

Research and Evaluation Capacity Assessment Tool and Resource Package

Institutional Strengthening
Resources

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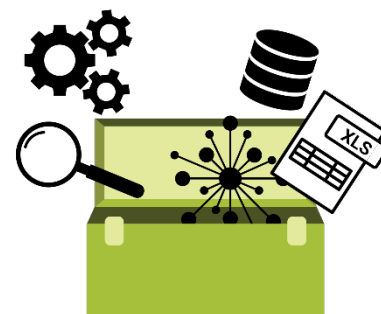


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Capacity Assessment Tools

There are many organizational capacity assessment tools and evaluation capacity assessment tools available for different audiences and purposes. Each organization needs to determine which tool is appropriate for its context and will benefit its institutional strengthening goals. Below is a list of some tools that may be useful when deciding how to assess your organization's capacity.



Capacity Assessment Tools

Tool/Framework	Purpose
Research and Evaluation Capacity Assessment Package (RECAP) by Data for Impact	This toolkit enables organizations to assess the critical elements for implementing effective research and evaluation activities through a facilitated self-assessment, identify those areas that need strengthening or further development, and design actionable plans for institutional strengthening.
Evaluation Capacity Strengthening Toolkit (ECS) by MEASURE Evaluation	This toolkit provides guidance on a systematic approach (facilitated self-assessment) to work with a research partner to strengthen its research capacity while simultaneously working with that partner to strengthen capacity to conduct an evaluation.
Non-US Organization Pre-Award Survey Guidelines and Support (NUPAS) by USAID	This tool is used by USAID to determine whether a non-U.S. organization's financial management and internal control systems are adequate to manage, control, account for, and report on the uses of potential USAID funds.
Organizational Capacity Assessment (OCA) by USAID	This tool is a facilitated self-assessment of an organization's capacity followed by action planning for capacity strengthening. It is recommended for use by local organizations with direct or indirect awards soon after the award and once or twice more during the award period. The OCA can be integrated with NUPAS.
Organizational Capacity Assessment Suite of Tools for Policy, Advocacy, Governance, and Finance by Health Policy Project	This suite of tools is a facilitated self-assessment to help organizations analyze their ability to contribute to the policy, advocacy, governance, or financing aspects of health systems and chart their own path toward increased capacity and performance. (Available in English and Russian.)

Capacity Assessment Tools

Tool/Framework	Purpose
<u>5Cs Framework to Plan, Monitor and Evaluate Capacity and Results of Capacity Development Process</u> by the European Centre for Development Policy Management	This framework describes the five capabilities (5Cs), a comprehensive approach for planning, monitoring, and evaluation of capacity and the results of capacity development processes.
<u>Organizational Capacity and Viability Assessment Tool (OCVAT)</u> adapted by Elizabeth Glaser Pediatric AIDS Foundation	This tool is a facilitated self-assessment of NGO organizational capacity and viability across thirteen capacity areas covering technical and operational functions. The tool can be used to conduct assessments of country offices prior to the development of an affiliate and as an organizational development tool later in the life of the organization.
<u>Evaluation Capacity Diagnostic Tool</u> by Informing Change	This tool is designed to help organizations assess their readiness to take on many types of evaluation activities. It captures information on organizational context and the evaluation experience of staff.
<u>Monitoring and Evaluation Capacity Assessment Tool (MECAT)</u> by MEASURE Evaluation	This set of tools to guides organizations through a process that assesses an organization's current M&E capacity, identifies gaps, and indicates areas to strengthen the organization's capacity for improving the M&E system. The MECAT users four methods in the assessment process: (1) a group assessment, (2) an individual assessment, (3) key informant interviews, and (4) a desk review.

Institutional Strengthening Resources

Below is a list of free and low-cost resources mapped to subdomains that can be used in your institutional strengthening planning. This is a living document and additional resources will be added as they become available.

