**Handout 4: Anchoring Evaluative Capacity: Reflections**

The development of specific, evaluation-related policies about, for example, leadership succession or staff development, can help to extend or sustain/anchor evaluative capacity. The following are questions to inform evaluation-related policy development.

* **Succession** (i.e., the transfer of responsibility/power)
  + What must the organization do to ensure that a person filing an Executive Director or Management position will be knowledgeable about and support evaluation and evaluative thinking in the organization?
* **Staff Development/Training**
  + What evaluation training is currently provided? Which staff members are involved?
  + What evaluation training is needed and for whom?
  + How often is or should training be provided and by whom?
  + How does the organization ascertain that trainees have effectively learned about evaluation?
* **Responsibility for Evaluation**
  + Who is responsible for evaluation? Who conducts which evaluation tasks (i.e., what roles are fulfilled by Executive Director, managers, staff, others)?
  + Are there staff whose jobs or components of their jobs cover evaluation needs for the organization? What training do they have? What training and affiliations (e.g., AEA membership) are required for them?
  + Is there an “Officer in Charge” to ensure quality for, and oversight of, all evaluation work?
  + Are consultants used? Who selects them and oversees their work?
* **Data Access and Management**
  + Are available systems and software sufficient to manage currently collected data?
  + Are available systems and software sufficient to analyze currently collected data?
* **Compensation**
  + How are staff who contribute to participatory evaluation compensated for their time?
  + Are their levels of compensation based on quality of evaluation work?
* **General**
  + - *Approach*. Is participatory evaluation always strived for? Are their types of evaluation that will not be undertaken (e.g., randomized controlled experiments).
    - *Subjects.* Are their some areas of organizational work that are off-limits?
    - *Schedules.* How much evaluation should/can be done in a selected time frame (e.g., 1 year)? Are evaluation inventories conducted?

*On the reverse-side jot some thoughts/responses to the above. How would/could this work in your organization?*