

Empowerment Evaluation: A Powerful Stakeholder Involvement Approach Fit for the Times

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Australasian Evaluation Society
Sydney International Evaluation Conference Keynote
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Evaluation Can Be Like a Bridge Over Troubled Waters



But First We Should Take a
Look at the Landscape Before
Embarking on Your Trek or
Journey

Collaborative, Participatory, and Empowerment Evaluation

Stakeholder
Involvement
Approaches



David M. Fetterman,
Liliana Rodríguez-Campos,
Ann P. Zukoski, and Contributors

Comparisons From the Role of the Evaluator

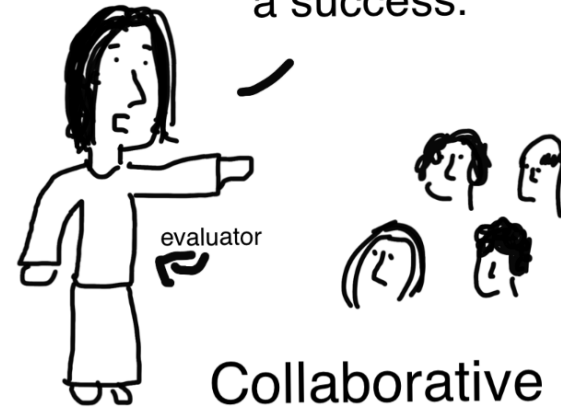
Collaborative, Participatory, and Empowerment Evaluation

Stakeholder Involvement Approaches



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With your ongoing support
we can make this evaluation
a success.



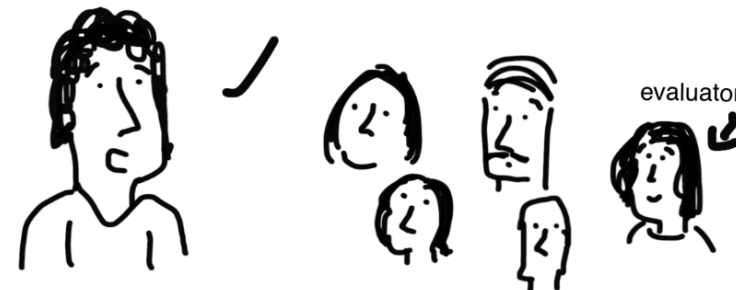
Collaborative

Working together, we will
make this evaluation a success.



Participatory

We'll have help, but the success
of the evaluation is in our hands.



Empowerment

freshspectrum.com

Chris Lysy

Empowerment Evaluation: An International Crew

- Australia
- Canada
- Ethiopia
- Finland
- Mexico
- Nepal
- New Zealand
- South Africa





**Squatter Settlement:
The Desire for a Better Life**



It Begins With
All of Our
Children



**Hewlett-Packard – Digital Villages Arkansas
Schools – Academic Distress
Stanford – Med School Accreditation
Arkansas Tobacco Prevention**



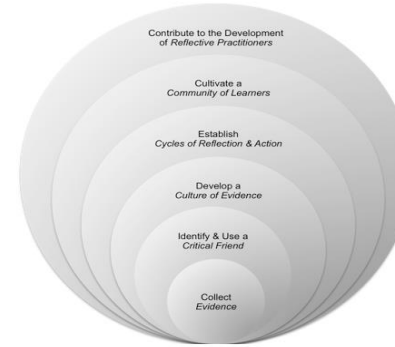
Intellectual Coherence

EE?