Domain 1: Research and Evaluation Design



Domain 1: Research and Evaluation Design		
Subdomain	Resources	Descriptions
Overall Development	Tips for Developing Good Evaluation Questions	This short guidance document from USAID provides five principles, ten tips, and three examples of developing good evaluation questions.
	How-To Note: Engendering Evaluation at USAID	This note from USAID describes key steps and good practices in engendering evaluation.
	Technical Note: Mixed-Methods Evaluations	This technical note from USAID provides guidance on using mixed methods for evaluations.
	Basic and Advanced Impact Analysis	This course from USAID's Global Health eLearning Center introduces the application of theories of social and behavior change communication and advanced statistical methods to improve the precision of the measurement of health communication impact. Course requires login and takes 3.5 hours.
	Monitoring, Evaluation, Research, Learning and Adapting	This free online course from RTI International talks about M&E, data collection, and data management for performance monitoring and evaluation, and developing performance indicators, and has a section on Theory of Change development.

Domain 1: Research and Evaluation Design

Subdomain	Resources	Descriptions
	<u>Addressing Gender in Impact Evaluation: What Should Be Considered?</u>	This Methods Lab guide from Gillian Fletcher helps to clarify the meaning of gender as socially constructed norms and expectations around masculinity and femininity and explains the implications of this crucial distinction for categorizing interventions with an explicit or implicit gender focus, and for assessing their impact on gender-related injustice and inequality.
	<u>Develop Programme Theory/Theory of Change</u>	This article from Better Evaluation provides several links to understand the processes for developing a program theory, including representing program theory in a logic model and good practices for planning, implementing, or evaluating a program.
	<u>Handbook on using Administrative Data for Research and Evidence-based Policy</u>	Available as a free ePub, a PDF, or as a printed manual, this resource from MIT's Poverty Action Lab (J-PAL) covers practical advice for designing, implementing, and communicating about evaluations, including information on how to protect sensitive data, data use agreements and data sharing policies, and developing research partnerships. Includes use cases.
	<u>Planning an Evaluation</u>	This section of the USAID Evaluation Toolkit section addresses the planning phase for an individual evaluation, from the decision to evaluate to the procurement of evaluation services.
	<u>A Guide for Monitoring and Evaluating Population-Health-Environment Programs: Second Edition</u>	A comprehensive M&E reference for practitioners of PHE projects. Includes a section on complexity aware evaluation methods and several indicators cross-referenced to the United Nations Sustainable Development Goals (SDGs)
	<u>How do we know if a Program Made a Difference? A Guide to Statistical Methods for Program Impact Evaluation</u>	This manual provides an overview of core statistical and econometric methods for program impact evaluation (and, more generally, causal modelling).

Domain 1: Research and Evaluation Design

Subdomain	Resources	Descriptions
	<u>Evaluation of Health Programs: A Postgraduate Overview Course</u>	This is an outline of a generic curriculum developed by GEMNET-Health (The Global Evaluation and Monitoring Network for Health) for a master's degree level overview course on evaluation.
Sampling	<u>Introduction to Probability and Data</u>	This 8-minute video from Duke University explains sampling and sources of bias.
	<u>Determining Sample Size: How to Ensure You Get the Correct Sample Size</u>	This article from Qualtrics includes a link to a free eBook for determining sample size, and an online sample size calculator.
	<u>Sampling and Evaluation: A guide to Sampling for Program Impact Evaluation</u>	This manual explores the challenges of sampling for program impact evaluation to obtain a sample that is reliable for estimating impact of a program and how to obtain a sample that accurately reflects the population of interest. The manual is divided into two sections: (1) basic sample selection and weighting and (2) sample size estimation. Webinar <u>slides</u> also available.
	<u>Sampling Methods in Qualitative and Quantitative Research</u>	This PowerPoint presentation explains how to do sampling for quantitative and qualitative research designs.
	<u>Research Method – Sampling</u>	This PowerPoint presentation looks at sample definition, purpose of sampling, stages in the selection of a sample, types of sampling, and ethical considerations in data collection.
	<u>Outcome Monitoring and Evaluation Using LQAS</u>	This is a training package developed by the APHIA II Evaluation Project, funded by USAID/Kenya, which provides participants with a step-by-step approach to conducting population based surveys using Lot Quality Assurance Sampling (LQAS).
Tools	<u>Research Tools and Data Collection Methods</u>	This PowerPoint presentation examines tools for qualitative and quantitative data collection.
	<u>Mobile Data Collection Webinar Series</u>	In collaboration with Engineering for Change, the Data Impact Lab Mobile Data Collection Webinar Series provides an introduction to a sample of survey software tools for international development research.

