

## Chapter 1 : Evaluation - Wikipedia

*Ongoing evaluation is a tool for creating, sustaining, and enhancing such organizations." The book's premise is that ongoing evaluation is the key to developing organizational capacity and resilience.*

March 16, Zenda Ofir 2 I have come to the conclusion that nearly everything in life is influenced by power. Yet we almost never evaluate for it. It is difficult to be powerless and happy. The type and extent of the power we want will differ from person to person, depending on our circumstances and vision for our lives. But we all need power of some kind to feel fulfilled. On the other hand, power is a concept that stretches far beyond the individual. Power issues are everywhere. This is certainly so for all interventions by these I mean projects, programmes, strategies, policies, institutions and so on, from local to global levels aimed at contributing to development in some or other way. We are most used to visible power, but in my experience invisible and hidden power truly shapes the world. For some unfathomable reason we do not address this important issue explicitly when we design, execute and evaluate interventions. We focus on power when we deal with so-called empowerment programmes. But this is only one specific context in which power analyses are useful. We do not analyse or highlight the impact of power on development, or on evaluation for that matter. And when we do so, we are too timid in our discourse. This situation has to change. Evaluators and evaluation commissioners have to engage with power – or acknowledge the power that lies in ignoring this issue. Not having aspects of power as an explicit focus in evaluation Terms of Reference is no excuse for ignoring them. I do not believe that evaluations are good or useful unless they analyse the main influences on success, slow progress or failure. Power dynamics, power relations and power asymmetries have to be some of the issues studied in this context. It is important to think about power in relation to individuals, groups, organisational structures, institutions, countries and regions. Nowhere is this need more acute and important than in poverty-stricken countries in the Global South. Power is complicated and multi-dimensional. See for example here , here and here. A forward-looking summary and list of useful examples can be found here. The following cartoons by Irene Guijt on Powercube give a sense of their meaning, and I will provide an example of their application in an upcoming post. Finally, for those evaluators and commissioners of evaluation who need to be convinced, I recommend the following relevant books for yes, we should read – a lot. They all address power, but from different vantage points. They are well worth the effort.

**Chapter 2 : AEA - American Evaluation Association : Evaluation Speaking Truth to Power : Plenary Session**

*Evaluation with Power will help us continue to report on the effectiveness of our programs. Evaluation with Power provides a management tool that will help us promote organizational learning and empowerment, basic ingredients for building public confidence and program excellence, key to long-term nonprofit survival.*

Empowering Staff for Evaluation. How Volunteers Can Contribute to Evaluation. Organizational Behavior and Policy A. Program Effectiveness and Outcomes J. Human Resource Management D. Ethics and Accountability J. Using Outside Evaluators P. We applaud the publication of this important new book, and the cogent plan it presents to associations for ongoing self-evaluation. Associations mean to do good work. This book will help them do it. Big Brothers Big Sisters of America has known anecdotally for many years that having a Big Brother or Big Sister has an enormous impact on the life of a child. Evaluation with Power will help us continue to report on the effectiveness of our programs. Evaluation with Power provides a management tool that will help us promote organizational learning and empowerment, basic ingredients for building public confidence and program excellence, key to long-term nonprofit survival. Donors no longer reward good intentions, they reward results. This book can help social sector leaders manage for the mission and measure results. Drucker Foundation "Terrific, easy-to-use primer on evaluation! Mannion, program officer, special projects, Carnegie Corporation of New York "This book combines the practical with the philosophic? It answers a need many of us have who want more than simple answers? This book gives us a host of ways to do just that. Bryant, executive director, National School Boards Association "This book offers an antidote to the infectious mentality that? Ongoing evaluation is a tool for creating, sustaining, and enhancing such organizations. This book suggests that the future effectiveness of organizations depends on meaningful, useful, and practical evaluation. It is a major contribution to both the fields of organizational development and evaluation. It takes evaluation from the punitive world of "now I got you" to a environment where individuals, programs, and institutions can grow to meet the challenges of a changing world.

