



Diploma Evaluation Inc.

February 5th, 2011

To: Methamphetamine Response Committee (MARC)

Re: Evaluation of the Crystal Clear Peer-Based Harm Reduction Project

Diploma Evaluation Inc. (DEI) is pleased to have the opportunity to work with Methamphetamine Response Committee on the Evaluation of the Crystal Clear Peer-Based Harm Reduction Project (Crystal Clear).

Given the importance of demonstrating the impact of the Crystal Clear program to partners, DEI offers proven solutions to many of the issues raised in this evaluation. DEI proposes applying John Mayne's contribution analysis to this evaluation to clearly assess multiple lines of qualitative and quantitative evidence to determine the extent to which outcomes can be attributed to the program.

The DEI consulting team has extensive experience with regards to all of the methodologies proposed. Our proven methodological evaluation rigor, attention to detail and project management skills will keep our work in line with MARC objectives.

DEI looks forward to working on this evaluation to meet MARC's as well as Crystal Clear's goals and objectives.

Sincerely,

Diploma Evaluation Inc.

**Evaluation of MARC's
Crystal Clear Peer-Based
Harm Reduction Project**

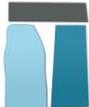


Submitted to: Methamphetamine Response Committee

Submitted by: Diploma Evaluation Inc.

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1.0 Understanding the Program

1.1 Overview of the Crystal Clear Peer-Based Harm Reduction Program

Following the establishment of the Methamphetamine Response Committee (MARC) in 2006, the Crystal Clear Peer-Based Harm Reduction Project (Crystal Clear) was created. The project began as a one-year pilot and became an official program in 2008. Since then, three one-month training cycles have been offered and executed. Crystal Clear is aimed at street-involved youth in downtown south Vancouver.

The need for the program was established by looking at surveys on Crystal Methamphetamines use and prevalence. For example, a survey of street youth in Vancouver's downtown south suggests a high incidence rate of methamphetamine use by street youth in Vancouver's downtown south – *over 70% of the 74 responding individuals reported having tried the drug, and 47% of those youth (24 individuals) reported using methamphetamine in the last seven days.* The Crystal Clear project objectives are as follows:

- to increase the amount of crystal methamphetamine related harm reduction information available to street-involved youth in Vancouver;
- to increase access to training for street-involved youth interested in harm reduction, related peer support and outreach;
- to increase capacity to liaise between street-involved youth and the community at large;
- to increase public awareness; and
- to build and maintain partnerships between street-involved youth and relevant service agencies.

1.2 Our approach

DEI proposes to employ a theoretical approach to the evaluation of the Crystal Clear program to provide a solid foundation for the understanding of how change occurs in relation to the program elements. Theories of Change focus on how individuals, groups and organizations experience change and the psychological and other change mechanisms including the positive and negative reinforcements like rewards and punishments, respectively (Funnel and Rogers, in manuscript). Because the evaluation objectives state that the evaluation design should look both at the program delivery and outcomes, DEI proposes the use of a contribution analysis approach which focuses on assessing the contribution a programme is making to observed results. It sets out to verify the theory of change behind a programme and, at the same time, takes into consideration other influencing factors (Mayne, 2008). This approach will be strengthened by a rigorous gathering and assembling of evidence on results and activities of the program, as well as evidence on assumptions and external factors. The evidence will be then assessed, analyzed and validated.

DEI suggests the application of the six steps of a Contribution Analysis as designed by John Mayne (2008).



- Step 1: Does the Crystal Clear program impact street youth in Vancouver's downtown south area.
- Step 2: The theory of change of Crystal Clear is achieved through its 5 components:
 - Harm reduction training
 - Needle exchange and outreach
 - Youth support meetings
 - Newsletter
 - Speaking Opportunities
- Steps 3-6: Those steps will be developed in details in their appropriate section.

