

Symbiotic International Consulting Services SICS



Using Implementation Evaluation
Performance Results Output
Evidence to Improve
Program Design and Delivery

Sandiran (Sandi) Premakanthan

Australasian Evaluation Society (AES)
Annual Conference
Perth, Australia
10 -12 September 2008

Presentation Outline

- An Introduction to Results based Management Accountability Framework (RMAF)
- Introduction to the theory and application of the Standardized Logic Model approach to defining program theory of action (expected results).

Presentation Outline

- Implementation evaluation as a means to validating the expected results (outputs and outcomes) - Evaluability Assessment
- Implementation evaluation output evidence facilitates continuous improvement of program design and delivery.
- Conclusions and discussion

Performance Results Management - Some Challenges

- Governments all over the world are faced with increasing public pressures to demonstrate good governance
- Citizens have the right to know that their money is being used efficiently, effectively and on priorities that are important to them
- Governments are striving to:
 - become more citizen-focused, accountable and transparent;
 - provide better services at reduced costs; and
 - build public confidence in their institutions.

Value for Money: A Government of Canada Priority

- The Federal Accountability Act commits the public service to “undertake reviews of program relevancy and effectiveness every five years.”
- The Budget Speech, 2006, outlines the government’s approach to expenditure management that places results and performance as a foundation for decision-making.

The importance of up-front investment in Planning for evaluation

- Are we making the up-front investment in time and money to define clearly the desired program performance results that fit the design and delivery of the policy, program, project, initiative?
- How do we plan for gathering performance results evidence?

Results based Management Accountability Framework (RMAF)

- Components of an RMAF (Treasury Board Secretariat –TBS - Guidelines February 2005):
 - Policy, Program, Initiative Profile
 - Expected Results – Results-based Logic Model
 - Monitoring and Evaluation

Results based Management Accountability Framework (RMAF)

A blueprint for managers to help them focus on measuring and reporting on outcomes throughout the lifecycle of a policy, program or initiative

TBS Canada

Designing and Implementing an on-going Performance Measurement Strategy

Performance Results Measurement Slogan

“What gets clearly defined, is measured, monitored, evaluated and reported for evidence-informed decision making.”

