

**Building Coalition Effectiveness for Sustainability:  
An Evaluation Rubric**

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June 1999

Funded by the Illinois Department of Human Services  
Illinois Prevention, 2000

## **I. Community Ownership**

- Awareness
- Multi-Sector Involvement
- Local Focus
- Financial
- Goal Consensus
- Broad-based representation
- Knowledge Transfer
- Political Landscape
- Community Engagement
- Leadership

## **II. Organizational Effectiveness**

- Collaboration
- Member Participation and Turnover
- Formalization
- Resources
- Communication
- Organizational Structures
- Attendance
- Common Vision/Mission
- Conflict Resolution
- Domination

## **III. Comprehensive Prevention Approach**

- Strategic Planning Process
- Comprehensive Plan
- Multiple Domains
- Age-Developmental Focus
- Research-based programs, polices and principals
- IOM Classification

## **IV. Commitment to Results Orientation**

- Results Oriented
- Coalition Quality Improvement
- Coalition Outcome Evaluation
- Community Impact Evaluation
- Program Process Evaluation
- Program Outcome Evaluation

## **V. Linkage Relationship between Coalition and Communities CAN! Funded Prevention Programs**

- Structure/Organization
- Participation/Integration
- Communication

## I. Community Ownership

Dimension	Rating Description			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Awareness</b>	Community has little or no understanding of ATOD issue, or they are in denial of problems	Community acknowledges the ATOD issue, but does little to address the problem	Community acknowledges the ATOD issue and mobilizes human and fiscal resources to address the problem			
List possible strategies to increase score:						
<b>Multi-Sector Involvement</b>	Social services and/or community based organizations are viewed as the resolver of community ATOD issues	Community is somewhat aware of ATOD issue, and believe that one or two organizations (schools and law enforcement) can solve the problem	Community recognizes the complexity of ATOD issue and realizes that a coordinated, comprehensive effort is essential to success. All community sectors are involved			
List possible strategies to increase score:						
<b>Local Focus</b>	Coalition work efforts are driven by priorities of outside funding agencies	Some local needs assessments are done but most programming is driven by outside funding priorities	A comprehensive needs assessment is conducted and the targets problems based on these priorities. Funding is pursued based on local priorities.			
List possible strategies to increase score:						

Dimension	Rating Description			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Financial</b>	Local community provides no money to the coalitions operation	One or two agencies with local community provide about half of funding for coalition	Local community provides significant funding for coalition and from multiple sources			
List possible strategies to increase score:						
<b>Goal Consensus</b>	The coalition has no goals or objectives to guide the program	The coalition has goals and objectives developed by a small group of members	The coalition has goals and objectives guided and endorsed by community consensus			
List possible strategies to increase score:						
<b>Broad-based representation</b>	The coalition has one or two organizations or groups addressing the ATOD problem	The coalition has representation and participation by the major community sectors	The coalition has broad-based representation and participation from all community sectors, particularly those who are part of under-represented groups			
List possible strategies to increase score:						
<b>Knowledge Transfer</b>	The coalition has a narrow understanding of effective programs, polices and practices	The coalition has some members who understand effective programs, polices and practices	Most coalition members have a thorough understanding effective prevention programs, polices and practices			
List possible strategies to increase score:						

Dimension	Rating Description			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Political Landscape</b>	The coalition does not consider the politics and players in planning and decision making	The coalition understands the politics and players in the community, but is unable to access or influence	The coalition knows the players and politics of the community and makes them work to their advantage			
List possible strategies to increase score:						
<b>Community Engagement</b>	The community rarely hears about coalition programs and activities.	The community regularly (about monthly) gets information regarding the coalition activities.	The community continuously hears about coalition activities and recognizes them as a major source of information and expertise			
List possible strategies to increase score:						
<b>Leadership</b>	Little or no participation or commitment from a high profile community leader	Has at least one high profile community stakeholder who knows about and advocates for coalition issues	More than one high profile community leader champions the coalition cause			
List possible strategies to increase score:						

## II Organizational Effectiveness

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Collaboration</b>	The coalition meets regularly to network, describe resources and discuss community issues	The coalition regularly meets and implements one or more prevention programs or activities	The coalition meets regularly to monitor prevention programs that share location, staff and related resources in effort to address a common goal.			
List possible strategies to increase score:						
<b>Member Participation and Turnover</b>	Coalition membership and participation is irregular and unpredictable. Each year the coalition looks almost completely different than the prior year	Coalition membership is a small cadre that do most of the work. People move in and out of the coalition, but work effort is maintained.	Members have broad based community representation and most have been active two or more years. Special efforts are made to recruit, retain and recognize member contribution.			
List possible strategies to increase score:						
<b>Formalization</b>	Meets regularly but has few roles or formal guidelines	Meets regularly with a leadership structure (officers), keep and send minutes to meetings, etc.	Meets regularly with comprehensive work plan, by-laws, budget, project staff			
List possible strategies to increase score:						

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Resources</b>	Little or no resources are shared, only volunteers support the organizations effort	One or two organizations have provided direct or in-kind funding for at least two years	Multiple sources of funding are provided via direct and in-kind sources have been used for two or more years.			
List possible strategies to increase score:						
<b>Communication</b>	Little or no communication is provided between or among coalition members between meetings	Occasional communication is made to members through mailing minutes and telephone trees.	Regular, systematic, and ongoing communication methods are used to keep members informed (minutes, fax and phone trees, email, newsletter)			
List possible strategies to increase score:						
<b>Organizational Structures</b>	No formal or informal groups or committees	One or two formal committees address various collaborative issues	Two or more sub-committees addressing specific coalition goals and objectives.			
List possible strategies to increase score:						
<b>Attendance</b>	Meetings are poorly attended with less than 50% of the membership showing up regularly	Meetings are sporadically attended with a small core of people participating regularly	Meetings are well attended with both core leadership and broad-based community representation			
List possible strategies to increase score:						