Domain 1: Research and Evaluation Design

Subdomain	Resources	Descriptions
Research Ethics	<u>Introduction to Research Ethics: Working with People</u>	In this 2-week (8 hours total) online course from the University of Leeds, you will learn the principles of ethical research, and how to manage human subject research in sensitive and appropriate ways.
	<u>Using Spatial Data Wisely and Ethically: Privacy and Confidentiality</u>	This short document from MEASURE Evaluation gives an overview of the risks to confidentiality that exist specifically due to knowing where a study subject is located and gives a list of the most common methods of keeping spatial data confidential.
	<u>People Studying People: Research Ethics in Society</u>	In this 3-week (6 hours total) online course from the University of Leicester, explore the value of ethical thinking for research, using an ethical appraisal framework to develop and evaluate studies.
Protocol Writing	<u>Writing of Research Protocol</u>	This PowerPoint presents the Dos and Don'ts in research protocol writing.

Domain 2: Fieldwork



Domain 2: Fieldwork		
Subdomain	Resources	Descriptions
Team Mobilization	Training and Supervising Your Research Team	This presentation from a qualitative data analysis class at Johns Hopkins Bloomberg School of Public Health covers recruiting, hiring, training, and supervising staff, and quality control.
	Field Team Management	This resource from MIT's Poverty Action Lab (J-PAL) discusses the logistics of managing surveyors and survey teams, including pay, communication, and protocols for safety in the field.
	Preparing for Field Data Collection	These instructions from the World bank cover best practices and protocols for research teams to follow when conducting primary data collection using field surveys.
Interviewing Techniques	Technical Note on Focus Group Interviews	This note from USAID provides guidance on the use of focus group interviews within evaluations.
	Interview as Data Collection	A PowerPoint presentation from Aligarh Muslim University covering different types of interviews.
	ODK Collect and ODK Aggregate to Store and Manage your Data	Open Data Kit (ODK) is a free, open-source suite of tools that allows data collection using Android mobile devices and data submission to an online server, even without data connection at the time of data collection. This website from Google Earth Outreach provides an introduction and launching point for getting started with the tools.
	Data Playbook: A Measured Approach to Understanding and Telling Stories of Impact	The Data Playbook website will help you learn about what data you need, how best to collect it, how to analyze it to meet your needs, how to present it, and how to use it to inform your work and tell your story. It is also available as a PDF download .

Domain 2: Fieldwork

Subdomain	Resources	Descriptions
	<u>Data Security and Confidentiality Guidelines for HIV, Viral Hepatitis, Sexually Transmitted Disease, and Tuberculosis Programs</u>	This document from the U.S. Centers for Disease Control provides guiding principles and standards for data collection, storage, sharing, and use to ensure security and confidentiality. It includes checklists for assessing physical and electronic security, written data security policies, data sharing scenarios, and sample certification of data collection programs.
Quality Assurance	<u>Data Quality Assurance</u>	A PowerPoint presentation from USAID and the Food Security and Nutrition Network on assuring data quality.
	<u>Handle Missing Survey Data Values in Google Sheets</u>	This free 2-hour online course covers best practices for removing data entries or imputing missing values, using exploratory data analysis in Google Sheets.

