Capacity Building Center for States

The Capacity Building Center for States (Center for States) is part of the Children's Bureau's Child Welfare Capacity Building Collaborative (Collaborative). The Collaborative is composed of three integrated Centers to serve tribes, states, and courts in building capacities to improve child welfare service delivery.

The Center for States helps public child welfare organizations and professionals build capacity to develop, implement, and sustain effective child welfare practices and achieve better outcomes for children, youth, and families. The Center for States supports agencies through a variety of products and services designed to increase awareness around emerging needs, enhance knowledge and skills in critical child welfare areas, and promote peer-to-peer engagement and collaboration. Center for States products and services include learning experiences, print and web-based publications, webinars, constituency services for specific groups of child welfare professionals, and tailored capacity building services for states and jurisdictions.

The Center for States works to assist states and territories in building their capacity to recruit, train, and retain child welfare workers, enhance organizational health, and become learning organizations to improve service provision to children, youth, and families. Specifically, the Center for States aims to increase the capacity of child welfare agencies to:

- Develop and implement effective recruitment and retention strategies for child welfare workers
- Create a supportive agency culture and climate to help child welfare workers thrive, learn, and grow
- Design long-term strategies for building a competent and healthy workforce to serve children, youth, and families

The Center for States’ virtual Exhibit Hall booth features several products that focus on workforce development, including a variety of publications, videos, and learning experiences to help agencies foster healthy and supportive environments for child welfare professionals.

Resources

**Capacity Building Center for States**
Provides information about Center for States services and resources available to support core organizational and practice topics that reflect the services and key functions of child welfare agencies. The Center for States website offers access to publications, learning experiences, webinars, and other products.

**Subscribe to Receive News and Updates From the Center for States**
Invites users to join the Center for States’ email community to stay in touch and in the know about what's happening at the Center for States.

**Superheroes Need Superpowers Infographic**
Describes how the Center for States helps public child welfare agencies build the capacity to improve outcomes, including who the Center for States works with, what the Center for States does, and how and why the Center for States does it.

**Change and Implementation in Practice Webpage**
Provides a collection of research-informed and user-friendly resources that can help agencies achieve meaningful changes in child welfare practice and improve outcomes.

**Change and Implementation in Practice: Problem Exploration**
Offers tools and resources that focus on using data to understand agency performance and underlying issues.

**Change and Implementation in Practice: Teaming**
Provides tools and resources that address forming teams to guide change and implementation to improve agency performance.

**Change and Implementation in Practice: Theory of Change**
Highlights tools and resources that can help your agency chart a clear and achievable path from a problem to a desired outcome.

**Change and Implementation in Practice: Intervention Selection Design/Adaptation**
Offers tools and resources on identifying programs and practices your agency can implement to improve outcomes and reach identified goals.

**Change and Implementation in Practice: Readiness**
Offers tools and resources on assessing agency readiness for change, including general agency capacity for change as well as readiness for the specific intervention.

**Change and Implementation in Practice: Implementation Planning and Capacity Building**
Provides tools and resources to help you develop strategies and sequence tasks to prepare your agency for implementation.

**Change and Implementation in Practice: Intervention Testing, Pilot and Staging**
Highlights tools and resources that focus on testing and strategically rolling out agency interventions.

**Change and Implementation in Practice: Monitoring, Evaluating and Applying Findings**
Highlights tools and resources that support the process of measuring the quality and outcomes of your implementation efforts and making any needed adjustments.

**Continuous Quality Improvement and Implementation Webpage**
Provides resources to help child welfare agencies build capacity to improve performance by using continuous quality improvement (CQI) and implementation best practices.

**CQI Self-Assessment Tools Webpage**
Offers a collection of resources to help you identify your CQI system’s strengths, prioritize areas that need attention, and develop and implement actions to bring about meaningful and sustainable improvements.

**CQI Training Academy: Foundations of CQI**

Provides foundational training through e-learning modules for individuals with responsibility for CQI who would benefit from self-directed learning at their own pace. The course explains the CQI cycle in public child welfare and helps participants develop key CQI job competencies.

**Focused CQI Services**

Builds on the CQI Training Academy through an in-person, 2-day training. The course helps teams create a mutual understanding of what it takes to build and sustain an effective CQI system. Training resources include the curriculum, supplemental handouts, a training PowerPoint presentation, and an evaluation to test knowledge.

