



Stakeholder Empowered Assessments and Evaluations

Getting Started *An Assessment/Evaluation Workbook*

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Evolve¹

When outcomes are uncertain, answers hard to devise,
That's time to form a team, tap dreams, and improvise.

Listen to your audience, build a scene on every hope,
Shake up thinking, see new patterns in the kaleidoscope.

You don't have to play alone, so start placing your bet
On links to lots of partners, near and far across the Net.

Join hands beyond tall silos, step out of the lonely cells,
Seek a common state, collaborate, for community wealth.

Rosabeth Moss Kanter

¹ Kanter, Rosabeth Moss (2001), *Evolve*. Boston Mass: Harvard Business School Press.

Decisions for Your Assessment

- What is the purpose of your assessment/evaluation?
- Who are your stakeholders?
- Who will serve on your assessment/evaluation committee?
 - Usually it is people with a stake in the issue, but is it always the same people?
 - How do we engage other groups in the community, youth, seniors, newcomers, etc.
- Whose opinion do you want?
- Whose *needs* will you assess?
- Which issues do you want your assessment/evaluation to explore?
- What type of assessment/evaluation technique will you use?
- What questions will you include in the assessment or evaluation?
- How many people will you survey?
- How will you distribute your survey?
- How will completed surveys be returned to you?
- How will you follow-up to enhance your response rate?
- What kind of data analysis will you need?
- Who will publicize the survey and the survey results?
- How will you report the results?
 - Distribution strategy?
 - Media of reports?
- Who will write the final report?

Who Are Your Stakeholders?

People affected by the program and people whose decisions -both positive and negative - will affect the future of the program.

To whom do the activities of your organization matter?

Stakeholders are individuals, groups or other organizations who may or may not be directly affiliated with your organization, but believe they have an investment in the success (or failure) of your activities. Stakeholders must be given an opportunity to provide feedback or to state concern about your goals and objectives whenever possible.

- For whom is your program designed?
- Who is involved in the program delivery?
- With what people or organizational networks are you associated?
- Who is making the decisions?
- Who can limit the success of your work?
- Who can help make your work successful?

- Users
 - Youth
 - Adults
 - Seniors
 - Families
 - Hospitals
 - Wellness Centers
 -
 -
- Elected officials
- Media
- Potential Funders
- State and/or Federal Agencies
- Lots of others

Brainstorm to list as many methods as possible for gathering information about potential assessments in your area.

Type of

Assessment

Advantages

Disadvantages

- Does this technique encourage participation from the community?
- Are there biases associated with this technique?
- Does this technique flexible in incorporating new information from the community?
- What are the difficulties typically encountered with this method?

Type of Assessment	Definition	Size of Sample
Secondary Data Analysis	Analysis of existing data collected by another individual or organization, usually to meet another research focus. Analyst has no control of what variables are included in the initial research. Generally less expensive than collecting original data.	Usually based on very large data samples.
Self Administered Surveys	A survey to collect information from or about people to describe, compare or explain their knowledge, attitude or behavior. Respondents complete the survey independently. Output is a summary of the questions asked and is more easily processed by statistical software.	300-500 completed surveys.
In-person	Face to face interview, completing the survey with the respondent.	
Mailed or delivered	Mailed or delivered by volunteers. Volunteers can deliver the surveys in person but allow the respondent to complete the survey alone. Personally delivered surveys usually yield a high response rate.	
Telephone	Telephone interviews, now using computer technology to enter response directly into an electronic database during the interview. Usually yields a low response rate.	
Delphi Model	An iterative consensus building process. Panel members work independently and are provided equal access to a set of questions central to the analysis (questions are usually open-ended or follow a Likert scale). Panelists participate in several "rounds" of input and feedback. In the first round, they are asked for their independent analysis or opinion. Once all responses are gathered, the major finding is posted and shared with the other panelists. Participants can then change their opinion in response to ideas of the group. The revised findings are posted to begin in the third round, and so on. Output is a group-based analysis of a single issue.	15-40 panelists.
Key Informant Interviews	In-depth interviews of people who are knowledgeable about a particular issue. Loosely structured allowing a free flow of ideas and information. Key informant interviews can be informal and spontaneous or more structured using written questionnaires. Most useful when the purpose of the assessment is to identify recommendations or when data collected by other means need to be explained in more detail.	10-30 interviews.
Focus Groups	Organized discussion with a selected group of individuals to examine their values, feelings and opinions. Especially suited for assessment where it is important to gain insight into several or alternative perspectives about the same topic. Relies on group dynamics and the spontaneous interaction within the group.	8-12 people per group*.
Expert Panels	Group interview comprised of panelists chosen for their personal qualities, their knowledge, experience of the subject matter and for their independence and impartiality. Often, expert panels engage in the Delphi methodology.	6-12 people per panel*.

* Depending on the diversity of opinion on any given issue, several groups or panels might be warranted.

**Type of
Assessment**

Advantages

Disadvantages

Secondary Data
Analysis

Self Administered
Surveys

In-person

Mailed or
delivered

Telephone

Delphi Model

Key Informant
Interviews

Focus Groups

Expert Panels

Identify the Goal and Objectives of Your Assessment/Evaluation

What is the specific purpose of your assessment/Evaluation? What information do you need and why?

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Identify the specific objectives of your assessment. List the specific information you want to collect?

1
2
3
4
5

Anatomy of an Assessment

A Introductory feel-good questions².

- Participating in the *community program* has had a positive impact on my organization.
- There is more community involvement as a result of participating in our program.
- Our community is a good place to live.

B Questions addressing each of the assessment objectives.

C Questions about the respondent.

- Demographics
- Role in the community or organization
- Participation in related community/organizational events
- Length of time respondent has been involved with program, community or organization.

D Space for open-ended additional comments.

E Contact information of person/organization conducting the survey.

² Responses within a 5-point scale.

Survey Timeframe

Activity	Person or Group Responsible	Week																			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Create the survey committee																					
Identify the important issues to be addressed by the survey																					
Design the survey																					
Select the sample																					
Distribute the survey and collect the data																					
Data Analysis																					
Create a draft report for review by members of the survey committee																					
Prepare the final report																					
Distribute the findings of the survey to the community																					