Domain 3: Data Sources



Domain 3: Data Management		
Subdomain	Resources	Descriptions
Primary Quantitative	CAPI & Survey Solutions: An Introduction	This presentation from the International Labour Organization provides an overview of CAPI (Computer Assisted Personal Interview) and Survey Solutions, free software developed by The World Bank's Data Group.
	Introduction to Survey Design	From MIT's Poverty Action Lab (J-PAL), this resource covers the essentials of survey design, including survey development, randomization, implementation monitoring, phone surveys, and quality control.
	Remote Training on Phone Surveys	Phone surveys differ from traditional face-to-face interviews and require specific technical skills. During the COVID-19 pandemic, the World Bank partnered with the Joint Program in Survey Methodology to develop this training series to assist with implementation guidelines such as questionnaire design, sampling design, interviewing techniques, and remote data quality monitoring.
	Top 10 Tips for Cybersecurity in Health Care	This document from the U.S. Centers for Disease Control covers the top considerations for maintaining basic security for health information.
	Seven Steps to EnGendering Evaluations of HIV programs with Adolescent Girls and Young Women	This slideshow presentation focuses on integrating gender when evaluating HIV programs that work with adolescent girls and young women.
	Seven Steps to EnGendering Public Health Evaluations: Training Instructions	This tool, intended to be used with the training presentation directly above, aims to equip public health M&E professionals with the knowledge and skills to better incorporate gender components into current or future evaluations.
Secondary Quantitative	Data Quality	This 2-hour online course from the Global Health eLearning Center will help participants understand what data quality is, why it is important, and what programs can do to improve it.

Domain 3: Data Management

Subdomain	Resources	Descriptions
	<u>Excel for Everyone: Data Management</u>	This 6-week, self-paced course from edX teaches intermediate Excel skills such as managing multiple worksheets and workbooks, creating Pivot Tables and charts, and implementing analysis and decision-making tools.
	<u>A Menu of Tools for Data Quality Assessment and Review</u>	This resource gives an overview of data quality assessment and review (DQA and DQR) tools developed by MEASURE Evaluation and associated projects (funded by USAID and WHO) which are currently available from Data4Impact, and which have been used successfully by multiple countries to assess health data and data systems.
	<u>A Practical Guide to Using Routine Data in Evaluation</u>	This resource from the Data for Impact project gives an overview of 13 different case studies on the use of routine health information in 9 different countries, and includes a comprehensive literature review section, plus links to all 13 RHIS study briefs.
	<u>Spatial Quality and Anomalies Diagnosis (SQUAD) Tool (ArcGIS and QGIS)</u>	The SQUAD Tool can rapidly identify the presence of certain anomalies in large spatial data sets, which can then be investigated further to determine if there is a data quality issue.
	<u>Complementing Routine Data with Qualitative Data for Decision Making: Understanding the "Why" Behind Program Data</u>	This training toolkit from MEASURE Evaluation is meant to assist health care professionals and decision makers understand the best practices for collection, analysis, and use of qualitative data.
Qualitative	<u>Qualitative Methods in Evaluation of Public Health Programs, a Curriculum on Intermediate Concepts and Practices: Participants Guide and Facilitators Guide</u>	This course is meant to assist health professionals in using qualitative evaluation skills in sound and rigorous evaluation of their programs. The sessions go beyond basic concepts to explore important considerations of qualitative methods in the context of rigorous evaluation.

Domain 4: Data Analysis



Domain 4: Data Analysis		
Subdomain	Resources	Descriptions
Primary Quantitative	Introduction to Basic Data Analysis and Interpretation for Health Programs: A Training Tool Kit	This training tool kit aims to increase the skills of M&E officers and health program staff to conduct basic data analysis and interpretation for health programs.
	Data to Insight: An Introduction to Data Analysis and Visualization	This 8-week online course from the University of Auckland provides a hands-on introduction to data science and explore key ideas, computer skills and statistical thinking.
Secondary Quantitative	M&E of Gender and Health Programs	This module is intended to be an introduction to basic concepts in gender and its impact on health, M&E, and should be a first step in encouraging workshop participants to build their individual and organizational capacity to monitor and evaluate their programs. Also available in French and Spanish.
	Spatial Data Fundamentals	These training materials developed by MEASURE Evaluation will help users understand spatial data, geographic identifiers, and how to make a map.
	Advanced Quantitative Methods	This is a self-paced, comprehensive statistics course, which uses R, with study materials available free of charge online from the University College London.
	Tidy Data: The Key to Success with Spatial Data	This publication from MEASURE Evaluation describes the differences between data file types and data structures used in geographic data. It also includes links to R, Python, and Excel resources for GIS (Geographic Information Systems).

