The Importance of Engaging Stakeholders

Evaluation Learning Series

Topic #1

Evaluation Learning Series

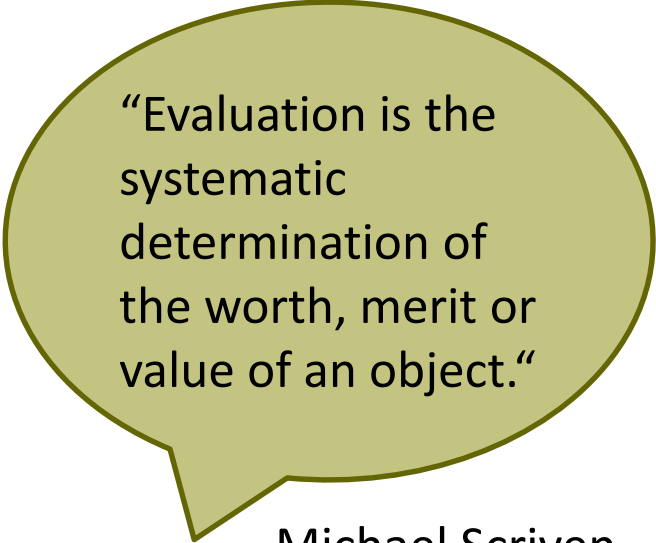| Topics in the Series |
| --- |
| The Importance of Engaging Stakeholders |
| How to Create a Program Description |
| Evaluation Questions |
| Evaluation Design & Indicators |
| Connecting the Dots: Methods and Analysis |
| Writing and Dissemination |

Evaluation Plan Overview

What is an Evaluation Plan? (1)

- It is a written document that explains how you plan to measure the significance and/or impact of your oral health program.

"Evaluation is the systematic determination of the worth, merit or value of an object."

\- Michael Scriven

What is an Evaluation Plan? (2)

- An Evaluation Plan should:
  - Clearly state program goals and **measurable** program objectives
  - Outline steps in evaluating the processes **and** outcomes of the program
  - Describe **how** program activities are linked to the proposed effects
  - Be updated regularly
    - Any changes in priorities or programmatic details should be reflected in the evaluation plan
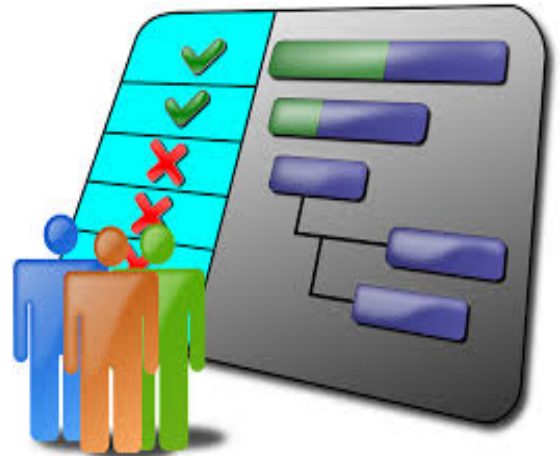
Elements of an Evaluation Plan (1)

- Title Page
- Description of intended use and intended users
  - Purpose of the evaluation
- Program Description
  - Describes what drives the program
  - Typically includes a logic model

Elements of an Evaluation Plan (2)

- Methods
  - Indicators/performance measures
  - Data sources
- Plan for analysis and interpretation
- Plan for use and dissemination of findings

CDC Framework for Program Evaluation in Public Health

CDC Framework for Program Evaluation in Public Health (1)

- Views evaluation as an ongoing activity that asks "is the program working?" The purpose of the framework is to:

  - •Summarize and clarify the steps of program evaluation

  - •Provide a framework and standards for conducting effective evaluations

CDC Framework for Program Evaluation in Public Health (2)

- These steps are all connected but not linear.

- The earlier step generally provides the foundation for the following steps, but the steps are to be done in a back and forth manner

  - E.g. Revisiting the logic model while simultaneously focusing the evaluation design

Standards for Program Evaluation (1)

Utility

- Ensures that an evaluation will serve the information needs of the intended users

Feasibility

- Ensures that an evaluation will be realistic, prudent, diplomatic and frugal

Standards for Program Evaluation (2)

Propriety

- Ensures that an evaluation will be conducted legally, ethically and with due regard for the welfare of those involved in the evaluation, as well as those affected by its results.

Accuracy

- Ensures that an evaluation will reveal and convey technically adequate information about the features that determine worth or merit of the program being evaluated.

Standards for Program Evaluation (3)

- These four standards will help guide the **overall** evaluation, as well as **each individual step** of the evaluation.

