

Capacity Building for Evaluation

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Discussion Topics

- Introductions
- What is capacity building?
- Lessons from United Way of America
- Examples of “how-to”

“Evaluation thinking is an acquired competence, not at all natural”.

- Michael Quinn Patton

Definition

- To enhance ability
- To create an enabling environment

Targets

- Individuals –
 - o Equip with understanding, skills, and access to information and training that enables effective performance
 - o Includes both formal and informal education
- Management –
 - o Elaborate management processes and systems within organization

Ways and Means

- Training for knowledge & skill development
- Access to information
- Time – to learn, practice, advance
- Partnerships and mentoring
- Leadership and champions

Lessons from UWA

- Required funded agencies to undertake outcome measurement – the regular systematic tracking of the extent to which program participants experience the benefits and changes intended
- Requires careful design and implementation, time and resources (even though not experimental research)
- 391 programs surveyed in different agencies(response rate of 76.2%)

Benefits

- Communication of program results to stakeholders
- Focus staff on common goals
- Clarify purpose of program - OUTCOMES
- Identify effective practices within program
- Successfully compete for resources
- Enhance record-keeping systems
- Improve service delivery

Organizational Challenges

- Overloaded record-keeping system
- Diverted resources from existing activities
- Focused on measurable outcomes at the expense of other important results
- Created competition for funds

Challenges to Evaluation

- Identifying appropriate data collection methods
- Identifying relevant outcome indicators
- Identifying appropriate outcomes
- Cost of measurement
- Developing appropriate data collection tools (i.e. questionnaires, record review forms)

Enablers

- Leadership commitment and involvement
- Support by Board of Directors
- Staff commitment to using the results
- Confidence in data validity
- Management process to review and use findings

Challenges in Using Findings

- Uncertainty about how to identify program strengths and weaknesses
- Uncertainty about how to present results to different audiences (i.e. staff, board, community, clients, funders)
- Uncertainty about how to make program changes

Motivation

- 89% respondents would recommend implementation of evaluation / outcome measurement

How-to

- Organizational Assessment

- What evaluation is currently being done?
- Identify current methods, tools, analysis, communication routines
- Consider motivation and commitment
- Consider culture – openness, participation, communication, trust
- Consider areas for opportunity or need

