



**harm reduction**  
COALITION

# Evaluating Capacity Building: Inside & Out

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## **harm reduction** COALITION

- Founded in 1994 to work with individuals and communities at risk for HIV infection due to drug use and high-risk sexual behaviors.
- Committed to reducing drug-related harm by initiating and promoting local, regional and national harm reduction education, interventions and community organizing
- Offer specific expertise in how to best incorporate the principles of health and safety promotion for drug users.



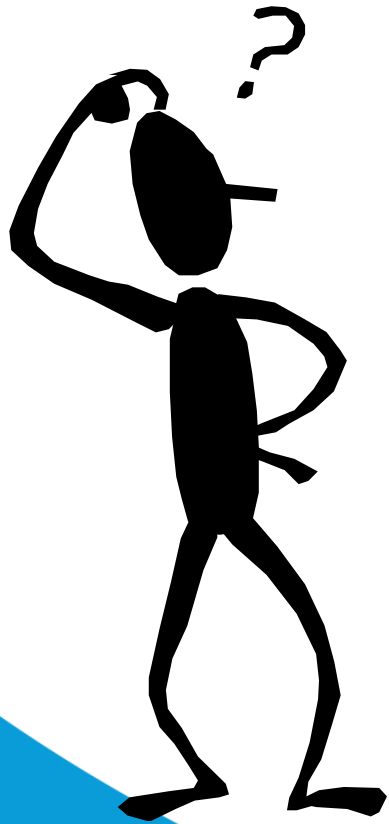
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## **Programs & Services**

- *Policy Advocacy*
- *National and Regional Conferences*
  - Next conference: Portland, OR November 15-18, 2012
- *Training and Capacity Building Programs*
  - Harm Reduction Training Institutes (NY/CA)
  - Hepatitis C Project
  - Overdose Prevention Programs (SKOOP/DOPE)
  - LGBT Program
  - Syringe Access Services Initiative
  - HIV Prevention Capacity Building Initiative

# The 2 Big Questions

in CBA M&E:



1. What is this Capacity Building Assistance Program...?

2. ...And how do I evaluate it?

# ...And 1 More Pretty Big Question

3. What is my role as the evaluator?



# The Evaluation Questions

- What CBA services are being delivered?
- Who is receiving CBA services?
- What are the outcomes of the CBA services?
  - How has capacity changed as a result of the CBA services?

