long-term impact on physical and psychological health.**



Assumptions

- A high percentage of torture and trauma survivors suffer from extreme levels of **depression** and **anxiety**, which manifest in many ways. These can include sleep disorders, recurring and intrusive memories, poor self-esteem, and difficulty in concentrating, sadness, fear, anger, psychosomatic complaints, and breakdown in family and personal relationships.



Assumptions

- *Torture survivors have a myriad of needs that include but are not limited to psychological symptoms, social issues, and physical health.*
- *Though the state currently has a number of services for refugees and immigrants, there is no program specific to addressing the needs of torture survivors in the state.*



Assumptions: Caution



- Can hinder success or produce less than expected results



Program/ Intervention Goals

- Big Picture: purpose of the program/intervention
- What does the program hope to accomplish?
- Target Population
 - *To provide appropriate services to torture survivors living in the state and mitigate factors that contribute to low functioning*



Describing Goals

- Visionary words
- Create
- Develop
- Describe
- Expand
- Increase/reduce
- Offer
- Promote
- Provide
- Serve
- Strengthen



Program/Intervention Objectives

- How will the program/intervention accomplish its goals?
- What steps will the program/intervention take to accomplish the goals?
- Two to six objectives
- Starts with “To”



Examples of Program Objectives

- To serve all 100 torture survivors at the end of fiscal year 2011*
- To provide comprehensive & multidisciplinary services to 80% of torture survivors by the end of fiscal year 2011*



Program/Intervention Objectives

- Tangible
- Specific
- Concrete
- Measurable
- Realistic



Goals Versus Objectives

- “Warm & Fuzzy”
- Non specific
- Non measurable
- Realistic targets for Program/ Intervention
- Answers
 - Who?
 - What
 - Why
 - To what standard



Program/Intervention Inputs

- Resources dedicated to the program
- What we need to implement the program/
Intervention
 - *Money*
 - *Staff, time, workload*
 - *Facilities*
 - *Equipment*



Constraints in Identifying Inputs

- Laws
- Regulations
- Funder Requirements



Program/Intervention Activities

- What the program actually does
- What the program does with its inputs to fulfill its mission—strategies
 - *Recruiting participants*
 - *Education*
 - *Counseling*
 - *One-on-one case management*



Program/Intervention Outputs

- Direct Products of the program/intervention
- Activities measured in terms of volume of work accomplished
 - # of counseling sessions
 - # of curricula developed
 - # of participants served
 - # of staff recruited



Checklist for Outcome Model

- Is it meaningful?
- Does it make sense?
- Is it doable?
- Can it be verified?

University of Wisconsin (2008) Developing a logic model to answer the question: What Specific Outcomes do you hope will result from this Integrated assessment?

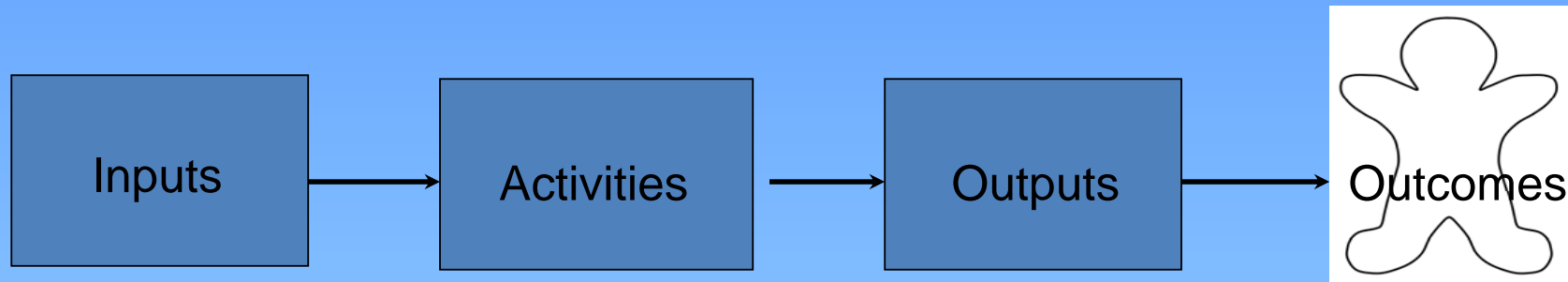


Ideal Outcome/ Logic Model

- What is your program's purpose or mission?
- Who will be served?
- What are the activities/ strategies?
- What outcomes are expected?
- What are the assumptions about why and how?
- What are the longer term impacts?



