

# Developing an Effective Evaluation Plan



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## Presentation Overview

- Purpose of an Evaluation Plan
- Relationship of the Plan to Implementation and a Final Report
- Using CDC's Framework for Evaluation to create your Evaluation Plan
- Questions

## An Evaluation Plan Is...

- A written document that describes how you will monitor and evaluate your program so that you will be able to describe the *What*, the *How*, and the *Why it Matters* for your program

## So That You Will Be Able to Describe...

- The What?
  - Description of your program
  - Accomplishments of your program
- The How?
  - How you did it
    - Process evaluation
  - What worked and what didn't work
- The Why it Matters?
  - Why your program makes a difference/impact

## Why Do You Want an Evaluation Plan?

- It is good overall evaluation practice to plan ahead
- Fosters shared understanding of the purpose, use, and users of the evaluation results
- Fosters transparency to stakeholders and decision makers
- Serves as an advocacy tool for evaluation resources
- Facilitate smoother transition when there is staff turnover

## A Final Evaluation Report Is...

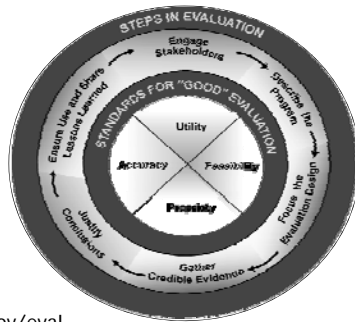
- A written document that describes the What, the How, and the Why it Matters of what your program did.

**Why does your program need one ?**

- Facilitate dissemination of the evaluation's findings
- Facilitate program sustainability
- Facilitate comparison of intended outcomes with actual outcomes
- Facilitate promotion of your program, enhance its image, and garner attention for the issues addressed
- Facilitate program improvement

**Ensure Use of Findings/Share Lessons Learned**

- Recommendations for action
- Needs and information that the stakeholders want to know should be addressed
- How will the results be shared?

**CDC's Framework for Evaluation**

www.cdc.gov/eval

**Standards for Effective Evaluation**

- Utility  
Serve information needs of intended users
- Feasibility  
Be realistic, prudent, diplomatic, and frugal
- Propriety  
Behave legally, ethically, and with due regard for the welfare of those involved and those affected
- Accuracy  
Reveal and convey technically accurate information

**Step 1: Evaluation Stakeholders Are Everywhere in Your Plan**

- Identify your Evaluation Stakeholders Workgroup (ESW) in your evaluation plan
  - Builds a market for evaluation results
  - Increases ability to answer the questions that need to be answered
  - Increases buy-in
  - Facilitates implementation
  - Increases transparency
  - Increases credibility

**Who is in your Evaluation Stakeholder Workgroup?**

- Position to make decisions about the program
- Those who are involved in running the program
- Those who are served by the program

### EXERCISE

- Who are the stakeholders for your program program?
- Does the ESW represent all of your stakeholders? If not, who might be missing?
- How would engaging additional stakeholders strengthen the evaluation?

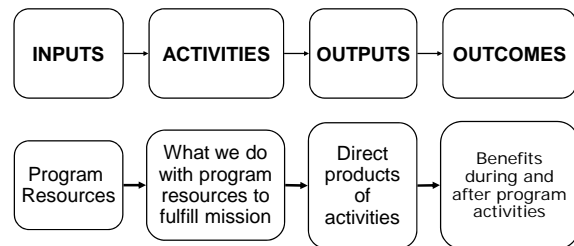
### Agendas and other issues

- Use
- Users
- Politics as usual

### Step 2: Briefly Describe your Program in the Evaluation Plan

- Brief description to clarify program's purpose, activities and capacity to improve health
- Logic model to visually show activities and intended outcomes
  - Presentation of links in a chain of reasoning
  - Disciplined way of mapping a program
  - Platform for discussion
  - Multi-purpose tool
- Stage of development
- Link evaluation to program goals

### Logic Model: Visual Roadmap



### Potential Challenges

- Difficult to adequately capture context
- Demands specificity
- Can be time consuming to create
- Format may draw attention from content
- Difficult to determine strength of relationship between links
- Can provide false sense of confidence
- Relationships can be oversimplified

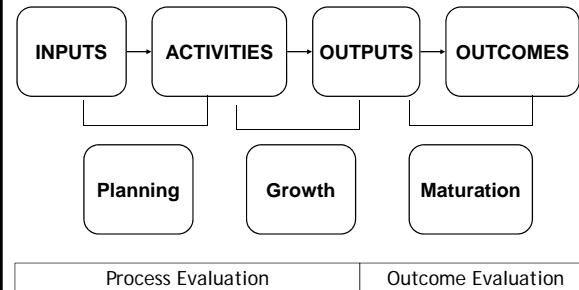
### Check in: At this point in your plan

- Identified stakeholders
  - Use and users
- Described the programs
  - Logic model

### Step 3: Focus the Evaluation Design

- Evaluation questions
- Prioritize
  - Stage of development
  - Program, Stakeholder, and Decision Maker Priorities
  - Feasibility
- Use of evaluation results

### Logic Model : Stage of Development



### Step 3: Review

- Evaluation questions
- Prioritize
  - Stage of development
  - Program, Stakeholder, and Decision Maker Priorities
  - Feasibility
- Use of evaluation results

### Check in: At this point in your plan

- Identified stakeholders
  - Use and users
- Described the programs
  - Logic model
- Focused the evaluation
  - Evaluation questions
  - Feasibility issues