**Chapter 3 : Microsoft Evaluation Center**

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Definition[ edit ] Evaluation is the structured interpretation and giving of meaning to predicted or actual impacts of proposals or results. It looks at original objectives, and at what is either predicted or what was accomplished and how it was accomplished. So evaluation can be formative , that is taking place during the development of a concept or proposal, project or organization, with the intention of improving the value or effectiveness of the proposal, project, or organisation. It can also be summative , drawing lessons from a completed action or project or an organisation at a later point in time or circumstance. Having said this, evaluation has been defined as: A systematic, rigorous, and meticulous application of scientific methods to assess the design, implementation, improvement, or outcomes of a program. It is a resource-intensive process, frequently requiring resources, such as, evaluate expertise, labor, time, and a sizable budget [4] "The critical assessment, in as objective a manner as possible, of the degree to which a service or its component parts fulfills stated goals" St Leger and Wordsworth-Bell. The core of the problem is thus about defining what is of value. There are two function considering to the evaluation purpose Formative Evaluations provide the information on the improving a product or a process Summative Evaluations provide information of short-term effectiveness or long-term impact to deciding the adoption of a product or process. The central reason for the poor utilization of evaluations is arguably[ by whom? No cleanup reason has been specified. Please help improve this section if you can. March Learn how and when to remove this template message Depending on the topic of interest, there are professional groups that review the quality and rigor of evaluation processes. Evaluating programs and projects, regarding their value and impact within the context they are implemented, can be ethically challenging. Evaluators may encounter complex, culturally specific systems resistant to external evaluation. Furthermore, the project organization or other stakeholders may be invested in a particular evaluation outcome. Finally, evaluators themselves may encounter " conflict of interest COI " issues, or experience interference or pressure to present findings that support a particular assessment. General professional codes of conduct , as determined by the employing organization, usually cover three broad aspects of behavioral standards, and include inter- collegial relations such as respect for diversity and privacy , operational issues due competence , documentation accuracy and appropriate use of resources , and conflicts of interest nepotism , accepting gifts and other kinds of favoritism. The Joint Committee on Standards for Educational Evaluation has developed standards for program, personnel, and student evaluation. The Joint Committee standards are broken into four sections: Utility, Feasibility, Propriety, and Accuracy. Various European institutions have also prepared their own standards, more or less related to those produced by the Joint Committee. They provide guidelines about basing value judgments on systematic inquiry, evaluator competence and integrity, respect for people, and regard for the general and public welfare. The principles run as follows: This requires quality data collection, including a defensible choice of indicators, which lends credibility to findings. This also pertains to the choice of methodology employed, such that it is consistent with the aims of the evaluation and provides dependable data. Furthermore, utility of findings is critical such that the information obtained by evaluation is comprehensive and timely, and thus serves to provide maximal benefit and use to stakeholders. This requires that evaluation teams comprise an appropriate combination of competencies, such that varied and appropriate expertise is available for the evaluation process, and that evaluators work within their scope of capability. A key element of this principle is freedom from bias in evaluation and this is underscored by three principles: Independence is attained through ensuring independence of judgment is upheld such that evaluation conclusions are not influenced or pressured by another party, and avoidance of conflict of interest, such that the evaluator does not have a stake in a particular conclusion. Conflict of interest is at issue particularly where funding of evaluations is provided by particular bodies with a stake in conclusions of the evaluation, and this is seen as potentially compromising the