**Focused CQI Services: Indepth Skill Building**

Helps agency teams increase and apply their skills in key areas of CQI through indepth, in-person training; scenario-based exercises; and action planning. Choose to use some or all the modules to suit your needs.

**Is There a Missing Piece in Your Agency’s CQI System?**

Offers information and strategies on meaningfully engaging family partners in the CQI process.

**A Guide to Five Dimensions of Organizational Capacity**

Introduces a framework for understanding organizational capacity used by the Child Welfare Capacity Building Collaborative (the Collaborative) and describes key capacity building concepts and provides information and links to resources on different aspects of organizational capacity.

**Voices from the Field – Doug Beran**

Shares best practices, community partner data exchange (SACWIS), data collaboration, and CQI. In this video, Doug Beran, Deputy Director from the Nebraska Department of Health and Human Services, explains a new data exchange system his team implemented.

**Voices from the Field – Cynthia McCain**

Shares the story of Cindy McCain, a data analyst and evaluator from the Oregon Department of Human Services. In this video, McCain touches on topics such as data analysis for outcomes, strength of qualitative data, and best practices for identifying foster parent needs, value of relationships, engagement, and community partnerships.

**CFSR Round 3 Statewide Data Indicator Series and Webpage**

Provides detailed information on the indicators and how to calculate them via publications, tools, and resources, including two-page publications describing how each indicator is calculated and highlighting national performance on the indicator during Child and Family Services Review (CFSR) Round 3.
**Strategic Planning in Child Welfare Webpage**
Offers resources to help identify opportunities for coordination between the Child and Family Services Plan/Annual Progress and Services Report (CFSP/APSR) and Child and Family Services Review Program Improvement Plan (CFSR PIP) processes and internal agency CQI work.

**Strategic Planning in Child Welfare: Integrating Efforts for Systems Improvements**
Directs users to helpful connections among the CFSP, CFSR, and APSR, saving time and resources and helping align agency goals and planning efforts.

**Strategic Planning in Child Welfare: Strategies for Meaningful Stakeholder Engagement**
Provides tips and strategies for engaging stakeholders in strategic planning and other agency processes.

**Come Together: Partnering With Stakeholders for Better Strategic Planning**
Shares strategies for ways to engage stakeholders in child welfare agency strategic planning, program improvement, and reporting activities.

**Strategic Planning in Child Welfare Webinars**
Highlights ways to learn more about coordinating and engaging stakeholders in agency strategic planning.

**A Data-Driven Approach to Service Array Webpage**
Supports states and other jurisdictions in using data to assess and improve service array.

**A Data-Driven Approach to Service Array Guide**
Provides an overview of the process for conducting a data-driven service array assessment, including establishing the focus of the assessment and key questions it will address, convening a service array workgroup and engaging stakeholders, and collecting and analyzing relevant data.

**The Service Array Data Inventory Sample Worksheet**
Contains examples of basic questions, specific to different service or program areas, to guide the service array assessment process.

**Quality Matters: Improving Caseworker Contacts With Children, Youth, and Families Webpage**
Offers resources to support public child welfare agencies and contracted service providers in building capacity for conducting quality contacts between caseworkers and children, youth, parents, and resource parents.

**Defining Quality Contacts**
Offers a foundation for understanding what quality contacts are, what they look like, why they are important, and how a child welfare agency can set the stage for their successful implementation. This issue brief provides useful information for all child welfare agency staff, from administrators and managers to frontline staff.
**Quality Contact Casework Activities Worksheet**

Suggests casework activities to undertake before, during, and after a caseworker visit with children, youth, and families. Caseworkers and their supervisors can use this simple two-page worksheet as general guidance to help plan and assess quality contacts.

**Collaborating to Collect and Use Data to Inform Quality Contacts**

Highlights the importance of collaboration among data and information technology staff, child welfare program staff, and other key stakeholders in developing information systems that support quality contacts.

**Quality Worker-Parent Visits: A Tip Sheet for Supervisors and Managers**

Suggests supports for workers before, during, and after a visit, along with questions to ask and potential “red flags” to address.

**Supporting Quality Contacts Through Supervisor-Worker Coaching**

Offers one-on-one coaching techniques aimed at enhancing the quality of caseworker contacts with children, youth, and families.

