

Identifying Stakeholders and their Roles in an Evaluation

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An “evaluation stakeholder” is anyone with a stake in a program and its evaluation. It is considered good practice to involve stakeholders in an evaluation, but there are not hard-and-fast rules about who should be involved and how. This worksheet is intended to guide evaluators and program personnel in reflection and decision making around these issues.

1. Who needs to be involved to ensure the evaluation’s utility, feasibility, propriety, and utility?*(list names or at least position titles)

Utility: Whose involvement and support is necessary to increase the chances that the evaluation results will be used?	
Feasibility: Whose cooperation is needed to enable efficient implementation of the evaluation?	
Propriety: Who has a right to be part of various aspects of the evaluation?	
Accuracy: Whose expertise (in the content area and/or context) is needed to ensure the evaluation will yield valid results?	

*Questions adapted from: Davidson, E. J. (2013). *Actionable evaluation basics: Getting succinct answers to the most important questions*. Auckland, New Zealand: Real Evaluation. (pp. 11-12). She organized these and other questions around validity, justice, credibility, utilization, and cost. The four categories above are the main domains of the Program Evaluation Standards (jcsse.org)

2. Transfer the names above to the cells below that best describe (A) the person’s main role in relation to the program and (B) how he or she is expected to be involved in the evaluation. Given what you know about the program and its evaluation, do you think you have the right people involved in the right ways? If not, what adjustments should be made? (Note: It is not necessary to fill in all the cells.)

(A) MAIN ROLE IN RELATION TO PROGRAM:	(B) TYPE OF INVOLVEMENT IN THE EVALUATION:†			
	MONITOR Stakeholders keep track of the evaluation’s progress and findings.	FACILITATE Stakeholders affirm the evaluation’s importance and minimize barriers to its execution.	CONSULT Stakeholders advise on key decisions about the evaluation.	CO-CREATE Stakeholders and evaluators partner to design and implement the evaluation and interpret the results.
Served or otherwise affected by the program				
Involved in implementing the program				
Make decisions about programming, policies, and/or funding				

†Categories adapted from: Patton, M. Q. (2008). *Utilization-focused evaluation* (4th ed.). Los Angeles: Sage. (p. 81)