Sandiran (Sandi) Premakanthan

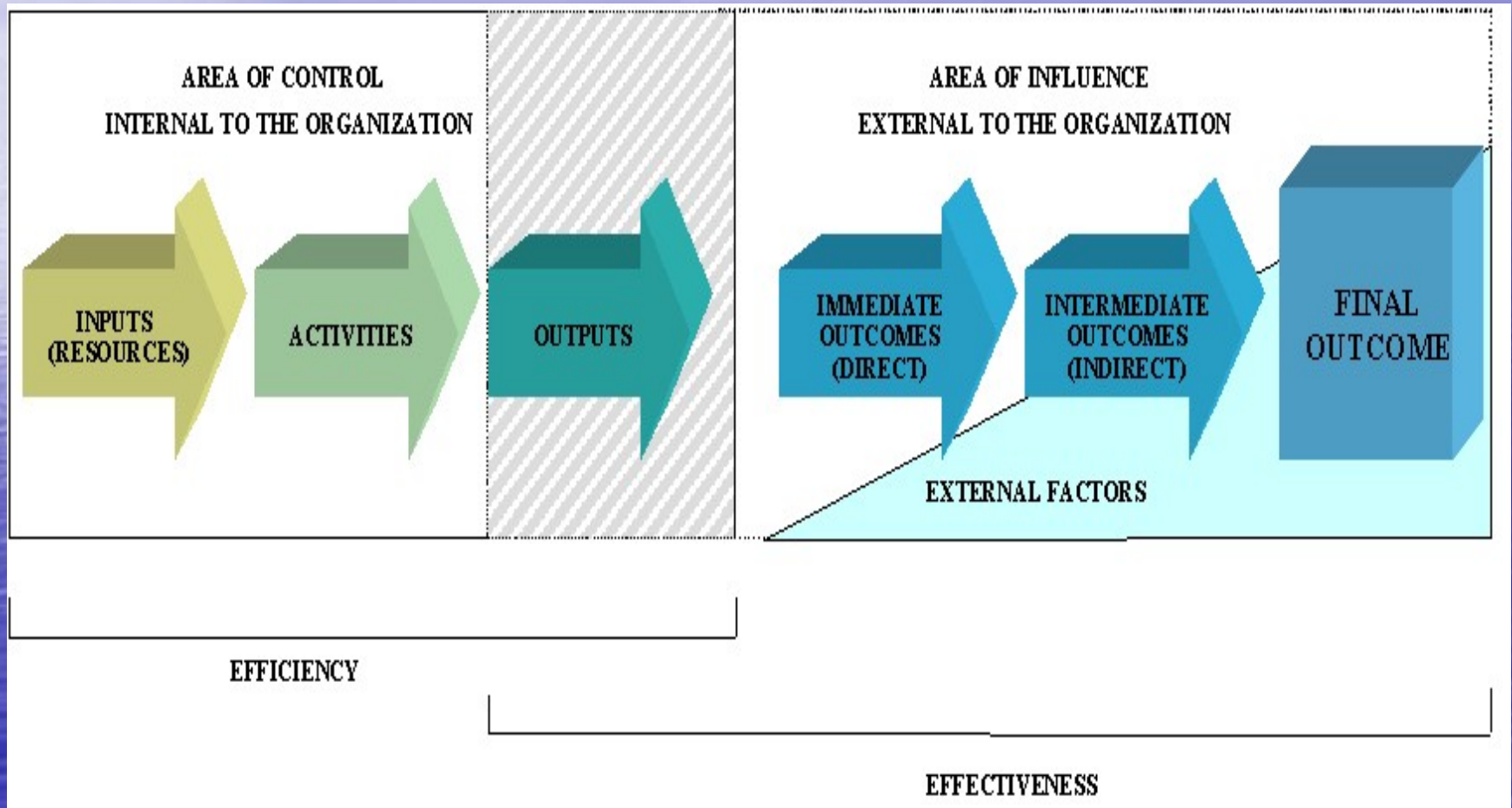
Expected Results: Defining Performance Results Evidence - Logic-Model Approach

- What is a Logic-Model?