**Quality Matters: Improving Caseworker Contracts with Children, Youth and Families**

Features a six-part video series that demonstrates what quality contacts look like. Discussion guides that prompt reflection on core components and key behaviors and a reference guide that establishes the case context are included along with observation and self-assessment tools.

**Capacity Building Center for Tribes**

The Capacity Building Center for Tribes (Center for Tribes) is part of the Children’s Bureau's Child Welfare Capacity Building Collaborative (Collaborative). The Collaborative is composed of three integrated Centers to serve tribes, states, and courts in building capacities to improve child welfare service delivery.

The Center for Tribes collaborates with American Indian and Alaska Native (AI/AN) nations to help strengthen tribal child and family systems and services in order to nurture the safety, permanency, and well-being of children, youth, and families. We recognize and respect tribal self-determination and are committed to providing culturally responsive practices.

**Resources**

**Improving the Welfare of Native Children by Using and Measuring Data**

Covers the basics of data and includes information on how data can be used to address issues and help tribal child welfare programs thrive. Guiding questions are provided to help programs think through how they want to use and manage data.

**Data Overview: Using Data to Help Communities Thrive**

Aims to help tribal child welfare professionals consider how to use data to inform service delivery to children and families and help their communities thrive.
Research and Evaluation in Native Communities
Provides information to help tribal agencies develop their capacity to understand and conduct research and evaluation in their communities as an exercise in sovereignty.

Planning for Your Program’s Child Welfare Data System
Offers concise guiding questions for programs to consider as they develop or enhance a data system. Data needs, program capacity, and readiness for change are highlighted.

Navigating Rough Waters: Lessons Learned & Challenges to Avoid When Planning a Tribal Child Welfare Data System
Offers suggestions on how to stay on course when planning and implementing a data system as your agency journeys through the river of data.

Questions to Ask a Data System Vendor
Helps agencies ask the right questions to choose a data system that fits their case management needs.

Making Excel Work for Your Tribal Community: Introduction
Introduces a series of videos and guides designed to help programs learn how to capture IV-B data using Excel.

Sample CPS Intake Spreadsheet
Instructs users on how to use the learning series to practice building Excel skills and to see examples of formulas and drop-down lists in action. This example is based on spreadsheets the Center for Tribes has worked on with several child welfare programs.

Mapping to Protect Children and Preserve Communities
Introduces Geographic Information Systems—mapping programs for capturing, managing, analyzing, and displaying all forms of geographical reference information (e.g., addresses, tribal boundaries, social demographics), including sensitive or secure data.

Practice Mapping
Explains how to apply a business process mapping technique to tribal child welfare practice.

Using Geographic Data & GIS for Decision-Making in Tribal Child Welfare
Introduces readers to the concept of mapping child welfare and geographic data to help agencies locate potential foster homes, identify community services, and inform planning, service delivery and decision-making efforts.

Finding Solutions: Suicide Prevention
Explains how child welfare agencies can gain ideas on how to engage and collaborate with community members to create data-informed and lasting solutions to challenges they face around suicide prevention.
Finding Solutions: Historical Trauma
Explains how child welfare agencies can gain ideas on how to engage and collaborate with community members to create data-informed and lasting solutions to challenges they face around historical trauma.

Finding Solutions: Tobacco Use
Explains how child welfare agencies can gain ideas on how to engage and collaborate with community members to create data-informed and lasting solutions to challenges they face around tobacco use.

Finding Solutions: Domestic Violence and Sexual Assault
Explains how child welfare agencies can gain ideas on how to engage and collaborate with community members to create data-informed and lasting solutions to challenges they face around domestic violence and sexual assault.

Finding Solutions: Substance Abuse
Explains how child welfare agencies can gain ideas on how to engage and collaborate with community members to create data-informed and lasting solutions to challenges they face around substance use disorder.

Capacity Building Center for Courts
The Capacity Building Center for Courts (Center for Courts) is part of the Children's Bureau's Child Welfare Capacity Building Collaborative (Collaborative). The Collaborative is composed of three integrated Centers to serve tribes, states, and courts in building capacities to improve child welfare service delivery.

The Center for Courts works to improve child safety, permanency, and well-being outcomes for families by ensuring that courts work in partnership with child welfare agencies to best serve children and families.

The Center for Courts works primarily with Court Improvement Program representatives, attorneys, and judges in system improvement work providing direct tailored services and peer support to CIP representatives and creating learning opportunities and resources to elevate legal and judicial practice nationwide.

