



# Deliverable 4: Draft Evaluation Framework Workshops — Summary of Results

**Submitted to:** Spanish Ministry of Health and Directorate General for Structural Reform Support

**Project:** Improving public health actions through better information on equity and social determinants of health and improved tools for evaluating health promotion interventions

*The project is funded by the European Union via the Structural Reform Support Programme and implemented by ICF, in cooperation with the Directorate General for Structural Reform Support of the European Commission*

# Deliverable 4: Draft Evaluation Framework Workshops — Summary of Results

A report submitted by [ICF S.A.](#)

In collaboration with the Spanish Ministry of Health, the Spanish Federation of Municipalities and Provinces- Spanish Healthy Cities Network



ICF S.A.  
Avenue Marnix 17  
Brussels  
B-1000  
Belgium

# Contents

- 1 Introduction ..... 1
- 1.1 Objectives ..... 1
- 1.2 Structure ..... 1
- 1.3 Participants ..... 2
- 2 Workshop results ..... 2
- 2.1 Key topics of the workshops ..... 2
- 2.2 Keywords ..... 3
- 2.3 Results analysis ..... 3
- 2.4 Training for Evaluation: Collective Learning and Implementation ..... 4
- 2.5 Areas for improvement and key support required for the implementation of the Evaluation Framework ..... 6
- 2.6 What did the participants say? ..... 6
- 2.7 Workshop conclusions ..... 7
- 3 Next steps: how the Framework will be modified based on the workshop results .... 8

# 1 Introduction

The Ministry of Health is working on improving the evaluation of health promotion interventions in the local setting. To this end, and as part of this project, a framework for evaluating health promotion interventions has been developed. The objective of the Evaluation Framework is to support the Ministry of Health and its partners to evaluate health promotion interventions at the municipal level and thus support resource allocation.

To ensure the technical rigor and applicability of the Framework in the local setting in Spain, three online workshops were planned with key local health promotion stakeholders. After presenting the draft Evaluation Framework, the objective was to assess its usefulness and enrich it with input from the participants.

The workshops took place on January 18, 25, and February 10, 2021. They were planned, implemented, and analysed by Demos Helsinki, an independent international think tank specializing in public sector innovation, strategic experiments, co-creation, and people-centered design. Demos Helsinki has more than 15 years of experience organizing co-creation workshops in different contexts for the public sector.

This report, prepared in English and Spanish, summarizes the main outcomes of these three workshops. It details the participants' contributions and suggestions on how to improve the Evaluation Framework for Health Promotion Interventions in the Local Environment

## 1.1 Objectives

The overall objectives of the three workshops were:

1. To present the Evaluation Framework developed in this project,
2. Collect and document comments and discussions from participants on the content and structure of the Evaluation Framework to health promotion interventions at the community level and, through this,
3. Improve the usability and build ownership of the Evaluation Framework.

## 1.2 Structure

All workshops had a similar structure and each one was divided into two main segments. The first segment was a presentation of the Evaluation Framework for Health Promotion Interventions in the Local Environment (presentation of the 10 steps of the Evaluation Framework). In the second segment the participation component was introduced; in this part the participants were divided into different randomly assigned groups and had the opportunity to share reflections on the Framework and its potential for transferability in the Spanish local context. At the end of the group reflections, participants rejoined the main session where they were invited to answer, individually, a series of questions about the strengths and/or weaknesses of the Framework through the Screen.io platform.

The workshops were conducted entirely online through the Zoom video call platform and the participatory activities were carried out using digital tools.

After each event, a feedback questionnaire was sent to all participants - with the main objective of improving the following workshops and creating a new space for participants to leave further comments on the Framework. Comments about the workshop experience made it possible to adapt the following events, while comments and inputs to the Evaluation Framework allowed to improve the current draft version.

## 1.3 Participants

The first workshop was mainly addressed to the representatives of the Working Group of Autonomous Communities for the Local Implementation of the Strategy for Health Promotion and Prevention in the National Health System (EPSP), the Health Promotion Committee belonging to the Public Health Commission of the Interterritorial Council of the National Health System, and the Spanish Network of Healthy Cities (RECS). Some of these people, with a technical profile, were already familiar with evaluation systems.