Furthermore, since this project aims at empowering methamphetamine users, DEI also suggests the application of the Empowerment Theory (Funnell and Rogers, in manuscript) to the evaluation design. DEI will analyze Crystal Clear's ability to build capacity in street youth of the Vancouver's downtown south area and how this empowerment affects the success rate in achieving program objectives.

2.0 Logic Model

A logic model illustrates the logical relationships among the different elements in a program to respond to the objectives and the underlying rationale for the program. This has also been called program theory (Weiss, 1988) and theory of action (Patton, 1997).

The logic model for the Crystal Clear Peer-Based Harm Reduction Project is in Appendix A.

3.0 Evaluation Design

DEI has proven methodologies for multiple information gathering techniques and recognizes the value of applying a mix of qualitative and quantitative methods. To maximize the benefit from this multiple mixed methods approach, we propose to further quantify the qualitative data and qualify the quantitative data within a matrix for comparison to identify convergences and divergences in the evaluation results (Greene, 2007).

3.1 Methodological Instruments

DEI proposes using a mixed methods approach, including qualitative and quantitative sources, to evaluation data collection to generate multiple lines of evidence. The benefit of this approach is to be able to cross reference sources to draw conclusions based on solid evidence. These collection methods will gather existing evidence to validate the program's theory of change (Mayne, 2008).



Data Collection

Qualitative

- *Review Key Documents/Database*
Information gathering techniques will include literature/document/file/database review measurement system as needed to fulfill the requirements. A data collection matrix will be developed to generate clear lines of evidence.
- *Key Informant Interview*
Discussion guides will be developed and tailor-made depending on the role of the interviewee(s) and the specific evaluation issue(s) to be addressed. All interviews will remain confidential and will be integrated into the evaluation report as an aggregate.
- *Environmental Scan*
Two environmental scans will be conducted. One will focus on comparable programs that have an exit strategy to determine what the impact on Crystal Clear. Careful attention will be paid to applicability of other program’s circumstances in relation to Crystal Clear. The other will spotlight other cities’ approach to methamphetamine problems among street youth.
- *Participant Feedback*
Given the educational level of many of the participants in the Crystal Clear program, DEI recognizes that traditional data collection methods may not be effective. To overcome this challenge, DEI proposes to offer participants multiple options to present their opinions. In consultation with program peers (e.g. past participants), personnel, and stakeholders, video, photographic, artistic mediums, among others, will be offered to participants to express their feedback to the Crystal Clear program. Examples could include, but are not limited to, a music video, mural, poetry, Aboriginal cultural expression.

DEI has utilized the above methodology on a wide range of evaluation studies. It is in-line with the TB Evaluation Policy and evaluation best practices. The table below compares the methods proposed and those not being used.

3.1.1 Potential Challenges and Mitigation Strategies

DEI recognizes that since challenges are to be expected in conducting an evaluation, we are proactive in identifying these potential risks and devise effective mitigating strategies. The table below is an outline of the risks that DEI may expect in this evaluation.

Potential Challenges	Strategies
<u>Availability of Key Informants</u> Availability of key informants for the	DEI will employ a flexible approach in order to interview/consult with the widest range of key informants as



Potential Challenges	Strategies
<p>purposes of this evaluation may be an issue and may impact on the timeline of the project.</p>	<p>possible across the various partners.</p> <p>A preliminary key informant list will be developed identifying key informants across all relevant stakeholders.</p>
<p><u>Target Population</u> Much of the target population does not have a fixed address and therefore will be difficult to include in the evaluation.</p>	<p>DEI will work with the program personnel and peers to access as many of the 42 individuals who have completed the training cycles. Additionally, the sampling will endeavour to include representatives from all training cycles completed.</p>
<p><u>Data Availability</u> Availability of data may make measuring the success of the program difficult. In the case of file reviews, for example, the uncertain range of file types may preclude effective analysis by type.</p>	<p>Collection of existing performance measurement data will be a priority task at the start of the project. This will be analysed and gaps identified. Contingencies for any gaps identified will be treated on a case-by-base basis, but may include collection of data by consultants, identification of proxy indicators, or other means.</p> <p>Where an insufficient critical mass of a type of information source impedes drawing conclusions, we will caveat the results with an explanation.</p>
<p><u>Internal Management</u> The RFP raised a question about the administrative and management capacity of the program personnel.</p>	<p>DEI will work with program personnel to identify mechanisms through which the program’s operational capacity can be maximized. The focus will be on creating effective solutions</p>