independence of the evaluator. Whilst it is acknowledged that evaluators may be familiar with agencies or projects that they are required to evaluate, independence requires that they not have been involved in the planning or implementation of the project. A declaration of interest should be made where any benefits or association with project are stated. Independence of judgment is required to be maintained against any pressures brought to bear on evaluators, for example, by project funders wishing to modify evaluations such that the project appears more effective than findings can verify. This requires taking due input from all stakeholders involved and findings presented without bias and with a transparent, proportionate, and persuasive link between findings and recommendations. Thus evaluators are required to delimit their findings to evidence. A mechanism to ensure impartiality is external and internal review. Such review is required of significant determined in terms of cost or sensitivity evaluations. The review is based on quality of work and the degree to which a demonstrable link is provided between findings and recommendations. Access to the evaluation document should be facilitated through findings being easily readable, with clear explanations of evaluation methodologies, approaches, sources of information, and costs incurred. Evaluators respect the security, dignity and self-worth of the respondents, program participants, clients, and other stakeholders with whom they interact. This is particularly pertinent with regards to those who will be impacted upon by the evaluation findings. Examples of how such respect is demonstrated is through respecting local customs e. Responsibilities for General and Public Welfare: Evaluators articulate and take into account the diversity of interests and values that may be related to the general and public welfare. Access to evaluation documents by the wider public should be facilitated such that discussion and feedback is enabled. The various funds, programmes, and agencies of the United Nations has a mix of independent, semi-independent and self-evaluation functions, which have organized themselves as a system-wide UN Evaluation Group UNEG, [13] that works together to strengthen the function, and to establish UN norms and standards for evaluation. Perspectives[ edit ] The word "evaluation" has various connotations for different people, raising issues related to this process that include; what type of evaluation should be conducted; why there should be an evaluation process and how the evaluation is integrated into a program, for the purpose of gaining greater knowledge and awareness? There are also various factors inherent in the evaluation process, for example; to critically examine influences within a program that involve the gathering and analyzing of relative information about a program. Michael Quinn Patton motivated the concept that the evaluation procedure should be directed towards:

**Chapter 4 : Power Evaluation | CyberPower**

*Evaluation With Power shows that true evaluation is a process of asking good questions, gathering information to answer them, and making decisions based on those answers. Evaluation With Power provides members of nonprofit sector organizations at all levels with the information and guidance they need to make evaluation work.*

For an orthogonal design for a given model, all the coefficients in the model can be estimated independently. Dropping one or more terms from the model will not affect the estimation of other coefficients and their variances. If a design is not orthogonal, it means some of the terms in the model are correlated. If the correlation is strong, then the statistical test results for these terms may not be accurate. VIF variance inflation factor is used to examine the correlation of one term with other terms. The VIF is commonly used to diagnose multicollinearity in regression analysis. As a rule of thumb, a VIF of greater than 10 indicates a strong correlation between some of the terms. VIF can be simply calculated by:  $VIF = \frac{1}{1 - R^2}$  where  $R^2$  is the coefficient of determination for the term. Orthogonal design is always ideal. However, due to the constraints on sample size and cost, it is sometimes not possible. If this is the case, we want to get a design that is as orthogonal as possible. The so-called D-efficiency is used to measure the orthogonality of a two level factorial design. It is defined as:  $D = \frac{1}{n^p}$  where  $p$  is the number of coefficients in the model and  $n$  is the total sample size.  $D$  represents the determinant. When you compare two different screening designs, the one with a larger determinant is usually better. D-efficiency can be used for comparing two designs. Other alphabetic optimal criteria are also used in design evaluation. If a model and the number of runs are given, an optimal design can be found using computer algorithms for one of the following optimality criteria: This is the same as minimizing the determinant of the variance-covariance matrix. The trace of a matrix is the sum of all its diagonal elements. The determinant of are given in the design evaluation in the DOE folio. V-optimality is not yet included. Power Study Power calculation is another very important topic in design evaluation. When designs are balanced, calculating the power which, you will recall, is the probability of detecting an effect when that effect is active is straightforward. However, for unbalanced designs, the calculation can be very complicated. We will discuss methods for calculating the power for a given effect for both balanced and unbalanced designs. Assume that at the normal condition, the output of a process follows a normal distribution with a mean of 10 and a standard deviation of 1. If the 3-sigma control limits are used and the sample size is 5, the control limits assuming a normal distribution for the X-bar chart are: If a calculated mean value from a sampling group is outside of the control limits, then the process is said to be out of control. However, since the mean value is from a random process following a normal distribution with a mean of 10 and standard derivation of , even when the process is under control, the sample mean still can be out of the control limits and cause a false alarm. The probability of causing a false alarm is called Type I error or significance level or risk level. For this example, it is: Similarly, if the process mean has shifted to a new value that means the process is indeed out of control e. The probability of causing a misdetection is called Type II error. Power is defined as 1-Type II error. In this case, it is 0. Increasing sample size can reduce both errors. Engineers usually determine the sample size of a test based on the power requirement for a given effect. This is called the Power and Sample Size issue in design of experiments. Power Calculation for Comparing Two Means For one factor design, or one-way ANOVA, the simplest case is to design an experiment to compare the mean values at two different levels of a factor. Like the above control chart example, the calculated mean value at each level in control and out of control is a random variable. If the two means are different, we want to have a good chance to detect it. The difference of the two means is called the effect of this factor. For example, to compare the strength of a similar rope from two different manufacturers, 5 samples from each manufacturer are taken and tested. The test results in newtons are given below.