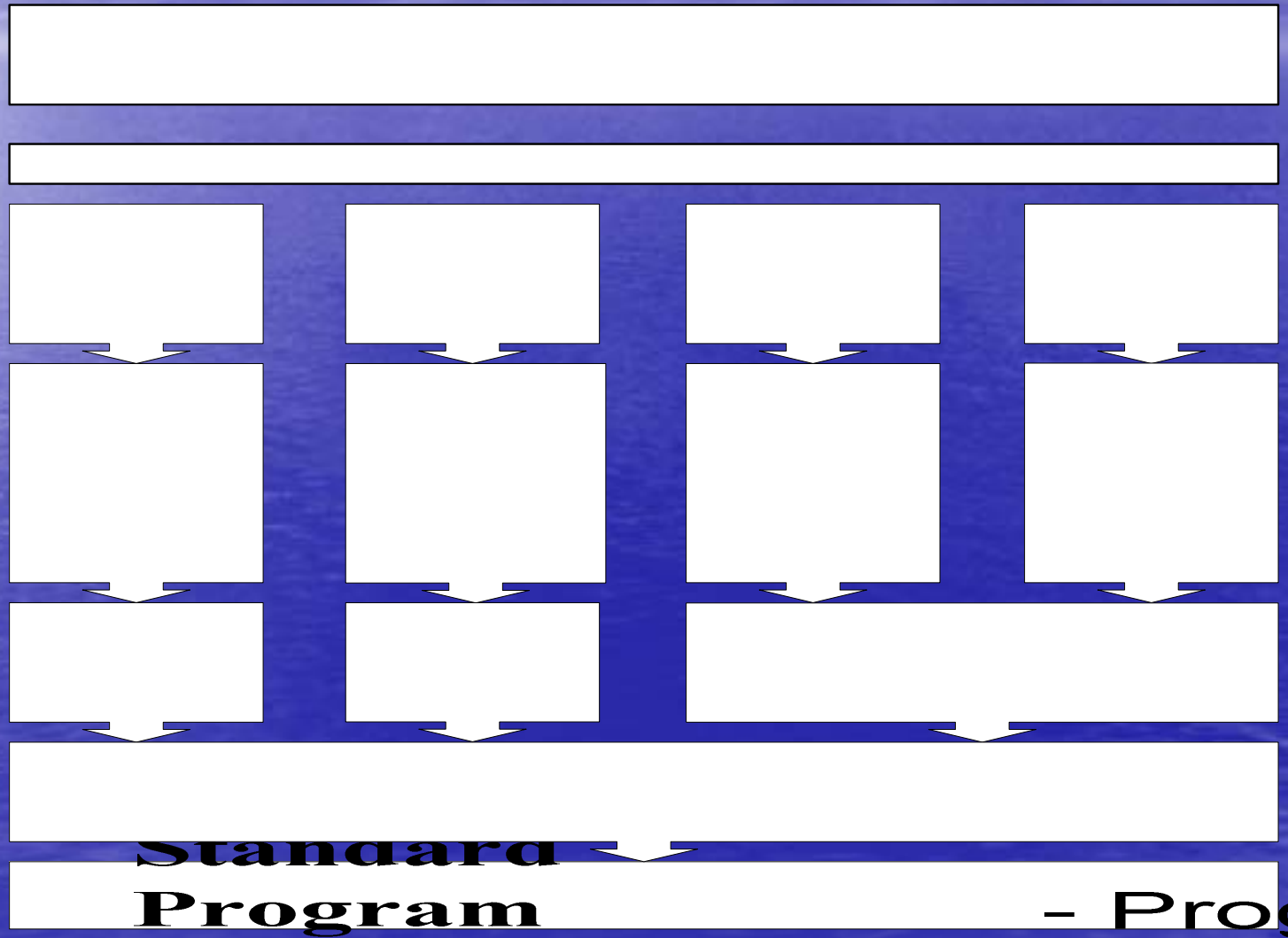
"Logic Model, also referred to as Performance Results-based Logic Model is a graphic representation of the causal or logical linkages and relationships between inputs: resources; and money; key results core and enabling activities and transformation or conversion processes of a policy, program, project or initiative that leads to the achievement of intended organizational and program impacts and effects, the performance results: outputs, immediate, intermediate and final outcomes supported by a performance measurement strategy."