Definition



Theory



Concepts

3

Steps

Empowerment Evaluation

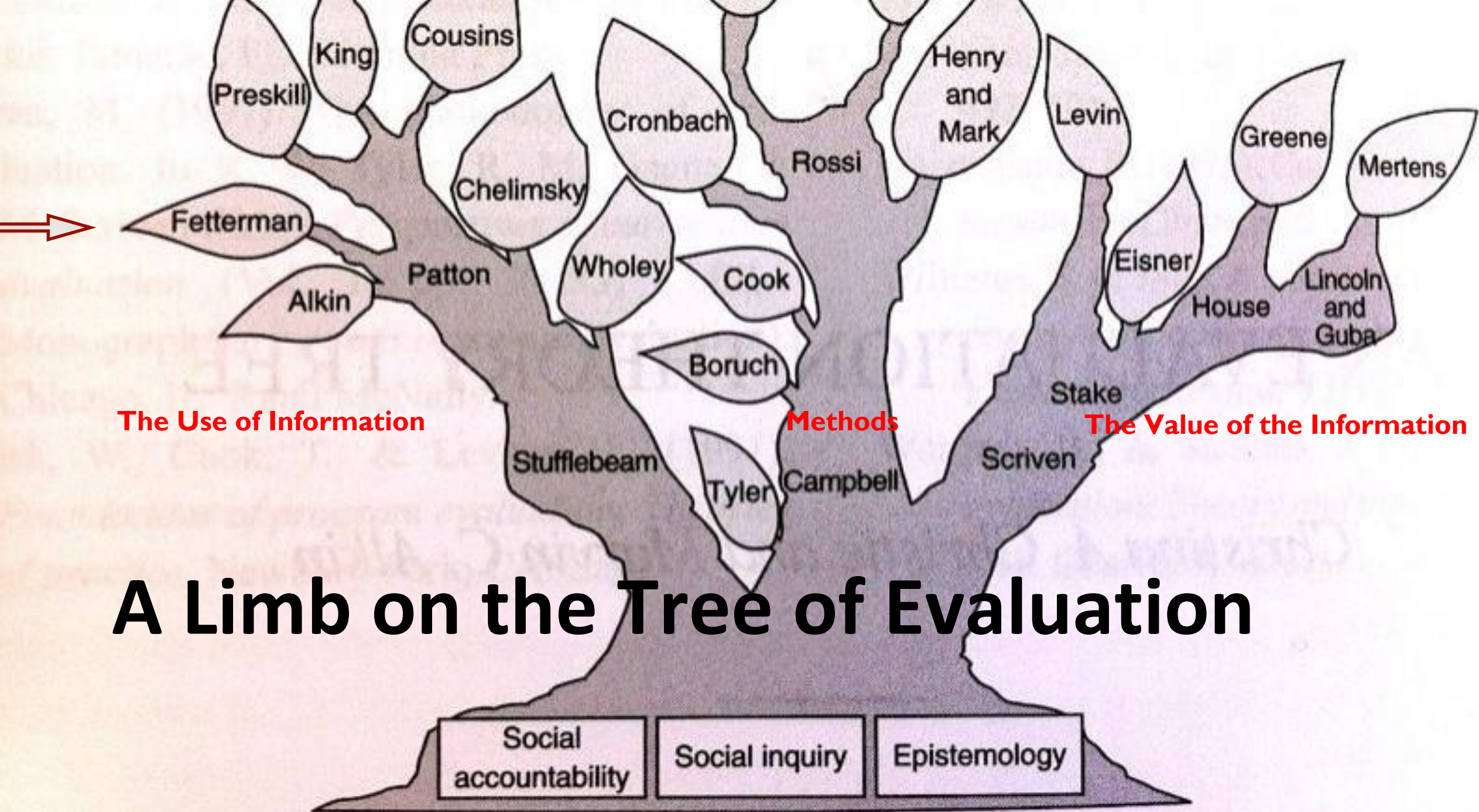


Use of evaluation concepts, techniques, & findings to foster improvement & self-determination

Expanded definition

An evaluation approach that aims to increase the probability of achieving program success by:

- (1) providing program stakeholders with **tools** for assessing the planning, implementation, & self-evaluation of their program
- (2) mainstreaming evaluation as **part of the planning & management** of the program/organization.



Contrasts & Conflicts

Traditional	Empowerment
External	Internal
Expert	Coach or Critical Friend
Data Warehoused	Data Used
May Foster Dependency	Self-determination & Capacity Building
Independent Judgment	Collaboration
Rarely Designed to Continue Beyond	Enhances Sustainability



**External & Internal
are Not Mutually Exclusive**

Underlying Theories of Empowerment Evaluation

Theory Number One

PROCESS USE: the more that people engage in the act of conducting their own evaluations the more likely it is that they will find the results credible and act on the recommendations



Knowledge Utilization

Aligning Theories of Action and Use

Theories Number Two and Three

theory of action

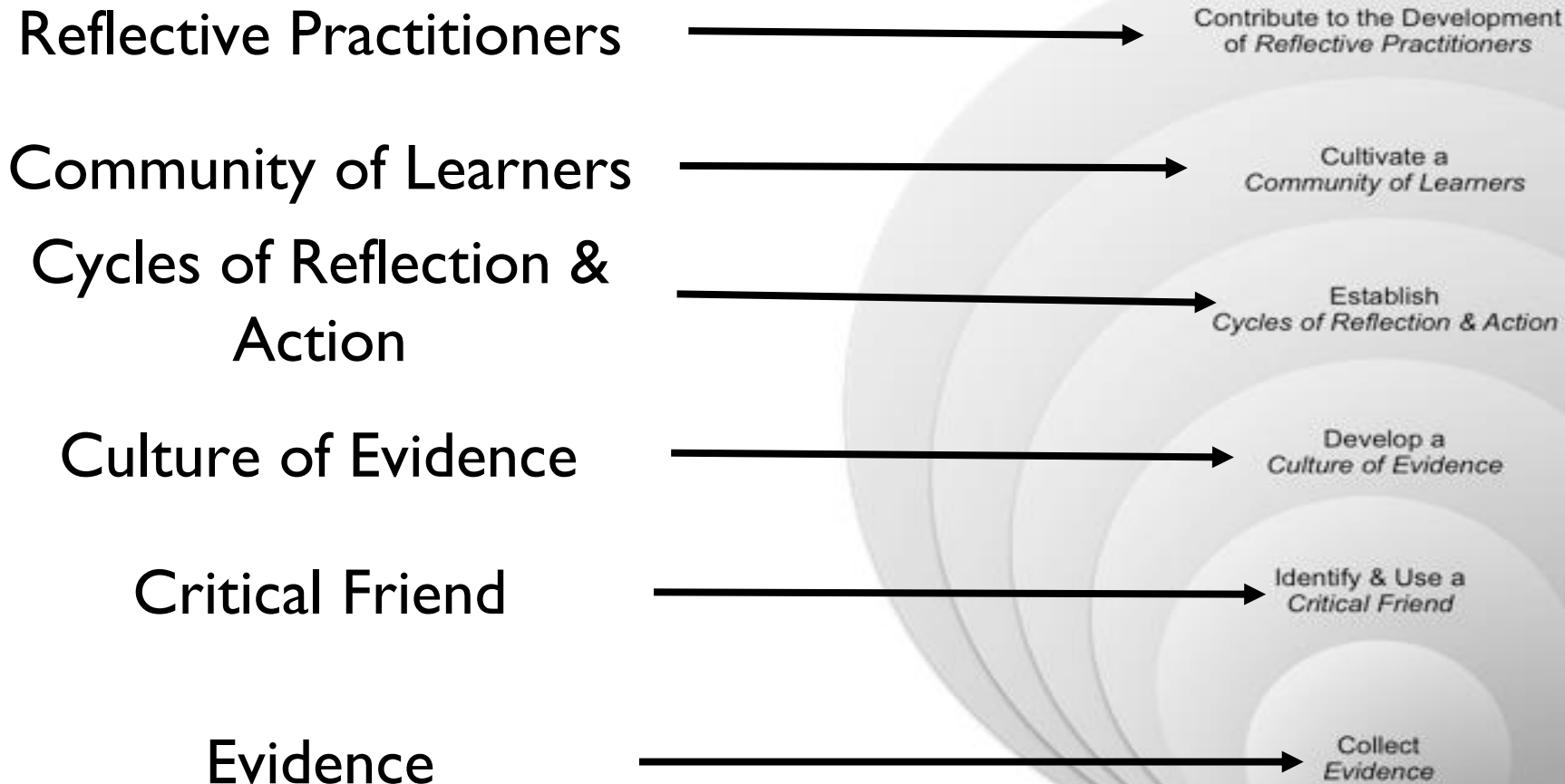
espoused



theory of use

observed behavior

Key Empowerment Evaluation Concepts





Coaching: Critical Friend

Critical Friend

Critical Friend - believes in the type of program but still asks the critical questions to ensure an honest but constructive critique and self-assessment (including across grantees)





Empowerment Evaluation: Monitor Your Own Performance

You are taking charge of
your own evaluation with
the assistance of an
empowerment evaluator.