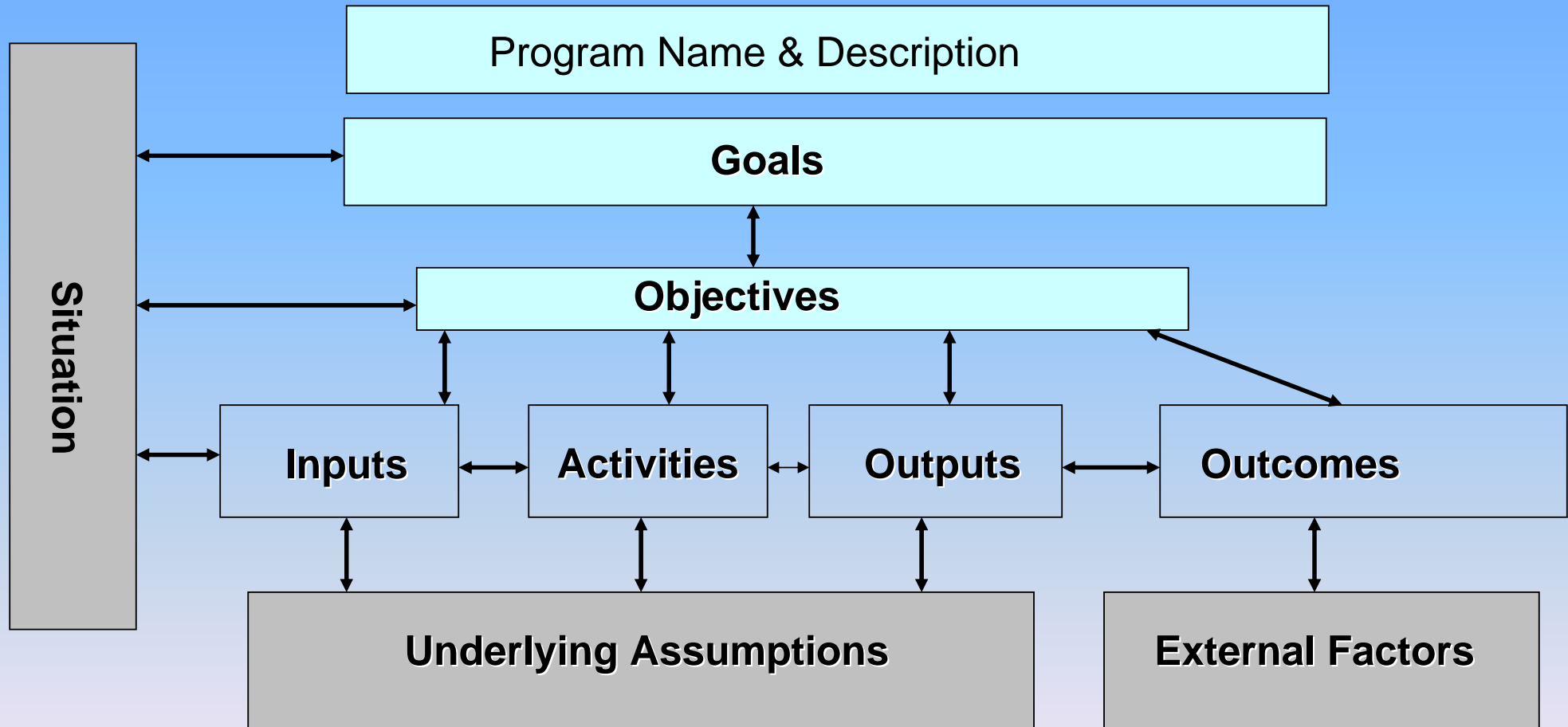
Program Outcome Model



Resources	Services	Products	Benefits for People
<ul style="list-style-type: none"> ✓ money ✓ staff ✓ volunteers ✓ equipment & supplies 	<ul style="list-style-type: none"> ✓ shelter ✓ training ✓ education ✓ counseling ✓ mentoring 	<ul style="list-style-type: none"> ✓ classes taught ✓ counseling sessions conducted ✓ educational materials distributed ✓ hours of service delivered ✓ participants served 	<ul style="list-style-type: none"> ✓ new knowledge ✓ increased skills ✓ changed attitudes or values
<p style="text-align: center;">Constraints</p> <ul style="list-style-type: none"> ✓ laws ✓ regulations ✓ funders' requirements 			<ul style="list-style-type: none"> ✓ modified behavior ✓ improved condition ✓ altered status

Adapted from the United Way of America (1996). Measuring Program Outcomes: A practical Approach, P.13

