

Evaluation Capacity Needs Assessment (ECNA) Tool

Evaluation is defined as the process of systematically gathering information necessary to enhance programs, projects, or policies, and determine the extent to which program outcomes are being met. This assessment tool aims to identify both individual and organizational elements found critical for evaluation capacity building.

A. Individual Evaluation Capacity

The following statements are intended to gather information on some key elements (e.g., knowledge, resources) that are important to understanding and building evaluation capacity.

Please indicate the extent to which you agree or disagree with each statement.

	Strongly Disagree	Disagree	Agree	Strongly agree
1. I think evaluation is important for making improvements in my organization. (Attitudes Toward Evaluation)	☐	☐	☐	☐
2. I think evaluation findings can be beneficial to my sponsor(s)/funder(s). (Attitudes Toward Evaluation)	☐	☐	☐	☐
3. I think evaluation can improve transparency in an organization. (Attitudes Toward Evaluation)	☐	☐	☐	☐
4. I would be concerned if an organization doesn't evaluate its activities. (Attitudes Toward Evaluation)	☐	☐	☐	☐
5. I have an ethical responsibility to participate in evaluation as needed. (Attitudes Toward Evaluation)	☐	☐	☐	☐
6. I think it is important that staff members get involved in evaluation. (Attitudes Toward Evaluation)	☐	☐	☐	☐
7. I think internal allocation of funding for an evaluation is justified. (Motivation To Conduct and Use Evaluation)	☐	☐	☐	☐

8. I think credentialed training (e.g., course, certificate, diploma) in evaluation is important. (Motivation To Conduct and Use Evaluation)	☐	☐	☐	☐
9. I think non-credentialed training (e.g., webinar, coaching) in evaluation is important. (Motivation To Conduct and Use Evaluation)	☐	☐	☐	☐
10. I think external funding for an evaluation is justified. (Motivation To Conduct and Use Evaluation)	☐	☐	☐	☐
11. I am open to staff being provided with the opportunities to learn the skills necessary in evaluation. (Motivation To Conduct and Use Evaluation)	☐	☐	☐	☐
12. I am open to adopting new ideas in my day-to-day activities based on evaluation findings. (Motivation To Conduct and Use Evaluation)	☐	☐	☐	☐
13. I know what skills to look for in an external evaluator. (Evaluation Skills)	☐	☐	☐	☐
14. I have the skills to oversee an external evaluator. (Evaluation Skills)	☐	☐	☐	☐
15. I know how to use evaluation findings in decision-making. (Evaluation Skills)	☐	☐	☐	☐
16. I know how to make organizational level changes based on evaluation findings. (Evaluation Skills)	☐	☐	☐	☐

B. Organizational Evaluation Capacity

The following statements are intended to gather information on some key aspects (e.g., resources) that are important for understanding how to build evaluation capacity at the organizational level.

Based on your own experience at work, please choose the best option for each statement.

	Strongly disagree	Disagree	Agree	Strongly agree
My organization...				

1. Encourages staff to express their opinions (Culture)	☐	☐	☐	☐
2. Involves staff when making long-term plans (Culture)	☐	☐	☐	☐
3. Gives staff the opportunity to reflect on organizational goals (Culture)	☐	☐	☐	☐
4. Reviews its mission, vision, and values with staff (Culture)	☐	☐	☐	☐
5. Dedicates funds to conduct an evaluation (Commitment)	☐	☐	☐	☐
6. Has resources in place to undertake evaluation on an ongoing basis (Commitment)	☐	☐	☐	☐
7. Has the commitment from external stakeholders to ensure evaluation sustainability (Commitment)	☐	☐	☐	☐
8. Provides professional development opportunities (Commitment)	☐	☐	☐	☐
The leadership of my organization...				
	Strongly disagree	Disagree	Agree	Strongly agree
9. Builds ideas in collaboration with staff members (Leadership)	☐	☐	☐	☐
10. Resolves interpersonal conflicts in a positive manner (Leadership)	☐	☐	☐	☐
11. Celebrates staff members' achievements (Leadership)	☐	☐	☐	☐
12. Promotes evaluative thinking (Leadership)	☐	☐	☐	☐

C. Profile

The primary objective of this section is to gather some background information about you and select characteristics of your organization's evaluation capacity building professional development to date.

