



# Evaluation Toolkit

*Getting the most out of your program ...  
getting the most **for** your program.*

- **Identify your program's strengths and opportunities for improvement.**
- **Assess your organizational goals and performance.**
- **Apply information to decision- making and action planning.**



## ***What are your capabilities?***

What initially began as a demonstration project of 166 community-based units, the Medical Reserve Corps (MRC), has grown to a nation-wide program comprising more than 600 units and 100,000 volunteers. The continued maturation of the MRC program, along with new initiatives, presents an opportunity for MRCs to assess "what we know" and "what we need." With the right tools and practices, MRC units and the MRC program office can progress toward achieving MRC program goals.

### **AS EASY AS ABC ...**

**Audience – Who?** The desired outcome/impact is for what group of people? Who will benefit?

**Behavior – What?** What change or results do you want to see? What will be different?

**Condition – When?** Under what condition will it happen? By a certain date? After full implementation?

**Degree – By how much?** To what extent do you want or expect get results?

**Evidence – As measured by?** What tools can be used to measure the results?

## KEY EVALUATION CONCEPTS

**Needs assessment** – A systematic identification of the gaps between the way things are and the way they should be.

**Strategic planning** – The process of determining a program's long-term goals and identifying the best approach for achieving those goals.

**Logic model** – A format for identifying what a program expects to achieve and how it intends to achieve these goals and long-term outcomes. Logic models are often used in strategic planning and typically identify:

- **Goal** – A broad statement about what a program or activity intends to accomplish.
- **Objectives** – Expected achievements that are specific, measurable, and derived from the goal.
- **Actions** - The steps or tasks undertaken to meet the objectives of the program
- **Process measures** – Metrics used to demonstrate the implementation of activities.
- **Outcome measures** – Metrics used to measure achievement of objectives and goals.

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## STRATEGIC PLANNING RESOURCES

**A Beginner's Guide to Strategic Planning.** (1998) Barry, B.W. *Futurist*, 32(3), p33-37. Describes strategic planning and how operational or short-range planning distinguishes from strategic planning, determining the best course for an organization's future. Provides a five-step model for developing strategic plans. To order, go to [www.wfs.org/backiss.htm](http://www.wfs.org/backiss.htm) or contact World Future Society at 800-989-8274. Cost: \$4.95 + \$3/order s&h.

**A Guide to Strategically Planning, Training, and Measuring Results.** (2000) Office of Personnel Management, Washington, DC. A four-step approach to implementing a training program and measuring results for government agencies: (1) analysis of established goals to identify training requirements; (2) development of training strategies to achieve goals; (3) integration of training into the agency's strategic plan; (4) evaluation of training goal accomplishments. Contains tips for the implementation of the suggested activities, a list of suggested resources, extensive tables and charts, and a glossary. Full text from Education Resources Information Center at [www.eric.ed.gov](http://www.eric.ed.gov).

**Biological and Chemical Terrorism: Strategic Plan for Preparedness and Response. Recommendations of the CDC Strategic Planning Workgroup.** (2000) MMRW 49(RR04), 1-14. The CDC's strategic plan contains recommendations to reduce U.S. vulnerability to biological and chemical terrorism—preparedness planning, detection and surveillance, laboratory analysis, emergency response, and communication systems. Training and research are integral components for achieving these recommendations. Success of the plan hinges on strengthening relationships between medical and public health professionals and on building new partnerships with emergency management, the military, and law enforcement professionals. Go to: [www.bioterrorism.slu.edu/bt/key\\_ref/cdc/cdc\\_02.pdf](http://www.bioterrorism.slu.edu/bt/key_ref/cdc/cdc_02.pdf).

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## EVALUATION RESOURCES

- **Measuring Program Outcomes: A Practical Approach** (1996, United Way, 170 pgs). For health and human service agencies. [National.unitedway.org/outcomes/resources/mpo](http://National.unitedway.org/outcomes/resources/mpo). To order, contact United Way Store at 800-772-0008 or 703-212-6300. Item # 0989. Cost: \$5 plus s&h.
- **Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations with Very Limited Resources** (1997-2007, Authenticity Consulting). Extensive links to resources, including survey design, interviews and focus groups, and online evaluation guides. Go to: [www.managementhelp.org/evaluatn/outcomes.htm](http://www.managementhelp.org/evaluatn/outcomes.htm).
- **Taking Stock: A Practical Guide to Evaluating Your Own Programs** (1997, Horizon Research, 97 pgs). Designed for community-based organizations, focuses on internal evaluations. Go to: [www.horizon-research.com/reports/1997/taking\\_stock.php](http://www.horizon-research.com/reports/1997/taking_stock.php).
- **Team Measurement: Some Whys, Whats, and Hows.** (1995, Center for Collaborative Organizations). Topics include using measures, barriers to measuring, performance assessment, and strategic planning. Go to: [www.workteams.unt.edu/literature/paper-kviken.html](http://www.workteams.unt.edu/literature/paper-kviken.html).