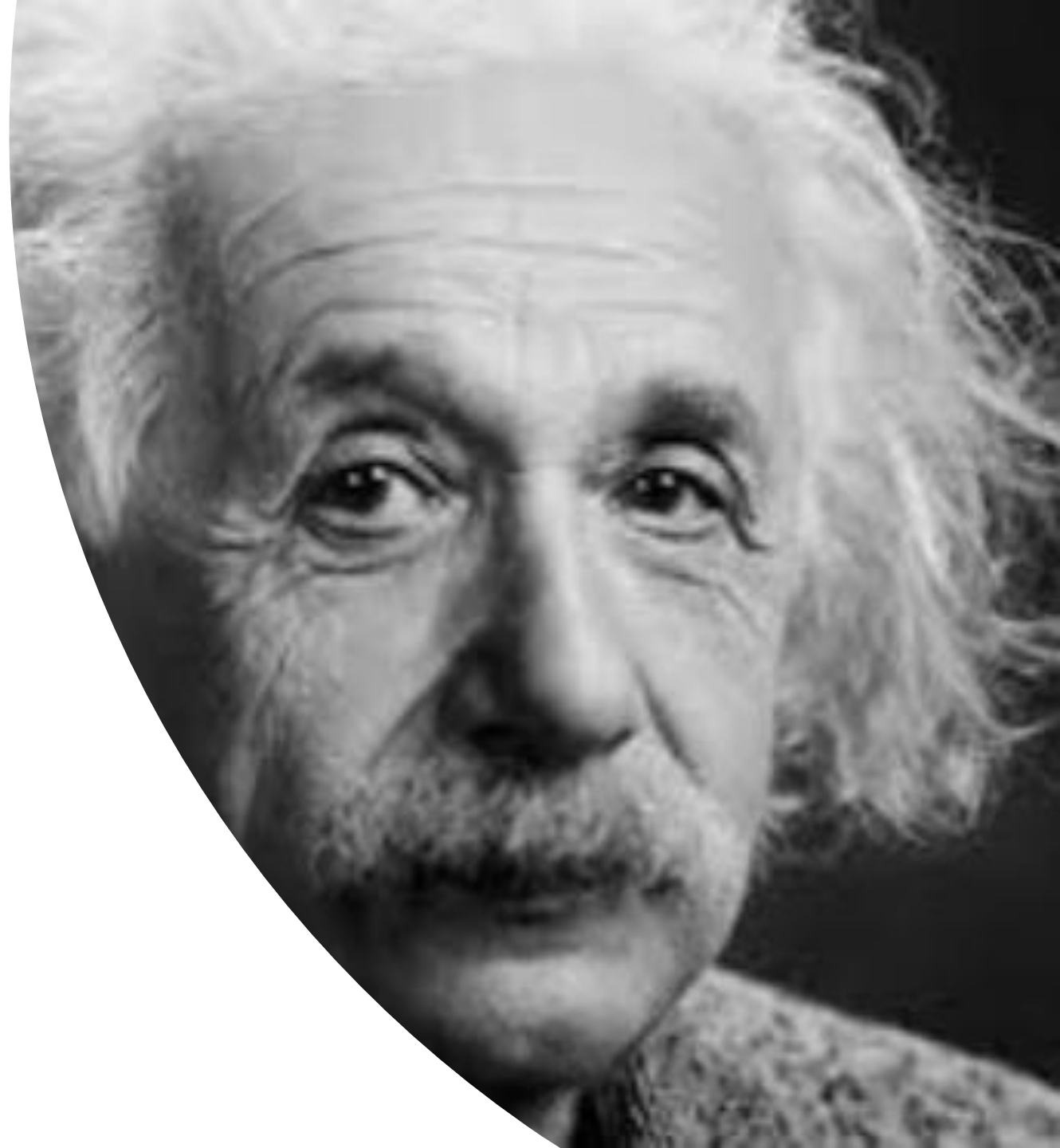
Empowerment Evaluation Principles

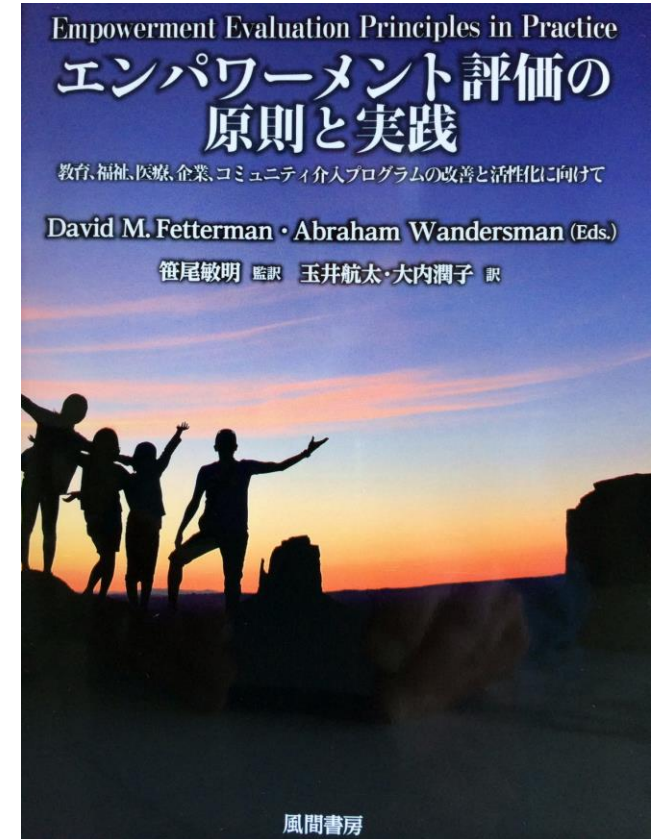
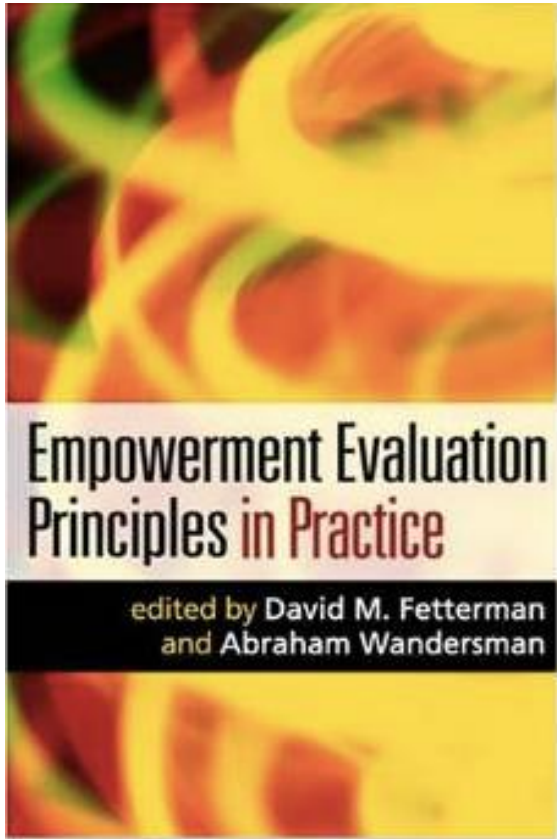
1. Improvement	6. Community Knowledge
2. Community Ownership	7. Evidence-based Strategies
3. Inclusion	8. Capacity Building
4. Democratic Participation	9. Organizational Learning
5. Social Justice	10. Accountability

