



Translation of Evaluation Capacity Building Strategies to Community-Based Organizations Conducting Health Promotion Activities: Tools, Tips and Lessons Learned

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The American Evaluation Association &
 The Centers for Disease Control and Prevention
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What is Evaluation Capacity Building?

“The intentional work to create and sustain overall organizational processes that make quality evaluation and its uses routine.”

Milstein and Cotton (2000). Defining concepts for the presidential strand on building evaluation capacity. University of Pennsylvania (CPRE Policy Briefs, RB-32).




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Evaluation Capacity Building (ECB) Issues Among Community-based Organizations


- Increased accountability by funding organizations and public health emphasis on evidence-based interventions have heightened the importance of evaluation skills among community-based organizations (CBOs)
- While CBOs serve as catalysts for health promotion and disease prevention activities, many do not consistently practice program evaluation due to limited time, human and fiscal resources
- These challenges limit the degree to which innovative interventions are proven effective



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Learning Objectives


- Outline practical steps for ECB among CBOs
- Describe development of audience-targeted ECB plan for CBOs
- Discuss selection of appropriate tools and mediums for CBO ECB
- Share lessons learned and perspectives for navigating ECB partnerships with CBOs



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ECB Process Checklist


<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Identify Stakeholders and Build Relationships <ul style="list-style-type: none"> • Conduct ECB Needs Assessment • Develop ECB Plan • Implement ECB Plan • Assess, Assess, Assess • Share Results



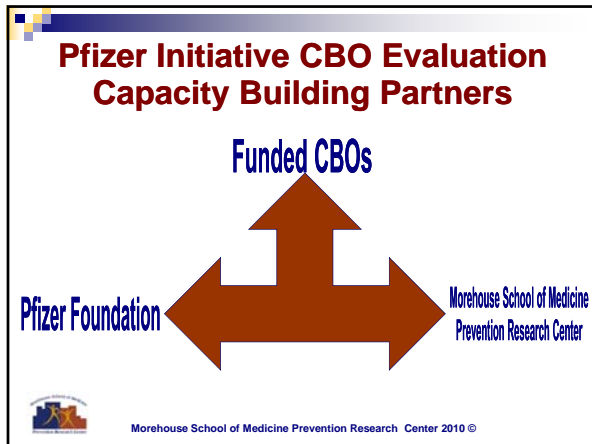
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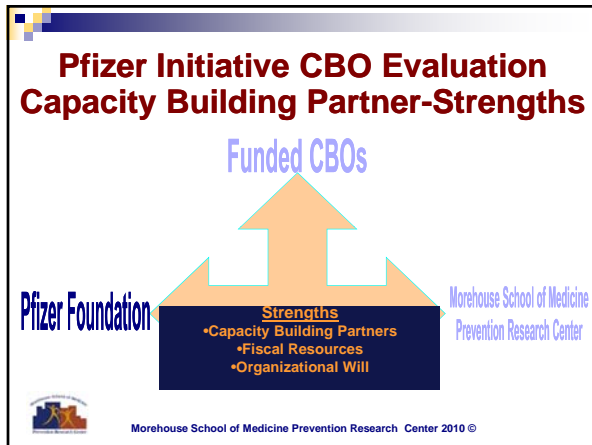
Case Study Part 1: Pfizer Initiative CBO Evaluation Capacity Building Partnership

- The 3-partner collaborative forged to:
 - Identify, prioritize and respond to evaluation capacity needs of Initiative CBOs
 - Improve the capacity of CBOs to effectively plan, implement, and evaluate their HIV prevention and health promotion programs



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- ### CBO Evaluation Capacity Building Approach
- **Evaluation Capacity Building Should:**
 - Not be “One Size Fits All”
 - Involve Cultural Awareness and Sensitivity
 - Be Flexible
 - Demystify Evaluation and Foster its Ownership
-
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- ### CBO Evaluation Capacity Building Issues
- **Identifying Creative Approaches to Conduct Evaluation Capacity Building with Respect to Variations in:**
 - Evaluation Knowledge, Skills, and Abilities
 - Fiscal and Human Resources
 - Organizational Capacity & Buy-In
-
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CBO Evaluation Capacity Building Stakeholders


- Executive Director
- Program Manager
- Data Manager
- Funder
- Others???



