

Participatory Approaches to Evaluation

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Learning Objectives

1. Describe participatory approaches and how they differ from other approaches to evaluation.
2. Determine how to identify and engage stakeholders in the evaluation process.
3. Articulate at least three challenges and three benefits of participatory evaluation approaches.

Collaborative, Participatory, and Empowerment Evaluation

STAKEHOLDER INVOLVED APPROACHES



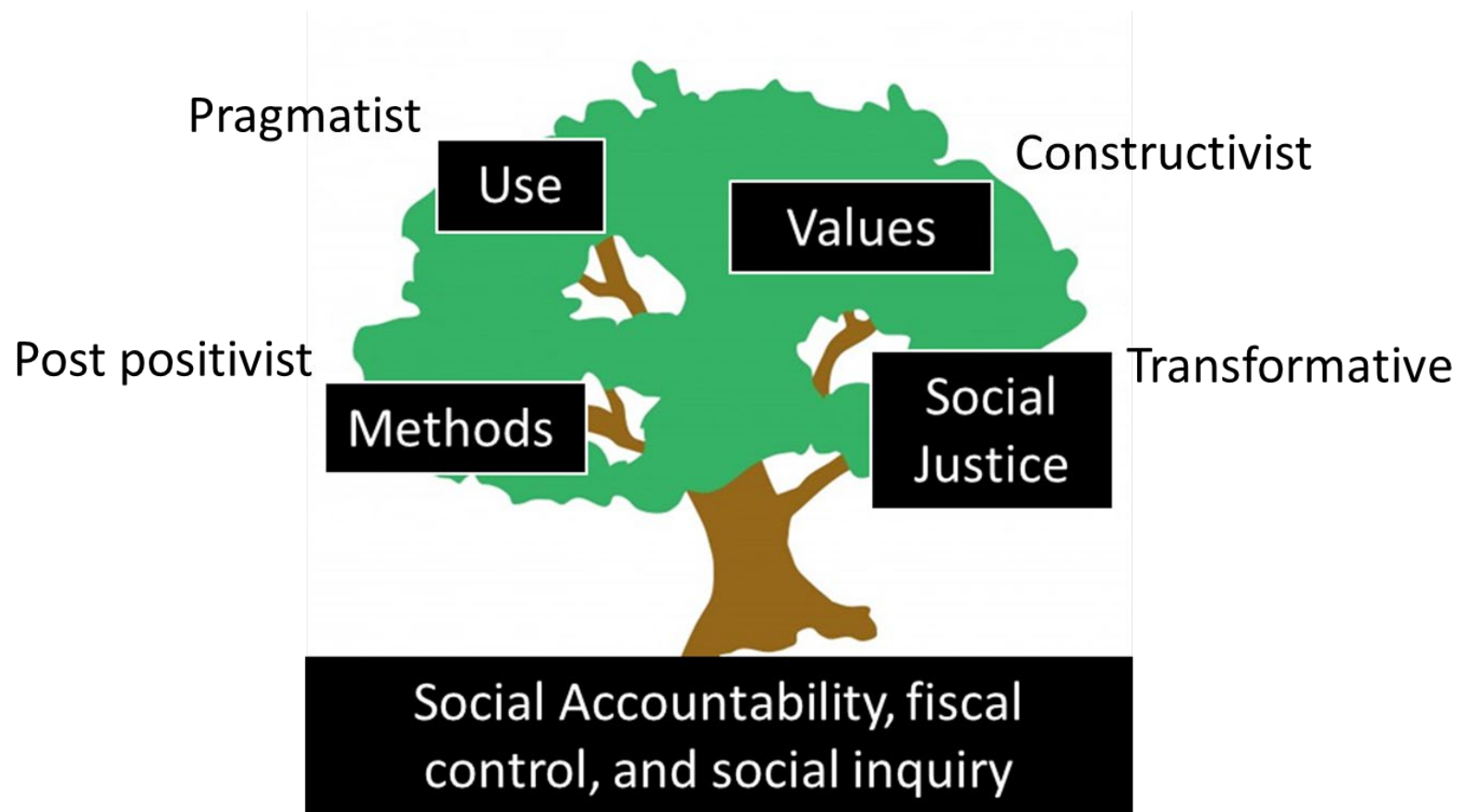
Participatory Approaches

Definition: “the process by which those doing the work contribute to understanding and improving it” (Fawcett and colleagues, 2003).