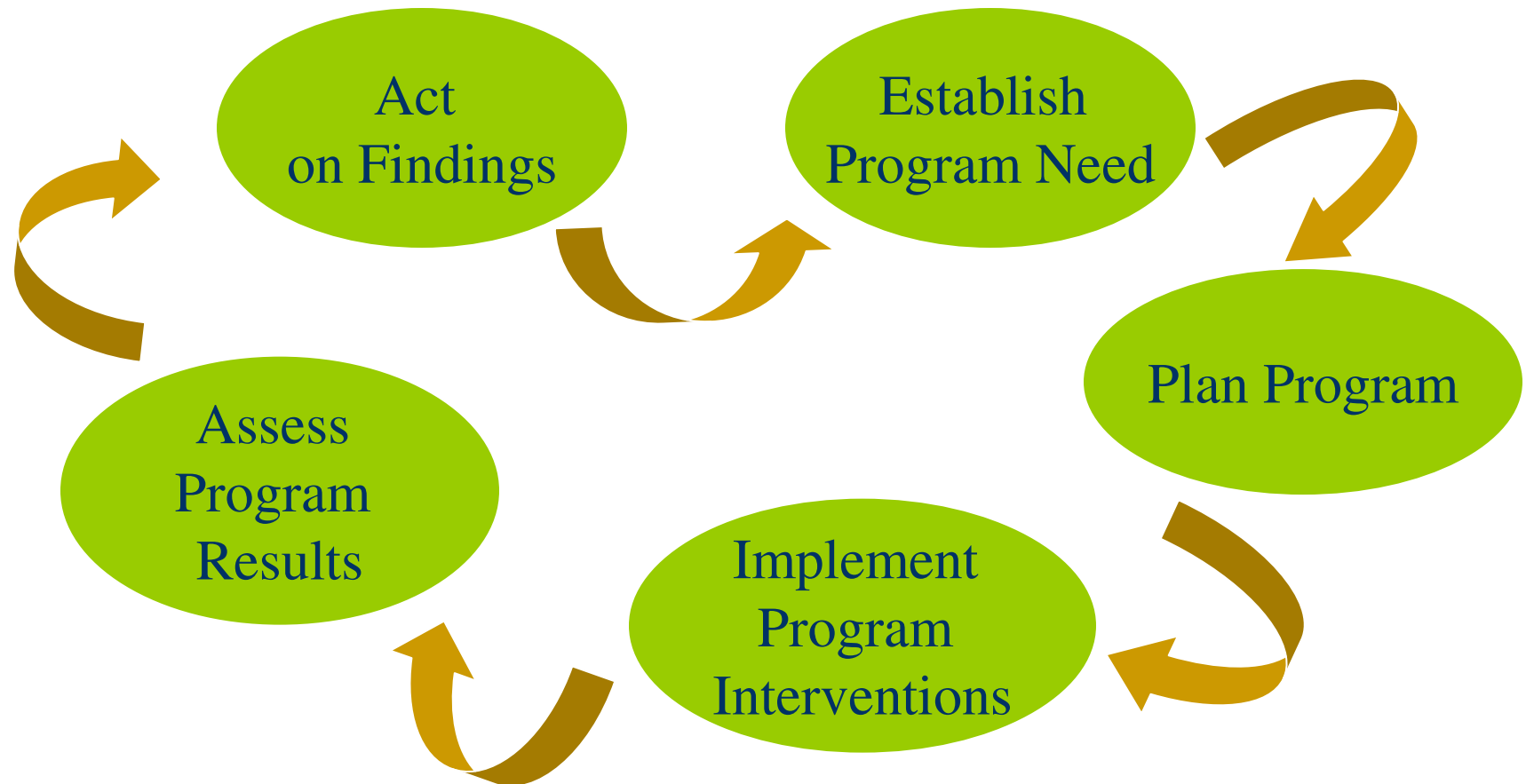
Activities

- Training
 - practical focus – concepts, vocabulary, logic models and evaluation frameworks
- Access to information and resources
- Pilot projects
 - Start small and build over time
- Participation
 - encourage discussion, observation
- Communication
 - regular bulletins/reports