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Common Vision/Mission</b>	The coalition does not have a common vision/mission statement to guide organizational efforts	The coalition has a mission/vision statement somewhere	The coalition has adopted a vision/mission statement and regularly reviews and revisits it to guide decisions and priorities.			
List possible strategies to increase score:						
<b>Conflict Resolution</b>	Overt and covert conflict and tension emerges among members and is rarely resolved	Conflict and tension emerge by one or two people or groups, but they seems to work around it	Conflict and tension emerges occasionally, but is resolved in creative, productive ways that makes organization healthier			
List possible strategies to increase score:						
<b>Domination</b>	One organization makes most of the decisions and does most of the work	One or two organizations make decisions and do most of the work	Multiple groups or organizations have input and carry out the work			
List possible strategies to increase score:						



### III. Comprehensive Prevention Approach

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Strategic Planning Process</b>	There is no strategic planning process	An informal strategic planning effort is used to set goals and objectives for the coalition	A systematic process of conducting needs assessment, reviewing priorities, and developing programs and strategies are incorporated into a formal plan presented to the community			
List possible strategies to increase score:						
<b>Comprehensive Plan</b>	There is no comprehensive plan	A plan is developed to guide the coalition	A comprehensive plan is developed and formally adopted by the coalition and community			
List possible strategies to increase score:						
<b>Multiple Domains</b>	The programs and activities sponsored by the coalition are narrowly focused in one domain	Programs and activities target at least two domains within one age group	Programs and activities target three or more domains across multiple age groups.			
List possible strategies to increase score:						

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Age-Developmental Focus</b>	The programs and activities sponsored by the coalition are limited to one narrow age group within youth	Programs and activities target at least two developmental levels among youth	Programs and activities target multiple age groups of youth using developmentally appropriate methods and strategies.			
List possible strategies to increase score:						
<b>Research-based programs, polices and principals</b>	Programs sponsored or supported by the coalition have no scientific basis	Programs sponsored or supported by the coalition are a mix of research based and locally developed	Programs sponsored or supported by the coalition are researched based			
List possible strategies to increase score:						
<b>IOM Classification</b>	Coalition supports programs that are indicated	Programs sponsored by the coalition are primarily selected and indicated	Program sponsored by the coalition primarily focused on the universal population with selected focus when appropriate			
List possible strategies to increase score:						

**IV. Commitment to Results Orientation**

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Results Oriented</b>	Coalition places no value, effort or resources into evaluation	Coalition places some value into evaluation, and minimal resources, but typically only when forced by funding organizations.	Places high value and appropriate resources on evaluation as a way to demonstrate progress and effectiveness. Use evaluation results for leveraging resources and partnerships			
List possible strategies to increase score:						
<b>Coalition Quality Improvement</b>	Coalition never or rarely collect or assess information regarding coalition membership satisfaction or effectiveness	Coalition occasionally collect information about membership, satisfaction, and effectiveness	Annually collect, monitor and review membership, satisfaction and effectiveness information and make “mid-course” corrections			
List possible strategies to increase score:						
<b>Coalition Outcome Evaluation</b>	Coalition conducts no evaluation or outcome assessment	Review impact of coalition efforts on the community regarding pre-determine outcomes such as new partnerships, funding, grant proposals written, policy changes, etc.	Annually collect information regarding pre-determine outcomes such as new partnerships, funding, grant proposals written, policy changes, etc.			
List possible strategies to increase score:						

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Community Impact Evaluation</b>	No community level data is collected	Community level data is collected and used primarily used for internal purposes such as needs assessment, grant writing, and program planning.	Community level data is collected and widely used for internal purposes as well as engaging the community through key indicators, indicator document and to review goals and successes.			
List possible strategies to increase score:						
<b>Program Process Evaluation</b>	Programs supported by coalition are not evaluated	Programs supported by the coalition maintain and periodically review attendance data	Programs supported by the coalition are evaluated using process and outcome data.			
List possible strategies to increase score:						
<b>Program Outcome Evaluation</b>	Outcome data is not collected	Outcome data is collected only to fulfill requirements. Data is not shared with either the coalition or program staff	Outcome data is collected and shared with coalition and program staff. Program changes are made as a result of these data			
List possible strategies to increase score:						

**V. Linkage Relationship between Coalition and Communities CAN! Funded Prevention Programs**

Dimension	Rating			Coalition Rating		
	Low	Medium	High	Low	Medium	High
<b>Structure/ Organization</b>	The coalition has no structural or organizational mechanisms in place to monitor or oversee prevention programs and activities	The coalition has a sub-committee that oversees prevention programs and activities. Progress of the programs are discussed and reviewed by the sub-committee and reported to the coalition.	The coalition has direct oversight to prevention programs and activities. Significant amounts of coalition meeting time are used discuss and monitor prevention activities			
List possible strategies to increase score:						
<b>Participation/ Integration</b>	The coalition role serves primarily as fiscal agent and operations management for prevention funding	Coalition is moderately involved in the prevention programs. Assists with major decisions, but does not contribute to day to day operation of programs	Coalition is highly involved in the prevention activities by contributing to decisions, volunteers or resources, and actively involved in day to day activities			
List possible strategies to increase score:						
<b>Communication</b>	Most coalition members are not aware of the prevention programs and services implemented by funded programs	Coalition members receive monthly updates of prevention programs and activities, and have a clear understanding of programs.	Coalition members highly knowledgeable of prevention programs and activities, and actively involved in supporting them			
List possible strategies to increase score:						