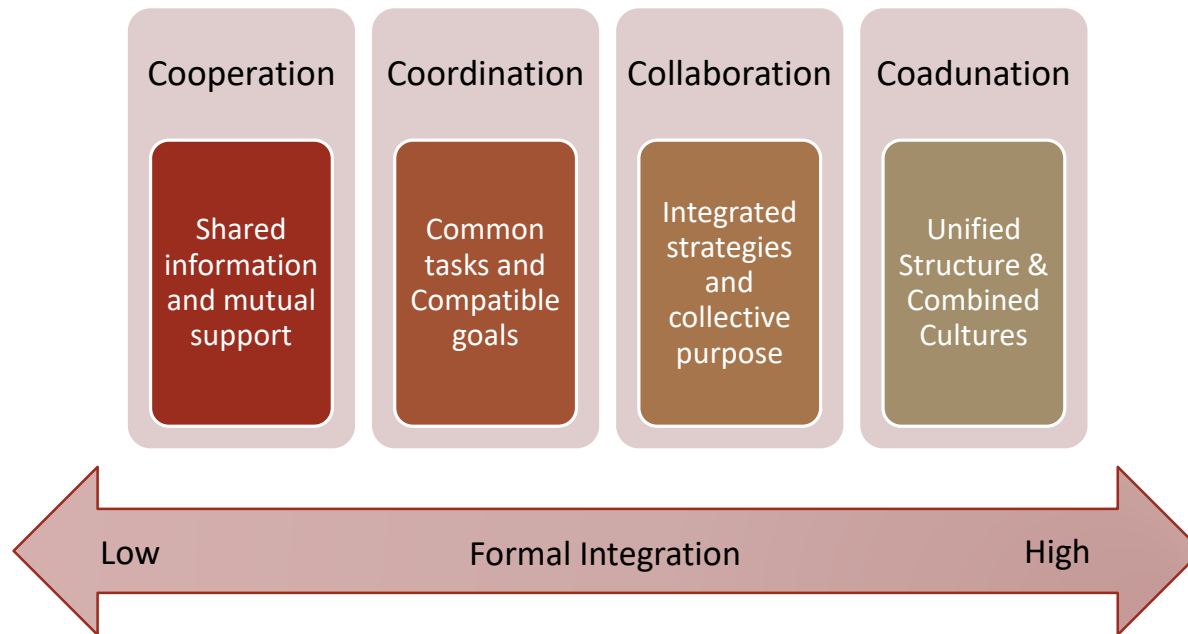
A “sliding scale” (O’Sullivan, 2012)



Major Paradigms in Evaluation



Partnerships



The Continuum of Strategic Alliance Integration (Gajda, 2004, p.69)

Stakeholders as partners in evaluation

Identify them

Who are typical stakeholders in an evaluation and what stake do they have in it?

Build relationships

What relationships with stakeholders must be understood, established or built before they can engage in evaluation (if they wish)?

Engage in evaluation process

How do we engage with stakeholders in an evaluation process?

Creating Effective Partnerships

Broom & Klein, 1999, pp. 134-135 in Mertens, p. 93

Build a relationship of high mutual equity

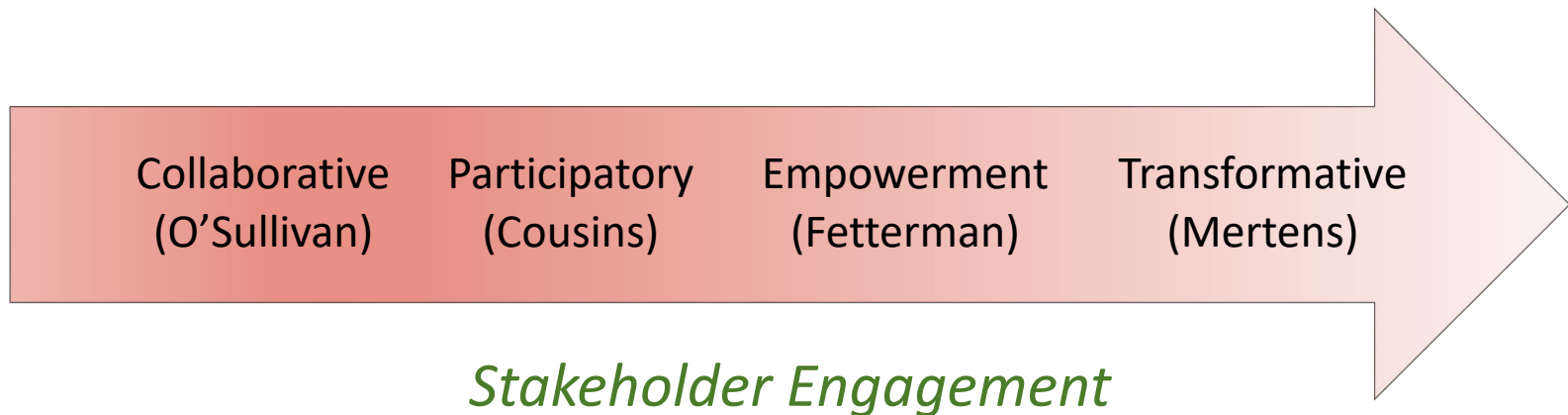
Check out your assumptions about other people