### Step 4: Planning for Gathering Credible Evidence

- Stakeholder involvement
- Align evaluation questions with the method
  - Quantitative/qualitative
- Determine specific indicators relevant to evaluation questions
  - Indicators- what you will measure?
  - Example: Attitudes of smokers and nonsmokers about the acceptability of exposing others to secondhand smoke (KOI # 2.3.3)

### The method(s) must fit the question(s)

Some questions that may point you in the direction of qualitative methods:

- Formative evaluation - are in the learning phase or want to challenge established understandings.
- Process evaluation - you want to assess what to consider when designing a program or implementation factors
- Model or theory development - determining how and what to replicate

Some questions that may point you in the direction of quantitative methods:

- You are looking to identify current and future movement of a particular phenomenon (trends)
- You want to consider standardized outcome across programs
- You want to know the costs associated with the implementation of a particular intervention
- Model or theory development

### Assessing Data Sources & Needs



- What do you need to know (measurable objective)?
- When do you need the data (reporting)?
- How often are the data needed (frequency)?
- Will the data be compared with similar data from elsewhere?
- Is credibility an issue (who collects, confidence)?
- At what level is the data needed (state, local)?
- How much money do you have to spend on data collection?

### Data Sources "in general"

- Surveillance Data
  - Existing Resources / Infrastructure
  - Minimum Flexibility
- Evaluation Data
  - Require Additional Resources
  - Flexible

Available at: [www.cdc.gov/nchs](http://www.cdc.gov/nchs)



### Sources of Information - People

- Clients, program participants/nonparticipants
- Staff, program managers, administrators
- Partner agency staff
- General public
- Key informants
- Funders
- Critics/skeptics
- Representatives of advocacy groups
- Elected officials, legislators, policy makers

### Sources of Information - Documents

- Grant proposals, newsletters, press releases
- Meeting minutes, administrative records
- Registration/enrollment forms
- Publicity materials, quarterly reports
- Publications, journal articles, posters
- Previous evaluation reports
- Needs assessments
- Surveillance summaries
- Database records
- Records held by funders or collaborators
- Web pages (electronic documents)
- Graphs, maps, charts, photographs, video

### Sources of Information - Observations

- Meetings
- Special events and/or activities
- Job performance
- Service encounters
- Site visits

**EXERCISE: Planning your data collection**

| Evaluation Question                             | Indicator/ Performance Measure | Method     | Data Source             | Frequency                   | Responsibility |
|---|--------------------------------|------------|-------------------------|-----------------------------|----------------|
| What process leads to implementation of policy? | N/A                            | Case study | Site visits and reports | Pre and post funding period | Contractor TBD |

| Evaluation Question                              | Indicators/ Performance Measure   | Potential Data Source (Existing/New)       | Comments |
|--|---|--|----------|
| What promotion activities are being implemented? | Description of promotional activities and their reach of targeted populations | Administrative records, Participant survey |          |

**Check in: At this point in your plan**

- Identified stakeholders
  - Use and users
- Described the programs
  - Logic model
- Focused the evaluation
  - Evaluation questions
  - Feasibility issues
- Identified data collection methods

**Step 5: Planning for Conclusions**

- Remember the needs of your stakeholders
- How will you analyze the data?
- Will there be an interpretation meeting?
- Will there be opportunities for stakeholders to review preliminary results prior to final publication?
- Will there be timeline constraints?
- Will there be specific opportunities lost if deadlines are missed?

**Step 6: Planning for Use, Dissemination, and Sharing**

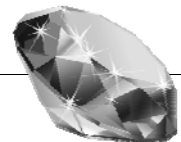
- Transparency
- Share interim results and progress
- Multi-methods, multi-venues
- Tailor to your audience

**Exercise: The "Curse of Knowledge"**

The Key to Use is getting your message transmitted to the right audience in a manner they can understand (translate) and use the information

**Results and Conclusions: A Multi-Faceted Diamond**

- The What?
  - What your program is
  - What your program accomplished
- The How?
  - How you did it
    - Process and implementation evaluation
  - What worked and what didn't work
- The Why it Matters?
  - Why your program makes a difference
  - Use for advocacy for increased & sustained funding



### Recommendations

- The *Recommendations* section is a list of suggestions for changes to the program that will improve program function and the ability of the program to meet objectives in the future

### Disseminating your Results

- Dissemination to diverse audiences is vital to communicating the effectiveness of particular programs
- Can enhance the use of the evaluation
- Can be in multiple formats for multiple audiences as planned for in your evaluation plan

### Disseminating your Results

- Written
  - Brochures, newsletters, executive summaries
  - Success stories/lessons from the field can show movement in your program's progress over time, its impact and value.

### Disseminating your Results

- Oral presentations
  - More memorable than written reports
  - Encourages discussion
- Videos
- Presentations at seminars, workshops, and meetings/conferences

### Disseminating your Results

- Use of Technology
  - Well marketed website can be used to reach wide audiences.
  - Social networking tools

### Check in: At this point in your plan

- Identified stakeholders
- Described the programs
- Focused the evaluation
- Identified data collection methods
- Identified analysis and interpretation methods and timeline
- Identified dissemination methods and timeline

### Elements of an Evaluation Plan

- Title Page
- Quick Question Overview
- Intended Users and Uses
- Program Description
- Evaluation Focus
- Methods
- Analysis and Interpretation Plan
- Use, Dissemination and Sharing Plan

### Questions?



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|----------------------|----------------------|
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| Evaluation Question | Indicator/<br>Performance<br>Measure | Method | Data Source | Frequency | Responsibility |
|---------------------|--------------------------------------|--------|-------------|-----------|----------------|
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