

Anchoring	
Project History & Context	Anchoring provided on-site evaluation support and training to staff and leadership at three different non-profit organizations in Hartford, CT. The Anchoring project was developed by the Hartford Foundation in response to Building Evaluation Capacity (BEC) participants' requests for ongoing, on-site evaluation support and training for staff and leadership. Each nonprofit organization involved in anchoring was currently participating in the BEC Alumni group. The project was developed with input from specific BEC alumni participants and jointly supported by Anita Baker/ <i>Evaluation Services</i> , the Bruner Foundation, and the Hartford Foundation for Public Giving.
Duration	One year, spring 2011 through spring 2012.
Participants & Selection Process	All BEC alumni were invited to participate and three organizations elected to do so. A total of 23 staff members from the 3 agencies participated in evaluation training sessions. Additionally, 7 key staff and leadership from the agencies participated in guided, in-depth, applied evaluation project work focused on data analysis using tools including SPSS, Survey Monkey, and Excel.
Project Design	<p>First 5 months (4 hours total)</p> <ul style="list-style-type: none"> Evaluation basics: two 2-hour evaluation basics sessions using each organization's own examples at their own offices <p>Second 6 months (8 hours)</p> <ul style="list-style-type: none"> Evaluation coaching and technical assistance for core staff (6 hours). Completion of an evaluation project with supervision from evaluator. Final 2-hour evaluation session focused on analysis using organizations own project data, highlighting completed evaluation project.
Alumni Study Group	All participating organizations were part of the BEC alumni study group.
Funder	Anita Baker, <i>Evaluation Services</i> provided all training pro bono and contributed to materials development Hartford Foundation for Public Giving assisted with recruitment and travel expenses for evaluation consultant, www.hfpg.org Bruner Foundation funded assessment of the project, www.brunerfoundation.org
Costs	Approximately \$10,000
Key Capacity Building Components	Basic Evaluation Training, Advanced Evaluation Training, Applied Learning: Evaluation Design or Implementation, Technical Assistance and Coaching, Anchoring Evaluative Capacity
Evaluation Consultants	Each session was led by Anita Baker, Evaluator .
Prior Experience with Evaluative Thinking	Staff at each participating agency had prior evaluation knowledge and skills from their participation in BEC or BEC Alumni classes. They participated together with other key organization staff members who lacked evaluation experience.

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Results	<ul style="list-style-type: none"> • Leaders at the organizations were clear that Anchoring was effective because it involved multiple staff members with specific program responsibilities (including those who had not previously been part of evaluation training), was conducted in-house, and focused on information specific to the agency. • All participants indicated they are better equipped to commission evaluations, conduct improved evaluations of their own programs, and use evaluative thinking skills in multiple aspects of their work. • Participating organization leaders recognized the value in upgrading staff understanding of evaluation.
Challenges	<ul style="list-style-type: none"> • While leaders were clear that they would have a continued role in sustaining evaluative capacity, they expressed concern regarding access to continued evaluation support. • Integration of evaluative capacity and evaluation skills at the agencies are still viewed as challenging. Two of the three organizations shared concerns about building evaluation into their organization's existing process for new program development and all three indicated they needed ongoing help regarding the communication of findings both internally and externally.
Evaluation products	Read the <i>ANCHORING FINAL EVALUATION REPORT</i>