Seek to increase other people's equity before increasing yours

Get clear about what you want and ask for it

Discuss and negotiate, discuss and negotiate

Stakeholder Involvement Approaches to Evaluation



Leader



Facilitator



Supporter

Role of Evaluator

Characteristics of Participatory Evaluation Approaches

Stakeholder diversity and involvement

Shared power and control

Shared responsibility

Context specificity

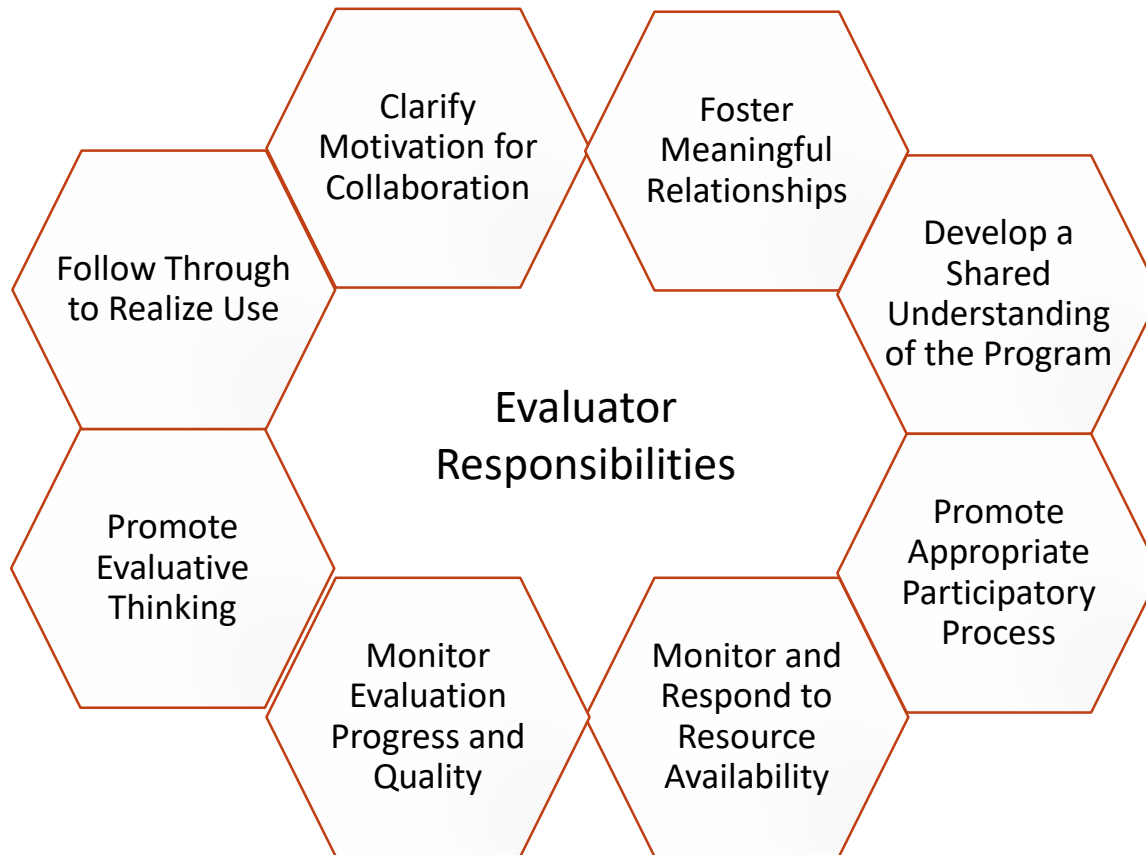
Learning centric

Mixed methodologies



CAE Principles

Cousins, Whitmore, Shulha, Hudib & Gilbert (2015)