Resources

Capacity Building Center for Courts Quick Sheet Series
Provides guidance that may be helpful for Court Improvement Program leaders or others who may want to assess attorney and judicial workforce strengths and needs including guidance on survey and focus group development.

Child Welfare Information Gateway
Child Welfare Information Gateway (Information Gateway) provides access to timely, practical resources that help child welfare, adoption, and related professionals protect children and strengthen families.

Resources

**Stay Connected**
Outlines the many types of information offered by Information Gateway, from resources on family-centered practice to foster care, in addition to its free subscription services and other features.

**Chronic Child Neglect**
Describes prevention efforts and early interventions to prevent and moderate the harmful effects of chronic neglect, outlines information on training and evidence-informed interventions, and provides State and local examples of ongoing work to address chronic neglect.

**Identification of Child Abuse & Neglect**
Includes factsheets, reference books, and research on definitions, signs, and symptoms of different types of child maltreatment.

**Foster Care Statistics**
Provides the most recent national statistical estimates for children and youth in foster care from fiscal year (FY) 2017 and provides earlier data (starting from FY 2007) to allow for estimates of trends over time.

**Child Welfare/Foster Care Statistics**
Provides state and national data on the number of children in the child welfare system, trends in foster care caseloads, and well-being outcomes.

**Promoting Permanency for Older Youth in Out-of-Home Care**
Offers information for child welfare professionals about the importance of permanency—both legal and relational—for youth and strategies for achieving it.

**Permanency for Youth**
Includes resources about achieving permanency for youth.

**Partnering With Youth for Permanency Planning**
Highlights various resources to help caseworkers prepare children and youth for permanency, particularly adoption, and offers strategies that help engage youth in the process. Resources include State and local examples.

**Long-Term Consequences of Child Abuse and Neglect Factsheet**
Explains the long-term physical, psychological, behavioral, and societal consequences of child abuse and neglect and provides an overview of adverse childhood experiences. It also discusses the importance of prevention and intervention efforts and promoting protective relationships and environments.

**Long-Term Consequences of Child Abuse and Neglect Webpage**
Includes information and resources regarding the long-term consequences of child abuse and neglect.

**Major Federal Legislation Concerned With Child Protection, Child Welfare, and Adoption**

Presents an overview of the legislative history and a graphic timeline of the included acts. Also includes links to a Spanish-language summary of the text related to the Fostering Connections to Success and Increasing Adoptions Act of 2008.

**Partnering With Birth Parents to Promote Reunification**

Explores what foster caregivers can do to work with the birth families of the children in their care to promote reunification.

**Working With Parents With Children/Youth in Out-of-Home Care**

Highlights resources on how caseworkers can work with parents who have children and youth in out-of-home care.

**Parent-Child Interaction Therapy: A Primer for Child Welfare Professionals**

Aims to help child welfare professionals gain a better understanding of parent-child interaction therapy (PCIT), including which clients should be referred for PCIT, how it is implemented, and resources for additional information.

**Parent Education to Strengthen Families and Prevent Child Maltreatment**

Explores parent education for child welfare and highlights programs that have shown positive results or promise for strengthening families and preventing child abuse and neglect.

**Parent Education Programs**

Highlights programs and resources that are useful in supporting parents and strengthening parenting skills.

**Development, Implementation, and Assessment Toolkit**

Provides technical assistance for each step of a 10-step process of implementation. Resources include training modules that explain concepts, templates for creating plans and assessments, automated and downloadable tools, literature reviews, and animations that assist users through each step.

**National Child Welfare Workforce Institute**

The National Child Welfare Workforce Institute (NCWWI) works to increase the equity and effectiveness of child welfare practice through diverse partnerships that focus on workforce systems development, organizational interventions, and change leadership using data-driven capacity building, education, and professional development. In addition to working side-by-side with seven selected Workforce Excellence sites, we provide a wealth of resources that are available to anyone in the field. Visit NCWWI.org for more information.

**Resources**
NCWWI Website
Introduces NCWWI and what it has to offer.

Resource Library
Provides access over 1,000 workforce development resources.

Workforce Development Month Website
Celebrates the child welfare workforce throughout the month of September.

Workforce Development Resources
Provides access to a list of workforce development resources to share during Workforce Development Month.