## EVALUATION RESOURCES (CONTINUED)

- **Best Practice Guidelines for Evaluation – Public Management Service Policy Brief No. 5.** (1998, Organization for Economic Cooperation and Development, 6 pgs). Brief overview of evaluation, including objectives, organization, implementation. Go to: [www.oecd.org/dataoecd/11/56/1902965.pdf](http://www.oecd.org/dataoecd/11/56/1902965.pdf).
- **Community Toolbox** (2007, University of Kansas). Toolkit with more than 250 topics in community health, including frameworks/ models for change, analyzing information, solving problems. Includes practical steps, examples, checklists, and resources. Go to: [ctb.ku.edu/](http://ctb.ku.edu/).
- **Evaluation Tools** (Center for Education Integrating Science, Mathematics, and Computing, Georgia Institute of Technology College of Sciences). Easy to use resource for sample tools, including evaluation matrix, implementation log, interview protocol, and evaluation report. Go to: [mime1.marc.gatech.edu/MM\\_Tools/evaluation.html](http://mime1.marc.gatech.edu/MM_Tools/evaluation.html).
- **Practical Evaluation of Public Health Programs** (2001, Public Health Training Network, CDC, 24 pgs). Comprehensive guide in workbook format. Provides framework and steps for conducting an evaluation, standards for “good” evaluations. Go to: [www2.cdc.gov/phtn/pract-eval/workbook.asp](http://www2.cdc.gov/phtn/pract-eval/workbook.asp).  
**Framework for Program Evaluation in Public Health.** (1999, CDC). *MMWR* 48(RR-11). Practical and non-prescriptive tool for health professionals. Organizes essential elements of evaluation. Go to: [www.cdc.gov/eval/framework.htm](http://www.cdc.gov/eval/framework.htm).
- **Evaluation: A Tool for Program Improvement** (2003, Juvenile Justice Evaluation Center, Justice Research and Statistics Association). Systematic online tutorial takes approximately one hour to complete, includes both pre- and post-tests and certificate of completion. While the tutorial focuses on a hypothetical community-based youth program, the content does not interfere with the basic steps that can be applied to any evaluation. Go to: [www.jrsa.org/jjec/tutorial/tutorial/tutorial.html](http://www.jrsa.org/jjec/tutorial/tutorial/tutorial.html).
- **Introduction to Program Evaluation for Public Health Programs: A Self Study Guide** (2005, U.S. DHHS, CDC, Office of Strategy and Innovation, 88 pgs). A “how to” guide, based on “Framework for Program Evaluation in Public Health.” Topics include assessing performance, efficiency, and taking action to increase impact of programs. Go to: [www.cdc.gov/eval/evalguide.pdf](http://www.cdc.gov/eval/evalguide.pdf).



## TOOLS FOR SELF-ASSESSMENT

**Internet Resources for Non-Profits.** Foundation Center Cooperating Collection, Utica, NY. Go to: [www.uticapubliclibrary.org](http://www.uticapubliclibrary.org). Click on “Internet resources for non-profit organizations.” Then select

“Outcome measurement, program evaluation and assessment.”

**How to Design Successful Evaluation and Assessment Plans.** Go to: [www.managementhelp.org/misc/designing-eval-assess.pdf](http://www.managementhelp.org/misc/designing-eval-assess.pdf). Adapted from “Field Guide to Consulting and Organizational Development.” To obtain book, select “Publications” at [www.authenticityconsulting.com](http://www.authenticityconsulting.com).

**How to Select from Among Public Data Collection Tools.** Go to: [www.managementhelp.org/misc/selecting-public-assessments.pdf](http://www.managementhelp.org/misc/selecting-public-assessments.pdf). Adapted from “Field Guide to Consulting and Organizational Development.” To obtain book, select “Publications” at [www.authenticityconsulting.com](http://www.authenticityconsulting.com).

**The Program Evaluation Grid: A Planning and Assessment Tool for Nonprofit Organizations** (2006) Kluger, M. *Administration in Social Work*, 30(1), p33-44. Helps organizations plan and evaluate programs in five value areas: strategic, effectiveness/quality, financial, program importance to key stakeholders, and marketing. Available from: Haworth Press. Cost \$14. To order: [www.haworthpress.com](http://www.haworthpress.com) or 800-429-6784 or [orders@haworthpress.com](mailto:orders@haworthpress.com).

**Program Assessment Tool Kit: A Guide to Conducting Interviews and Surveys** (1998, LEAD Center). Intended as a basic introduction to program assessment. Includes section with more sophisticated resources for those who have prior experience with program assessment. Go to: [homepages.cae.wisc.edu/~lead/pages/products/toolkit.pdf](http://homepages.cae.wisc.edu/~lead/pages/products/toolkit.pdf).

**Changing the Paradigm: A Self-Assessment Kit** (1995, Points of Light Foundation). Designed for volunteer programs, offers strategies for engaging volunteers to meet community needs. Kit includes 25 self-assessment surveys, team leader resource book, 7 team member workbooks, survey software, color transparencies, and Paradigm Research Reports. Cost: \$65 + \$8.95 s&h. Go to: [www.pointsoflight.org/resources/volunteerresource/products.cfm?cat=47](http://www.pointsoflight.org/resources/volunteerresource/products.cfm?cat=47).

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## ADDITIONAL RESOURCES

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