Outcome/Logic Model with Theory of Change



Summary: Action Steps

- Theory of Change
 - Assumptions, situation, external factors, program goals & objectives
- Impact/Outcomes—
Levels
- Activities specific to each outcome
- Inputs/resources linked directly to activities
- Outputs reflective of activities



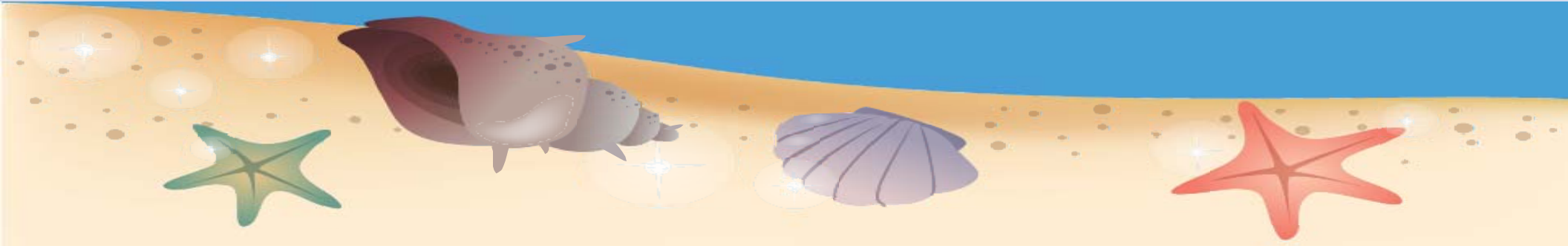
Outcome/Logic Model Limitations

- Represents intention, not reality
 - Programs are not linear
 - Are dynamic interrelationships that rarely follow a sequential order
- Focuses on expected outcomes
- There is a challenge of causal attribution
 - Many factors influence outcomes



Outcome/ Logic Model Limitations

- Can over-simplify a program
- Hard to identify and communicate the assumptions
- Could be based on faulty data



Program/Intervention Indicators

- How do we know that we are making progress in meeting our desired outcomes?
 - *Population*: % of individuals who report/exhibit some change
 - *Threshold*: minimum progress to confirm we are achieving our outcomes
 - *Timeline*: Period in which this will be reported



