



Considering Diversity, Equity, & Inclusion (DEI) in a Stakeholder Analysis

Many audit shops conduct a stakeholder analysis to inform the scope of the audit, to identify potential interviewees for audit planning and/or fieldwork, and to identify key audiences for the audit report. A group or a person may be stakeholder if they can affect or are affected by an agency, program or issue. You can apply DEI principles to a stakeholder analysis to help ensure the inclusion of diverse perspectives and ultimately strengthen the process.

2018 GAGAS Guidance Regarding Stakeholders

Stakeholder analyses can be helpful for any audit shop in their reviews. For those following Government Auditing Standards, the standards specifically call out why this type of analysis is useful in looking the nature and profile of the program, as well as user needs:

GAS 2018: 8.37: “Other potential users of the auditors’ report include government legislators or officials (other than those who may have authorized or requested the audit), the media, interest groups, and individual citizens...An awareness of these potential users’ interests and influence can help auditors judge whether possible findings could be significant to relevant users.”

GAS 2018: 1.26 also discusses an analysis of stakeholder views as part of a prospective audit on proposed policies or laws.

Consider DEI during a stakeholder analysis by asking: *who benefits and who is burdened by the audit topic or agency?*

In theory, government policies, programs, and services should benefit all eligible, intended recipients. Individuals and groups may be affected differently, however, because of historical and ongoing inequities. Some populations may be excluded or must overcome barriers to access services. For example, households without access to the Internet may be unaware of available services that are promoted only through digital channels or less likely to participate if it requires an online application. Other populations may experience negative impacts of a policy or service, even if these impacts were unintentional. For example, development policies designed to ‘revitalize’ neighborhoods may contribute to a disproportionate displacement of lower-income households of color.

Asking these questions helps improve a typical stakeholder analysis for an audit topic in the following ways:

- Understanding the benefits and burdens that different groups experience may highlight inequities that inform audit findings and/or recommendations.
- Diverse stakeholders may identify new issues or concerns.
- Diverse stakeholders may have historical, cultural, or specialized knowledge that may reveal root causes for inequities.
- Stakeholders who experience benefits or burdens may hold unique perspectives.
- Stakeholders are likely primary or secondary audiences for the audit report. Engaging diverse stakeholders may inform report writing and broaden exposure and interest for the audit.
- Stakeholders who are impacted by the audit topic can help hold the auditee accountable to implementing the audit recommendations.



Prepared by ALGA's
DEI Committee
June 2020

Identifying Stakeholders

The form below can help you identify stakeholders that experience benefits and burdens from the audit topic. You may be able to answer some of the key questions from your knowledge of the audit area, through brainstorming, or by asking the auditee or other stakeholders. Other questions may require data analysis.

Once you have identified the audit stakeholders, **consider which stakeholders should be engaged in the audit process.** This could include direct involvement, such as through interviews, surveys, or focus groups, or indirect involvement, such as through observation of operations or use of data that contains private or personally identifiable information of service users.

Key Questions	Tips	Stakeholder(s)
Who is impacted by the audit topic and in what way?	Consider both process and outcome-level data available on the audit topic. Disaggregate the data by demographics as much as possible to identify any differences among groups.	
Who are the primary users of the service/program/policy? What groups underuse the service compared to their representation in the general community? What may be some of the reasons for underuse?	Consider population demographics, such as race/ethnicity, gender, language, ability, income, etc. If there are differences by geographic area, use population level data to determine the demographics of people in those areas.	
Who has full access to the service/program? Who must overcome barriers to access the service/program? Who is excluded from accessing the service/program?	Consider accessibility for people with disabilities, language, discriminatory practices, income levels, differences in availability by geographic area, etc.	
Whose input was gathered and incorporated into the service/program/policy (such as during development or evaluation stages) and whose was not?	Consider strategies used for public outreach and engagement and any barriers for community members to provide input such as language interpretation, digital access, perceptions of being welcome, access to transportation, etc.	
Who is informed of the service/program/policy and in what way?	Communication mechanisms may not reach everyone equally. Consider any information barriers, such as language, digital access, and accessibility.	
Who else can help me identify burdens and benefits of the audit topic?	We all have biases and knowledge gaps that may cause us to miss or overlook disparities. Consider who may have a different perspective from you and can help identify impacts of the audit topic. One strategy is to ask stakeholders who else you should speak with and what other issues you should consider in your analysis.	



Prepared by ALGA's
DEI Committee
June 2020

Audit Examples & Other Resources

For more information, refer to these resources and examples of audits that incorporated DEI in their stakeholder analysis.

[Seattle: 2019 Minimum Wage Enforcement Audit](#)

- This audit highlighted how the effectiveness of minimum wage enforcement disproportionately impacts certain populations, including female workers, workers of color, immigrant and refugee workers, non-English speakers, LGBTQ+ workers, workers with disabilities and youth workers.

[King County: 2018 RapidRide Fare Enforcement: Efforts Needed to Ensure Efficiency and Address Equity Issues](#)

- This audit specifically examined equity outcomes for transit riders and found that people experiencing homelessness or housing instability disproportionately received fare enforcement citations.

[Austin: 2018 Austin Police Department Response to Mental Health-Related Incidents](#)

- This audit found that people experiencing a mental health crisis in Austin may be at a higher risk of having a negative police interaction.

[Canadian Audit & Accountability Foundation: 2016 Practice Guide to Auditing Gender Equality](#)

- This resource provides in-depth guidance on auditing specific gender equality programs or integrating gender equality considerations when auditing an organization's policies, programs and activities.

Adapted from:

Oregon Secretary of State, Audits Division. 2016. Stakeholder Identification and Analysis (During Scoping).

Government Alliance on Racial Equity. 2015. Racial Equity Toolkit. Retrieved from: https://www.racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf