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| Macintosh HD:Users:elaynevlahaki:Dropbox:CAT PROJECTS:Current Projects:PAN REACH TOOLKIT:Reach logo:Reach2-Logo-Print.png | **EVALUATION TOOLKIT** |

**WORKSHEET: ENGAGING STAKEHOLDERS**

Key stakeholders should be engaged throughout all steps of the evaluation process to improve the relevance and utilization of evaluation findings. As outlined in this evaluation toolkit, developing a plan to engage stakeholders should be one of the first steps in the evaluation process. This is a living document and an important tool in your evaluation work. You should review your stakeholder engagement worksheet throughout the course of the project and update and revise as necessary.

Stakeholder engagement is fundamental to evaluation because stakeholders:

* are the ones who will need to determine the focus of the evaluation;
* have in-depth knowledge of the program or organization and the surrounding policy or social/economic contexts impacting the program;
* have access to program records and program participants;
* will assist in understanding and contextualizing the analysis of the evaluation data; and
* will ultimately use the findings and data generated from the evaluation to meet their needs.

When you think about ‘who’ a stakeholder might be it is important to cast a wide net. They are individuals, groups or organizations who have a significant interest in how the program is running and its outcomes. Examples include: staff or service providers; project partners; funders; evaluation sponsors; program participants, clients or peers; Board of Directors or senior executives; community members; or other experts.

Finally, there are a number of key tasks that you might want to involve stakeholders in, including: providing context and understanding about the program; focusing the evaluation work and identifying evaluation questions; developing or reviewing the logic model; helping with the development of data collection tools; helping with data collection or accessing evaluation respondents; supporting the interpretation of findings and providing context; developing recommendations; creating action-based plans based on the findings; and disseminating the evaluation findings. Stakeholders can have different levels of involvement in an evaluation that can range from being an active participant in all aspects of the evaluation and being part of an evaluation advisory committee, to providing input occasionally, to being informed of the evaluation’s progress at a high level, to receiving the final evaluation report and summary documents.

A ‘stakeholder engagement worksheet’ has been provided to help your identify, understand and involve stakeholders throughout your evaluation (see Table 1 below). Populating each of the boxes in the stakeholder engagement worksheet will help you to critically think about stakeholders’ interests in the evaluation and how you can make best use of their time and expertise. Note that the REACH Evaluation Toolkit contains links to documents about stakeholder engagement if you are seeking out additional information. Click [here](http://www.reachprogramscience.ca/reach-pan-evaluation-toolkit/engaging-stakeholders/) for more information.

**Table 1. Stakeholder engagement worksheet**

**Date last reviewed/revised:**

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| Stakeholder  (*Name of person or stakeholder group, such as program manager, program participants, other community-based organizations, etc.*) | What is their interest in the evaluation?  (*Examples: identifying areas for program improvement, are service recipients, potential for program replication, final evaluation findings, etc.*) | How will the stakeholder be involved in the evaluation?  (*Examples: member of the Evaluation Advisory Committee, informed about evaluation, provide support, data source, etc.*) |
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Adapted from:

Centers for Disease Control and Prevention. (2012). Introduction to Program Evaluation for Public Health Programs: A Self-Study Guide. Retrieved from: http://www.cdc.gov/eval/guide/step1/