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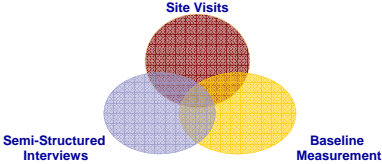
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Case Study Part 2: Pfizer Initiative CBO Evaluation Capacity Building Needs Assessment



Site Visits

Semi-Structured Interviews


Baseline Measurement



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Pfizer Initiative CBO Evaluation Capacity Building Assessment Tool Development



- Cross-site Program Assessment Survey (CPAS)
 - Designed to measure changes in knowledge, skills, abilities of CBOs to assess their prevention and education programs through MSM PRC evaluation capacity building activities conducted at three time points



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Pfizer Initiative CBO Evaluation Capacity Building Assessment Tool Administration

- The C-PAS was completed by One Executive Director and One Program Staff Person per organization
 - Self-Administered
 - Sent by U.S. and Electronic Mail

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ECB Process Checklist

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CBO Evaluation Capacity Building Plan Development

Should Involve Strategic, Intentional Time to:

- Present Needs Assessment Results to Provide Evidence-Base for Planning
- Do an Internal Assessment to Determine Who Can and Will Provide ECB
- Identify Technological Capacities for ECB Delivery
- Reflect and Agree on a Timeline, Budget, and Human Resources That are Realistic



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ECB Process Checklist

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Pfizer Initiative CBO Evaluation Capacity Building 2005 Face-to-Face Training Topics

- "Database Development, Analysis and Management"
- "Logic Model Review"
- "Protocol Development"
- "Quantitative Data Collection Methods and Tools"
- "Qualitative Data Collection Methods, Tools and Analysis"



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Pfizer Initiative CBO Evaluation Capacity Building 2005 Teleconferences

- Four Facilitated Teleconferences (April, June, July and August 2005)
- Three Clusters Per Month
- Evaluation Forms Administered for Electronic or U.S. Mail Return



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Pfizer Initiative CBO Evaluation Capacity Building 2005 Teleconference Topics

- “Determining the Tools Needed to Respond to Strategy, Activity, and Outcome Measures”
- “Systematic Review and Monitoring of Program Implementation”
- “Evaluation Communication and Reporting”
- “Things to Consider When Deciding to Use Surveys to Evaluate Your Program”



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Pfizer Initiative CBO Evaluation Capacity Building Measurement Tools

- **Assessment Tools**
 - Training-specific Surveys
 - Participant Feedback Surveys
 - CPAS Follow-up Surveys
 - Exit Semi-Structured Teleconferences



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2005 ECBT Workshop Areas for Improvement

- **Ability to Use Logic Models as a Guide for Program Development**
- **Ability to Conduct Focus Groups**
- **Entering and Analyzing Collected Data Using a Computer**



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Pfizer Initiative CBO Evaluation Capacity Building 2006 Face-to-Face Training Topics

- “Developing Survey Questions and Focus Group Guide”
- “Focus Group Planning, Implementation, and Analysis”
- “Quantitative Data Entry, Management, and Analysis”
- “Quantitative/Qualitative Connections and Uses”



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**Cross-site Program Assessment Survey Results:
Pfizer Grantee Ability Levels Associated with Program
Planning, Implementation, and Evaluation**

- Evaluation-related ability increases are listed below from largest to smallest increase:
 - 29.4% increase in ability to *Enter Collected Data into a Computer*
 - 19.5% increase in ability to *Develop Intervention Specific Logic Models*
 - 17.4% increase in ability to *Develop Data Collection Tools*
 - 17.0% increase in ability to *Analyze Collected Data*
 - 9.6% increase in ability to *Collecting Data*
 - 9.4% increase in ability to *Assessing Knowledge, Behavior, and Attitudes of Program Participants*
 - 3.9% increase in ability to *Conduct Interviews*
 - 3.3% increase in ability to *Conduct Focus Groups*

**CBO Evaluation Capacity Building
“Most Beneficial Training Aspects”**

- Group Interaction
- MSM PRC Staff-CBO Interaction
- Hands-on Computer-based Training
- Training Materials and Tools
- Information Gained




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**CBO Evaluation Capacity Building
“Most Challenging Training Aspects”**