**Chapter 5 : Evaluation With Power | Grantmakers in the Arts**

*Evaluation with Power: A New Approach to Organizational Effectiveness, Empowerment, and Excellence (The Jossey-Bass Nonprofit and Public Management Series) - Kindle edition by Sandra Trice Gray. Download it once and read it on your Kindle device, PC, phones or tablets.*

Non-profitmaking Organizations Flap copy Thoughtful, meaningful evaluation is a vital tool that can help any organization progress in ways that lead to greater achievement of its mission. As an ongoing process to achieve organizational effectiveness, evaluation can be a source of power and a force for change. However people in nonprofit organizations too often see evaluation as something that is done to them rather than something they can do themselves to strengthen their performance. Until now, they lacked the support and guidance they needed to make evaluation part of their everyday work. Evaluation With Power provides that support and guidance. The book focuses on the needs of the nonprofit and reveals the sort of evaluation that is most appropriate to and helpful for nonprofits. Sandra Trice Gray has brought together leading experts from a wide range of fields to show how to use the power of evaluation in key organizational areas, including program design, human resource management, information systems, volunteers, fund raising and more. Evaluation With Power shows that true evaluation is a process of asking good questions, gathering information to answer them, and making decisions based on those answers. Evaluation With Power provides members of nonprofit sector organizations at all levels with the information and guidance they need to make evaluation work. It explains how evaluation relates to board and staff concerns and shows how it can help create an environment for learning and renewal. It provides the "how" of an ongoing process of evaluation and will help organizations make the most of limited resources and ensure its viability and health in a changing environment. As an ongoing process to achieve organizational effectiveness, evaluation can be a source of power and a force for change. However people in nonprofit organizations too often see evaluation as something that is done to them rather than something they can do themselves to strengthen their performance. Until now, they lacked the support and guidance they needed to make evaluation part of their everyday work. S ongoing research on evaluation, it is a practical, comprehensive handbook for transforming the organization, its management, programs, process, and organizational evaluation into a positive learning experience that connects performance to mission. The book focuses on the needs of the nonprofit and reveals the sort of evaluation that is most appropriate to and helpful for nonprofits. Sandra Trice Gray has brought together leading experts from a wide range of fields to show how to use the power of evaluation in key organizational areas, including program design, human resource management, information systems, volunteers, fund raising and more. Evaluation With Power shows that true evaluation is a process of asking good questions, gathering information to answer them, and making decisions based on those answers. Evaluation With Power provides members of nonprofit sector organizations at all levels with the information and guidance they need to make evaluation work. It explains how evaluation relates to board and staff concerns and shows how it can help create an environment for learning and renewal. It provides the "how" of an ongoing process of evaluation and will help organizations make the most of limited resources and ensure its viability and health in a changing environment. Empowering Staff for Evaluation. How Volunteers Can Contribute to Evaluation. Organizational Behavior and Policy A. Program Effectiveness and Outcomes J. Human Resource Management D. Ethics and Accountability J. Using Outside Evaluators v P. We applaud the publication of this important new book, and the cogent plan it presents to associations for ongoing self-evaluation. Associations mean to do good work. This book will help them do it. Big Brothers Big Sisters of America has known anecdotally for many years that having a Big Brother or Big Sister has an enormous impact on the life of a child. Evaluation with Power will help us continue to report on the effectiveness of our programs. Evaluation with Power provides a management tool that will help us promote organizational learning and empowerment, basic ingredients for building public confidence and program excellence, key to long-term nonprofit survival. Donors no longer reward good intentions, they reward results. This book can help social sector leaders manage for the mission and measure results. Drucker Foundation "Terrific, easy-to-use primer

on evaluation! Mannion, program officer, special projects, Carnegie Corporation of New York "This book combines the practical with the philosophic? It answers a need many of us have who want more than simple answers? This book gives us a host of ways to do just that. Bryant, executive director, National School Boards Association "This book offers an antidote to the infectious mentality that? Ongoing evaluation is a tool for creating, sustaining, and enhancing such organizations. This book suggests that the future effectiveness of organizations depends on meaningful, useful, and practical evaluation. It is a major contribution to both the fields of organizational development and evaluation. It takes evaluation from the punitive world of "now I got you" to a environment where individuals, programs, and institutions can grow to meet the challenges of a changing world. Previously she served as an assistant commissioner with the U.

**Chapter 6 : GOOD evaluation engages with POWER - EVALUATION FOR DEVELOPMENT**

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Speaking Truth to Power. Speaking Truth to Power: Wednesday, October 31 3: With deep roots in social justice movements, and multiple conflicting interpretations, when evaluators invoke the phrase, what do we mean; for whom; under what circumstances; and for what purposes? Join AEA president Leslie Goodyear for an exploration of the conference theme and reflections on its implications for evaluators and the field of evaluation. Brooke Haycock Weaving quantitative data with narrative drawn from more than interviews with youth, educators, and leaders from higher education, business, and industry, American Grit whips into a fever pitch a year-old debate in education about the very role of secondary schools in America and what “ and whose “ children need to succeed. Aurora Martin and Miguel Willis How do we measure dynamic change and concurrent goals of equity, inclusion, and innovation for next generation social impact? Two projects set out to create learning communities and nextgen training programs with a triple bottom line set of goals: Access to Justice Tech Fellows “ How do we evaluate this legal innovation fellowship program aimed at disrupting the delivery of legal aid across America? Rural American Digital Lab “ How do we evaluate nextgen community building and social innovation in rural America? Youth Voice in Evaluation: Katie Richards-Schuster and Bianca Montrosse-Moorhead Participation is a fundamental right and a necessity for speaking truth to power. This panel will focus on the power of including and engaging youth voice in evaluation. Drawing on the expertise and voices of young people who have been engaged in evaluation work in both national and global contexts, this plenary will explore: What it means to deliberately and meaningfully include youth in and through the evaluation process? What practices are needed to authentically engage youth voices? How youth voice shifts power within evaluation in national and global settings? Regardless of our work contexts, these questions and answers are important and necessary to address as evaluation works to explore power and inclusion of youth voice. On campus she is a Resident Assistant, is involved in research regarding revenge porn legislation nation-wide and its impacts on the justice process, and is currently working on a capstone project surrounding gentrification and institutional racism in the city of Detroit. She has been a member of the Metro Youth Policy Fellows since her freshman year of high school. With her passion for policy analysis and local communities, she is applying to graduate school programs at the intersection of public policy and social work. He currently works as a research lab technician in the Lawlor Lab at Michigan Medicine, where he studies Ewing sarcoma, a pediatric bone cancer. He also coordinates a youth fellowship program on diversity and social justice with the University of Michigan School of Social Work. Abhi has been a member of Metro Youth Policy Fellows since his sophomore year of high school. Both a pre-medical student and a staunch advocate for youth, he plans to apply to medical school to become a pediatric specialist. Qudratullah Jahid Qudratullah Jahid is a Monitoring and Evaluation Specialist with work experience in international development and with the Government of Afghanistan.