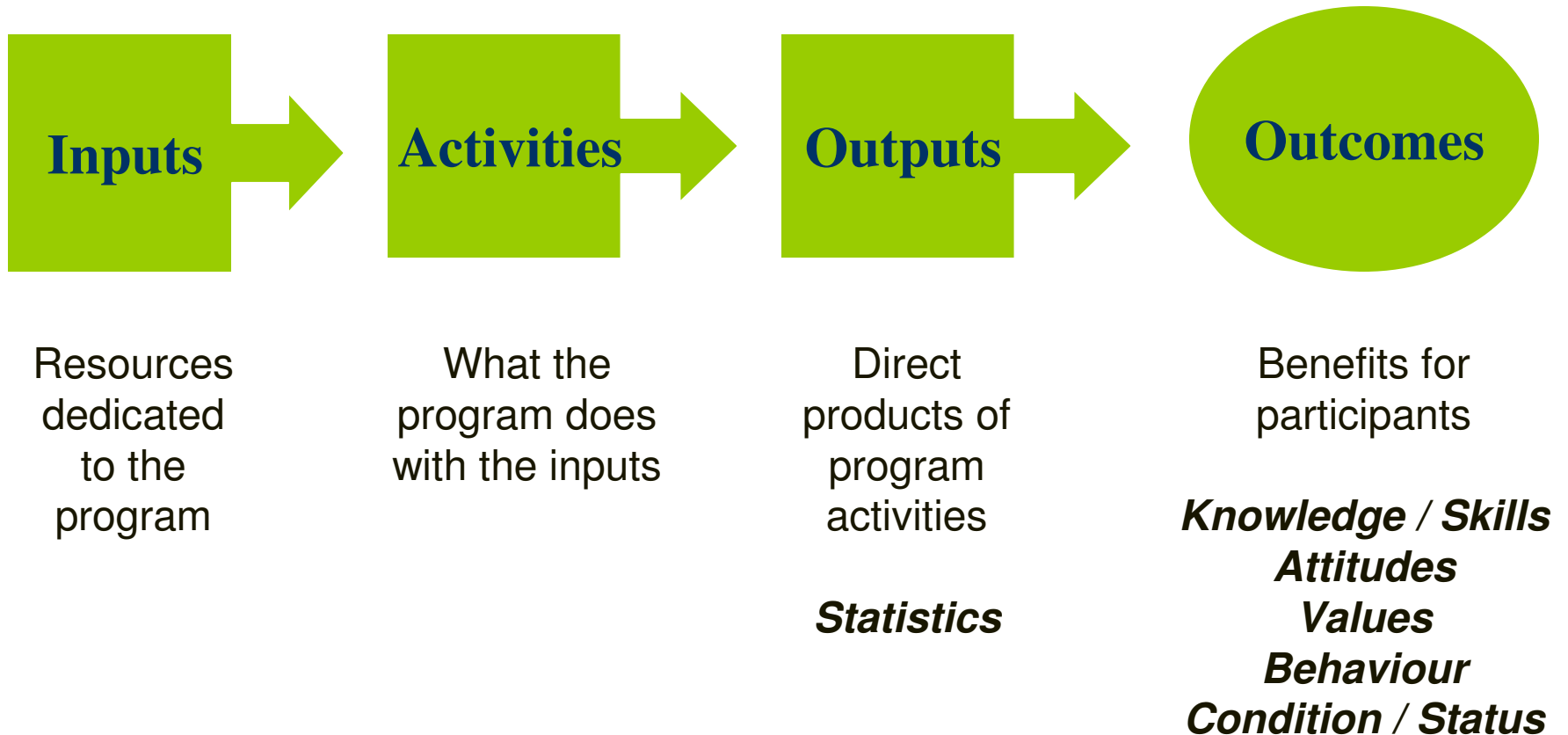
Realities

- Capacity building occurs over time
- Change requires awareness, analysis, & action
- Progress requires leadership and resources
- Realistic and practical focus (not academic)
- Application varies by context
- Different levels of experience & progress

Planning & Evaluation Cycle



Elements of Logic Model



Evaluation Framework

Program Outcome	Indicators	Data Sources	Data Collection Methods	Who Collects Data	When Collect Data	Communication Plan
Short-term outcomes	Evidence to be observed or measured Concrete Relevant Reliable	Existing Info People Observations	Quantitative (numbers) Qualitative (narrative)			Who needs the information? Reporting requirements, timelines, and methods

Indicators

Indicators = “*the evidence that indicates what you wish to know or see.*”

Academic Achievement	Grades
Child social competence	% who play well and resolve problems without aggression
Improved financial management	% with debt reduction plan % maintaining emergency fund

Evaluation Terms of Reference

- Introduction and Overview
- Purpose of the Evaluation
- Logic Model
- Scope of the Evaluation (Evaluation Questions)
- Approach and Methodology
- Timeframe
- Responsibilities & Resources
- Reporting
- Stakeholders

Evaluation Report

- Executive Summary
- Introduction and Background
- Purpose and Scope of the Evaluation
- Approach and Methodology
- Findings
- Discussion / Conclusions
- Recommendations

Data Collection

Questionnaires

Personal or Telephone Interviews

Focus Groups

Review of Program Records

Observations by Trained Recorder

Assessments of knowledge or skill

Case Studies

Other Suggestions

- Seek senior management support
- Link to strategic documents/activities