Inclusion



Inclusion





Empowerment Evaluation Principles



Empowerment Evaluation 3 Steps

1. Mission
2. Taking Stock
3. Planning for the Future



It Can Be a
Rocky Road

Mission

- Democratic
- Transparent
- Group Values
- Honor existing mission but go where the energy is in the room
- Giving Voice and Making Meaning



Taking Stock (Part I)



Taking Stock: Activities & Dots

Activities	Prioritization (using dots)
Communication	● ● ● ●
Teaching	● ● ● ● ● ●
Funding	● ● ●



Taking Stock (Part II)

- Rating 1 (low) – 10 (high)
- Dialogue



Activities	DF	DE	SEC	AVG.
Communication	3 → 6		3	4
Teaching	4	5	9	6
Funding	5	2	1	2.67
Prod Dev Develop	1 → 8		4	4.33
Average	3.25	5.25	4.25	4.25

Some updates could not be installed automatically

Google Sheets ID: 538-646-976 Stop Share

Google Sheets URL: /sheets/d/178yz9EAHSzXsH6dCV2Ftic8lqPBeQbKs1Eqyn8E5ELo/edit#gid=1051671450

on Exercise ☆

add-ons Help All changes saved in Drive

10 B I A

	B	C	D
3)	Goals	Strategy	Evidence
	collect quality measures and link to repositories (making search user-friendly and optimize)	Committee to pull measures together and organize - Gil, Jason, Kathy, Tom (measures - get comments, validation keeping it dynamic = ratings and validation) (creative measure (at first) - need to include - new and innovative measures - still in development (measurement -not only lit review also actual endorsements - soc networking)	
	expand sponsorship/support/time including foundations, corporations (folks who could use data)	committee Jason, Kara, Kathy	
	educate larger community about value of evaluation	committe Jason, Kara, Lyn	



Goals

- Strategies
- Evidence

Monitoring

- Dashboard

Planning for the Future



If You Don't Know
Where You Are Going –
Any Road Will Get You
There

Grantee Evaluation Dashboard

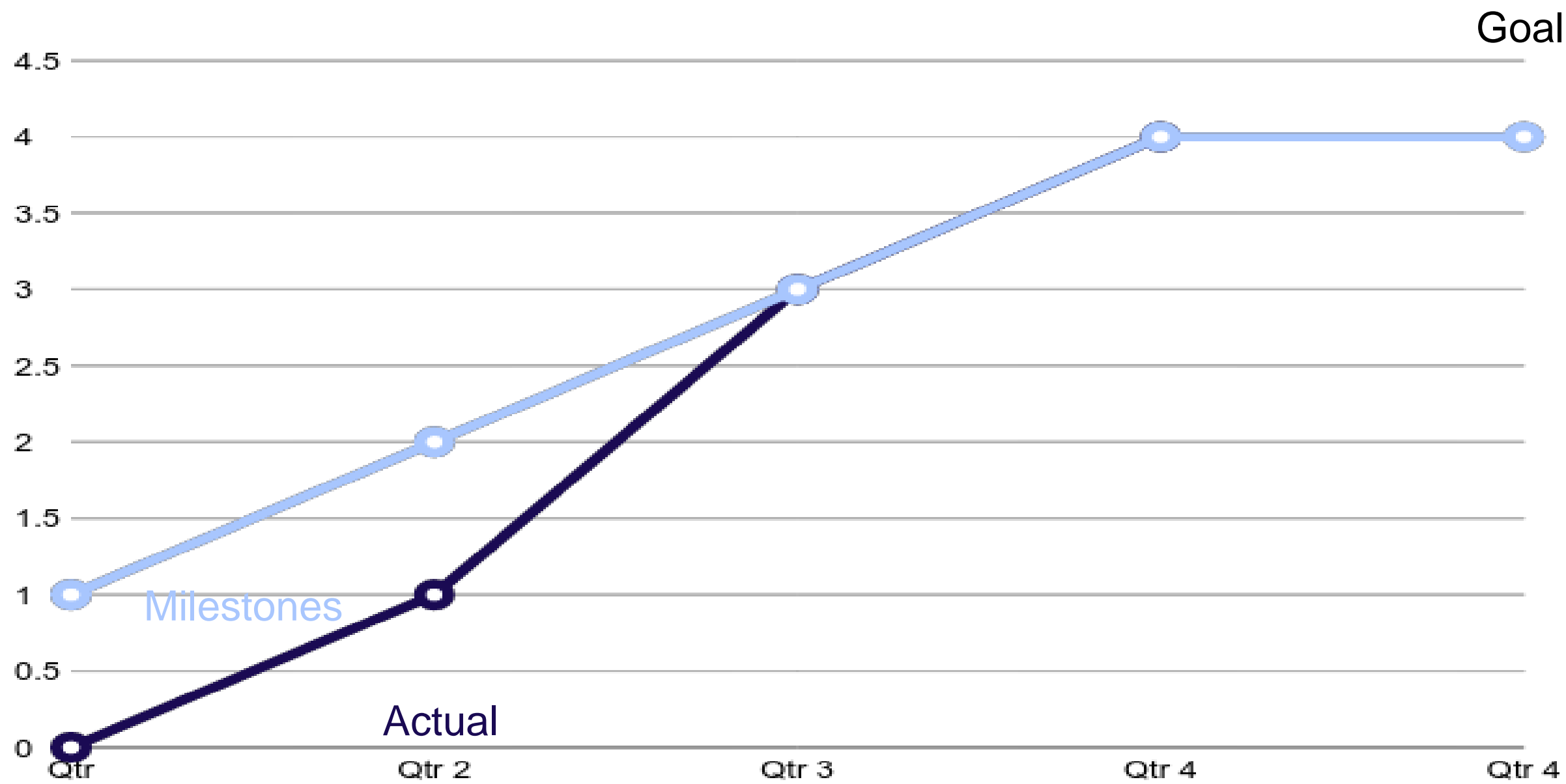
- **Goals** (where grantee wants to go at the end of 1 year)
- **Milestones** (points along the way each year)
- **Actual Performance** (where grantee is now - today)
- **Baseline** (where grantee started)

