



COMMUNITY OF PRACTICE MONITORING & EVALUATION GUIDELINES

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What are these guidelines for?

These guidelines are meant to help you and/or your collaborators to systematically evaluate the overall performance of your Community of Practice (CoP).

How are you expected to use the guidelines?

Ideally, you should use the guidelines as a framework for reporting on the overall progress of your CoP. The guidelines have questions aimed at understanding both the processes and the outcomes of the CoP. This will help you understand how the CoP developed, why it developed as it did, and what its broader contributions is to the field or to your daily practice, or the practice(s) of your organisation.

CoPs are about learning, which can be approached as both a process and outcome. For example, a child is learning how to tie her shoelaces. One outcome of the learning process is that she knows how to tie her shoelaces. Another possible learning outcome is that she can actually do it. This is a simple yet powerful example because it shows not only that learning can be approached – and thus evaluated – from two perspectives, but that there can be different types of outcomes. In the case of this child, a change in knowledge or cognitive ability. For a CoP then, we can look at the processes that are occurring within the meetings and evaluate them for their efficacy as well as look for outcomes a CoP might generate. Because these outcomes can take many different forms, we don't want to prejudice our thinking by labelling them beforehand too strictly.

How to use the evaluation questions?

The first set of questions looks at processes and the second set is concerned with evaluation of outcomes. You may supplement the information about the processes by reflecting on the data you collected by completing the Facilitators' Monitoring Diary.



The present guidelines also give you an indication of where you should look to answer the questions.

Lastly, in the Appendix you may find an evaluation survey template which you may adjust according to the evaluation needs you have, in order to assess the overall outcomes and performance of your CoP.



CoP Meeting Process Evaluation

Evaluative question	Result
1. How did the meetings go in general?	
1a. How did the 'community' aspect develop? (This is about social capital. Were participants open, relaxed? Was there laughing and genuine conversation?)	
1b. Did the meetings progress as planned? Why or why not?	

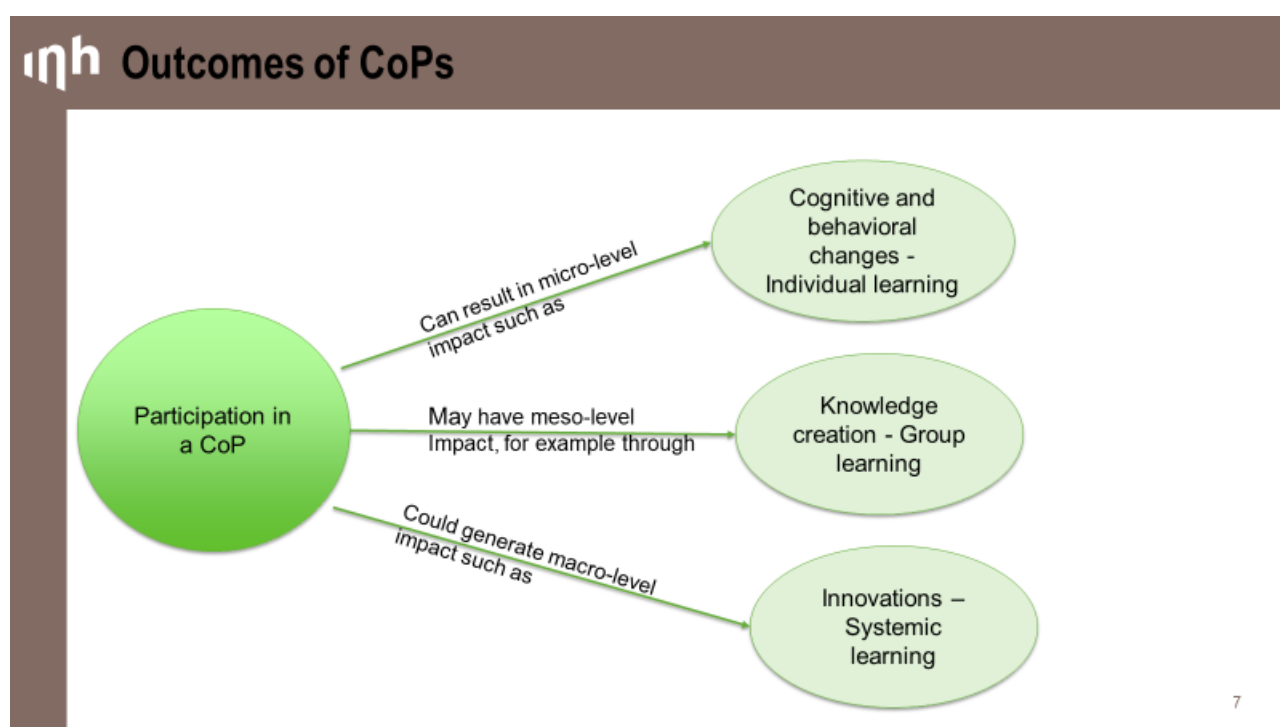
Evaluative question	Result
2. How did the CoP develop?	
2a. What went well and how did you see this? Be specific. Are there measures being used? (Here we are trying to see in what ways the CoP went well.)	
2b. What is not going that well and how do you see this? Be specific by using the measure in the Monitoring Survey.	