**Chapter 7 : Solved: Possible memory leak in Microsoft Mashup Evaluatio - Microsoft Power BI Community**

*Evaluation with Power provides the support and guidance nonprofit professionals need to make evaluation part of their everyday work - changing it from something that is done to them to something they can do themselves to strengthen their performances.*

Core Components of Community Organizing Evaluation Through our research, seven key components of organizing emerged across different styles and approaches. More information about each component and its relationship to the evaluation of organizing is provided. Although there is overlap among the key components, it is useful to focus on each of these points. Development of Power Increasing the collective power of a constituency or organization is a critical component of community organizing, recognized across different organizing theories and philosophies. Key Issues and Implications for Evaluation: The development of collective power is one of the most challenging core components to evaluate. Well-crafted pathways for constituent leadership development within the organizing process including intentional processes for consciousness raising and the development of critical analysis skills take time, effort, and skill. Ensuring that the organizing process reinforces a healthy sense of strength among constituents is also something that requires intentional action. Though almost all organizing groups note the critical role of constituent leadership and power, the demands of ongoing campaign work sometimes lead organizers to trust that simple participation in campaign activities will create results in these arenas. One of the most common challenges to evaluating this core component is creating and measuring indicators of leadership development that move beyond simple participation in campaign activities. Participation and Membership Closely related to the development of constituent leadership and power, constituent participation in decision making often expressed as membership within the organization is another hallmark of the organizing process. This participation can take place in identifying organizing goals, deciding on strategies and tactics, negotiating changes in plans throughout the organizing process, and even deciding organizational policies as a board member. Organizational training to facilitate such participation can be key. Because of the central importance of participation to the organizing process, a more nuanced look at participation mechanisms and success is critical. As with constituent leadership and power, one of the most common challenges to evaluating this core component is developing meaningful and measurable indicators of participation beyond counting the number of members and the number of meetings they attend. Evaluation of this component should include indicators of participation in other aspects of organizational decision making beyond organizing campaigns, such as training and evaluation decisions It should demonstrate if there is a line of progression by which those engaged in organizing and those benefiting from it can participate in campaigns, and eventually take leadership roles within the organization, including governance of the organization. Identifying related indicators and ways to measure them can be an organization wide conversation. Related to the development of power, in that achieving the outcome of a campaign is often associated with developing the power necessary to win the campaign, it is usually fairly easy to objectively identify whether or not an organization has reached its campaign objective. Yet, it is important for many groups to include a more nuanced definition of the organizing win that includes such outcomes as resident empowerment and organizational development. Campaign objectives are frequently long-term, though, and a group might work toward an objective for several years, or longer. From an evaluation standpoint, organizations need to think about how to break down long-term campaign goals into shorter-term interim objectives. For example, gaining support for an issue from key neighborhood leaders or city council members can be an important stepping stone towards an eventual policy change sought. Choosing and winning campaigns that, in and of themselves, do not have a meaningful impact does not necessarily indicate successful organizing work. Including measures of the larger impact of organizing campaigns helps us see the forest for the trees. As an additional note for this component, many organizations recognize the need to think beyond individual campaign outcomes and focus on how the organizing process also contributes to a larger movement for change. Including the concept of meaningful impact in evaluation conversations not only helps organizations think critically about the relevance of their

campaign objectives, but also about how the process of achieving these objectives can contribute to a larger vision of positive change. Another question about impact is what will be the range of people that benefit from the changes sought. Further, it is critical that constituents themselves be involved in defining what is meaningful. A longer term challenge is to identify ways to track outcomes beyond the life of the campaign.