# From the Perspective of an *External* Evaluator

## ■ What is CBA?

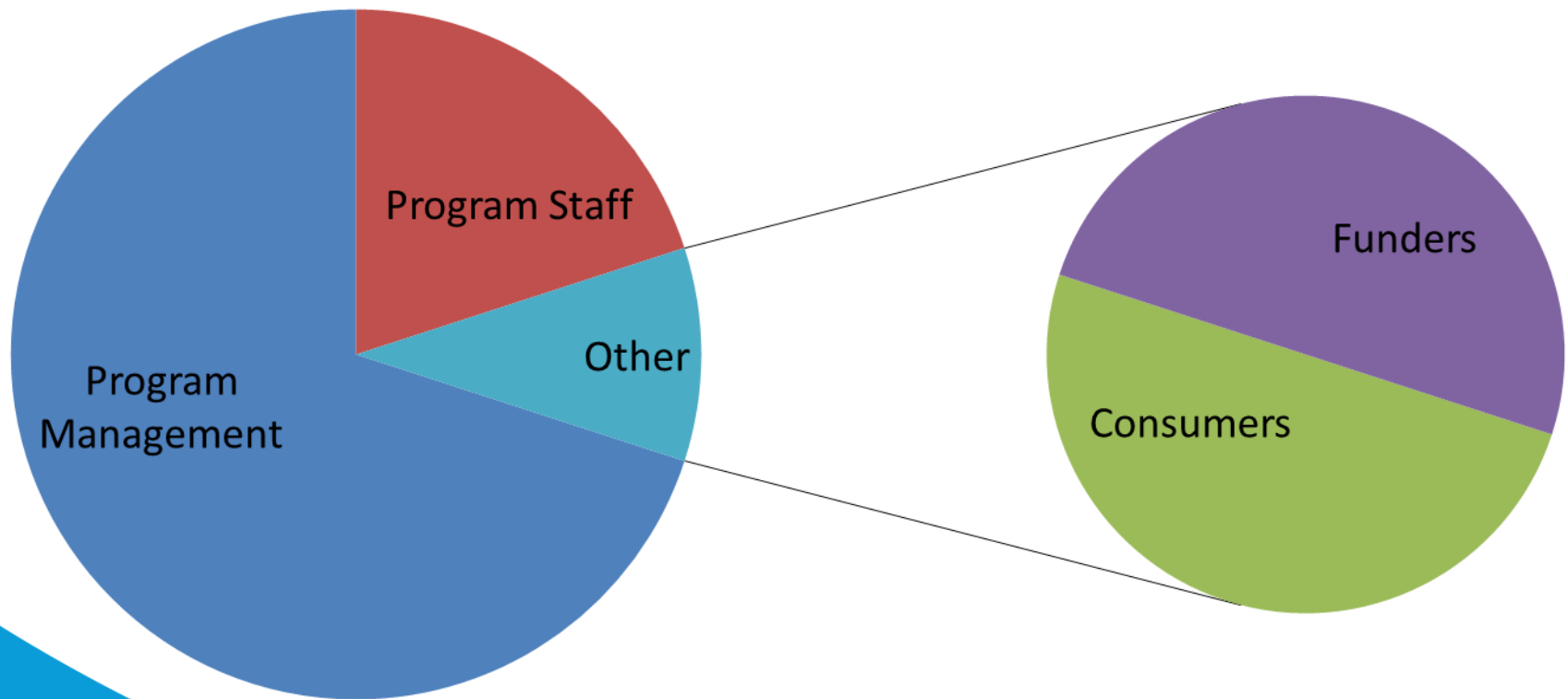
- Training
- ...“technical assistance?”

## ■ What is the evaluator's role?

- Report-writing for client's funders
- Offer *recommendations* for program enhancement