Spread the Word
Highlights the free resources available on NCWWI.org.

Online Learning Collection
Provides access to engaging, interactive online learning that builds skills in leadership, workforce development, and change implementation. These tools are available to anyone and can be used by supervisors and managers (coaching and team meetings), training departments (prework, transfer strategies, optional courses, and staff newsletters), faculty, and implementation teams (to provide foundational information).

Webinar Registration
Provides links to register for NCWWI webinars about its newly revised workforce development framework as applied to Indiana.

Join Our Distribution List
Provides links to join NCWWI’s list to receive monthly newsletters and updates.

Quality Improvement Center for Workforce Development
Staff recruitment and retention are persistent challenges for many child welfare agencies. In addition to being costly, staff turnover can negatively impact the relationship between families and the agency. These challenges are compounded by a lack of research on effective strategies to attract and retain child welfare workers. The Quality Improvement Center for Workforce Development (QIC-WD) is dedicated to understanding how to improve child welfare workforce outcomes.

Opportunity to Advance the Field
QIC-WD uses a continuous workforce development process to guide selected agencies as they identify their workforce needs and implement evidence-informed interventions. Drawing from a variety of fields, QIC-WD gathers information about workforce trends and what works in areas such as staff recruitment, retention, and agency culture and climate. Finally, QIC-WD works with agencies to test the effectiveness of promising interventions.
Building the Evidence Base

QIC-WD is committed to quality research. It will synthesize the current state of trends and research and generate new knowledge about effective strategies to improve workforce outcomes.

Our Team

Through a 5-year cooperative agreement with the Children’s Bureau, QIC-WD is led by University of Nebraska-Lincoln in partnership with experts from University of Colorado, Denver; University of Louisville; University of Tennessee, Knoxville; University of California, Los Angeles; C.F. Parry Associates; CLH Strategies & Solutions; and Great Eastern Consulting.

Resources

QIC-WD Overview
Summarizes QIC-WD’s work.

QIC-WD Video
Provides an overview of QIC-WD.

Nebraska Site Profile
Highlights Nebraska’s workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

Milwaukee, WI Site Profile
Highlights Milwaukee’s workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

Ohio Site Profile
Highlights Ohio’s workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

Louisiana Site Profile
Highlights Louisiana’s workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

Washington Site Profile
Highlights Washington’s workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

Virginia Site Profile
Highlights Virginia’s workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

Eastern Band of Cherokee Indians Site Profile
Highlights the Eastern Band of Cherokee Indians’ workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

**Oklahoma Site Profile**
Highlights Oklahoma’s workforce, the intervention selected to strengthen the workforce, and the planned evaluation.

**Summer 2019 QIC-WD Newsletter**
Highlights recent activities and the upcoming QIC-WD events.

**Winter 2019 QIC-WD Newsletter**
Highlights the selected workforce interventions for each of the eight QIC-WD sites.

**Children’s Bureau**
The Administration for Children & Families (ACF), a division of the U.S. Department of Health & Human Services (HHS), promotes the economic and social well-being of families, children, individuals and communities with funding, strategic partnerships, guidance, training and technical assistance.

The Children’s Bureau, part of ACF, partners with federal, state, tribal, and local agencies to improve the overall health and well-being of our nation’s children and families. The Children’s Bureau provides support and guidance to programs that focus on the following: strengthening families and preventing child abuse and neglect, protecting children when abuse or neglect has occurred, and ensuring that every child and youth has a permanent family or family connection.

**Resources**

**Child Welfare Outcomes Report Data Site**
Provides information on state performance in seven categories of outcomes that are widely accepted performance objectives for child welfare practice. The report also includes findings of analyses conducted on performance across states and over time.

**Child and Family Services Reviews Web Page**
Provides information about Child and Family Services Reviews (CFSRs) conducted by the Children's Bureau and explains that they are periodic reviews of state child welfare systems that help states achieve three goals: 1) Ensure conformity with federal child welfare requirements; 2) Determine what is actually happening to children and families as they are engaged in child welfare services; 3) Assist states in helping children and families achieve positive outcomes.

**CFSR Round 3 Quick Reference Items List**
Provides a quick reference guide for CFSRs. Includes references to outcomes and systemic factors.

**CFSR Round 3 Statewide Data Indicators Data Dictionary**
Provides a list of statewide data indicators for CFSR Round 3, with descriptions and other key information.

