

CONTENTS

PREFACE

IX

CHAPTER 1 AN OVERVIEW OF PROGRAM EVALUATION / 1

What Is Program Evaluation? / 3

A Brief History of Evaluation / 8

The Defining Characteristics of Program Evaluation / 16

Evaluation Research in Practice / 21

Who Can Do Evaluations? / 26

Summary / 28

CHAPTER 2 TAILORING EVALUATIONS / 31

What Aspects of the Evaluation Plan Must Be Tailored? / 33

What Features of the Situation Should the Evaluation Plan Take Into Account? / 34

The Nature of the Evaluator-Stakeholder Relationship / 48

Evaluation Questions and Evaluation Methods / 52

Summary / 61

CHAPTER 3 IDENTIFYING ISSUES AND FORMULATING QUESTIONS / 67

What Makes a Good Evaluation Question? / 69

Determining the Specific Questions the Evaluation Should Answer / 81

Collating Evaluation Questions and Setting Priorities / 96

Summary / 97

CHAPTER 4 ASSESSING THE NEED FOR A PROGRAM / 101

The Role of Evaluators in Diagnosing Social Conditions and Service Needs / 103

Defining the Problem to Be Addressed / 105

Specifying the Extent of the Problem: When, Where, and How Big? / 108

Defining and Identifying the Targets of Interventions / 118

Describing Target Populations / 121

Describing the Nature of Service Needs / 124

Summary / 130

CHAPTER 5 EXPRESSING AND ASSESSING PROGRAM THEORY / 133

The Evaluability Assessment Perspective / 136

Describing Program Theory / 139

Eliciting Program Theory / 146

Assessing Program Theory / 152

Possible Outcomes of Program Theory Assessment / 165

Summary / 166

CHAPTER 6 ASSESSING AND MONITORING PROGRAM PROCESS / 169

What Is Program Process Evaluation and Monitoring? / 171

Perspectives on Program Process Monitoring / 179

Monitoring Service Utilization / 183

Monitoring Organizational Functions / 191

Analysis of Program Process Monitoring Data / 198

Summary / 199

CHAPTER 7 MEASURING AND MONITORING PROGRAM OUTCOMES / 203

Program Outcomes / 204

Identifying Relevant Outcomes / 208

Measuring Program Outcomes / 213

Monitoring Program Outcomes / 222

Summary / 231

**CHAPTER 8 ASSESSING PROGRAM IMPACT:
RANDOMIZED FIELD EXPERIMENTS / 233**

When Is an Impact Assessment Appropriate? / 235

Key Concepts in Impact Assessment / 236

Randomized Field Experiments / 239

Limitations on the Use of Randomized Experiments / 252

Summary / 262

**CHAPTER 9 ASSESSING PROGRAM IMPACT:
ALTERNATIVE DESIGNS / 265**

Bias in Estimation of Program Effects / 267

Quasi-Experimental Impact Assessment / 274

Some Cautions About Using Quasi-Experiments for Impact Assessment / 295

Summary / 297

**CHAPTER 10 DETECTING, INTERPRETING, AND
ANALYZING PROGRAM EFFECTS / 301**

The Magnitude of a Program Effect / 302

Detecting Program Effects / 306

Assessing the Practical Significance of Program Effects / 314

Examining Variations in Program Effects / 317

The Role of Meta-Analysis / 324

Summary / 328

CHAPTER 11 MEASURING EFFICIENCY / 331

Key Concepts in Efficiency Analysis / 334

Conducting Cost-Benefit Analyses / 343

Conducting Cost-Effectiveness Analyses / 362

Summary / 366

CHAPTER 12 THE SOCIAL CONTEXT OF EVALUATION / 369

The Social Ecology of Evaluations / 373

The Profession of Evaluation / 393

Evaluation Standards, Guidelines, and Ethics / 404

Utilization of Evaluation Results / 411

Epilogue: The Future of Evaluation / 418

Summary / 419

GLOSSARY / 423

REFERENCES / 437

AUTHOR INDEX / 457

SUBJECT INDEX / 461

ABOUT THE AUTHORS / 469