# Evaluation Stakeholders' Relative Importance:

*An external perspective*





# From the Perspective of an *Internal* Evaluator

## ■ What is CBA?

### – “Support”

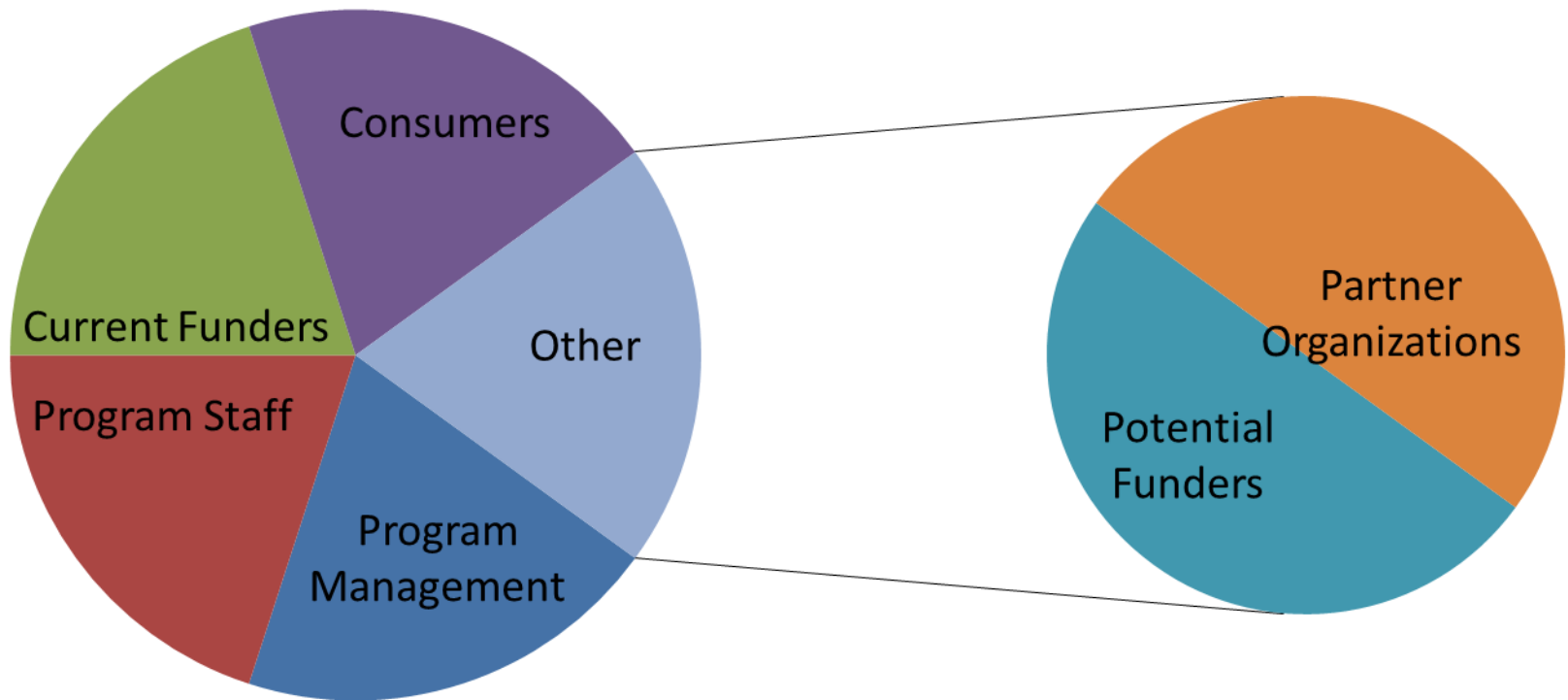
- Complex relationship between provider & consumer
- Service provision & resource development often as a series of events
  - And lots of behind the scenes work

## ■ What is the evaluator’s role?

- Design program M&E plan & oversee it
- Report-writing for funders & program partners
- Use M&E to inform program development