**Guide to Data-Driven Decision Making**

Designed primarily for child welfare agencies and professionals, this guide explains data-driven decision-making, a process for deciding on a course of action based on data. It describes the requirements of data-driven decision-making and the steps for applying these concepts to organizations and service systems.

**Video Series on Data-Driven Decision-Making**

Provides an overview of data-driven decision-making, explains its importance in the context of human service organizations, and describes the process of developing a theory of change as a first step in the process in the context of a fictional human services organization.

**Establishing and Maintaining CQI Systems in State Child Welfare Agencies**

Provides state title IV-B and IV-E child welfare agencies with information to establish and maintain CQI systems and to provide information on claiming allowable federal participation costs for CQI.

**Continuous Quality Improvement Toolkit: Module 5: Understanding the PDSA Process and Measurement (OPRE)**

Supports maternal, infant, and early childhood home visiting (MIECHV) awardees and others in working with local agencies to build capacity in CQI. This module helps participants: describe the Plan-Do-Study-Act cycle and explain its use; understand three types of measures for Plan-Do-Study-Act cycles; and understand how to conduct rapid improvement cycles.

**A Framework to Design, Test, Spread, and Sustain Effective Practice in Child Welfare**

Describes a process for exploring problems in child welfare, developing interventions, building evidence about their effectiveness, integrating effective interventions into routine child welfare practice, and continually improving on their delivery.

**Video Series: A Framework to Design, Test, Spread, and Sustain Effective Practice in Child Welfare**

Explains the major components of the framework and illustrates how these components can be applied to build evidence and spread effective child welfare practice.

**A Roadmap for Collaborative and Effective Evaluation in Tribal Communities**

Helps users create a shared vision for the future of tribal child welfare evaluation and provides a common language for tribal communities and evaluators as they improve evaluation practice.

**Creating a New Narrative Collaborative and Effective Evaluation in Tribal Communities**

Introduces a vision for the future of tribal child welfare evaluation and a guide for developing culturally and scientifically rigorous evaluation.

**Building Evidence Training Project**
Builds the knowledge, skills, and motivation of current and future child welfare frontline staff to participate in efforts to develop and test successful child welfare interventions and improve outcomes for children and families.

**Formative Evaluation Toolkit**
Introduces formative evaluation, a method for evaluating programs during early implementation to inform program improvement and assess readiness for rigorous summative evaluation. Designed primarily for child welfare agencies and professionals to use in partnership with program evaluators, the content of this toolkit aligns with the experiences of state, local, and nonprofit child-serving organizations and evaluators funded through the Children’s Bureau discretionary grant program.

**Permanency Innovations Initiative Approach**
Supports the implementation of an intervention, as planned, and the use of data-informed decision-making in preparation for undergoing a rigorous evaluation.

**Child Welfare Evaluation Virtual Summit Series**
Tackles evaluation-related topics and proposes solutions to common evaluation problems. Viewers are directed to additional tools and resources. The videos are intended to advance the major objectives of the conference by building capacity for improved evaluation, promoting further dialogue among evaluation stakeholders, and disseminating information.

**Casework & Evaluation: Learning From My Success Story**
Shares the story of a caseworker’s most rewarding and successful child welfare cases. The caseworker explains the unexpected role that evaluation played in delivering the services and supports that made a difference for two teenage girls and their mother.

**Who Cares about Data Sharing: Making the Case to the Courts**
Argues the case for practical performance measurement and data sharing among courts and child welfare agencies.

**Getting it Done: Partnering to Overcome Concerns about Data Sharing**
Follows a child welfare director as she takes a moment to investigate some common barriers to data sharing and identifies strategies to overcome them.

**Building Capacity to Improve Program Evaluation**
Explains the role that program evaluation plays in Children’s Bureau-funded projects and programs. A wide range of stakeholders rely on program evaluations to answer important questions about program design, capacity, collaboration, implementation, participation, service delivery, and effectiveness.

**Evaluation Brief: Reporting and Presenting Evaluation Findings**
Outlines key factors to consider when reporting and presenting evaluation results to various audiences.

**Evaluation Brief: Building Evaluation Capacity in Human Service Organizations**
Outlines a framework that can be used as a guide to increase an organization’s understanding of capacity building concepts and identify areas of improvement in order to reach its desired level.