



This newsletter is sent to you by **Insideout**, as part of our commitment to building greater understanding of monitoring and evaluation practice. We hope that the information will be helpful to you in the work that you do.

GREETINGS FROM INSIDEOUT!

In this issue we will be focusing on different types of evaluation. This current issue attempts to answer the following questions:

- What are the various types of evaluation?
- When should one use the different types of evaluation?

Evaluation activities should follow the programme's developmental stages. In general, there is a natural developmental sequence that intervention programmes follow, and the evaluation activities should match the development level of the intervention appropriately. The programme stage will therefore affect the type of evaluation to be undertaken.

ISSUE #6: DIFFERENT TYPES OF EVALUATION

Different kinds of results

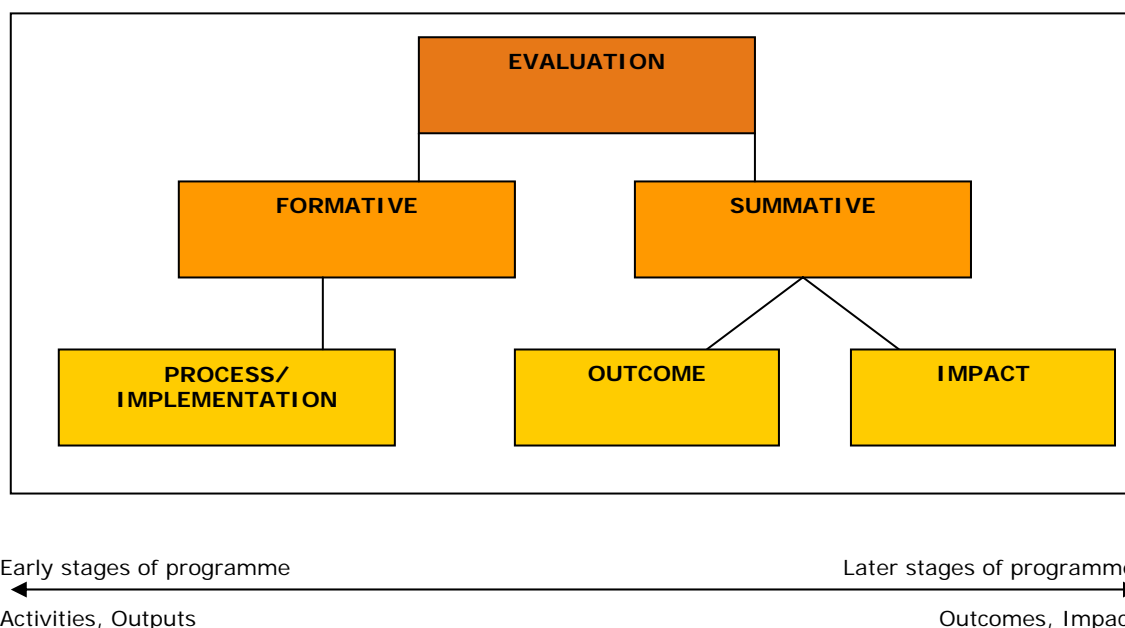
Understanding the difference between inputs, outputs, outcomes and impacts can help in understanding what the different types of evaluation are and when they would be appropriate to use, because when you conduct various types of evaluations you may expect to see certain results by a certain time.

Every programme expects certain results in the short-term, intermediate and long-term as a result of their intervention or activities. These results can be labelled according to various dimensions including:

Inputs		Dimension	Outputs	Outcomes	Impacts
What do we need? Long term results Resources that are the basic materials for the programme/project. Examples include: time, money, people, office space, equipment and supplies	Activities	Time	Direct consequences of activities. Immediate Short-term	Intermediate results. The consequences of the outputs.	Long term results
		Control	Directly result from activities, therefore have control over whether they occur or not.	Less control over whether outcomes are achieved. Usually change in behaviour.	Other programmes/ activities also results in the impact, not only your intervention. Change on a societal level.
		Related to	Activities. If you achieve your expected outputs, you carried out the activities	Objectives. If you achieve your outcomes, you should have achieved the relevant objective	Goals. If you've had your desired impact, you should have achieved your goal(s)

The most common types of evaluation

The main types or differentiation between evaluations are: summative, formative, process, outcomes and impact evaluations. Below is a diagram depicting the differences between these types which will be discussed later.