The Importance of Engaging Stakeholders

Engaging Stakeholder – Who? (2)

- They are consumers of the evaluation results.

  - Examples: professional associations, oral health coalitions, insurance providers, policymakers, advocacy groups, community leaders, other programs at your state health department, Medicaid offices, CDC, HRSA, university-based researchers

Engaging Stakeholder – Who? (3)

- Stakeholders can be:
  - People affected by the program
  - Intended users of the evaluation findings
  - Nonprofits or groups who can implement or advocate for the program
  - Groups or agencies who can fund and/or expand the program

Identifying Stakeholders (1)

Worksheet 1A: Who are the key stakeholders?

Who are the key stakeholders we need to:			
Increase credibility of our efforts	Implement interventions that are central to this effort	Advocate for changes to institutionalize this effort	Fund/authorize the continuing or expanding this effort

Identifying Stakeholders (2)

- This is from a worksheet is from a CDC toolkit titled "Introduction to program evaluation for public health programs: a self-study guide".

- The purpose: to help brainstorm a list of potential key stakeholders to choose from

Engaging Stakeholder – Why? (1)

- Foundation for the subsequent steps of the evaluation framework
  - You should be engaging with stakeholders from the beginning of creating your evaluation plan until the end of dissemination of evaluation results
- Learning what stakeholders value most can assist with evaluation focus

Engaging Stakeholder – Why? (2)

- Stakeholders can help before, during and after an evaluation:
  - Determine evaluation questions
  - Test data collection instruments
  - Assist with data collection and implementation
  - Ensure dissemination

Why Stakeholders Matter (1)

Worksheet 1B: Why Stakeholders Matter

	Stakeholder	What component of intervention/outcome matters most to them
1		
2		
3		
4		
5		
6		
7		

Why Stakeholders Matter (2)

- Part two to the worksheet displayed earlier. This sheet helps to organize what components of the evaluation matters most to your stakeholders. These should be integrated into the evaluation plan.

Source: U.S. Department of Health and Human Services. Centers for Disease Control and Prevention. Office of the Director, Office of Strategy and Innovation. Introduction to program evaluation for public health programs: A self-study guide. Atlanta, GA: Centers for Disease Control and Prevention, 2011.

Engaging Stakeholder – How? (1)

- Consult with them
  - Request input and participation throughout the evaluation process
    - Increases likelihood of stakeholder support and buy-in
  - Ensure that the information being gathered meets the needs of both the program itself and the stakeholders

Engaging Stakeholder – How? (2)

- As you create your evaluation plan, you want to ensure clarity and consensus with your stakeholders

- Some ways to engage: have regular meetings, assign tasks to each stakeholders, create an evaluation work group and request that all stakeholders be represented

CDC Framework for Program Evaluation in Public Health (3)

The Four Standards and Stakeholder Engagement (1)

- Utility – Who will use the results of this evaluation?

- Feasibility – How much time and effort can be devoted to stakeholder engagement?

Source: U.S. Department of Health and Human Services. Centers for Disease Control and Prevention. Office of the Director, Office of Strategy and Innovation. Introduction to program evaluation for public health programs: A self-study guide. Atlanta, GA: Centers for Disease Control and Prevention, 2011.

The Four Standards and Stakeholder Engagement (2)

- Propriety – To be ethical, which stakeholders need to be consulted? Those served by the program? The community in which it operates? Both?

- Accuracy – How broadly do you need to engage stakeholders to paint an accurate picture of this program? What level of engagement is required?

The Four Standards and Stakeholder Engagement (3)

- Answering these question can help you choose the right stakeholder for this specific evaluation.

Common Mistakes

Too many stakeholders

Inconsistent/Insufficient communication with stakeholders

Lack of stakeholder accountability

Discussion

- **What are some issues or challenges you have faced while trying to engage stakeholders?**

Stakeholder/Partnership Evaluation Resources (1)

- Butterfoss FD. Evaluating partnerships to prevent and manage chronic disease. Prev Chronic Dis 2009; 6(2): A64

- Evaluating Community Partnerships Resource List – Public Health Ontario Partners for Health

- Emory Centers for Training and Technical Assistance – 2015 Surveillance and Evaluation Webinar Archive (2-part webinar by Butterfoss)

Stakeholder/Partnership Evaluation Resources (2)

- ASTDD Evaluation Materials – Partnership Evaluation Webinar
- Coalitions Work Tools & Resources Page
- Coalitions Work – Coalition Member Survey

End of Topic #1: The Importance of Engaging Stakeholders