Tobacco-Free Environment Program Dashboard - 1 Year

Qtr 1 Qtr 2 Qtr 3 Qtr 4

Actual Performance	0	1	3	4
Milestones	1	2	3	4
Goals	4	4	4	4
Baseline	1	1	1	1

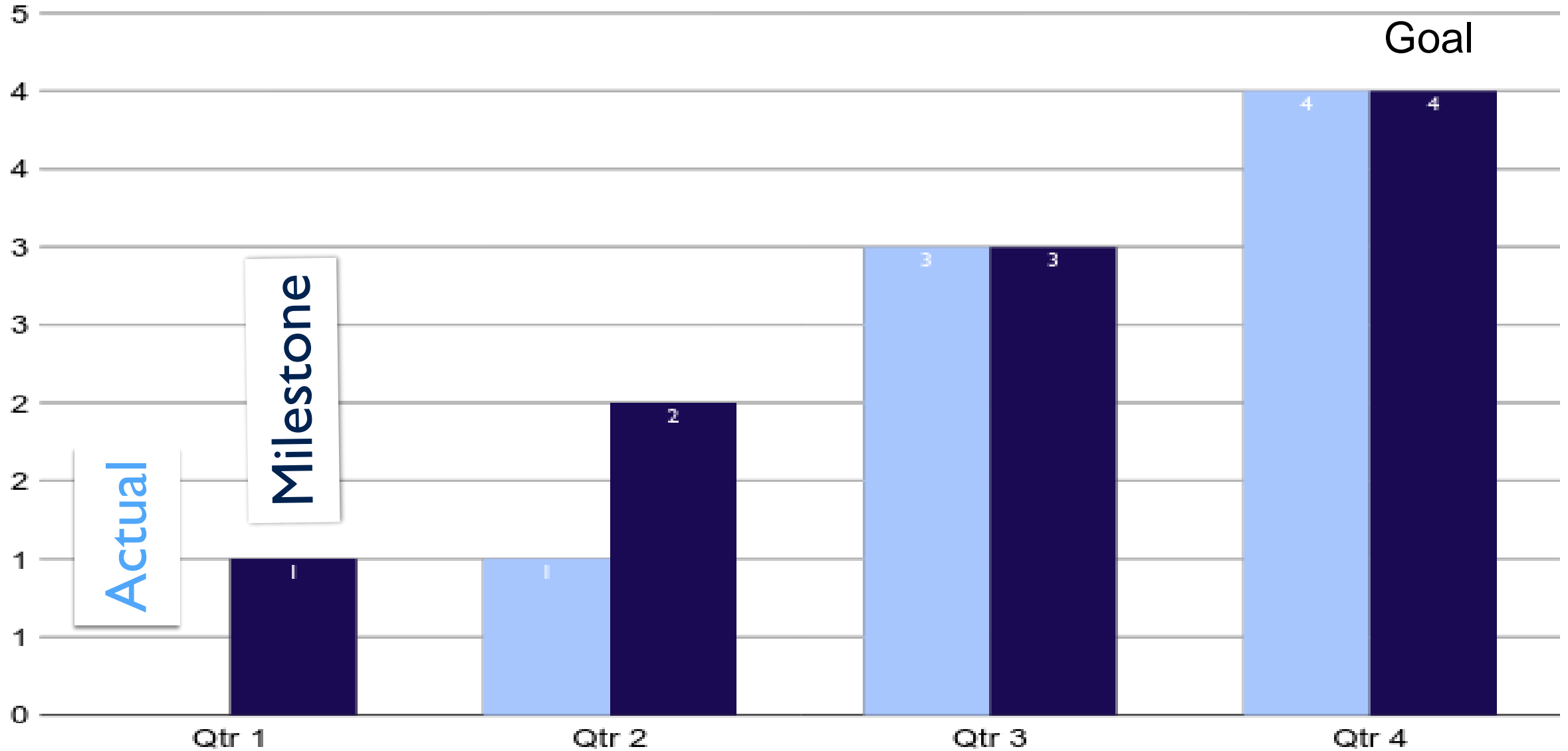
1 Year Tobacco-Free Environment



Tobacco Free Environment

Actual

Milestone



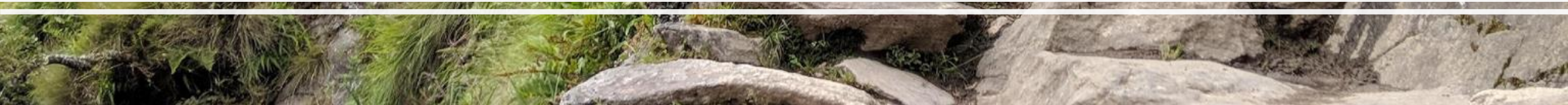
Tobacco Prevention Evaluation Dashboard

	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
Actual Performance	25 →	158 →	275	
Milestones	25	50	75	100
Goal	100	100	100	100
Baseline	0	0	0	0

Exceeded Annual Goals



You May Reach New Heights



Baseline, Intervention, Institutionalization

Taking Stock	=	Baseline
Plans for the Future	=	Intervention
Interim Measures	=	Milestones
Reflection & Action	=	Midcourse Corrections
2nd Taking Stock	=	2nd Data Point

