

# Evaluating the Work of Community-Based Organizations

Tamarack Institute

*Some Evaluation Tools & Weblinks*

## Evaluation in Aboriginal Communities

### *Federal Government Perspectives*

A Federal government webpage that discusses the challenges and opportunities of using “mainstream” evaluation practices in Aboriginal communities.

[http://www11.hrdc-drhc.gc.ca/pls/edd/evalForNews.content?p\\_letter\\_no=3.2#10009](http://www11.hrdc-drhc.gc.ca/pls/edd/evalForNews.content?p_letter_no=3.2#10009)

### *Evaluation of Collaboration Capacity (Aboriginal Human Resources Development Agreement)*

This tool was developed to assist community partnerships that have come together to implement Aboriginal Human Resources Development Agreements.

[http://www11.hrdc-drhc.gc.ca/pls/edd/AHRDACSA\\_127007.htm](http://www11.hrdc-drhc.gc.ca/pls/edd/AHRDACSA_127007.htm)

### *Crime Prevention for First Nations Communities: Self-Evaluation Manual*

Prepared by the First Nations Chiefs of Police Association and the Aboriginal Policing Directorate of the Solicitor General of Canada, this on-line manual describes a framework for evaluating the effectiveness of crime prevention in First Nations communities.

[http://www.psepc-sppcc.gc.ca/publications/abor\\_policing/First\\_Nations\\_Crime\\_Prevention\\_e.asp](http://www.psepc-sppcc.gc.ca/publications/abor_policing/First_Nations_Crime_Prevention_e.asp)

## Evaluating Staff

### *How to Conduction a Human Resource Management Self-Assessment*

A straightforward description of how to proceed with how to assess the Human Resource practices of your organization.

<http://www.ncced.org/publications/>

## Evaluating Programs & Services

### *Measuring Program Outcomes: A Practical Approach (Human Services)*

The United Way of America manual provides A step-by-step manual for health, human service, and youth- and family-serving agencies on:  
Specifying program outcomes

- Developing measurable indicators
- Identifying data sources and data collection methods
- Analyzing and reporting findings
- Using outcome information

Demonstrates the use of logic models in clarifying and communicating outcomes. Cites experiences of many types of agencies. Includes worksheets, examples, and a bibliography on measurement issues and performance indicators

<http://national.unitedway.org/outcomes/resources/mpo/>

### *Women in Transition Out of Poverty (Poverty)*

While fairly targeted to the experience of women, perhaps the most well thought out framework for understanding, planning and evaluating the outcomes of a program to improve the overall well being of people.

<http://www.cdnwomen.org/eng/pdfs/wit.asset.bsd.full.pdf> and  
<http://www.cdnwomen.org/eng/pdfs/WIT.pract.gde.full.pdf>

### *Evaluation Tool Kit: A Blueprint for Public Health Management (Health)*

A resource created by the Ontario Public Health Unit targeted at managers of public health programs to help them make decisions on evaluation design. Organized in five modules, the guide has worksheets and CD Rom to assist the user in each step of the design, including the development of a logic model.

[http://www.medicine.uottawa.ca/epid/chru/evaltoolkit\\_eng.htm](http://www.medicine.uottawa.ca/epid/chru/evaltoolkit_eng.htm)  
<http://www.uottawa.ca/academic/med/epid/toolkitdesc.htm>

### *Conducting a Participatory Evaluation.*

A basic though practical guide to preparing a participatory evaluation prepared by the United States Agency for International Development.

[http://www.usaid.gov/pubs/usaid\\_eval/pdf\\_docs/pnabs539.pdf](http://www.usaid.gov/pubs/usaid_eval/pdf_docs/pnabs539.pdf)

### *A Guide to Project Evaluation: A Participatory Approach (Participatory)*

The goal of this evaluation guide is to provide easy-to-use, comprehensive framework for project evaluation. This framework can be used to strengthen evaluation skills and knowledge to assist in the development and implementation of effective project evaluations using a participatory approach.

<http://www.phac-aspc.gc.ca/ph-sp/phdd/resources/guide/>

*Keeping on Track: An Evaluation Guide for Community Groups (Participatory)*

Written for community groups and particularly to address the needs of AIDS community service organizations, the focus of this guide is on participatory evaluation for organizations wanting to conduct a self-evaluation.

[http://www.phac-aspc.gc.ca/ncfv-cnivf/familyviolence/html/fvprojevaluation\\_e.html](http://www.phac-aspc.gc.ca/ncfv-cnivf/familyviolence/html/fvprojevaluation_e.html)

*Evaluation for Community Service Organizations (General)*

Prepared by Volunteer Victoria, this introductory manual is aimed at helping community service organization to understand and undertake evaluations. Includes checklists and sample research tools.

[http://www.islandnet.com/~volvic/programs\\_toagencies.html](http://www.islandnet.com/~volvic/programs_toagencies.html)

*Evaluating Health Promotion Programs (Health)*

This manual was prepared by the Health Communications Unit at the Centre for Health Promotion, University of Toronto, for organizations working in health promotion. It is a general manual on evaluation for community organizations.