1. Which of the following **best** describes your position? *Please select one.*

Program director	☐
Executive Director/CEO	☐
Manager/Supervisor	☐
Administrator/support staff	☐
Researcher/Academic	☐
Educator	☐
Evaluator	☐
Volunteer	☐
Other (Please specify)	

2. How long have you been with the present organization? *Please select one.*

Less than one year	☐
1-4 years	☐
5-9 years	☐
10 years or more	☐

3. How many years of experience in evaluation do you have?

None	☐
Less than 1 year	☐
1 to 4 years	☐
5 years or more	☐

4. Have you ever taken professional development/ training related to evaluation?

Yes	☐
No (Skip to Q5)	☐

5. Which of the following best describes the mode/source of the professional development/training? *Please select all that apply.*

University/college degree/certificate	☐
Evaluation course	☐
Essential Skills Series course by the Canadian Evaluation Society	☐
On-site training	☐
Workshop	☐
Webinars	☐
Other (please specify):	

6. Please comment on the usefulness of the professional development/training you have had:

7. How was the professional development/training funded? *Please select one.*

Current employer	☐
Past employer	☐
Personally funded	☐
Free of charge	☐
Other (please specify):	

8. If you were given the opportunity to develop your evaluation knowledge and/or skills, which of the following would you prefer? *Please select all that apply.*

University/college degree/certificate	☐
University/college level evaluation course	☐
Essential Skills Series course (by the Canadian Evaluation Society)	☐
On-site training	☐
Workshop	☐
Webinars	☐
Coaching or mentoring at work	☐
Community of practice (online)	☐
Other (please specify):	

9. What are the main reasons for your choice(s) above?

D. Scoring Instructions

All items in Sections A and B of this tool can be scored as follows:

Strongly Disagree = 1

Disagree = 2

Agree = 3

Strongly Agree = 4

Scoring Individual Evaluation Capacity

To calculate your overall Individual evaluation capacity, you will need to score items 1-16 in Section A using the scoring instructions above. Calculate the sum of each item's score and this value is your overall score for individual evaluation capacity (out of 64, which is the highest score possible). To interpret your score, you can use the following score interpretations:

21 and less = Limited Individual Evaluation Capacity
You have Entry level individual evaluation capacity. You have limited knowledge of evaluation and limited experience with evaluation. You may require more substantial training and/or support to conduct evaluations.
22 – 47 = Proficient Individual Evaluation Capacity
You have a proficient level of individual capacity. You have basic evaluation skills and a moderate amount of experience with evaluation. You can likely conduct effective evaluations with minimal support.
48 and higher = Advanced Individual Evaluation Capacity
You have masterly level individual evaluation capacity. You have extensive evaluation knowledge and/or experience and can conduct effective evaluations on your own and may even be able to provide evaluation support to others.

You can also calculate scores for the 3 different types of individual evaluation capacity this tool assesses using the same scoring outlined above.

Specific Types of Individual Evaluation Capacity	Items to Score	Score Calculated
Individual Attitudes Toward Evaluation	Section A: Items 1-6	/24
Individual Motivation to Conduct and Use Evaluation	Section A: Items 7-12	/24
Individual Evaluation Skills	Section A: Items 13-16	/16

To interpret the scores for the specific types of individual evaluation capacity assessed, lower scores indicate a lack of/limited proficiency and higher scores indicate higher levels of mastery for this type of individual evaluation capacity.

Scoring Organizational Evaluation Capacity

To calculate your overall organizational evaluation capacity, you will need to score items 1-12 in Section B using the scoring instructions provided. Calculate the sum of each organizational item's score and this value is your overall score for individual evaluation capacity (out of 48, which is the highest score possible). To interpret your score, you can use the following score interpretations:

12 and less = Limited Organizational Evaluation Capacity
Your organization appears to have Entry level of organizational capacity. Your organizational environment is not conducive to conducting evaluations and if evaluations are conducted, your organization is unlikely to use evaluation findings.
13 - 35 = Proficient Organizational Evaluation Capacity
Your organization appears to have a proficient level of organizational capacity. Your organizational environment is conducive to evaluations for the most part and some use of evaluation findings is apparent.
36 and higher = Advanced Organizational Evaluation Capacity
Your organization appears to have Mastery level organizational capacity. Your organizational environment is conducive to evaluations and the organization consistently and effectively uses evaluation findings.

You can also calculate scores for the 3 different types of organizational evaluation capacity this tool assesses, using the same scoring outlined above.

Specific Types of Individual Evaluation Capacity	Items to Score	Score Calculated
Organizational Culture	Section B: Items 1-4	/16
Organizational Commitment to Evaluation	Section B: Items 5-8	/16
Organizational Leadership	Section B: Items 9-12	/16

To interpret the scores for the specific types of organizational evaluation capacity assessed, lower scores indicate a lack of/limited proficiency and higher scores indicate higher levels of mastery for this type of organizational evaluation capacity.