

CAPACITY AND ORGANIZATIONAL READINESS FOR EVALUATION (CORE) TOOL

Directions: For each statement, indicate if the action or environment *never*, *sometimes*, or *often* occurs within the organization that is being assessed. After completing the tool, review the *never* and *sometimes* columns—these are the actions and environments that must be strengthened to build capacity and readiness for evaluation and learning.

	Frequency of Occurrence		
	Never	Sometimes	Often
Culture/Learning Environment			
1. Employees use data, information, and evidence in decision-making to both support and challenge the work of the organization.			
2. The organization builds in time for individual and group reflection about services, products, and processes.			
3. Employees continuously look for ways to experiment and innovate to improve services, products and processes.			
4. Employees' constructive mistakes are viewed as opportunities for learning, not punishment.			
5. Employees value frank and challenging discussions about the organization and its work.			
6. Employees regularly engage in knowledge sharing and transfer.			
Organizational Leadership	Never	Sometimes	Often
7. Leaders demand appropriate and authentic evidence for decision-making from staff.			
8. Leaders walk the talk and demonstrate commitment to evaluation, organizational learning, and evidence-based decision-making.			
9. Leaders support capacity building for evaluation and learning, and devote necessary resources/time.			
10. Leaders create/support staff positions to be responsible for systematic and ongoing evaluation and learning.			
Resources, Systems, Structures, and Process	Never	Sometimes	Often
11. Employees are given regular opportunities to learn and develop new skills.			
12. Organizational departments effectively share information.			
13. There are structures and systems in place to systematically gather, store, analyze, and use data.			
14. Information is regularly gathered from stakeholders to gauge organizational and programmatic strengths and weaknesses.			
15. Organization processes rely on evidence-based decision-making.			

Works consulted: Building an Evaluative Culture for Effective Evaluation and Results Management (Mayne, 2008, Institutional Learning and Change), The Readiness for Organizational Learning and Evaluation Instrument (Preskill and Torres, 2000); A Checklist for Building Organizational Evaluation Capacity (King and Volkov, 2005)