Formative Evaluation

Before implementation

Often a formative evaluation will occur **early in the programme** or even **before full-scale implementation** of the programme. When new programmes, new interventions, new procedures, or new elements of existing programmes are proposed, formative evaluation is indicated. The **results are used to decide how the programme is delivered**, or what form the programme will take. It can be used when first designing or **piloting a programme** to assess certain activities before implementation in order to tailor the programme to the target audience. The intervention is first tested among a small group before they are implemented on a large scale. This type of evaluation permits necessary revisions before the full effort goes forward. Its basic purpose is to maximize the change for programme success before the activity starts. It can be a form of needs assessment or community analysis to identify:

- Gaps of service delivery
- The extent of the problem and the needs of the target audience
- The most effective strategy for implementation*.

After implementation, during early stages of the programme

The focus is on collecting data on programme operations and activities so that **needed changes or modifications can be made to the programme** in the early stages of implementation. In this case the formative evaluation is used to provide feedback to staff about the programme components that are working and those that need to be changed. It is also designed to assess the strengths and weaknesses of the programme. This is very similar to process evaluations that are a form of formative evaluations focusing on the process and implementation of a programme/project.**

Notes:

*http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/eval_types.htm

**http://www.managementhelp.org/evaluatn/fnl_eval.htm#anchor1581634

Summative Evaluation

Whereas formative evaluation focused on the early stages of a programme/project or even pre-implementation, the purpose of a summative evaluation is to assess the **quality and impact of a fully implemented and mature project/programme**. It takes place after the project has been established and the timeframe projected for change has occurred. It is also sometimes referred to as impact or outcome evaluation as the results (outcomes and/or impact) of a programme are assessed. This type of evaluation is concerned with a programme's overall effectiveness. A summative evaluation could address the following questions*:

- To what extent does the project meet the stated goals for change or impact?
- Which components are the most effective? Which components are in need of improvement?
- Were the results worth the programme's cost?
- Can the programme be sustained?
- Is the programme replicable and transportable?

So what is the essential difference between summative and formative?

Formative focuses on improving a programme, while summative focuses on whether the desired outcomes and/or impacts have been achieved.

Process Evaluation

Process evaluation focuses on **how a programme was implemented and operates**. It is therefore a **form of formative evaluation** and is usually conducted earlier in the life of the programme. However, it can be combined with other types of evaluation. Process evaluation describes how the programme operates, the **services it delivers**, and the **functions** it carries out how **efficient** the programme is and what **outputs** were achieved. Like monitoring, process evaluation addresses whether the programme was implemented and is providing services as intended. Process evaluation monitors the programme to ensure feedback during the course of the programme. However, by additionally documenting the programme's development and operation, it allows an assessment of the reasons for successful or unsuccessful performance, and provides information for potential replication**.

As programmes develop there is a need to assess how well the implementation of the programme is going and, if needed, to make corrections. Answering these questions involves process evaluation.

Process evaluations address the following questions***:

- Is the programme being delivered as intended?
- How has the programme/project been delivered?
- What services were delivered and to whom?
- How were resources used?
- What have been the barriers or enhancing factors in implementation?

Outcome Evaluation

An evaluation answers the question, "What difference did the programme make? What were the results?" When process evaluation shows that the programme was implemented properly, there is often interest in measuring the **effectiveness** of the actual programme. It provides staff with information regarding the **results of the programme (outputs and outcomes)** after a specified period of operation, i.e. when the programme expects to have achieved its output and outcome results. This type of evaluation provides knowledge about: the extent to which the problems and needs that gave rise to the programme still exist, ways to prevent negative unintended results and enhance desired results, as well as recommendation for future programme design.****

Information that can result from an outcome evaluation includes*****:

- Knowledge and attitude changes
- Expressed intentions of the target audience
- Short-term or intermediate behaviour shifts
- Policies initiated or other institutional changes made

Notes:

* http://nsf.gov/pubs/2002/nsf02057/nsf02057_2.pdf

** http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/eval_types.htm

*** http://www.managementhelp.org/evaluatn/fnl_eval.htm#anchor1581634

**** http://www.ojp.usdoj.gov/BJA/evaluation/glossary/glossary_s.htm

***** http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/eval_types.htm

So what is the essential difference between a process and outcome evaluation?