Institutionalization

Accountability & Outcomes

Arkansas - Academically Distressed Schools

Hewlett Packard - \$15 Million Digital Village

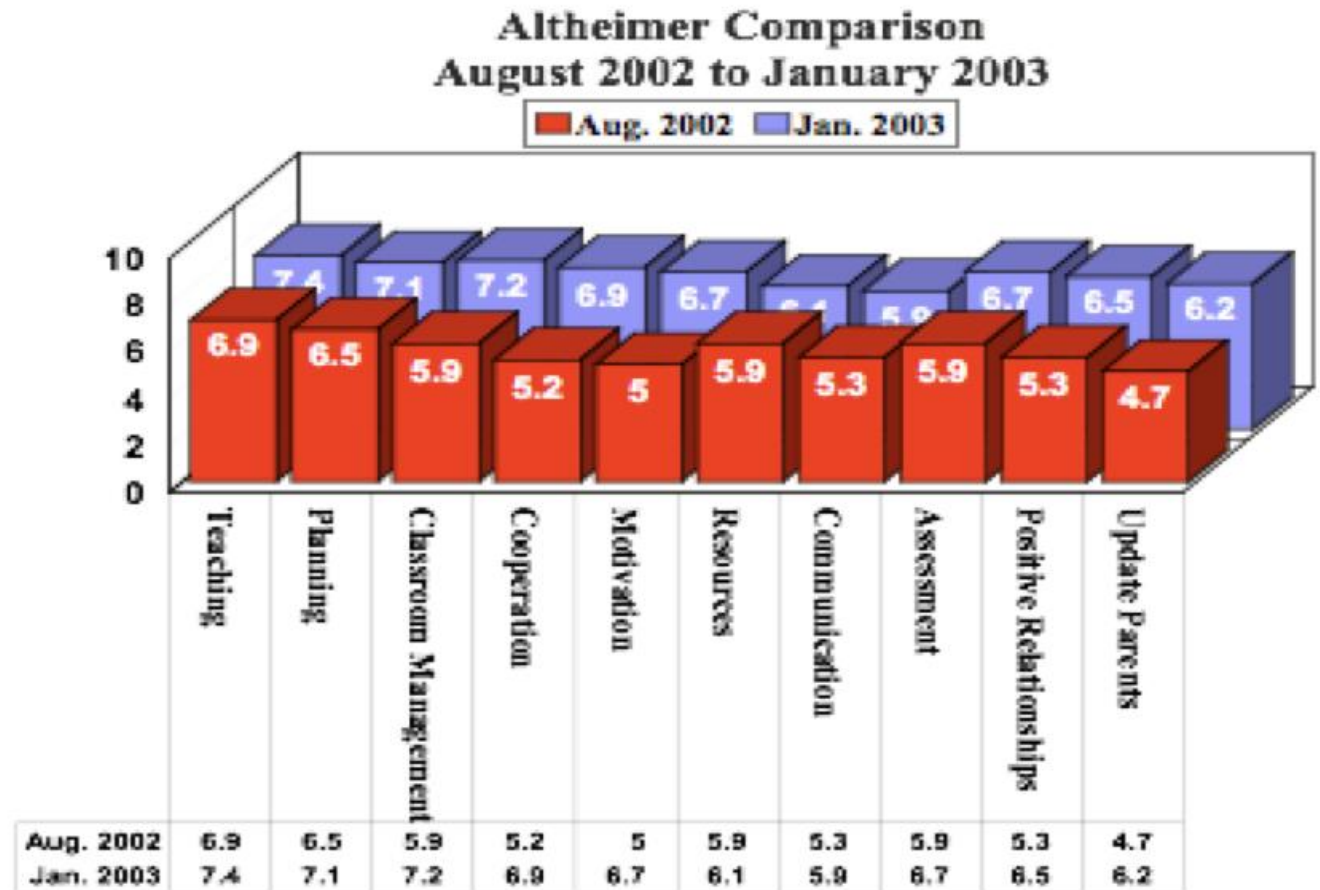
Stanford School of Medicine – Curriculum