4.0 Bibliography

Funnel and Rogers, (in manuscript), *Envisaging Change*, Chapter 6 Some Research-based Change Theories.

Greene, J. C. (2007). *Mixed methods in social inquiry*. San Francisco: Jossey-Bass.

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Mayne, John (2008), *Contribution Analysis: An approach to exploring cause and effect*, ILAC Brief 16

Patton, M. (1997). *Utilization-focused evaluation*, 3rd Edition. Thousand Oaks, CA: Sage Publications.

Weiss, C. (1998). *Evaluation*, 2nd Edition, Chapter 3. Upper Saddle River, NJ: Prentice Hall.

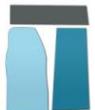
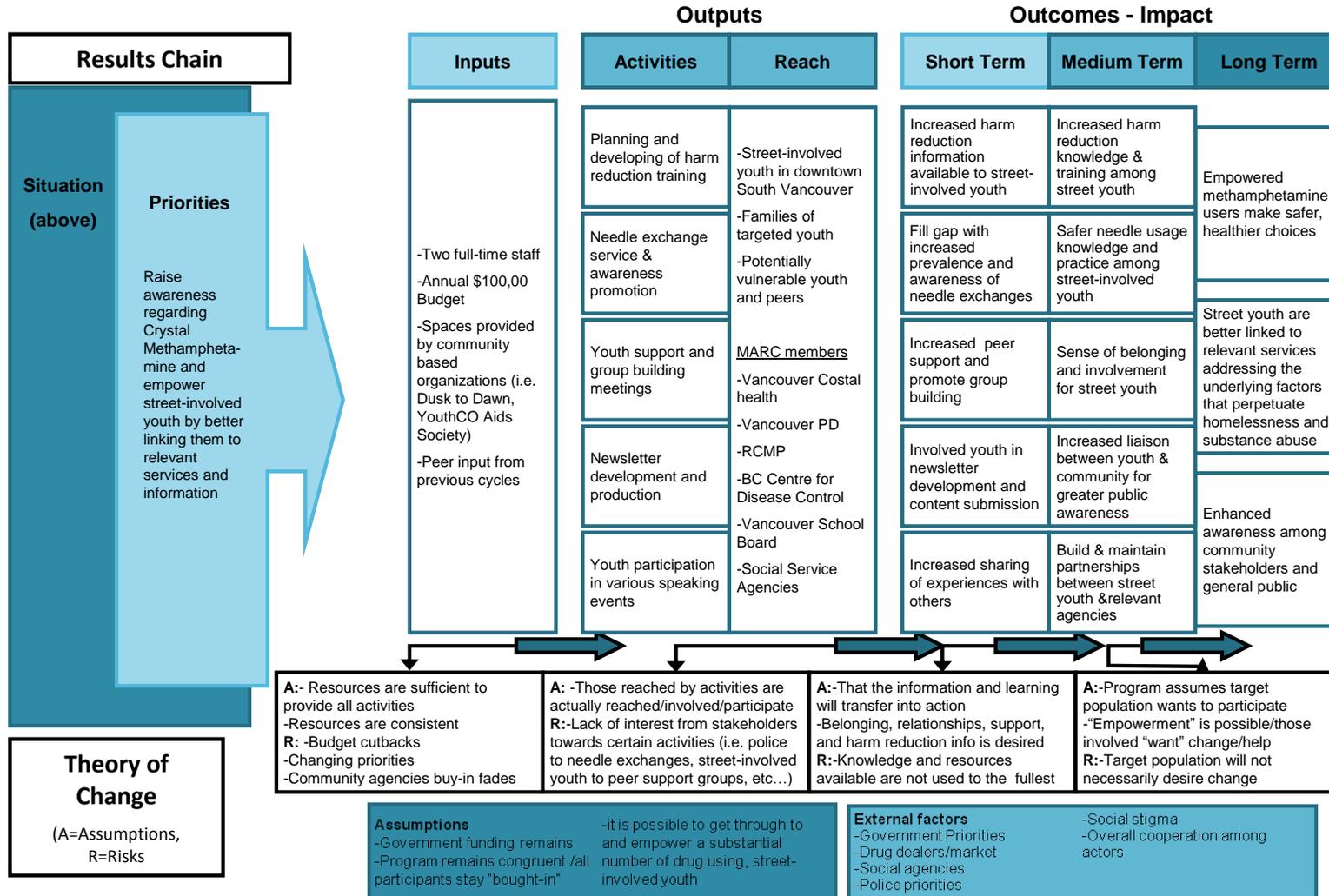