Culturally Responsive Evaluation

Cultural competence (AEA, 2011)

- Acknowledge the complexity of cultural identity
- Recognize the dynamics of power [and privilege]
- Recognize and eliminate bias in social relations
- Employ culturally congruent epistemologies, theories, and methods
- Continue self-assessments



Photograph by David Lee

Culturally Responsive Evaluation

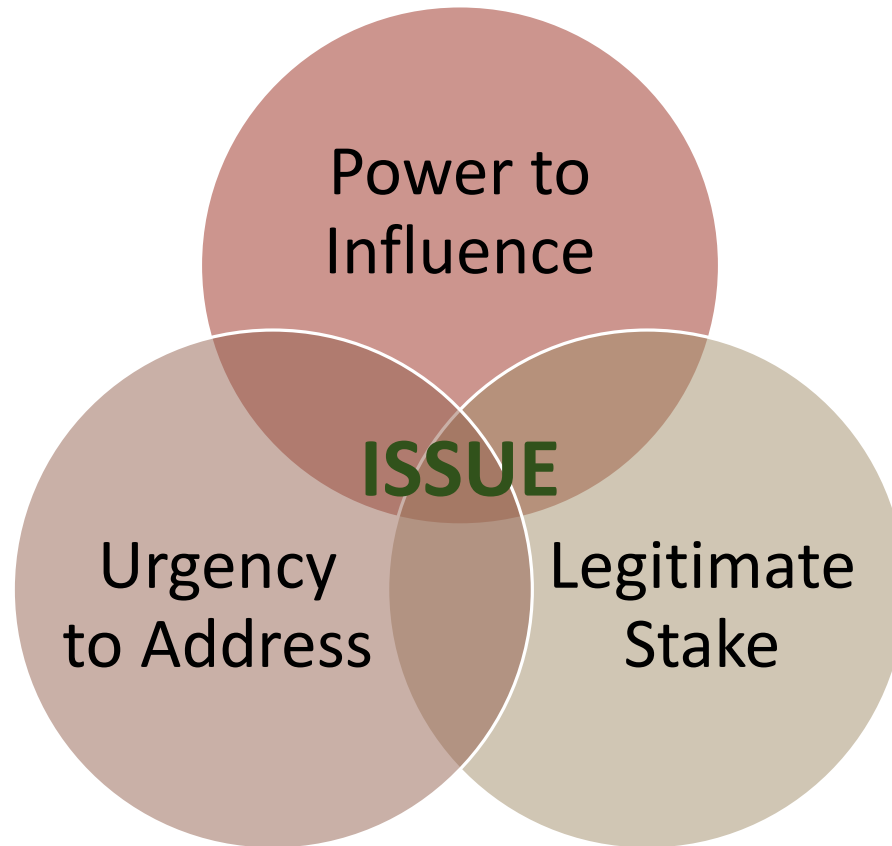
Being responsive to culture (CDC, 2014)

- **Engage stakeholders** and keep them involved throughout the evaluation process.
- Be aware of **personal culture and biases**.
- Highlight **community strengths and assets**, including the talents and expertise of the members.
- Consider how **aspects of culture** might influence an evaluation's design and implementation.
- Ensure that **multiple perspectives** are represented when determining what counts as credible evidence.
- Recognize **potential cultural implications** during data collection, analysis, and interpretation.
- Tailor the dissemination of evaluation results to **stakeholder needs**.
- **Promote use of evaluation** information for community benefit.

How do we
identify key
stakeholders?

