

## 3.2. Analysis of reform context: Macro-level stakeholder analysis

Stakeholder analysis is built on the recognition that decision making outcomes are a function of the political-economic and ideological interests of key policy stakeholders. The aim of Stakeholder Analysis is to identify stakeholder characteristics, their interests, and the nature and degree of their influence on existing or future policies, reforms, or interventions. The aim of Institutional Analysis is to uncover the formal and informal organizations and institutions that shape the context in which these policies, reforms, or interventions take place.

The great challenge when trying to assess the institutional landscape of policy reform is that there are often many different actors, or stakeholders, with interests and interactions that shift and evolve over time (Brinkerhoff and Crosby, 2002, 164). A stakeholder is defined as an individual, community, group or organisation with an interest in the outcome of an intervention, either as a result of being affected by it positively or negatively, or by being able to influence the intervention in a positive or negative way (DFID, 2003, 2.1).

There are three main types of stakeholder, although in reality the distinction may not be clear cut:

- Key stakeholders. Those who can significantly influence or are important to the success of an intervention
- Primary stakeholders. Those individuals and groups who are ultimately affected by an intervention, either as beneficiaries (positively affected) or dis-beneficiaries (adversely affected)
- Secondary stakeholders. All other individuals or groups with a stake, interest or intermediary role in the activity.

Stakeholders will have different levels of interest, different motivations and different levels of power and influence. Stakeholders will be drawn from within government, civil society and the private sector. The aim of Stakeholder Analysis is to identify stakeholder characteristics, their interests, and the nature and degree of their influence on existing or future policies, reforms, or interventions. Macro-level stakeholder analysis focuses particularly on the key stakeholders, those able significantly to influence the design, implementation and outcome of policy reform.



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