Appendix A: Logic Model

Program Title: Crystal Clear Peer-Based Harm Reduction Project (Crystal Clear)

Situation Statement: According to survey data ,Crystal Methamphetamine has become an increasing problem for lower mainland youth and in particular street-involved youth with approximately 700-1000 street youth in Vancouver using it as their drug of choice

Theory of Change:



Appendix B: Evaluation Matrix

Question	Indicators	Data Collection Method	Data Source
Relevance			
Who is served by the program?	<ul style="list-style-type: none"> Number of participants from target groups Number of times program is cited by partners? 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Program statistics (as per Appendix A of the Request for Proposals) Data from partners (newsletters, PR releases, etc).
Design and Delivery			
Are there effective partnerships / linkages to external programs in place and do they support the delivery of the program?	<ul style="list-style-type: none"> Number of effective partnerships, networks and relationships with key stakeholders / external programs Effective linkages to other youth at risk programs 	<ul style="list-style-type: none"> Key informant interviews Program documentation review 	<ul style="list-style-type: none"> Interviews Program administrative documents (e.g. minutes, agreements, MOUs, etc) of meetings with partners/stakeholders and external programs and other youth at risk programs
Are there appropriate management and decision-making structures in place to meet the objectives?	<ul style="list-style-type: none"> Established governance structure Clear roles and responsibilities Timely planning and reporting Alignment of partnership activities with MARC objectives 	<ul style="list-style-type: none"> Key informant interviews Program documentation review 	<ul style="list-style-type: none"> Documentation on roles, organization, agreements, partner interactions and arrangements Staff and stakeholder interviews
Operational Support			
Does the program have the necessary management and administrative support to operate effectively?	<ul style="list-style-type: none"> Number of reports generated as required Number of training cycles organized and 	<ul style="list-style-type: none"> Key informant interviews Program documentation review 	<ul style="list-style-type: none"> Documentation on outputs generated by the program (e.g. training cycles, newsletter, Friday nights dinners and attendance) Staff and stakeholder interviews



