Project JÄRVI
Strengthening the evaluation capacity of the Civil Society Organizations

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Background

- 5-year project was launched by Finnish Centre for Health Promotion and the Finnish Federation for Social Welfare and Health in 2004. Project ends in 2009.

- Approx. 13 000 Civil Society organizations in the field of social- and health sectors in Finland

- In the project 41 pilot-organizations learning about evaluation, testing and developing evaluation tools

- Project also organizes educational evaluation forums, which have open access to everyone
Organization

**Executive group**

*Steering committee: Experts of quality, developing and advocacy of Civil Society Organizations and evaluation experts*

**THE FINNISH FEDERATION FOR SOCIAL WELFARE AND HEALTH**

- Development-/Education team
- Development Leader
- Project secretary
- Project team (2 ½)
- Pilot teamleaders (11)

**Pilot group 1**

- 1. pilot
- 2. pilot
- 3. pilotti
- 4. pilotti

**Pilot group 2**

- 5. pilot

**Pilot group 3**

- 6. pilot
- 7. pilot

**Pilot group 4**

- 8. pilot

**Pilot group 5**

- 9. pilot

**Pilot group 6**

- 41. pilot

**Network of Civil Society organization evaluators**

**User organizations: other Civil Society Organizations**

**FINNISH CENTRE FOR HEALTH PROMOTION**

- Quality and services -group
- Development Manager
- Prevention of Substance Abuse
- Organizational support

**Organization Manager**

**Organizational Support:** communications, management...
Objectives

- To adjust and develop different kind of methods to evaluate the work of Civil Society Organizations
- To strenghten the knowledge of evaluation
- To create a network of evaluation experts
- To support Civil Society Organizations in evaluating advocacy, programs and projects
- To strenghten the importance of evaluation in the planning processes and streering processes.
**Stages and methods**

**STAGE 1: PREPARING**
- Forums 14.6., 22.-23.11.05
- Survey

**STAGE 2: LEARNING AND DEVELOPING**
- 2006: Forums 1.6. and 28.11.
  - Pilot workshops 7.-8.3., 2.6., 5.-6.9., 29.11.
  - Pilots, pilotgroups 1-6
  - Webpages 1.6. [www.jarvi-hanke.fi](http://www.jarvi-hanke.fi) (in finnish)
  - Extranet 1.9. for pilot groups
  - Workshops 21.-22.3., 7.6., 19.-20.9., 15.11.
  - Workshops 26.-27.3., 5.6., 24.-25.9., 27.11.

**STAGE 3: SPREADING AND IMPLEMENTING**
- Forums, aquariums
- Webpages & publications
STAGE 1  PREPARING: Defining the Attitudes

Defining how Civil Society Organizations evaluate their activities
Survey to the member organizations in 2005

Results:
- Heterogeneous group
- Attitude towards evaluation is mostly positive
- Lack of resources (financial and knowhow)
- More knowledge needed

MAIN CHALLENGE: How to connect evaluation within the daily work?
- The results were used in planning the project
STAGE 2: Collective Learning and developing

**Working in workshops**

- **Pilot group 1**: evaluating projects from planning to implementation
- **Pilot group 2**: participatory evaluation (customers or other target groups)
- **Pilot group 3**: evaluating networks
- **Pilot group 4**: evaluating action in the local level (volunteers)
- **Pilot group 5**: evaluation communication processes
- **Pilot group 6**: evaluation activities in a Civil Society Organizations as a whole
Lessons learned: Special Features

Civil Society Organizations in Finland

- offer peer support
- voluntary work
- trusteeship
- have expertise
- offer services to municipalities

Reaching the features through evaluation is a challenge

- How to take into account the value basis and how to evaluate it?
- Same methods can be used than in private or public sectors, but they must be adjusted
  - For example voluntary work, empowerment etc.
- Civil Society Organizations need support in evaluation still after the project
- The coordinator organizations continue to offer support
Operational logic of project JÄRVI

**Aims**
- To develop working methods of evaluation for use in social welfare and health organisations
- To improve evaluation skills within the organisations
- To create a network of evaluation competence between all collaborating organisations and associations
- To support the organisations in basic evaluation and follow-up of advocacy work and welfare projects
- To improve the use of evaluation in the planning and guidance of the organisations' work

**Measures**
- Chart initial position
- Forums open to all to comprehensively discuss methods of evaluation from various viewpoints, with lectures by experts
- Information and communication about evaluation and the project
- Workshops (6 groups) to develop specific and practical tools of evaluation for all social welfare and health organisations, and to solve specific evaluation challenges within pilot organisations, with the work split into thematic areas
- Consultancy and guidance for pilot organisations

**Products and Results**
- Information about the knowledge, skills and needs within the organisations
- Specific and practical evaluation tools (methods, models, process descriptions)
- Wide-based and comprehensive (multi-voiced) evaluation network
- Evaluation data-base serving the organisations (extranet)
- Clarification of what is meant by 'evaluation'
- Support service for evaluating STKL and Tekry organisations
- Unified terminology for evaluating working methods in the organisations
- Conditions created for ongoing development of evaluation skills

**Short-term effects**
- Improved evaluation skills
- The use of evaluation tools and work assessment evolves
- A culture of evaluative thinking develops within the organisations
- Methods of evaluation are created and the views of RAY and the organisations merge
- Clarification of what is meant by 'evaluation'
- Support service for evaluating STKL and Tekry organisations
- Unified terminology for evaluating working methods in the organisations
- Conditions created for ongoing development of evaluation skills

**Long-term effects**
- Setting goals, planning of projects, guidance, follow-up and evaluation of work within the organisations all become easier and more effective. In particular, silent signals are picked up better in planning operations.
- Leadership of organisations becomes more efficient
- Increased dialogue and mutual understanding between financing parties and the organisations. Increased transparency in planning of operations and financing.
- It becomes easier to show the versatility of social welfare and health organisations. Both the general public and the public sector gain better knowledge and understanding of the work done by the different organisations.
- Organisations are better able to perform their basic work – to improve people’s welfare.

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