# Evaluation Stakeholders' Relative Importance:

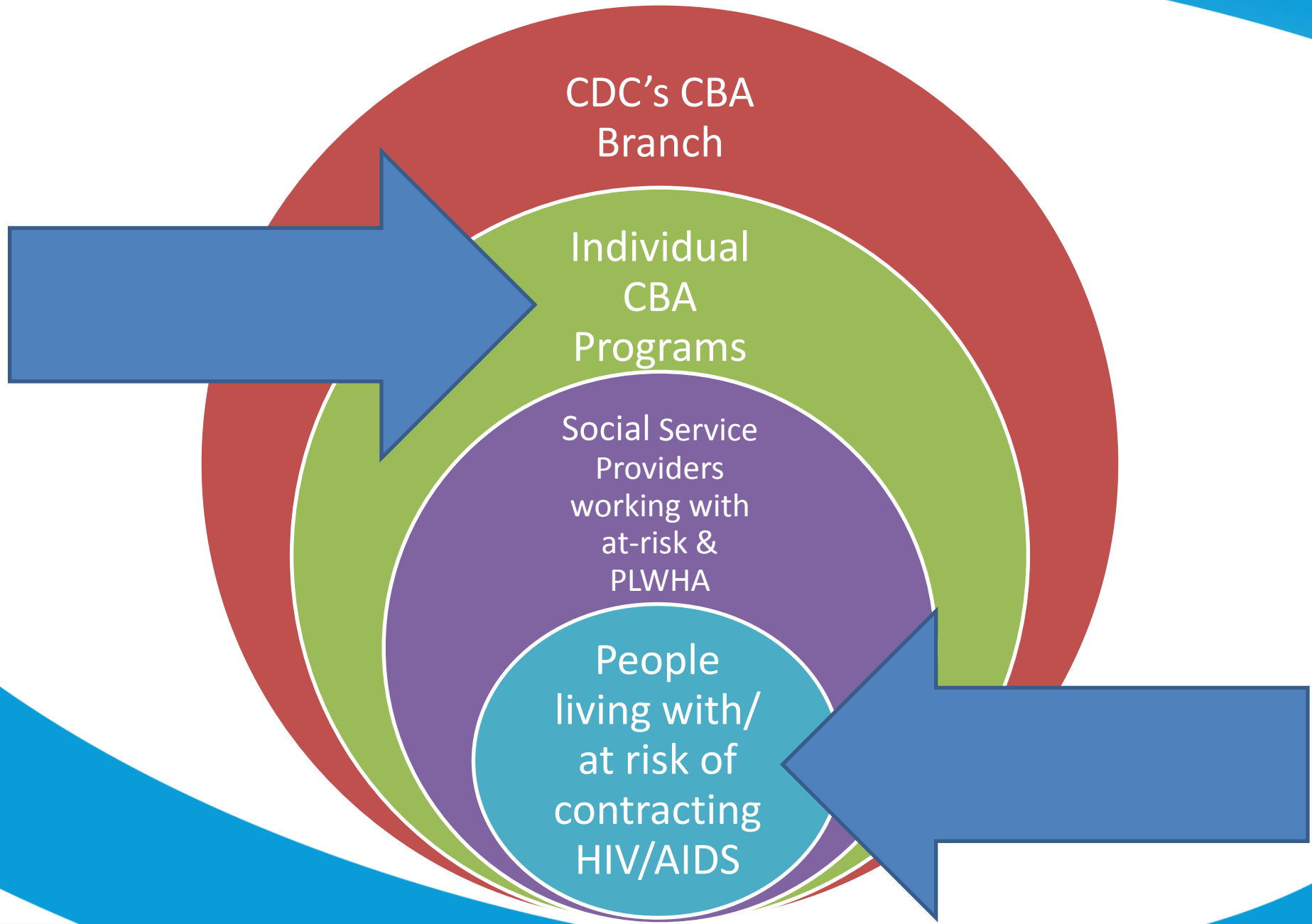
An *internal* perspective





# **Some Answers to the Big Questions**

# HIV/AIDS Prevention System Model



# What is the CBA Program?

## ■ Goal-oriented:

- ❑ To build our clients' capacity to provide HIV/AIDS prevention interventions
  - ❑ Broad spectrum of knowledge, skills, & attitudes are targeted by CBA services

## ■ Multi-faceted:

- ❑ Various types of clients
- ❑ Multiple service delivery mechanisms
- ❑ Different avenues by which a project is initiated

## ■ National in scope:

- ❑ 32 Capacity Building Assistance provider organizations
- ❑ Services are available to organizations directly or indirectly funded by the CDC



# M&E Challenges

- **Goal-oriented program – goal-oriented evaluation**
  - ❑ How to operationalize capacity? How do we know if it's been built?
  - ❑ How to determine if services have had an effect on disease incidence? On people at risk or living with HIV/AIDS?
- **Multi-faceted program – multi-faceted evaluation design**
  - ❑ How to design a rigorous, cohesive evaluation plan for a program with so many components
- **Compartmentalization of Roles**
  - ❑ Many of us are CBA providers as well as program evaluators; how to maintain healthy objectivity?
  - ❑ How to navigate complex relationships with stakeholders?

# Looking for FREE Capacity Building Assistance?

HRC provides **free** CBA services to any organization engaged in HIV prevention on many topics, including:

**Organizational  
Infrastructure  
&  
Program  
Sustainability**

**Evidence  
Based  
Interventions  
&  
Public Health  
Strategies**

**Community  
Mobilization**

**Monitoring & Evaluation**



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