Sandiran (Sandi) Premakanthan

Performance Results Chain



Expected Results - The Standardized Logic Model Approach: Theory and Application



**Standard
Program
Components**

- Program

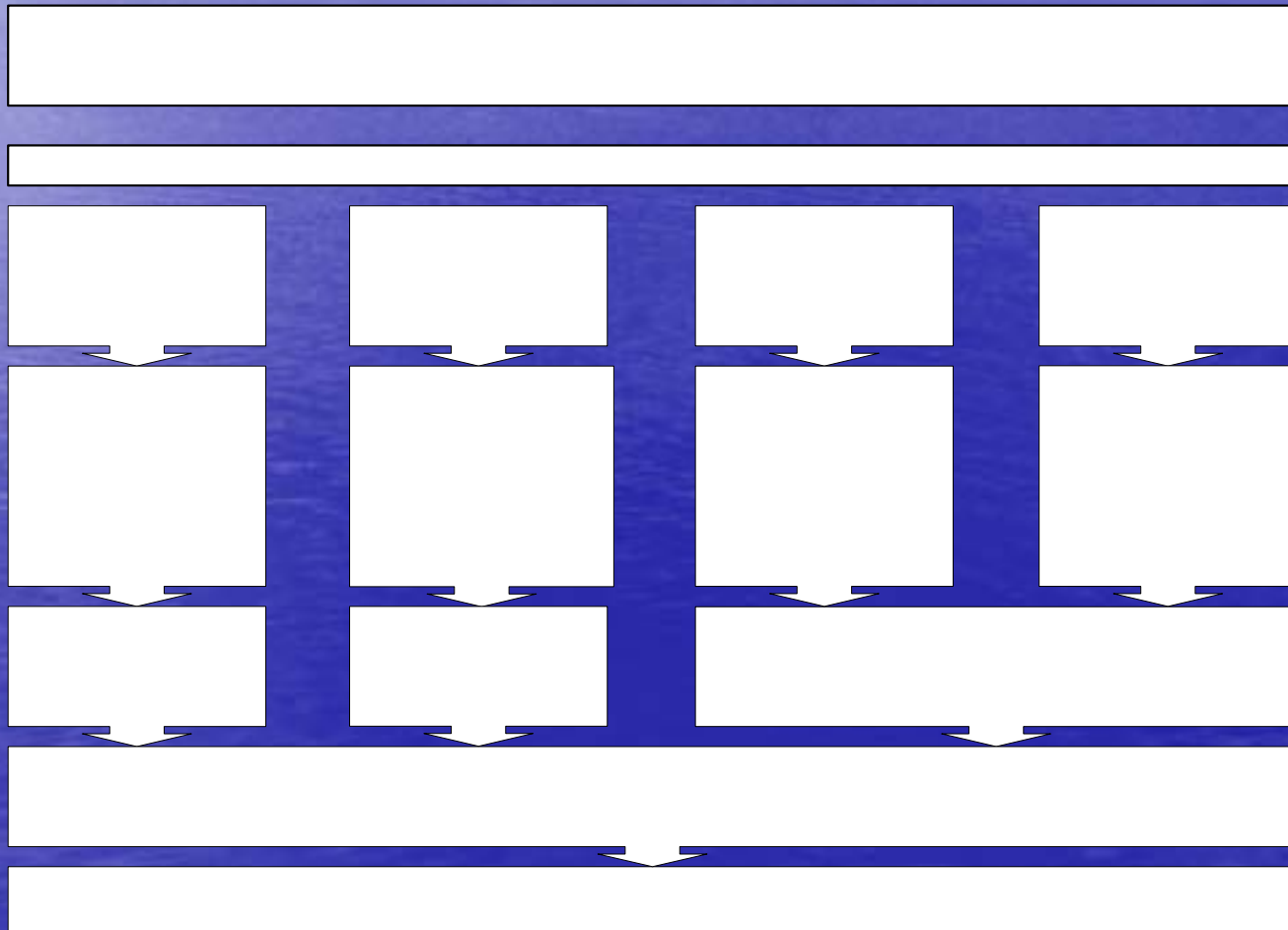
Defining Organizational Performance Results

The Standardized Logic Model Approach: Applications

- Standardized Logic Model -
International Transfer of Offenders - Correctional
Service Canada (CSC)

Defining Organizational Performance Results

The Standardized Logic Model Approach: Theory and Application



Defining Organizational Performance Results

The Standardized Logic Model Approach - Summary

- Clarifies objectives of policy, program, initiative
- Facilitates program, project planning, implementation, measurement, monitoring, evaluation and reporting of performance results
- A visual representation or a map of program and project theory and action
- Shows logical performance results sequence or chain (suite of common performance measures /indicators/metrics - universal application)

What is Evaluation?

- Evaluation is the systematic acquisition and assessment of information to provide useful feedback about some object
- Evaluation - The systematic collection of information about the activities, characteristics, and outcomes of a program to make judgments about the program, improve program effectiveness, and/or inform decisions about future programming.
(Michael Quinn Patton)

What is Evaluation?

- **Evaluation** - The systematic collection of evidence about a policy, program or initiative's relevance, design and delivery, performance results: outputs and outcomes (success: impacts and effects - intended and unintended) and cost-effectiveness, to make judgments about value for money, to improve program effectiveness, and to make evidence informed decisions about current and future programming and resource allocations.

(Sandiran Premakanthan)

Types of Evaluation: Formative versus Summative

- Formative Evaluation:
- *Relevance/needs assessment*
- *Evaluability assessment*
- *Structured conceptualization*
- *Implementation evaluation*
- *Process evaluation*

Source: William M.K. Trochim, Cornell University, Founder of Concept Systems Incorporated

Types of Evaluation: Formative versus Summative

- Summative Evaluation:
- *Outcome/Impact evaluations*
- *Cost-effectiveness and cost-benefit analysis*
- *Secondary analysis*
- *Meta-analysis*

Source: William M.K. Trochim, Cornell University, Founder of Concept Systems Incorporated

Implementation evaluation

- *Implementation evaluation* monitors the fidelity of the program or technology delivery
- Wikipedia - In the fields of scientific modelling and simulation, fidelity refers to the degree to which a model or simulation reproduces the state and behaviour of a real world object, feature or condition. Fidelity is therefore a measure of the realism of a model or simulation. Simulation fidelity has also been described in the past as 'degree of similarity'.