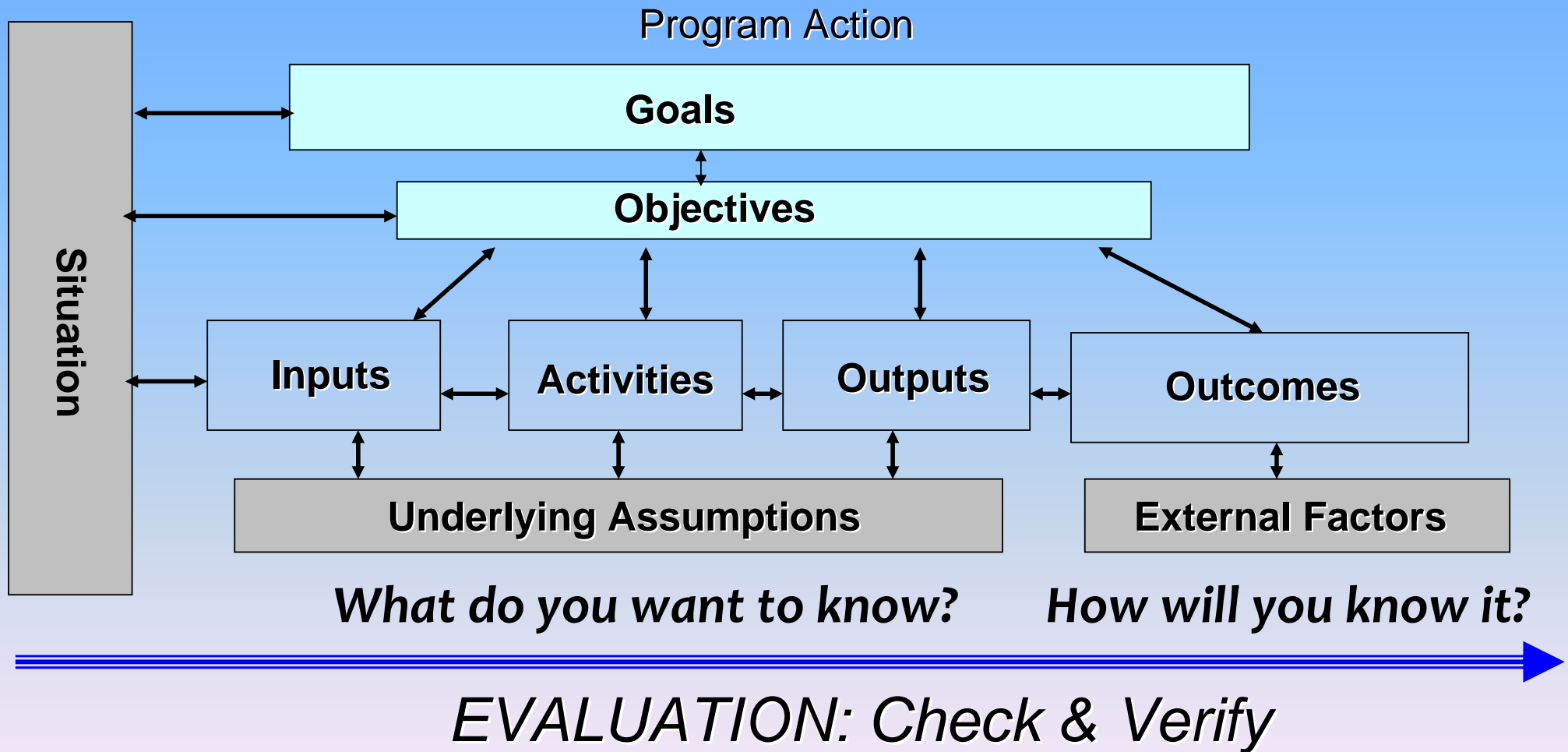
Program Indicators

- *80% of torture survivors will have improved knowledge on depression*
 - 60%
 - *Identify 3 triggers*
 - 6 months



Where Does Evaluation Fit?

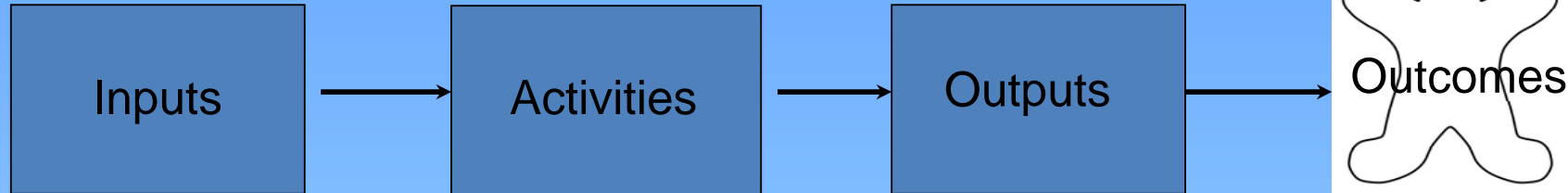
PLANNING : start with the end in mind



Who wants to know about your program?

<i>WHO might use the evaluation?</i>	<i>WHAT do they want to know?</i>	<i>HOW will they use the information?</i>
You: Staff		
Participants		
Funder		

What do you and others want to learn about this program?



Resources	Services	Products	Benefits for People
<ul style="list-style-type: none"> ✓ what amount of \$\$ and time were invested? 	<ul style="list-style-type: none"> ✓ Were all sessions delivered? ✓ How effectively? 	<ul style="list-style-type: none"> ✓ Did all clients participate? ✓ Who did/did not attend? 	<ul style="list-style-type: none"> ✓ To what extent did knowledge & skills increase? ✓ To what extent were attitudes changed? ✓ To what extent did behaviors change? ✓ To what extent were relations changed? ✓ For whom? ✓ Why? ✓ What else happened?

Adapted from the United Way of America (1996). Measuring Program Outcomes: A practical Approach, P.13

Developing your Evaluation Plan based on your Outcome/Logic Model

1. Focus Area/Service Domains:						
2. Questions	Indicators	Timing	Data Collection			
			Sources	Methods	Sample	Instruments
Inputs						
Outputs						
Outcomes						

Outcome Evaluation Resources

- Basic Guide to Outcomes-Based Evaluation with Very Limited Resources. Adapted from *Field Guide to Non Profit Program Design Marketing and Evaluation*
- Hiring & working with an evaluator
 - <http://www.jrsa.org/pubs/juv-justice/evaluator.pdf>
- Program Manager's Guide to Evaluation 2nd Ed (2010)
 - <http://www.acf.hhs.gov/programs>
- University of Wisconsin Extension-Program Development & Evaluation
 - <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>
- United Way of America (1996) Measuring Program Outcomes: A Practical Approach
- WK. Kellogg Foundation Evaluation Handbook
 - <http://www.wkkf.org/knowledge-center/resources/2010/W-K-Kellogg-Foundation-Evaluation-Handbook.aspx>