



THE UNIVERSITY *of* NORTH CAROLINA
GREENSBORO

Building Nonprofit Internal Evaluation Structure and Designs

Aileen Reid
Juanita Hicks
Karla Lewis

Overview

Evaluation Capacity Building (ECB)

Nonprofit Evaluation Support Program (NESP)

Navigating nonprofit systems and organizational culture

Moving nonprofits beyond surveys

Passing the baton of responsibility

Evaluation Capacity Building (ECB)

MULTIPLE DEFINITIONS

COMMON THREAD

“ECB is the intentional work to continuously create and sustain overall organizational processes that make quality evaluation and its uses routine.”

STOCKDILL, BAIZERMAN & COMPTON, 2002

“The ultimate goal of ECB is sustainable evaluation practice—where members continuously ask questions that matter, collect, analyze, and interpret data, and use evaluation findings for decision-making and action.”

PRESKILL & BOYLE, 2008

Common Thread

ECB focuses on helping organizations and staff understand the importance and use of evaluation for decision-making, improving their work and meeting community needs.

Integrate evaluative thinking into organization's programming and daily activities.



Nonprofit Evaluation Support Program

Nonprofit Evaluation Support Program (NESP)

Launched fall of 2014

Partnership

- The University of North Carolina at Greensboro (UNCG)
- Department of Educational Research Methodology (ERM)
- SERVE Center
- Guilford Nonprofit Consortium

Tied to UNCG Mission

A learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;

• • •

A source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond ...

<http://www.uncg.edu/inside-uncg/mission/index.htm>

<https://communityengagement.uncg.edu/icee/>

Navigating Nonprofit Systems and Organizational Culture

AILEEN REID

A solid blue horizontal bar at the bottom of the slide.

Nonprofit Culture in Context

- Era of accountability
- Complex entities
- Focused on programs
- Limited funding, year to year
- Desire immediate social impact
- Little or no internal capacity and/or resources devoted to program evaluation activities

Tailored

Context-dependent

- Mission and vision

Requires a lot of questions

- Organizational structure
- Current data collection practices
- Evaluation experience

Needs based

Organic

- Flexible
 - But organized
 - Thoughtful
 - Elements of capacity building and good professional development
 - Training
 - Workshops (with follow-up)
 - Technical Assistance
 - Meetings
 - Job-embedded
 - Written materials
- Not passing the same baton

Partnership

- At the University
- Between departments
- With Guilford Nonprofit Consortium
- With the nonprofit organizations/clients

NESP ECB Model

ECB Workshop series

Evaluability Assessment

Consultations

Technical assistance

- Survey development, logic models, literature reviews, data inventory, etc.

Opportunities for additional support from UNCG graduate students

Evaluation Capacity Building Workshop Series

Four-part workshop series

1. Using a **Logic Model** to Plan Your Evaluation
2. Developing the Right **Evaluation Questions** for Your Nonprofit
3. Selecting the Right **Evaluation Instruments**
4. Refining Your **Surveys**

Evaluation Support

TYPES OF ORGANIZATIONS

Foundations

Healthcare related

Education related

Arts

Afterschool

Youth development

SERVICES PROVIDED

Evaluation plans

Logic model development

Survey development

Organizational assessment, strategic planning

Curriculum modules

Literature reviews

Successes & Challenges

Key Staff

- Executive Directors & Program Staff

Volunteer Staff & Collaborative Groups

- Figuring out the right balance
- Turnover
- What's their focus: Funding or social impact?

Moving Nonprofits Beyond Surveys

JUANITA HICKS

Moving Nonprofits Beyond Surveys

❖ What does ECB look like in this sense?

- Revisit evaluation questions
- Data Sources
- Survey Pros & Cons

Evaluation Questions

- ❖ Everything starts with your organization's evaluation questions?
 - What do you need to know?
 - What are the questions you are trying to answer?
 - How would you answer these questions?

Data Sources

❖ What is a data source?

- Methods and measures (tools) to collect data

❖ Identify the data sources you might use to meet data needs.

- Revisit logic model
- Triangulation

Data Sources

- Questionnaires
- Surveys
- Checklists
- Interviews
- Focus Groups
- Pre-existing Records
- Documentation Review
- Observations
- Case Studies

Survey Pros & Cons

Pros

- Can be anonymous
- Inexpensive and easy to administer
- Comparability
- Rich data source
- Templates already exist

Cons

- Might not get careful feedback
- Impersonal
- Doesn't capture the full story

Passing the Baton of Responsibility

KARLA LEWIS, PHD

A solid blue horizontal bar at the bottom of the slide.

Passing the Baton - 3T's

- Transparency
- Teamwork
- Transition

Transparency

- Develop a logic model
- Develop (refine) evaluation questions that are important to the organization
- Be explicit

Teamwork

- View the client as a thought partner
- Build on our clients content knowledge

Transition

- Develop a process that enables them to effectively conduct aspects of or a full evaluation
- Have an exit strategy

An Example: Health-care related organization

Staff: 4 – 6

Vulnerable population

Evaluation capacity building

- Logic model
- Evaluation questions
- Data collection instrument refinement

An Example : Education-related non-profit organization

- Staff: 1.5
- Three key programs
- Strategic planning
- Evaluation capacity building
 - Logic model
 - Evaluation questions
 - Data collection instrument refinement & development
 - Data management
 - Reporting (Internal and External)

Things to remember...

- Not always easy to pass the baton
- University's mission
- Organization's mission
- Keep the end in mind---What is the organization's ultimate goal?



To learn more about NESP, visit us at:

nesp.uncg.edu