Below is a table to summarise the differences between outcomes and process evaluations:

PROCESS EVALUATION	OUTCOME EVALUATION
Activities/Outputs	Objectives/Outcomes
Implementation "Are we doing what we planned?" "Are we reaching the target group?" "Context"	Results "Changes for beneficiaries?" "What are the results?" "What difference are we making?"
Efficiency	Effectiveness
Strengths and Weaknesses	Achievements
Time: earlier in the life of the project/programme	Time: later in the life of the project/programme

Impact Evaluation/Assessment

Impact evaluation is the most comprehensive of the four evaluation types. It focuses on the long-range results of the programme – the **ultimate results** of the programme **within society**. The purpose is to ascertain whether the programme has **achieved its goal** and to what extent the results can be attributed to the programme. However, impact evaluations are rarely possible because they are frequently costly and involve extended commitment. It is also difficult to ascertain that the results are directly related to the effects of an activity or programme because of other (external) influences on the target audience, which occur over time.

Examples of information which could be from an impact study may include:

- Changes in morbidity and mortality
- Long-term maintenance of desired behaviour
- Rate or recidivism
- Reduction in the HIV/AIDS rate

Impact evaluations are usually used for policy decisions due to the high cost involved. The methodology is also far more rigorous.

Pitfalls

Impact Assessment/Study versus Outcomes Evaluation

The use of the terms outcome and impact have been used in conflicting ways in the past.

People often talk of impact evaluations when what they really want to ascertain is whether the programme has in fact achieved the expected outcomes or intermediate results. However, one useful description of the definition of each is: outcome evaluation is the measuring of the effectiveness of an intervention on the target population (up to outcome level results), whereas impact evaluation attempts to measure the total effect of a prevention programme on the community as a whole.*

Impact Assessments Cost Money

Impact studies are very expensive to implement as they involve using rigorous quasi experimental-designs and randomized trials involving control groups. Another constraint may be that the programme did not include any plans for collecting baseline data or identifying control groups.

For information on how to cut costs of impact assessments in design go to the following website to download the article by Michael Bamberger: Impact Evaluations When Time and Money are Limited - American Evaluation Association (AEA) Professional Development Workshop**.

Other types of evaluation:

Economic Evaluation

Economic evaluation considers both the **outcomes of a programme** and the **cost of producing those outcomes**, such as Cost benefit analysis, Cost utility analysis, and Cost Effectiveness analysis. To conduct an economic evaluation, it is necessary to know what resources are used in a programme, and what these resources cost. However, sometimes the costs are indirect such as opportunity cost. Other costs could include value of facilities, equipment and personnel. Adequately determining appropriate costs can be difficult, and should not be undertaken without the help of someone familiar with economic analyses***.

Notes:

* <http://www.cdc.gov/std/program/progeval/3-PGprogeval.htm>

** <http://www.enterpriseimpact.org.uk/informationresources/toolbox/IEWhentimeandmoney.shtml>

*** <http://www.cdc.gov/std/program/progeval/3-PGprogeval.htm>

Additional Reading and Resources on types of evaluation

1. The following site provides a brief discussion on the difference between process and outcomes evaluation: www.managementhelp.org/evaluatn/fnl_eval.htm#anchor1581634
For a comprehensive reading on the different types of evaluation please visit: www.cdc.gov/std/program/progeval/3-PGprogeval.htm
2. An excellent site which provides information regarding outcome evaluation or measurements including introduction to outcomes measurement, a programme outcome model, why to measure outcomes, use of programme outcome findings by agencies, eight steps to success for measuring outcomes, examples of outcomes and outcome indicators for various programmes and the resources needed for measuring outcomes. www.unitedway.org/outcomes/
3. Another resource concerning the various types of evaluation focusing on the distinction between summative and formative evaluations, including the different methodologies and questions for each type can be found at the website below. In addition, this resource provides an overview of evaluation and research methods including, an introduction to evaluation, methods and designs, sampling, analysis and report writing. http://nsf.gov/pubs/2002/nsf02057/nsf02057_2.pdf

WHO IS INSIDEOUT?

Insideout is a consultancy, specialising in services including:

- Conducting programme evaluations
- Developing monitoring frameworks
- Running M&E training courses

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