Question	Indicators	Data Collection Method	Data Source
	delivered <ul style="list-style-type: none"> • Number of newsletters produced • Number different people involved in generating the newsletter 		
What alternatives are there to augment existing management and administrative skills, if required?	<ul style="list-style-type: none"> • Participation rate of peers in program management • Number of training courses in management 	<ul style="list-style-type: none"> • Key informant interviews • Program management documentation review • Training documentation review 	<ul style="list-style-type: none"> • Documentation required for ongoing program management function (e.g. schedules, training records, participation rates in different events, peer input into activities) • Management training courses attended
Diversity and Culture			
Is there a plan to address diversity and cultural differences?	<ul style="list-style-type: none"> • Diversity and culture plan • Possible diversity and culture issues identified 	<ul style="list-style-type: none"> • Key informant interviews • Program documentation review 	<ul style="list-style-type: none"> • Interviews with staff and key partners • Documentation
Are there program design elements that facilitate handling issues associated with diversity and culture?	<ul style="list-style-type: none"> • Percentage of partners representing target audience (e.g. diversity and culture) • Percentage of diversity and cultural mix participating in program • Number of events that reflect diverse cultures (e.g. ethnic menus for Friday dinners) 	<ul style="list-style-type: none"> • Key informant interviews • Program documentation review 	<ul style="list-style-type: none"> • Interviews with staff and key partners • Documentation
Exit Strategy			
Has a program life-cycle for participant been defined?	<ul style="list-style-type: none"> • Number of participants to become peers/ quit/ 	<ul style="list-style-type: none"> • Key informant interviews 	<ul style="list-style-type: none"> • Interviews with staff and key partners • Documentation



Question	Indicators	Data Collection Method	Data Source
	<ul style="list-style-type: none"> died/ addiction resolved Number of options open to participants who no longer program services 	<ul style="list-style-type: none"> Program documentation review 	
Are there alternatives to an exit strategy that warrant consideration?	<ul style="list-style-type: none"> Number of comparable programs with an exit strategy 	<ul style="list-style-type: none"> Environmental scan of comparable program 	<ul style="list-style-type: none"> Websites of comparable programs and possible interviews with key informants
Implementation Success			
Immediate Outcome level			
Is there an increased awareness and availability of information?	<ul style="list-style-type: none"> Amount of relevant harm reduction information available Level of target population aware of Crystal Clear activities 	<ul style="list-style-type: none"> Training documentation review Feedback from target population 	<ul style="list-style-type: none"> Documentation Target population
Is there an increased involvement, and support among targeted population?	<ul style="list-style-type: none"> Perception of involvement & support Level of participation in activities 	<ul style="list-style-type: none"> Target population feedback Database review 	<ul style="list-style-type: none"> Program participants Documentation
Intermediate Outcome level			
Does the program lead to increased harm reduction knowledge and practice?	<ul style="list-style-type: none"> Level of harm reduction knowledge among targeted population Level of involvement in harm reduction practices among targeted population 	<ul style="list-style-type: none"> Target population feedback Database review 	<ul style="list-style-type: none"> Program participants Program documentation and usage statistics
Does the program lead to increased partnerships among the targeted population and relevant actors?	<ul style="list-style-type: none"> Number of partnerships established 	<ul style="list-style-type: none"> Key informant interviews Program documentation 	<ul style="list-style-type: none"> Interviews Program records (e.g. minutes, agreements, MOUs, etc)



Question	Indicators	Data Collection Method	Data Source
reviews			
Long-term Outcome level			
To what extent can desired changes in the target population be attributed to the program?	<ul style="list-style-type: none"> • Proportion of participants making safer, healthier choices • Proportion of target population accessing relevant services 	<ul style="list-style-type: none"> • Database review • Past participant feedback • Relevant service providers feedback 	<ul style="list-style-type: none"> • Program documentation • Past program participants • Interviews with relevant partners
Additional Issues			
What are some key lessons learned and principles to guide the program application?	<ul style="list-style-type: none"> • Demonstrated success rate (i.e. level of demonstrated contribution to outcomes and impacts) 	<ul style="list-style-type: none"> • Revising the theory of change in consultation with key stakeholders 	<ul style="list-style-type: none"> • Crystal Clear decision records • Review of similar programs • Audit and review reports • Observed use by program stakeholders
What would be the impact of program cancellation?	<ul style="list-style-type: none"> • Level of awareness regarding crystal methamphetamine among relevant actors and community • Level of sense of empowerment and belonging among targeted population • Level of access to relevant support services 	<ul style="list-style-type: none"> • Environmental scan of comparable situations (other major cities) 	<ul style="list-style-type: none"> • Data from major cities • Other major city programs