Arkansas - Tobacco Prevention Programs





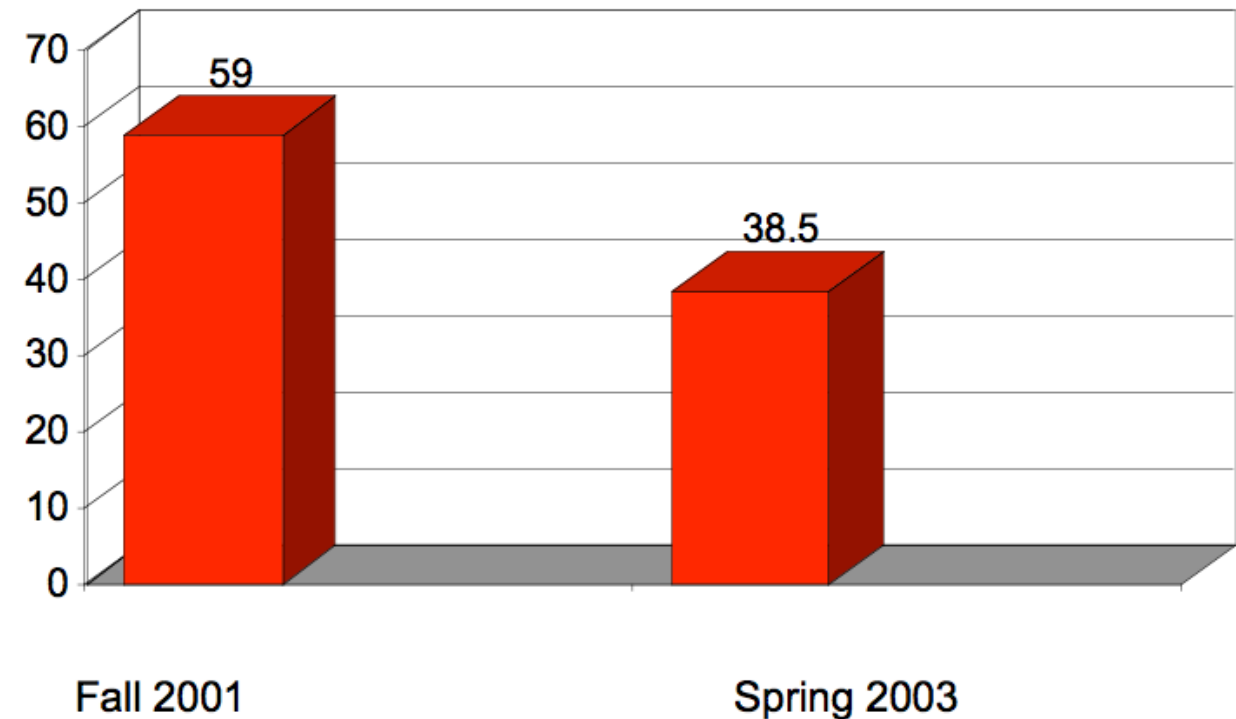
Gains



Test Scores

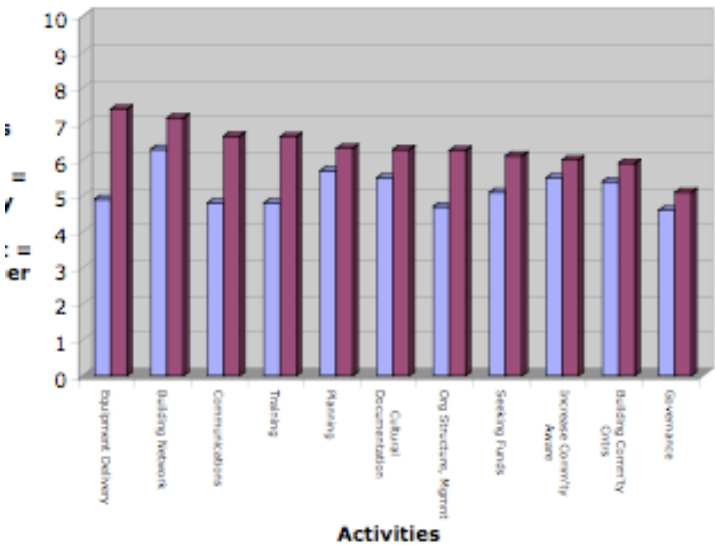
Elaine School District

Percent of Students at or below the 25th percentile





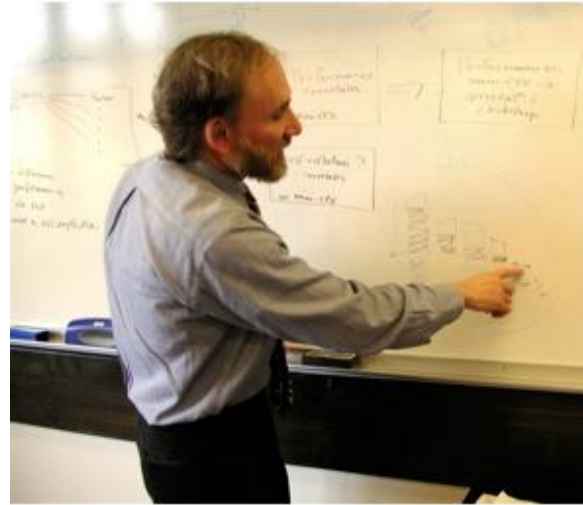
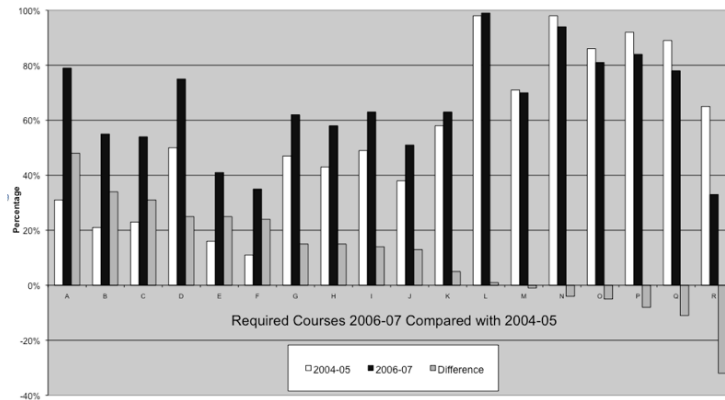
Comparison January/February & September