**Organizational Capacity and Management** In order to engage meaningfully in long-term community organizing work, an organization needs to continue to assess and develop its capacity to do and manage organizing. The greater the focus among staff, membership and board members on analyzing root causes and structural causes of social problems, and the use of this analysis to sharpen the identification and attainment of campaign objectives, the greater the impact an organization will have in creating small- and large-scale social change. Additionally, an organization needs to be developing its capacity from the board to the staff level to manage and understand the role of organizing work within its vision, mission, strategic plan, etc. Critical areas within organizational development include, but are not limited to, organizational operations, the development of relationships and collaborations, and planning and implementation capacity. However, the intentional development of organizational capacity and management will often distinguish a group with the ability to have one successful campaign from a group that has the ability to make a more lasting impact. While many tools have been recently developed for assessing nonprofit organizational capacity, identifying capacity needs, and measuring results of capacity building efforts, there has been less research and are fewer assessment and evaluation tools tailored to evaluating organizational capacity for effective community organizing. One key evaluation question is whether or not a group is part of a larger world of organizing in order to aggregate power to accomplish its mission.

**Ongoing Reflection and Innovation** Related to organizational capacity building and management, but more specifically focused on ongoing implementation and adaptation of campaign strategies and tactics, a critical component to organizing success is the process of reflection and innovation. Organizing is as much art or craft as science, and organizers and the organizations that support them need to be able to recognize when situations mandate changes to the organizing formula. Equally as important, as campaigns come to a close, a process of reflection and celebration are critical—and again often overlooked—pieces to successful organizing work. Community organizing work in particular is about learning as you go — learning about what kinds of strategies and tactics work when, where, and under what conditions, and paying close attention to process and how leaders grow and develop. The implications of this for evaluation are twofold: Helping nonprofits and foundations to advance their mission and serve their communities through advocacy.

### Chapter 8 : GOOD evaluation engages with POWER | Politics & Ideas: A Think Net

*The Microsoft Evaluation Center brings you full-featured Microsoft product evaluation software available for download or trial on Microsoft Azure.*

Yet we almost never evaluate for it. The type and extent of the power we want will differ from person to person, depending on our circumstances and vision for our lives. But we all need power of some kind to feel fulfilled. On the other hand, power is a concept that stretches far beyond the individual. Power issues are everywhere. This is certainly so for all interventions by these I mean projects, programmes, strategies, policies, institutions and so on, from local to global levels aimed at contributing to development in some or other way. For some unfathomable reason we do not address this important issue explicitly when we design, execute and evaluate interventions. We focus on power when we deal with so-called empowerment programmes. But this is only one specific context in which power analyses are useful. We do not analyse or highlight the impact of power on development, or on evaluation for that matter. And when we do so, we are too timid in our discourse. This situation has to change. Not having aspects of power as an explicit focus in evaluation Terms of Reference is no excuse for ignoring them. Power dynamics, power relations and power asymmetries have to be some of the issues studied in this context. It is important to think about power in relation to individuals, groups, organisational structures, institutions, countries and regions. Nowhere is this need more acute and important than in poverty-stricken countries in the Global South. Power is complicated and multi-dimensional. Finally, for those evaluators and commissioners of evaluation who need to be convinced, I recommend the following relevant books for yes, we should read a lot. They all address power, but from different vantage points. They are well worth the effort.

### Chapter 9 : MII TOASTMASTERS: #9 Evaluation Guide for Persuade with Power

*TI's uccaevm evaluation module (evaluation board) helps move your designs from prototype to production. EVM description and features provided along with supporting documentation and resources.*