The second and third workshops were addressed to the different local entities that adhered to the local implementation of the EPSP and members of the RECS, with representation from municipalities from most of the autonomous communities of Spain. Approximately 120 and 110 participants attended, respectively. In these two workshops, there were more participants from small municipalities and potential implementers of the Evaluation Framework, so their input contributed mostly to improve the usability of the Evaluation Framework in its implementation.

Participants were able to learn about the proposed Evaluation Framework and discuss and share views on how the proposed frameworks could be used in different local contexts in Spain.

## 2 Workshop results

### 2.1 Key topics of the workshops

The following key issues for improvement in the Evaluation Framework were identified: challenges and opportunities, feasibility of the Framework in small local entities, equity focus, and applicability. Questions on these topics were shared explicitly in the first workshop to guide group discussions, and more implicitly in the second and third workshops through similar questions in the online questionnaire and in discussions between participants and presenters.

#### 1. Challenges and opportunities

What are the opportunities for this Framework in the context of local implementation of the Strategy for Health Promotion and Prevention in the NHS and the Spanish Network of Healthy Cities (RECS)?

#### 2. Feasibility of the Framework for small local entities

How does the Framework take into account smaller local entities? Can the Framework be used by these local entities? Is it useful for them? Does it require further adaptation? If so, what structural aspects should be taken into account (personnel, resources, etc.)?

#### 3. Equity approach in the Evaluation Framework

Equity is important in all steps of the Evaluation Framework. In general, is equity sufficiently taken into consideration in the Framework, and in particular gender equality? Can the Framework enable equity in local health promotion programs?

#### 4. Applicability of the Evaluation Framework to the key interventions of the Local Implementation of the Health Promotion Strategy

How applicable is the Framework to the key interventions of the Local Implementation of the Health Promotion and Prevention Strategy in the NHS (intersectoral roundtables and resource mapping)? Is intersectoral work sufficiently taken into account in the Framework? Can the Framework help to improve health promotion programs?



The participants of the second and third workshops emphasized this lack of resources and capacity as one of the most urgent and relevant challenges for the Evaluation Framework. With limited resources available, effective dissemination and training strategies also become challenging.

## **2. Feasibility for small local authorities**

Although the proposed Evaluation Framework is intended to be applicable for different local entities and the available training is offered to a wide and diverse group of local entities, the participants in the three workshops agreed that the current version of the Evaluation Framework is more applicable to larger municipalities as they tend to have more resources. Smaller municipalities need more adjusted, simplified, and pragmatic models to be able to adapt the Evaluation Framework to their needs. These are suggestions to increase the feasibility in local entities according to their size:

- a. Increase training.
- b. Consider adaptations to different realities, such as those of small municipalities.
- c. Increase collaboration between actors and coordination between administrations.

## **3. Equity approach in the Framework.**

The participants consider that equity is presented throughout the Framework in a cross-cutting manner, but certain aspects could be reinforced, such as enhancing gender equality or adding a cultural sensitivity perspective. According to the participants, the gender approach needs to be clearer, by disaggregating the collected data by sex, and then carrying out a gender analysis of the results. It is also necessary to ensure that participation is cross-cutting, inclusive, and continuous. Overall, participants felt that the Framework would help to improve equity in local health promotion programs. However, participants in the second and third workshops emphasized the need to add more concrete examples of how equity is expressed, represented, and evaluated.

## **4. Applicability of the Evaluation Framework to the key interventions of the Local Implementation of the Health Promotion Strategy.**

According to the comments received, the size of the municipality and resources are key elements that will condition the applicability of the Evaluation Framework. Likewise, having staff with expertise in assessments, ensuring access to training on the use of the Framework, as well as developing simplified tools or applications can help to improve the applicability of the Framework. Participants in the first workshop discussed the role that the Ministry could play in facilitating simplified assessment tools and promoting assessment at the local level. Local authorities confirmed that it was preferable to have a framework that could be adapted to local realities.