[http://www.thcu.ca/infoandresources/evaluation\\_resources.htm#tp](http://www.thcu.ca/infoandresources/evaluation_resources.htm#tp)

## **Evaluating Social Return on Investment**

*Roberts Enterprise Development Fund*

Calculating a price on social value through metrics that quantify and monetize social value, including a web tool for nonprofits to calculate their own SROI.

<http://www.redf.org/>

## **Evaluating Organizational Capacity**

*Evaluation of Capacity Building: Lessons From the Field*

A document describing current practices and lessons learned in evaluation of capacity building. The report includes insightful case studies, sample logic models and checklists for evaluating capacity building, and research results from over 60 interviews and a broad literature review.

[http://www.allianceonline.org/publications/evaluation\\_of\\_capacity.page](http://www.allianceonline.org/publications/evaluation_of_capacity.page)

### *Seven Elements of Nonprofit Capacity*

A comprehensive self-assessment tool for nonprofit organizations prepared for Venture Philanthropy Partners in the United States by the celebrated McKinsey and Company.

<http://www.venturephilanthropypartners.org/learning/reports/capacity/capacity.html>

## **Evaluating Collaborations**

### *Evaluating Collaboratives: Reaching the Potential*

The University of Wisconsin Cooperative Extension. Overviews the context and practice of evaluation and principles of collaboration. Includes chapters on evaluating self-interest, feasibility, process, and outcomes for various targets (individuals, families, service systems, whole communities, etc.), as well as methods and techniques.

[http://ctb.lsi.ukans.edu/tools/EN/part\\_1010.htm](http://ctb.lsi.ukans.edu/tools/EN/part_1010.htm)

### *The Wilder Collaboration Factors Inventory*

The Inventory is based on research conducted by Wilder Research Center to determine what ingredients make for a successful collaboration. The researchers identified twenty factors that influence the success of a collaboration. These factors have been reviewed by other researchers and employed by numerous practitioners of collaboration. The self-assessment can be carried out on-line and done periodically over time to map the capacity of the group.

<http://www.wilder.org/pubs/inventory/collaboration.html>

### *The "Spider Web" Tool*

The national network for collaboration has prepared a "Spider Web" self-assessment tool that helps a group explore its capacity to bring about change in its community.

<http://crs.uvm.edu/ncco/cd/checklis.htm> &  
<http://crs.uvm.edu/ncco/cd/checklis.htm>

### *The Partnership Tool*

This web-based Tool gives a partnership a way of assessing how well its collaborative process is working and to identify specific areas for its partners to focus on to make the process work better. The Tool utilizes an on-line questionnaire technology to collect partnership members' perspectives about several aspects of the partnership's collaborative process. This information is analyzed by the system, which then generates a report that describes the strengths and weaknesses of the partnership. The Tool can be used to track partnership progress over time.

<http://www.partnershiptool.net/overview.htm>

## **Evaluating Comprehensive Community Initiatives**

### *Evaluating Comprehensive Community Change*

A report summarizing the major issues and practices associated with evaluating comprehensive efforts to improve communities.

<http://www.aecf.org/publications/evaluation/>

### *Theory of Change Website*

A variety of resources that describe the purpose of "theory of change" in evaluating community initiatives and step by step tools to create one for your own comprehensive initiative.

<http://www.theoryofchange.org/>

### *The Measures for Community Research Data Base*

A collection of measures used to evaluate outcomes viewed as important by Comprehensive Community Initiatives (CCIs), public policy makers, program funders and experts in relevant research fields. This collection of measures covers eight substantive areas that we refer to as strands: Community Building, Economic Development, Employment, Education, Housing and Neighborhood Conditions, Neighborhood Safety, Social Services, and Youth Development.

<http://www.aspenmeasures.org/>

## **General Websites on Evaluation Resources**

### *Canadian Evaluation Society*

The organizations for professional Canadian evaluators with a variety of useful resources.

<http://www.evaluationcanada.ca/>

*The James Irvine Foundation\**

Strong focus on evaluation, resources available from website for non-profits and foundations.

<http://www.irvine.org/>

*W.K. Kellogg Foundation\**

One of the early pioneers in evaluation for grantmakers. Excellent free resources under the knowledge base section of the website.

<http://www.wkkf.org/>

*Outcome Measurement Resource Network*

The web's best resource for traditional program evaluation.

<http://national.unitedway.org/outcomes/>

*United States Agency for International Development*

A series of "tips" sheets and sample evaluations on international development projects that are in many cases useful for CED work in North America.

[http://www.usaid.gov/pubs/usaid\\_eval/](http://www.usaid.gov/pubs/usaid_eval/)

*Voluntary Sector Evaluation Resource Project (VSERP)*

Offers an extensive variety of publications, links and other tools related to evaluation, as well as resource papers produced by the Project and partners organizations. Its goal is to improve the capacity of voluntary organizations to evaluate their work and communicate their effectiveness to their funders, stakeholders and the public

<http://www.vserp.ca/>

\* Sites identified through the J.W. McConnell Family Foundation website.