

## PROGRAM CYCLE RESOURCE

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### EVALUATION STAKEHOLDER ANALYSIS

**What:** Evaluation Stakeholder Analysis (SA) is a technique used to identify and assess the importance of key people, groups, or institutions in the evaluation. It is a systematic way to establish stakeholder interests and needs and generates information that is critical to planning and implementing your evaluation.

**Why:** Stakeholder analysis helps you anticipate the influence different stakeholders may have on mobilizing support or resistance to the evaluation; as well as the use of evaluation findings and implementation of recommendations. It also helps you provide a foundation and strategy for participation in the evaluation - which often leads to more useful, cost-effective evaluations!

**How:** Conducting an evaluation stakeholder analysis is a tiered process. A general guideline is below:

1. Identify the main users of the evaluation. USAID is often one of the main users, but there are others. They may include partner country institutions, implementing partner organizations, or other donors. Ask what these users really need to know about the program and how they envision using evaluation findings. This step will help to identify what information you need from the evaluation and how to get it.
2. Identify clients and other key stakeholders. This group is likely larger than the group you identified in Step 1. A broader group of stakeholders are those who stand to be interested in and/or impacted by the evaluation, both positively and negatively. Make sure to include marginalized groups, if applicable. This group of stakeholders has important interests, but will have less voice in the evaluation.
3. Provide early opportunity for each of these groups to raise issues for the evaluation to address.
4. Assess stakeholder interests, influence, importance, and potential impact on the evaluation. Use the attached Evaluation Stakeholder Analysis Worksheet to determine the extent to which each individual or group plays a role, or could play a role, in the evaluation's planning, implementation, and use. In doing so, consider the relationships between stakeholders, agreeing or conflicting interests, and both short and long-term implications of the evaluation.
5. Develop strategies to appropriately involve stakeholders in the evaluation, as suitable for the context and needs of the evaluation. Even if specific groups or individuals are not explicitly involved, it is still important that their interests and needs have been taken into account.
6. Consider offering periodic updates or briefings to stakeholders during the process of the evaluation. This may help to improve buy-in and eventual use of evaluation findings.
7. Ensure that your evaluation report indicates the nature and extent of stakeholder involvement.

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### Evaluation Stakeholder Analysis

Evaluation stakeholders	Make Policy	Make operational decisions	Make inputs to evaluation (describe)	React to findings	For interest only	Proponent of the evaluation (describe why)	Opponent of the evaluation (describe why)