## **2.4 Training for Evaluation: Collective Learning and Implementation**

The following aspects improve the ability to implement the Evaluation Framework and increase its usability.

### **1. Simplification of the Framework**

The small municipalities representatives agreed that the Evaluation Framework needs to be simplified and needs to change in order to be applicable to their contexts. The lack of resources (human, economic, technical) means that many of these local settings cannot undertake an assessment as comprehensive as the one presented in the Evaluation Framework.

### **2. Practical tools for implementation**

Through comments and feedback, participants suggested that municipalities lacking the resources to implement a comprehensive assessment could use the following tools:

- a. Guides, checklists, and simple online assessment tools: basic documents and tools with which a step-by-step assessment can be facilitated in small local settings. Using simplified versions that are applicable in a variety of settings would make it possible to evaluate concrete actions in a simpler way in terms of objectives, resources, and methodology.
- b. Bank of best practices: compilation of practical examples of successful interventions and evaluation models. They could also include references to documents and guides elaborated in the Spanish autonomous communities on the subject matter of the Evaluation Framework.

### **3. Increasing training**

The training suggested in the workshops were:

- a. Online courses and remote working sessions.
- b. Support activities for local entities.
- c. Training on how to carry out the evaluation.
- d. Online workshops such as those held in January and February.
- e. Specific training according to the needs of the municipalities.
- f. Sessions to analyse and solve problems.
- g. Workshops to share work and programs of several municipalities on topics related to Health Promotion.
- h. Capacity building training to analyse and implement the proposed steps of the evaluation.

#### **Who should do the training?**

Most of the participants of the first workshop suggested that training should be carried out by Health Promotion Services and health experts. The second and third workshops also discussed the benefits of establishing more informal working groups to have support from different stakeholders and to learn collaboratively.

### **4. Strengthening collaboration and participation**

- a. Support network/working groups for implementation: participants emphasized that creating these networks/working groups would allow the people implementing the Evaluation Framework to get to know each other and partner up.
- b. Cross-sectoral collaboration: Participants commented on the importance of having interdisciplinary groups to increase participation in decision-making. For example, communication channels could be created between health centres and other actors in the community: social, sports, leisure, environmental. It was also discussed that for health promotion to be effective and for resources to be allocated to its development and evaluation, the prior awareness or involvement of political representatives at the local level is necessary, so it would be advisable to carry out some activity aimed at them.

This intersectoral collaboration would result in greater awareness of the Evaluation Framework by different actors, which could lead to better applicability. Encouraging collective learning and implementation not only improves communication but also strengthens the bonds of adaptation and group development.

## 2.5 Areas for improvement and key support required for the implementation of the Evaluation Framework

At the end of the third workshop, the participants answered in a few words what were the aspects that could be improved and the things they needed in order to be able to apply the Framework. We see how the answers to these questions are aligned with the four key themes presented at the beginning of this section.

1. **Summary of responses to the question "Indicate what aspects of this Evaluation Framework could be improved":**
  - c. Greater number of examples (and specifically equity).
  - d. More information on data collection
  - e. More detail on analysis of results
  - f. Resource planning needed to carry out the evaluation.
  - g. Consider adaptations to different realities such as small municipalities.
2. **Summary of answers to the question "Indicate up to three things you would need in order to be able to apply this Evaluation Framework in your municipality".**
  - a. Training
  - b. Political commitment in terms of financial, human, and time resources.
  - c. Planning the evaluation
  - d. Presentation in a more interactive and visual format

## 2.6 What did the participants say?

***"The teams working on the ground, on the street-level cannot and should not invest so much time in the evaluation and planning of projects. We need "precooked" and quick tools to evaluate our programs focused on the phases we work in the most: implementation and development."***

A comment during the second workshop.

***"It would be very interesting to have a compilation of experiences that have already shown evidence of effectiveness at the local level and guidelines on how to adapt them for implementation in our environment."***

A comment during the third workshop.