- Need for More Peer Interaction
- Need for More Time
- Different Levels of Evaluation Experience and Capacity
- Need for More Opportunities to Share Evaluation Tools




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CBO Evaluation Capacity Building Dissemination Activities


- Mayberry, R., Daniels, P., Yancey, E., Henry Akintobi, T., Berry, J., & Clark, N. (2009). Enhancing community-based organizations' capacity for HIV/AIDS education and prevention. Journal of Evaluation and Program Planning, 32(6), 213-220.
- Mayberry, R., Daniels, P., Henry Akintobi, T., Yancey, E., Berry, J., & Clark, N. (2008). Community-Based Organizations' capacity to plan, implement, and evaluate success. Journal of Community Health, 33(5). Need for More Peer Interaction
- Henry Akintobi, T. & Yancey, E. (2008). Processes and outcomes of an academic/private/community-based partnership to improve evaluation capacities of Human Immunodeficiency Virus (HIV) prevention programs in the Southeastern United States. Evaluation 2008, Denver: CO.



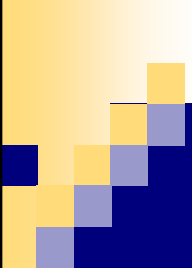
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CBO Evaluation Capacity Building Dissemination Activities


- Berry, J., Henry Akintobi, T., Yancey, E., Daniels, P., Mayberry, R. & Clark, N. (2007). Partnership to build evaluation capacity and enhance programmatic success. Centers for Disease Control and Prevention National Prevention and Health Promotion Summit: Washington, D.C.
- Henry-Akintobi, T., Yancey, E., Berry, J., Daniels, P. & Mayberry, R. (2007). Development of an academic/corporate/community-based partnership to improve the evaluation capacity of the HIV prevention public health workforce in the South: A tri-directional collaborative model. 137th Annual American Public Health Association Annual Meeting and Exposition: Washington, D.C.
- Berry, J., Henry Akintobi, T., Yancey, E. & Daniels, P. (2007). Using quantitative and qualitative assessment data to develop evaluation capacity building activities for the Pfizer Foundation Southern HIV/AIDS Prevention Initiative. National Minority AIDS Council 2007 HIV Prevention Leadership Summit: New Orleans, Louisiana.



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Navigation of Evaluation Capacity Building Partnerships



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CBO Evaluation Capacity Building Partnership Processes


- Critical approaches include:
 - Cooperative Decision-Making
 - On-going Assessment of the Landscape
 - Navigation of Unique Needs of Each Collaborative Partner
 - Regular, Systematic Communication





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Case Study Part 3: Pfizer Initiative CBO Evaluation Capacity Building Process: Response to the Needs of Collaborative Partners

- **Pfizer Foundation**
 - **Need:** Marketing and Dissemination of Pfizer SHAPI Activities
 - **Response:** Short Documentary Featuring Each Collaborative Partner; Peer-reviewed Presentations, Panels and Workshops Facilitated/Co-facilitated by One Or More Partner





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Pfizer Initiative CBO Evaluation Capacity Building Process: Response to the Needs of Collaborative Partners

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- **Need:** Streamlined Evaluation Mechanism
- **Response:** MSM PRC-initiated Logic Model and Evaluation Reporting Plan Completed by Each CBO in Annual Reports



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Pfizer Initiative CBO Evaluation Capacity Building Process: Response to the Needs of Collaborative Partners

CBOs

- **Need:** Program-Specific Evaluation Technical Assistance
- **Response:** Scheduled Semi-structured Teleconferences AND Unscheduled Teleconferences Facilitated by the MSM PRC for CBOs to Navigate Newly Identified Challenges In Program Evaluation Development and Reporting



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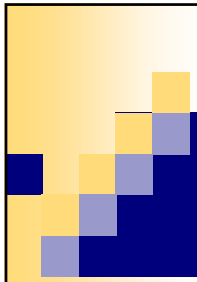


CBO Evaluation Capacity Building Recommended Approaches


- Adopt Practical Hands-on Learning Opportunities
- Employ Quantitative and Qualitative Methods to Assess Capacity Building Progress
- Facilitate On-Going TA
- Provide Opportunities to Share Evidence-based Practice




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**New Action Step, Concept
or Idea in Your Toolbox
for Community-Based
Evaluation Capacity
Building**




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Thank You!

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