

Tool Name: Force-field analysis

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What is it?	Force-field analysis is an often illustrative method to present an overview of key stakeholders support and opposition to particular reforms. It is capable of providing an overview of the pressures for and against change.	
What can it be used for?	The method of placing stakeholders on a continuum according to their opinion of the reform provides a quick overview of the political climate surrounding the reform. With the identification of key stakeholders and an assessment of their potential effect on the direction of reform design and implementation, it can be used as a first tool in a more comprehensive political economy analysis.	
What does it tell you?	Maps stakeholders' position towards the reform. In addition to mapping stakeholder positions to reforms, the force-field analysis should also include a quantification of the force by which the stakeholder opposes or supports the reform. Such force could both be a function of the relative power of the individual stakeholders vis a vis the other actors as well as the extent to which the stakeholder opposes or favors the reform. A powerful stakeholder that is fairly neutral with regards to the reform might exercise less force on the implementation of the reform compared to a less influential stakeholder whose existence depends crucially on the design of the reform. Due to the fact that it is an analysis and not a mapping, the two variables, the strength and the degree of opposition, need not be depicted in a two-axis chart (see case) but could also be expressed in values. In the most simple form, the power and the degree of opposition or support could be standardized (between 1 and 5 for instance) and multiplied with each other to get a measure of force spanning from 1 (weak force) to 25 (strong force).	
Complementary tools	Stakeholder analysis	
Key elements	A basic visual representation of the different forces at play in policy reform contexts	
Requirements	Data/ information	Analysis compiled from key informant interviews, literature reviews (including government documents and newspaper articles) and stakeholder workshops
	Time	If integrated with ongoing key informant interviews, force-field analysis can be conducted in a single week, In cases where there is no significant qualitative work planned, a thorough exercise would involve two to three weeks of research. However, analysis that is meant to map political positions in different reform scenarios is not a one-off piece of work and should emerge from the findings of other analytic work. Ensuring a complete and updated picture may require that specialists conduct the analysis over several months.

	Skills	Sociological or anthropological training is helpful, as is a background in political science. Local knowledge, including contacts with local experts is crucial. Those carrying out the analysis must also thoroughly understand the reform and the recent history in the sector.
	Supporting software	N/A
	Financial cost	When combined with other qualitative work, the incremental cost of force-field analysis can be as low as \$10,000. When no qualitative work is planned, costs can be up to \$25,000.
Limitations	A force-field analysis does not provide information about why the different stakeholder groups distribute themselves in the force-field. Stakeholders could be opposed to reforms based on a multitude of different reasons that are not described in the force-field analysis. The mono-dimensional perspective of stakeholder views (along the continuum of reform opposing or supporting) also excludes more detailed views stakeholders might have. They might oppose certain parts of the reform and support others, their choices might dependent on other policies (and not just the reform) etc.	
References and applications	Brinkerhoff and Crosby, 2002	



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