***"Citizen participation in evaluation is not as prominent as it should be, and it should be given more importance."***

A comment during the second workshop

***"I think that the evaluation process is very important, but perhaps due to insufficient training in this area, time constraints, and the demands of everyday life, it is neglected. It would be very necessary to disseminate and raise awareness of the importance of the culture of evaluation as an unquestionable necessity in the design of projects and programs."***

A comment during the second workshop.

***"A group of people could be established in this Framework where doubts could be transferred in the evaluation of specific programs. More events like the one today are***

*helpful to get to know each other, the meeting in small groups was also very enriching."*

A comment during the third workshop.

## 2.7 Workshop conclusions

<b>Challenges and opportunities</b>	The greatest opportunities are to demystify evaluation, systematize processes and develop quality programs. The main challenges are resource limitations, especially for small municipalities.
<b>Feasibility of the framework in small local authorities</b>	Political will is crucial. To apply it in municipalities with fewer resources, it is necessary to increase training and consider more practical and simplified adaptations of the Evaluation Framework.
<b>Equity focus in the Evaluation Framework</b>	Equity is present throughout the Framework in a cross-cutting manner, but certain aspects could be enhanced, such as reinforcing the gender approach or adding a cultural sensitivity perspective.
<b>Applicability of the Evaluation Framework to the key interventions of the Local Implementation of the Health Promotion Strategy.</b>	Simplification of the Framework and training support are necessary to address the lack of resources and to respond to the different needs of local entities.

## 2.8 Training for Evaluation: Collective Learning and Implementation

The following aspects improve the ability to implement the Evaluation Framework and increase its usability.

1. Simplification of the Framework so that it can be adaptable to the needs and resources of small local entities.
2. Practical tools for implementation such as guides, checklists, simple online evaluation tools, or banks of practical examples that can help municipalities with fewer human, financial or technology resources to implement the Evaluation Framework.
3. Increase training to support local entities in project evaluation and enable them to analyse and solve diverse problems according to their needs.
4. Strengthen collaboration and participation by establishing support networks/working groups for the implementation and by facilitating intersectoral collaboration.

### 3 Next steps: how the Framework will be modified based on the workshop results

Throughout this process and once the workshops were completed, we can conclude that, although the draft is a complete document, there are a number of improvements that could make it more applicable to the local reality. The following is a proposal for modifications to the draft Evaluation Framework.

1. **Add examples:** The first point, and the most repeated among the participants, is to add examples throughout the document. First, it is proposed to add more detail on the example of Baixem al Carrer in each of the steps of this document. Also, some examples of programs successfully implemented in municipalities and already evaluated will be included. For this last point, the Ministry of Health will be consulted for examples of projects that could be useful in this category. Regarding where it is more necessary to add these examples; according to the information gathered in the workshops, it seems that the steps of data collection and analysis have not been clear enough, so we believe it is relevant to add examples, especially in these steps. Regarding the example of Baixem al Carrer, the steps will be added throughout the document. Finally, the participants highlight the importance of adding more practical examples that reflect how to take equity into account. We believe that the examples will allow us to consider adaptations to different realities such as small municipalities.
2. **Simplify the document:** We believe that the draft Evaluation Framework includes the minimum information that a technical document of this nature requires. Therefore, we propose not to modify its content. However, we suggest moving the Checklist to the beginning of the Framework.
3. **Enhance the equity and gender approach in the Framework: the team has doubts about how to deepen these aspects.** Some participants consider that equity is present throughout the Framework in a cross-cutting manner, but that certain aspects could be enhanced, such as reinforcing the gender approach or adding a cultural sensitivity perspective. According to the participants, the gender approach needs to be clearer, by disaggregating the collected data by sex, and then carrying out a gender analysis of the results.
4. **Reinforce the importance of political will to create an evaluation culture and implement the Evaluation Framework.**
5. **Correct terms (e.g. meta).** These changes were discussed and finalized with the Ministry of Health, and DG REFORM at a meeting held the week of March 22, 2021.