Stakeholder Theory

Mitchell et al., 1997



Stakeholder Needs for Information

Fitzpatrick, Sanders & Worthen, 2011

Influence or make policy

Make operational decisions

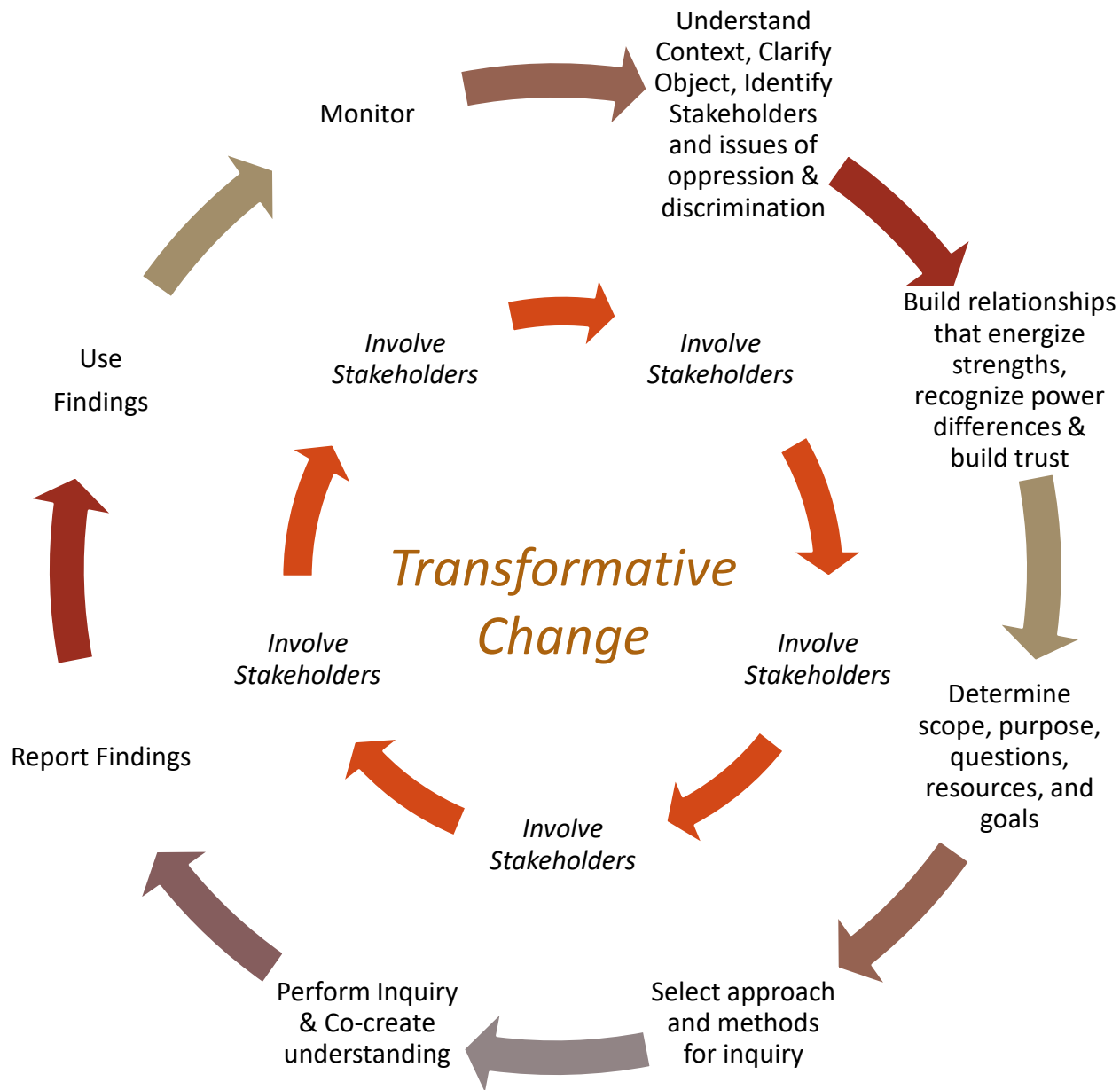
Provide input or evaluation

To react

For interest only



How and *when* do
we engage
stakeholders?



Transformative Evaluation Process

Challenges of Participatory Approaches

Limited access to stakeholders

Power differentials

Insufficient time and resources

Stakeholders' desire and willingness to be involved

Competing priorities

Misalignment with funders



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Benefits of Participatory Approaches

Capacity building

Utilization

Grass-roots action

Sustainable efforts

Stakeholder appropriate

Resources

Relationship building

Inclusion

Social Justice



Photograph by David Lee



Questions?