Evaluative question	Result
3. Barriers and mechanisms to CoP development	
3a. What were the critical success factors (CSFs) for your community of practice? Here we are trying to understand why the CoP went well. (Think about the CSF's from the evaluation sheet. Did you see these happening? Were there other important points you think?)	
3b. What were the critical failure factors (CFFs) for your community of practice?	
3c. What did you learn from this? Could we make (b) more into (a)?	



CoP Outcome Evaluation

Using the following guidelines, you can evaluate the outcomes of the CoP. In the figure below you see a model of the possible outcomes for different actors and levels. Again, you can easily make your own (digital) questionnaire using the points below supplemented by the document 'Monitoring Survey for Communities of Practice' as a guide for individual learning. For group and system-level learning, you'll need to develop your own questions. Examples are given below.



1. *Micro-level* is about individual learning and can be observed by questions posed to the participants. For example:
 - Did you gain any useful new knowledge about the topic of the CoP through participation? If so, could you explain how it impacted your daily work? Or how it might impact future work? Did it help to solve a problem?
2. *Meso-level* is about new knowledge creation that impacts how the group deals with its environment or leads to a change in the attitude or positioning of



the group. New knowledge we can see in reports, memos, manifests or even meeting notes that contain content information. Or maybe a set of best practices or even new ideas about how to do things. This can be observed by looking at the artefacts of the CoP (meeting notes, maybe a new project proposal, etc). You can also ask participants about these things. Another possibility is to see if participants have spoken to others about their participation. For example, you could ask them “Have you written spoken about the CoP with colleagues or others in the field?”

3. *Macro-level* impact considers a change in the system in which the CoP operates, directly related to actions from the CoP itself. This can take different forms, such as a change in government policy or the starting of a new committee. It can also happen at different levels; local, national or EU for example. Important here is that when we speak of innovations, we don't just mean a new product innovation, such as a new smartphone or a new app for helping contact tracing of Covid victims. We also mean process innovations, or changes to the way we do things. For example, using social media in new ways. Here you'll need to ask participants whether this occurred.



Appendix –Evaluation Survey Template

Monitoring Survey for Communities of Practice <i>please send back until [fill out date]</i>		Your Community
Overall Evaluation Community: <i>knowledge exchange / joint learning / collaboration</i>	Potential Benefit/Cost Ratio low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high	Actual Benefit/Cost Ratio low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high
Community Goals	Level of IMPORTANCE for you low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high	Level of actual SATISFACTION low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high
Share knowledge to improve	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Develop tools, methods and frameworks	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Solve problems	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Innovate & develop new	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Develop professionals skills	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Improve participant motivation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Mentor and coach each other	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Ways of working	Level ofis low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high	How important do you think these elements are? low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high
Level of interactivity	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Level of focus	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Level of cohesion	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Level of openness (how easy is it to enter the community)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Level of facilitation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Success factors for Communities <i>For efficient knowledge-exchange, joint learning and collaboration</i>	Level of IMPORTANCE to reach optimum results low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high	Level of FULFILLMENT In your community low <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> high
Focus on topics relevant to the project and the community	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
A well respected member coordinates the community	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Professional community coordination	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Personal relationships are present within the community	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
People with time and encouragement participate	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
High level of enthusiasm by (core) members	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Real dialogue about cutting edge issues	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Clear knowledge exchange processes & responsibilities	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Culture for sharing and creative development of knowledge	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Formal and informal incentives, personal benefits	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Sufficient time for community activities	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Management Support	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
High level of enthusiasm by (core) members	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Community-wide information and communication technology is available ...		
– for effective information exchange	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
– for effective storage / retrieval of information	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
– for discussing ideas	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
What makes the community successful ?	[fill out project name]	
Please give one suggestion to improve the community	[fill out name researcher]	
[State what will happen with the results of the survey]		
Your name..... org..... site.....		