Tribal Digital Village



Largest Wireless System in the Country

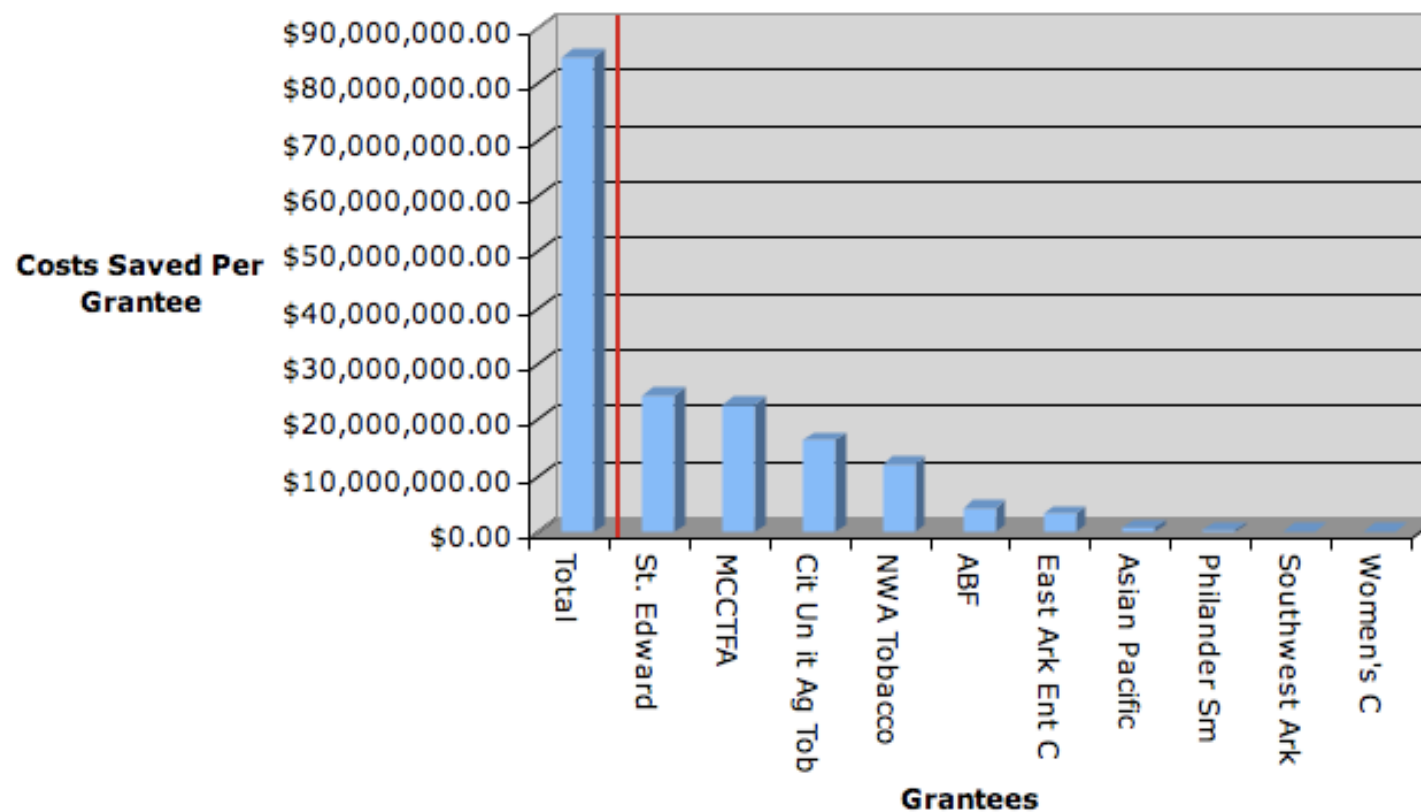


Stanford School of Medicine

$p=0.04$
Dialogue & Accreditation

Arkansas Tobacco Prevention: ROI

\$84,756,168 Excess Medical Costs Saved



Arkansas Evaluation Center

Building Evaluation
Capacity



State of Arkansas
86th General Assembly
Regular Session, 2007

A Bill

SENATE BILL 951

By: Senator Wilkins
By: Representatives E. Brown, Flowers

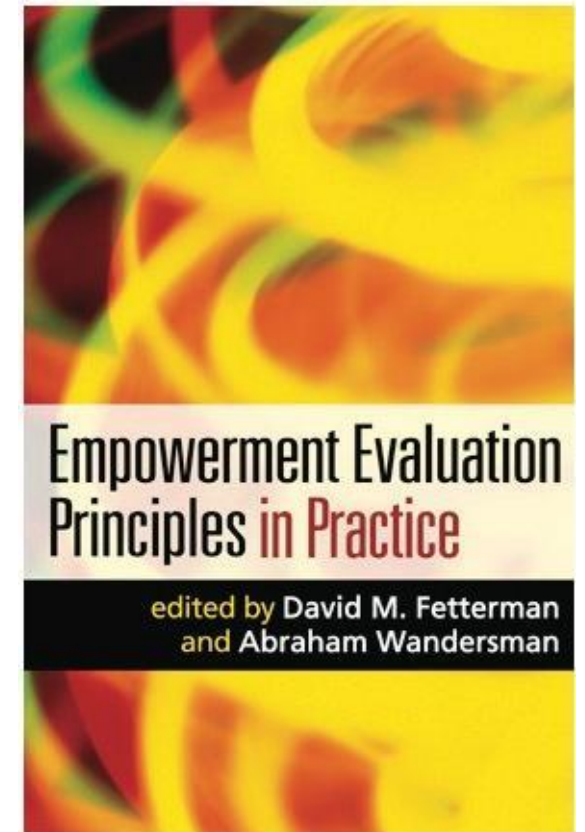
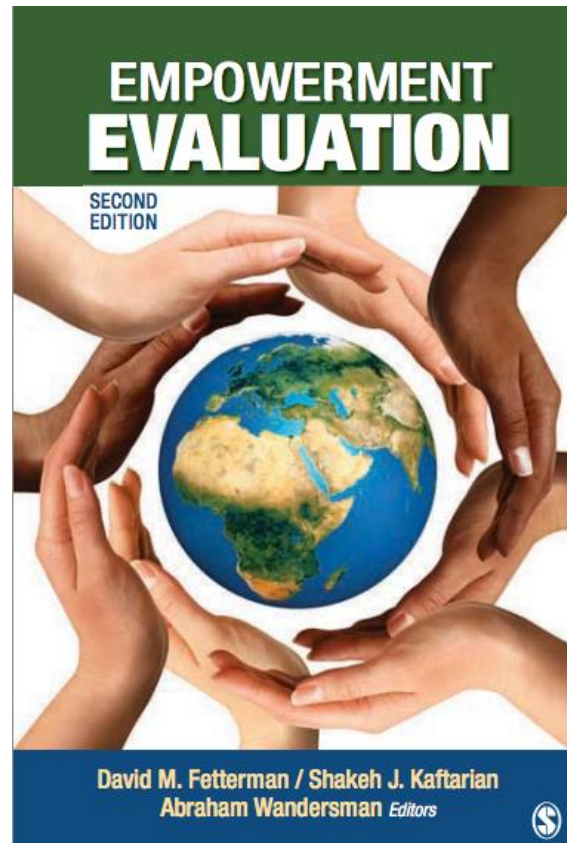
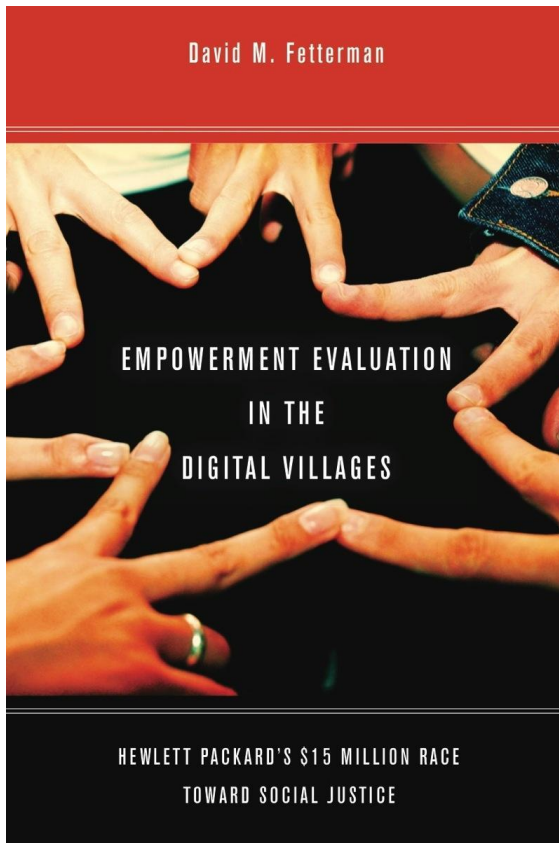
For An Act To Be Entitled

AN ACT TO CREATE THE ARKANSAS EVALUATION CENTER;
AND FOR OTHER PURPOSES.



You Make
Reach Your
Goals and Even
Exceed Your
Aspirations





Empowerment Evaluation References



STU TAYLOR ON FOX BUSINESS NETWORK



EE Highlights: Radio Interviews

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COLLABORATIVE, PARTICIPATORY & EMPOWERMENT EVALUATION

AMERICAN EVALUATION ASSOCIATION TOPICAL INTEREST GROUP

Empowerment Evaluation

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