Domain 4: Data Analysis

Subdomain	Resources	Descriptions
	<u>Data Science in Global Health: Programming Library/Resource List</u>	This resource from MEASURE Evaluation provides a list of resources which can be used as both an overview of data science techniques and a springboard for professionals with basic to moderate programming skills.
	<u>Integrating Gender into the Monitoring and Evaluation of Health Programs: A toolkit</u>	This toolkit, developed by MEASURE Evaluation, aims to help international health programs integrate a gender perspective in their M&E activities, measures, and reporting.
Qualitative	<u>Qualitative Data Analysis Techniques for Drawing Themes</u>	This slide set explains qualitative data analysis and its approaches; describes stages in conducting qualitative analysis; develops a coding structure for categorizing data; applies analytical method for drawing themes
	<u>Qualitative Comparative Analysis</u>	This comprehensive 5-week course from Erasmus University in Rotterdam and Coursera covers the foundations of QCA and how to conduct a basic QCA study to assess cause-effect relations.

Domain 5: Utilization-Focused Evaluation



Domain 5: Information Sharing		
Subdomain	Resources	Descriptions
Translation	Data Use for Program Managers	This purpose of this 2-hour online course from the Global Health eLearning Center is to promote data use for evidence-based HIV/AIDS program planning and improvement.
	Data Demand and Use Concepts and Tools: A Training Tool Kit	This course from MEASURE Evaluation aims to provide the conceptual basis for data use within an organization or program, or at the national, state, or district levels of government. (Also available in Russian)
Dissemination	High Impact Research Training Tool Kit	This course from MEASURE Evaluation aims to assist researchers in bridging the research-to-practice gap, providing tips and tools that can be applied to the research process to improve data use.
	Data to Insight: An Introduction to Data Analysis and Visualization	This 8-week online course from the University of Auckland provides a hands-on introduction to data science and explore key ideas, computer skills and statistical thinking.
	Data Visualization: An Introduction	This 2-hour course from the Global Health eLearning Center covers learning to identify an audience, finding the story in a set of data, developing compelling data visualizations, sharing and disseminating information, and promoting the use of data in decision-making.
	Presenting Your Work with Impact	In this 2-week University of Leeds online course, you will discover how to present information at work clearly and concisely and learn techniques to improve your presentation skills.
	Tutorial: Intro to Data Cleaning	This resource from the Berkeley Advanced Media Institute gives basic tips on how to use formulas and functions in Excel to clean data.

Domain 5: Information Sharing

Subdomain	Resources	Descriptions
	<u>What Makes an Effective Presentation</u>	Participants in this 2-week online course from Coventry University will have the opportunity to discuss the features of an effective presentation and investigate how to design and develop their own presentation.

Domain 6: Organizational Capacity



Domain 6: Organizational Capacity		
Subdomain	Resources	Descriptions
Organizational Management	<u>Business Fundamentals: Project Management</u>	This 4-week online course from The Open University introduces the essential skills and processes that support successful project management and helps you apply them to your own context.
	<u>Project Management: Beyond the Basics</u>	The focus of this 4-week online course from The Open University is ensuring projects deliver the intended benefits to stakeholders while being on time and within budget. Participants will learn how to develop the leadership and management skills needed to grow effective project teams.
	<u>M&E Fundamentals</u>	This two-hour self-instructional Web course covers the basics of program M&E in the context of population, health and nutrition programs. It also defines common terms and discusses why M&E is essential for program management.
Human Resources Management	<u>HR Fundamentals</u>	In this 5-week online course, get an introduction to human resources, from employee retention and employee engagement to performance management.
	<u>Management and Leadership: Well-being and Welfare at Work</u>	This 4-week online course from The Open University will help participants assess the needs of their staff; plan, implement and evaluate their professional development cost effectively; and promote staff well-being.
Financial Management	<u>FAQ: How Much Will an Evaluation Cost?</u>	A fact sheet (with examples) from MEASURE Evaluation discussing factors that affect direct and indirect costs of conducting an evaluation.
	<u>USAID Procurement: Grants & Cooperative Agreements Online Workshop</u>	This course addresses the different considerations for procurement throughout the project lifecycle. In addition to maintaining donor compliance, you will learn how to use procurement planning to be more efficient, more adaptable and better manage risk.
	<u>Finance for NGO Leaders</u>	Comprehensive set of financial management courses designed specifically for leaders of NGOs across the globe

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