Implementation Evaluation

- Measuring the realism of the Logic Model - Theory of Program Action (Validation) using Performance Results Output and Outcome Evidence

Implementation evaluation

- Output Evidence

type of awareness campaigns conducted and reach -
Examples:

- Safe Sticker Campaign (a safer sex campaign encouraging the use of condoms)
- Sharp Smart - safe disposal of sharps (steps for individuals, communities, health care professionals, first responders on the safe disposal of needles and drug paraphernalia),
- Let's Talk Wellness, Poke for Prevention (Immunization campaign for at risk populations - street involved etc),
- Distribution of condoms and needle exchange

Implementation evaluation

- Output Evidence

and type of formal training sessions conducted

- HIV 101" training was provided for community services providers
- Youth Forum "Sexual Health for Youth"
- Build skills in the area of human rights and HIV/AIDS
- Admissions Workshop for nurses working in penitentiaries reception
- Train the Trainer: Harm Reduction,

Implementation evaluation

- Output Evidence Suggested

- Performance results output summaries indicate that the projects and activities produced a wide variety of outputs that meet the definitions of key outputs of the logic model.
- The variety of outputs produced validate the program theory of action based on 5 key results activities, a set common outcomes and performance measures
- All of the outputs produced are not necessarily aligned to the outcomes

Implementation evaluation

- Output Evidence Suggested

- Lack of a critical mass of homogeneous projects, activities that result in key outputs (a scattered approach) makes it difficult to evaluate project contributions to outcomes
- Lack of standardized reporting template or tools across programs and projects prevented the collection of consistent performance results data

Implementation Evaluation

- Output Evidence Suggested

- Projects and activities funded need to be prioritized so that the outputs produced are directly linked to the outcome measures of the PMS.
- Example
- Knowledge Index - Performance Indicator - measures the knowledge and understanding of risk factors associated with Sexually Transmitted Infections (Diseases) (STI/D).
- Education and Awareness projects/activities outputs (brochures, campaigns), must be aligned to support the enhancement of the elements of the Knowledge Index

Implementation Evaluation

- Output Evidence Suggested

- Output evidence recorded for Capacity Building (training sessions) was not clearly linked to skills development (core competencies for front line workers).

Implementation Evaluation

- Use of Output Evidence in

Program/Project/Initiative redesign

- Alignment of the projects and activities funded to the Performance Measurement Strategy, to ensure the outputs produced lead to the achievement of the desired outcomes
- Implement standardized projects and activities to create the critical mass of outputs that lead to the desired outcomes
- Repetitiveness of well defined projects to support performance measures of specific outcomes versus greater variety of projects which require additional performance measures (proliferation and cost of measurement)

Implementation Evaluation

- Use of Output Evidence in Program/Project/Initiative redesign

- Design and implement standardized content (key messages) for outputs that support the measurement of outcomes (for example, awareness of risk factors associated with sexually transmitted diseases - education & awareness material - brochures, posters, newsletters)

Implementation Evaluation

- Use of Output Evidence in Program/Project/Initiative redesign

- Projects should focus on addressing the needs of a single target population
- Projects should be focused on one of the key results activities (e.g. Capacity Building)
- Prioritize the allocation of funding to address the 5 key results activities

Conclusions and Discussion

- Implementation evaluation output evidence could tell you whether you are able to report in the short and long term a credible, timely, performance story on the progress made towards the achievement of desired outcomes
- It could also tell you where there is need to redesign the program, project or initiative (mid course correction to align with the performance indicators or vice versa)

Conclusions and Discussion

- Application of Pareto's Law or the 80/20 Rule
- Identify 20 products that produce 80% of the revenue/profits
or
- Identify the vital or key 20 end products/service that produce 80% of the desired outcomes of the program, project or initiative

Contact Information

Sandiran (Sandi) Premakanthan

**Symbiotic International Consulting
Services (SICS)**

10 Lillico Drive, Ottawa, Ontario
Canada K1V 0G5.

Telephone: 1-613 526-0263

e-mail: symbiotic-sics@rogers.com